

**FOOD IN
MONTGOMERY COUNTY PUBLIC SCHOOLS**



**OFFICE OF LEGISLATIVE OVERSIGHT
REPORT NUMBER 2012-1**

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THE ASSIGNMENT

This report responds to the Council’s request for the Office of Legislative Oversight (OLO) to review the policies and practices that shape Montgomery County Public Schools’ (MCPS) delivery of food in schools and to research approaches to school food in other jurisdictions. This report describes MCPS’ administration of nutrition programs, relevant policies, Division of Food and Nutrition Services (DFNS) budget data, and offers case studies of school food practices in nine school systems.

Overall, OLO found that MCPS complies with or exceeds federal, state, and local requirements for school food, and has implemented a variety of practices aimed at encouraging students to eat healthier foods. However, OLO also found that DFNS has not pursued these practices as vigorously as some other school systems.

DIVISION OF FOOD AND NUTRITION SERVICES REVENUE AND EXPENDITURES

In MCPS, DFNS administers the school system’s nutrition programs. For two years, DFNS has operated at a deficit. In FY10, DFNS earned \$40.3 million, spent \$41.9 million, and received a \$1.8 million transfer from the MCPS general fund to cover the shortfall. In FY11, DFNS anticipates \$42.6 million in revenue and \$43.4 million in expenditures. MCPS has yet to decide how it will address the FY11 deficit.

DFNS has three revenue sources: federal and state government dollars (55%); sales of reimbursable school meals (27%); and sales of a la carte/snack items (17%). Employee salaries and benefits account for 67% of DFNS expenditures and the cost of food comprises another 29% of the DFNS budget.

DFNS PROGRAMS AND SERVICES

There are two categories of school food: reimbursable food programs and competitive food sales. Reimbursable food programs are school nutrition programs supported by federal and/or state revenue. DFNS manages the seven programs listed below. If DFNS meets specified nutrition standards, federal and state revenue reimburses DFNS for each meal or snack it serves. Family income levels determine students’ meal prices, and reimbursement rates vary by meal price. So, a free meal for students with family incomes below 130% of the federal poverty limit is reimbursed at a higher rate than a full-price meal for students with family incomes above 185% of the federal poverty limit.

DFNS Reimbursable School Meal Programs, FY11

Program	Description	# of Sites
School Lunch Program	Lunches offered for all students at free, reduced, or full-price.	All schools
School Breakfast Program	Breakfasts offered for all students for free, reduced, or full-price.	All schools
Maryland Meals for Achievement	Free, in-classroom breakfast to all students in participating schools. Schools must have at least a 40% FARMS enrollment and approval by the Maryland State Department of Education (MSDE).	30 schools
Afterschool Snack Program	Free snack for students in afterschool activities with an academic component at participating schools.	51 schools
Fresh Fruit and Vegetable Program	Mid-morning snack of a fresh fruit or vegetable two or three days per week. Schools must have at least a 50% FARMS enrollment and approval by MSDE.	7 schools
At-Risk Afterschool Supper Program	Meal for students in afterschool activities with an academic component at participating schools. Schools must have at least 50% FARMS enrollment or a service area that includes such a school.	18 schools
Summer Food Service Program	Breakfast and lunch during the summer at qualifying school and community sites. All participating children are eligible for free meals.	115 sites*

* FY10 number of sites.

FOOD SALES, PARTICIPATION, AND REGULATION

“Competitive” food in schools refers to food items that are sold instead of or in addition to reimbursable food items. The table below describes the competitive foods sold in MCPS schools. DFNS approves and monitors the sale of most competitive foods sold in MCPS, with the exception of fundraiser foods. All competitive foods that are sold during the school day must meet the nutrition requirements of the MCPS Wellness Policy.

Competitive Foods Sold in MCPS Schools

Food Type	Description
A la carte sales	All school meal items may be purchased a la carte. In addition, DFNS approves additional sides, snacks, and desserts (e.g., chips, cookies, snack cakes). Exact offerings vary from school to school.
DFNS kiosks and school stores	DFNS kiosks sell items that are available on cafeteria serving lines, including a la carte items and selected reimbursable meal items. School stores sell snacks and beverages selected by the school.
Vending machines	DFNS monitors the MCPS vending machine contract. Items sold during the school day are approved by DFNS and must meet MCPS Wellness Policy guidelines.
Fundraisers	Decisions about foods sold for fundraisers are made by school staff and parent teacher associations rather than by DFNS personnel. Fundraisers may include partnerships with restaurants (including fast food establishments) and sales of baked goods, sweets, and pizza.

STUDENT PARTICIPATION

Any MCPS student may purchase a school lunch or school breakfast; students from low-income families earning up to 185% of the federal poverty level may qualify for free or reduced-price meals (FARMS). FY11 data indicate that:

- The School Lunch Program, MCPS’ largest program, averaged over 57,000 meals per day. 78% of students enrolled in FARMS participated compared to 23% of students who paid full-price.
- The School Breakfast Program, MCPS’ second largest program, averaged 21,000 meals per day. Half of these meals were served in the 30 schools that participated in Maryland Meals for Achievement. 36% of students enrolled in FARMS participated compared to 5% of students who paid full-price.
- Overall, 58% of elementary school students and 29% of secondary school students participated in the School Lunch Program. This reflected a slight increase from FY10, when 54% of elementary and 28% of secondary school students participated.

SCHOOL FOOD POLICY AND REGULATION

United States Department of Agriculture (USDA) sets nutrition standards for foods sold in meal and snack programs and requires school systems to offer free and reduced-price meals and to establish wellness policies. Recent Maryland State Department of Education reviews found that MCPS complies with all federal requirements.

Further, the standards in MCPS’ Wellness Policy for competitive foods sold in schools exceed federal and state regulations. Specifically, MCPS’ policy requires that all competitive foods sold during the school day be sold in single serving sizes; it limits fat, saturated fat, and sugar content; and it limits competitive beverages to water, flavored water, juice with a minimum of 50% fruit juice, milk, and sports drinks (in the physical education area). Foods that do not meet these standards may only be sold after the school day ends.

In December 2010, Congress passed the Healthy, Hunger-Free Kids Act, which reauthorizes federal child nutrition programs. Under this act, the USDA has proposed new requirements for breakfast and lunch meals that would increase daily servings of vegetables, fruits, and whole grains; implement a minimum and maximum calorie range; and set a maximum amount of sodium per meal. The USDA is also expected to propose requirements for competitive foods. It is not clear whether these requirements will be more strict than current MCPS standards.

RECENT SCHOOL FOOD TRENDS

School systems across the country are implementing a variety of practices to improve their students' choice and consumption of healthy food in schools. The table below identifies eight emerging school food trends, summarizes MCPS activities and describes activities in other jurisdictions. Overall, DFNS has implemented a variety of innovative school food practices, but DFNS has not pursued these practices as vigorously as some other school districts.

School Food Trends	MCPS Practices	Other School System Practices
Trends that focus on enhancing the nutrition of school food		
Menu Revisions for Reimbursable Meals	<ul style="list-style-type: none"> Meets HealthierUS Schools Challenge <i>bronze</i> award for elementary menus Eliminated trans fats Reduced sodium content of foods 	<ul style="list-style-type: none"> <i>Baltimore City</i> – Expanded menu to a 6-week cycle to include and introduce healthier foods <i>Chicago</i> – Adopted HealthierUS School Challenge <i>gold</i> nutrition standards for menus <i>District of Columbia</i> – Adopted Institute of Medicine nutrition standards for meals
Competitive Foods	<ul style="list-style-type: none"> Limits sales of high fat/sugar competitive foods and beverages during the school day 	<ul style="list-style-type: none"> <i>Boulder, CO</i> – Reduced number of a la carte offerings
Salad Bars	<ul style="list-style-type: none"> Offers as reimbursable meal in one middle school Offers a la carte in nine middle and high schools 	<ul style="list-style-type: none"> <i>Chicago</i> – Offers reimbursable salad bars in one-third of elementary schools <i>District of Columbia</i> – Added reimbursable salad bars to 12 schools in FY11
Healthy Food Marketing	<ul style="list-style-type: none"> Offers Fresh Fruit and Vegetables Program in eligible schools Posts menu and calorie information in cafeterias 	<ul style="list-style-type: none"> <i>Anne Arundel County</i> – Offers students “all you can eat” fruits and vegetables with school meals; offers students samples of new fruits and vegetables with meals once a month
Processed Foods	<ul style="list-style-type: none"> Offers processed and cooked-from-scratch foods Reduced sugar in flavored milk 	<ul style="list-style-type: none"> <i>Boulder, CO</i> – Eliminated processed foods and flavored milk; introduced roasted chicken
Student Involvement	<ul style="list-style-type: none"> Conducts student taste testing of all new menu items Conducts student focus groups 	<ul style="list-style-type: none"> <i>Fairfax County</i> – Uses student tasting parties to compare and rate potential new products and set criteria before bidding for a product
Local Produce	<ul style="list-style-type: none"> Serves Maryland produce during Homegrown School Lunch Week Requests that vendors purchase locally grown produce when available 	<ul style="list-style-type: none"> <i>Chicago</i> – Purchases locally-grown, flash frozen produce <i>District of Columbia</i> – Purchases 20% of produce from mid-Atlantic region
School Gardens	<ul style="list-style-type: none"> Published guidelines for planting container gardens of edible plants Integrates efforts into classrooms but not into the cafeteria 	<ul style="list-style-type: none"> <i>Alexandria City</i> – Uses vegetables not eaten in the classroom for chef salads in the cafeteria
Strategies that focus on increasing reimbursable meal participation		
School Breakfast, Lunch, and Other Reimbursable Meals	<ul style="list-style-type: none"> Participates in free breakfast in classrooms program in 30 schools Eliminated \$0.30 charge for reduced-price breakfasts Piloted breakfast to-go programs in three schools in FY11 	<ul style="list-style-type: none"> <i>District of Columbia; St. Paul, MN</i> – Offers breakfast to go and in-classroom breakfast programs district wide <i>Pinellas County, FL</i> – Offers vended reimbursable lunches in two high schools

OLO recommends the Council discuss the following four issues with MCPS representatives in order to improve the Council's oversight of funds appropriated to MCPS for school food and nutrition.

Discussion Issue #1: Additional steps to encourage students to consume healthier foods in school

MCPS engages, to some degree, in all of the aforementioned practices for improving school food. MCPS has also been recognized by the USDA's HealthierUS Schools Challenge program and the Physician's Committee for Responsible Medicine for its nutritious menus. Nonetheless, OLO found that some school districts have done more to encourage students to eat healthier foods. Recommended questions for discussion include:

- What opportunities exist for MCPS to implement additional strategies aimed at improving its customer satisfaction goals and encouraging students to consume healthier foods? What barriers exist?
- How will MCPS determine whether to expand pilot school food programs to other schools?
- What lessons from other school systems might inform MCPS' efforts to improve school food?

Discussion Issue #2: Student participation in school breakfast and lunch programs

MCPS participates in every federal and state nutrition program available to the school system, but the school breakfast program may be underutilized and students eligible for free and reduced-price meals participate in lunch and breakfast programs at much higher rates than students who pay full price. Questions to consider include:

- What opportunities exist to increase participation in school breakfast programs? What are the barriers?
- What opportunities exist to increase student participation in school lunch programs, particularly among students/families that pay full-price for school meals? What are the barriers?
- What lessons from other school systems might inform MCPS' efforts to improve student participation?

Discussion Issue #3: Additional performance measures to track school food quality and nutrition

DFNS' participation and customer satisfaction goals help track its progress in providing "appealing, quality, and nutritious meals." MCPS' school meal participation rates are increasing and are close to reaching targeted goals. DFNS, however, has fallen short of its target of an 85% or higher satisfaction rating from parents or students. Additional measures tied to student participation by FARMS status or participation rates at peer school districts may provide a more complete picture of DFNS performance. Recommended questions to consider include:

- What rationale did MCPS use to develop its measures for student participation and customer satisfaction?
- Has MCPS considered tracking performance benchmarks tied to student participation by FARMS status?
- Who does MCPS consider to be their peers in school food service? Does DFNS currently benchmark their performance with these peers?

Discussion Issue #4: Recent deficits in the food service enterprise fund

DFNS is designed to be a self-sustaining operation, but experienced a deficit in FY10, anticipates a deficit for FY11, and loses 50 cents for each free and reduced-priced lunch it serves. Questions for discussion include:

- What are MCPS' actual costs per reimbursable meal served?
- What are the key reasons for DFNS' recent annual deficits?
- What are MCPS' plans for eliminating these deficits going forward?
- How will the proposed relocation of the DFNS Central Production Facility affect MCPS' goals to deliver school nutrition in an efficient and cost effective manner?

For a complete copy of OLO-Report 2012-1, go to: www.montgomerycountymd.gov/olo

Office of Legislative Report 2012-1

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Chapter I. Authority, Scope, and Organization of Report

A. Authority

Council Resolution 17-63, *Amended FY 2011 Work Program for Office of Legislative Oversight*, adopted February 15, 2011.

B. Purpose and Scope

In 2008, roughly one of every five children and adolescents were obese; triple the rates from 1980.¹ Being overweight or obese puts a child at greater risk of becoming an overweight or obese adult. In turn, an overweight or obese adult is at greater risk of diseases such as high-blood pressure or diabetes.

National policy is increasingly focused on reducing childhood obesity. In 2010, the Healthy, Hunger-Free Kids Act reauthorized federal school nutrition programs. To target childhood obesity, this legislation authorized the United States Department of Agriculture to update its nutritional guidelines for school meals and to develop guidelines for all other foods sold in schools. Other federal, state, and local efforts to target childhood obesity and wellness through school-based programs are also underway.

In Montgomery County Public Schools (MCPS), the Division of Food and Nutrition Services (DFNS) administers school nutrition programs. The mission of DFNS is to “provide an array of appealing, quality, and nutritious meals in a cost effective and efficient operation.” About 58% of elementary and 29% of secondary students participated in DFNS’ reimbursable school lunch program in 2010-2011.

The County Council assigned the Office of Legislative Oversight (OLO) this project to improve its understanding of MCPS’ policies and practices to deliver of food in schools, and to increase its awareness of innovative approaches to school nutrition in other jurisdictions. To respond to the Council’s concerns, this OLO report describes how MCPS administers its school food programs, summarizes relevant policies and presents DFNS revenue and expenditure trends. It also offers nine case studies of school food practices from other school systems.

C. Organization of Report

Chapter II, Federal, State, and Local School Nutrition Programs and Mandates, describes the framework of federal, state and local programs, mandates and policies that regulate MCPS’ school nutrition programs.

Chapter III, Division of Food and Nutrition Services Administration, describes the DFNS’ organizational structure, staffing, and key responsibilities.

Chapter IV, DFNS School-Based Programs and Services, describes DFNS’ school-based programs and services, including its meal, snack and a la carte programs.

Chapter V, DFNS Revenues and Expenditures, describes DFNS’ operation as an enterprise fund and its revenue and expenditures for FY10 and FY11.

Chapter VI, Review of DFNS Strategic Plan and Performance, describes DFNS’ strategic plan, presents the measures DFNS uses to track how well it provides “quality and nutritious meals” and summarizes external and internal reviews about DFNS’ performance.

¹ See Ogden and Carroll (2010).

Chapter VII, School Food Trends, summarizes emerging trends in school food practices and provides case studies on innovative school food practices in nine jurisdictions.

Chapter VIII and IX presents OLO's **Findings and Recommended Discussion Issues**.

Chapter X, Agency Comments, contains MCPS' comments on the final draft of this report.

D. Methodology

Office of Legislative Oversight (OLO) staff members Jennifer Renkema and Elaine Bonner-Tompkins conducted this study, with assistance from Craig Howard, Sue Richards, and Teri Busch. OLO gathered information through document reviews, data analysis, interviews with MCPS staff, and interviews with staff from other school systems. OLO also talked with community members who have an interest in improving school food locally to elicit their perspectives on key school food trends.

E. Acknowledgements

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Chapter II. Federal, State, and Local School Nutrition Programs and Mandates

The National School Lunch Program was first authorized in 1946; the School Breakfast Program began as a pilot in 1966, and was permanently authorized in 1975.¹ Today, the National School Lunch Act and the Child Nutrition Act govern all school and child nutrition programs. These acts were reauthorized by the Healthy, Hunger-Free Kids Act of 2010.

When they were first enacted, the mission of the National School Lunch and School Breakfast Programs was to reduce hunger and malnutrition among school-age children. Sixty-five years later, the Healthy, Hunger-Free Kids Act and the USDA's proposed regulations have re-focused these programs so that they also address the increase in childhood obesity.

This chapter describes the framework of federal, state and local programs that govern MCPS' delivery of school nutrition programs. It is organized as follows:

- **Section A, Federal School Nutrition Programs**, describes the National School Lunch Program, School Breakfast Program, and other federal school nutrition programs;
- **Section B, The Healthy, Hunger-Free Kids Act**, describes proposed regulatory changes to improve federal school nutrition programs;
- **Section C, Maryland School Nutrition Programs**, describes the state's breakfast program, farm-to-school program, and nutrition mandates; and
- **Section D, Montgomery County Public Schools Food and Nutrition Policies**, describes MCPS' school Wellness Policy, including nutrition standards for all foods sold in schools.

The observations below summarize how the federal, state, and local school food policies described in this chapter govern the school food programs that MCPS' Division of Food and Nutrition Services delivers.

- School nutrition programs exist to provide nutritious meals and snacks for all students and to provide meals for low-income students at minimal or no-cost.
- Since federal dollars provide a significant share of the funding for MCPS' school nutrition programs, the food and beverages that DFNS offers must comply with the nutrition standards in federal law and regulation.
- Proposed federal regulations to implement the Healthy, Hunger-Free Kids Act will increase the nutritional requirements of school meals reimbursed with federal funds (i.e., reimbursable meals).
- Federal regulations currently exercise minimal oversight over foods that compete with school meal programs, such as a la carte or vending machine items; however, local MCPS policy requires these foods and beverages to meet specific nutritional standards if they are sold during the school day.
- The Maryland Meals for Achievement Program uses federal school funds and state dollars to provide a universal breakfast program at schools where the enrollment of students eligible for free and reduced-price meal (FARMS) is 40% or more.

¹ Federal Register (January 13, 2011).

A. Federal School Nutrition Programs

MCPS administers six different federal child nutrition programs. The two largest programs are the National School Lunch Program (NSLP) and the School Breakfast Program (SBP). The smaller programs are the Afterschool Snack Program; the Summer Food Service Program; the Fresh Fruit and Vegetable Program, and the At-Risk Afterschool Supper Program. This overview of federal school nutrition programs describes the National School Lunch and Breakfast Programs, followed by summaries of the four other federal child nutrition programs.

1. National School Lunch Program (NSLP) and School Breakfast Program (SBP)²

The National School Lunch Program and School Breakfast Program provide federal funds and supply food commodities to subsidize the cost of locally provided school meals. School systems that participate in the NSLP or SBP must serve meals that meet federal nutrition requirements; offer free and reduced-price meals to low-income students; comply with restrictions on other foods sold in schools; and establish a wellness policy. In return, the USDA reimburses school systems for each meal served and provides an allocation of commodity foods. The key components and features of these two programs are as follows.

Eligibility. Any school system may participate in the NSLP or SBP. Those that participate must offer reduced-price meals to students with family incomes between 130% and 185% of the federal poverty level and free meals to students with family incomes at or below 130% of the federal poverty level.³

Nutrition Requirements. School meals must comply with USDA's nutritional requirements to be eligible for federal reimbursement. In January 2011 the USDA proposed changes to these requirements to implement HFFKA. (Current and proposed requirements are discussed on page 7.)

Other Foods Sold in Schools (Competitive Foods). "Competitive foods" are foods sold in schools that are not part of the school lunch program. Current USDA regulations restrict the sale of "foods of minimal nutritional value"⁴ (e.g., sodas, chewing gum, some candy) in food service areas⁵ during meal service. Besides this restriction, the USDA does not currently regulate "competitive foods."

School Wellness Policies. Participating school systems must adopt a wellness policy that addresses:

- Goals for nutrition education, physical education, and other school-based activities that are designed to promote student wellness;
- Nutrition standards for foods available on campus during the school day that are designed to promote student health and reduce childhood obesity;
- Guidelines for reimbursable school meals which are no less restrictive than USDA regulations and the National School Lunch Act;
- A plan for measuring implementation of the wellness policy; and
- Community involvement in development of the policy.⁶

² Unless noted otherwise, information in this section is based on materials available on the USDA Federal Nutrition Services website. See <http://www.fns.usda.gov/cnd/>

³ For a family of four for the 2010 – 2011 school year, 130% of the federal poverty level is \$28,665 and 185% is \$40,793.

⁴ Generally, this includes foods that provide less than 5% of the daily recommended value of eight nutrients (proteins, vitamin A, ascorbic acid, niacin, riboflavin, thiamin, calcium and iron) per serving or per 100 calories.

⁵ Includes areas where foods are sold and/or eaten.

⁶ USDA Food and Nutrition Services. (n.d.) *Local Wellness Policy Requirements*.

Per-Meal Reimbursement. The USDA reimburses school systems that participate in the NSLP and SBP on a per meal basis. The reimbursement rates vary by price category (free, reduced-price, and full price) and by meal type (breakfast and lunch) as shown in Table 2-1 below. Of note,

- Every meal qualifies for reimbursement, including a 26 cent reimbursement for each full-price meal purchased by students who do not qualify for free and reduced-price meals (FARMS), and
- Schools with a FARMS enrollment rate of 40% or more, called “severe need” schools, qualify for an extra 28 cent reimbursement for each free or reduced-price breakfast served.

**Table 2-1: Federal Reimbursement Rates for School Meals,
2010 – 2011 School Year**

Meal	Full-Price	Reduced-Price	Free
Breakfast	\$0.26	\$1.18	\$1.48
Breakfast – Severe Need Schools	\$0.26	\$1.46	\$1.76
Lunch	\$0.26	\$2.32	\$2.72

Source: USDA NSLP and SBP Fact Sheets

Commodity Foods Program. In addition to the cash reimbursement, school systems receive food through the USDA’s Commodity Foods Program. Each year, the USDA credits a participating school system a lump sum of entitlement funds in the USDA’s commodity food “bank.” The amount is based on the number of lunch meals served in the prior two years times a per meal reimbursement rate. In FY11, the USDA credited school systems 20.25 cents per meal served.

School systems may use these entitlement funds to “buy” foods such as canned fruit, flour, cheese, and fresh meat that the USDA purchases from approved vendors and food processors. Alternatively, school systems may use their entitlement funds to purchase fresh fruit and vegetables through the Department of Defense Fresh Fruit and Vegetable Program.

Occasionally, the USDA offers “bonus” foods that are not charged against a school system’s food “bank” account. Although the value of commodities a school system receives is based on how many NSLP meals (i.e., reimbursable lunches) it serves, a school system may use USDA commodity foods to support other programs such as school breakfast.

Each state manages the commodity food program for its school systems. For example, the Maryland State Department of Education (MSDE) determines, with local education agency input, which commodity foods will be available in the state.⁷ MSDE also allows school systems to either receive commodity foods directly or have them shipped to a manufacturer that produces prepared foods such as chicken nuggets or pizza.

2. Other Federal School and Child Nutrition Programs

Participation in the other federal school and child nutrition programs described in this section often depends on an individual school’s FARMS rate and their selection by state agencies to participate in these programs. Of note, not all schools meeting the FARMS eligibility requirements participate in each program as the demand for these programs often exceeds the resources available to fund them.

⁷ DFNS Staff; School Food Focus (n.d.) *USDA Commodity Foods in School Lunch.*

Afterschool Snack Program. This federal program reimburses school systems for snacks served to students in afterschool educational or enrichment programs (i.e., afterschool activities with an academic component). The amount of reimbursement is based on each school's FARMS enrollment.

- If at least 50% of the students qualify for FARMS, a school is reimbursed for snacks for all enrolled students; and
- If less than 50% of their students qualify for FARMS, a school is reimbursed for snacks based on their students' FARMS eligibility.

MCPS determines which schools will participate in the program. In FY11, 51 schools participated, and all participating schools had at least 50% of their students enrolled in FARMS.

Fresh Fruit and Vegetable Program. This federal program reimburses schools for the cost of fresh fruits and vegetables served as snacks to elementary school students during the school day. The program encourages the school to incorporate nutrition lessons with servings of fresh produce. FARMS enrollment must reach 50% or more before a school is eligible to apply. Each state receives an annual grant for the program that must be divided so that participating schools have \$50 to \$75 per student annually.⁸ In Maryland, MSDE selects schools based on their FARMS eligibility relative to other schools in the state.

Summer Food Service Program. This federal program reimburses school systems or other organizations that provide meals to children during the summer and during unanticipated school closures. Besides schools, program sites can include libraries, community centers, and other locations. Sites are established geographically in areas where either at least 50% of students are eligible for FARMS or where 50% of program participants are eligible for FARMS. All participating children, 18 years and younger, receive meals at no cost. Providers may serve breakfast, lunch, snacks, and dinner, and be reimbursed for up to two meals/snacks per participant per day.⁹

Child and Adult Care Food Program. The USDA's Child and Adult Care Food Program (CACFP) primarily reimburses providers for meals and snacks served at child care centers, in-home daycares, community-based at-risk afterschool care, adult day care centers, and emergency shelters. In 2008, the USDA began piloting an At-Risk Afterschool Supper Program in schools where FARMS enrollment is at least 50% or where a feeder school has an enrollment of at least 50% FARMS. In participating schools, students who are enrolled in an afterschool program with an academic component are eligible for a free meal. Maryland was added to the pilot program in FY10 (school year 2009 – 2010), and all states became eligible for the program in October 2010.¹⁰ This program can provide meals other than suppers. MCPS is using the program to provide breakfast in nine of the George B. Thomas Saturday School Programs. MCPS participation in this program increased from 14 sites in FY10 to 18 sites in FY11.

B. The Healthy, Hunger-Free Kids Act of 2010

In 2010, the Healthy, Hunger-Free Kids Act reauthorized federal school nutrition programs. To target childhood obesity, several provisions aim to improve the nutrition of school meals. For example, the act:

- Authorizes the USDA to update nutritional requirements for school meals and develop requirements for "competitive foods" (e.g., a la carte items and foods sold in school stores). The USDA expects to release proposed rules for competitive foods in December 2011;
- Requires schools to offer free drinking water with all school meals; and
- Requires the USDA to establish basic wellness policy standards that promote student wellness and nutritional standards for food sold during the school day.¹¹

⁸ USDA, December 2010

⁹ USDA, June 2009

¹⁰ Maryland Hunger Solutions (n.d.) *Your Guide to the Afterschool Meal Program*; USDA, December 17, 2010

¹¹ School Nutrition Association, December 2010; U.S. Public Law 111-296

The discussion and tables below compare the current and proposed regulatory changes for school meals.

Current USDA Regulations. Current USDA regulations establish the following nutrition requirements for school breakfasts and lunches:

- Breakfasts must provide one-quarter of recommended dietary allowances of protein, Vitamin A, Vitamin C, iron, calcium, and calories;
- Lunches must provide one-third of these nutrients and calories; and
- No more than one-third of calories can come from fat, and less than 10% from saturated fat.¹²

To meet these standards, school systems may plan meals using either a “food-based” menu or a “nutrient-based” menu. The food-based menu requires school systems to offer a certain set of food components (e.g., for lunch - protein, grain, two fruits and/or vegetables, and dairy). Students must take at least three “components” (for example, the grain, protein, and fruit) for a meal to be reimbursable.

The nutrient-based menu uses software that analyzes the specific nutrient content of each food to ensure that all USDA requirements are met. When school systems use nutrient-based menu planning, students must be offered a minimum of three meal components: an entrée, side, and milk. Students must take the entrée and at least one other item for the meal to be eligible for reimbursement.¹³

Proposed USDA Regulations. Following implementation of the Healthy, Hunger-Free Kids Act, the USDA proposed regulations that establish new nutrition requirements (e.g., servings, calories, and nutrient requirements) for school meals. The USDA will allow school systems to average their menu offerings across a week to meet many of the requirements; however, all school systems will be required to use the food-based menu planning approach. Tables 2-2 and 2-3 compare the USDA’s current and proposed regulations for school breakfasts and lunches.

Table 2-2: Current and Proposed USDA Regulations for School Breakfast Nutrition Requirements

Nutrition Element	Current Requirement	Proposed Requirement*
Fruit	½ cup per day	1 cup per day <i>or</i> ½ cup fruit and ½ cup non-starchy vegetable
Grains and Meat/Meat Alternates	2 grains or 2 meat/meat alternates or 1 of each per day	1.4 – 2 grains per day, plus 1-2 meat/meat alternates per day
Whole Grains	Encouraged	At least half whole grain at implementation All whole grain two years after implementation
Milk	1 cup	1 cup, 1% or fat-free
Calories	¼ daily recommended value	350 - 500 for grades K-5 400 - 550 for grades 6-8 450 - 600 for grades 9-12
Saturated Fat	< 10% of total calories	< 10% of total calories
Trans Fat	0 grams of trans fat	0 grams of trans fat
Sodium	No requirement	≤ 430 mg for grades K-5 ≤ 470 mg for grades 6-8 ≤ 500 mg for grades 9-12

Source: USDA Proposed Rule, Federal Register, January 13, 2011

¹² USDA (n.d.) *The National School Lunch Program*; USDA (n.d.) *The School Breakfast Program*

¹³ USDA (n.d.) *Offer Versus Serve in the Child Nutrition Programs*

Table 2-3: Current and Proposed USDA Regulations for School Lunch Nutrition Requirements

Nutrition Element	Current Requirement	Proposed Requirement*
Fruit and Vegetables	½ - 1 cup fruit and vegetables combined [†]	¾ - 1 cup of vegetables <i>and</i> ½ - 1 cup fruit per day
Vegetables (types served)	No requirement [†]	Minimum ½ cup each dark green, orange, and legume vegetables per week Maximum 1 cup of starchy vegetables per week Minimum of 1¼ cups other vegetables per week
Meat/Meat Alternate	1.5 – 3 oz. equivalents (daily average)	1.6 – 2.4 oz equivalents (daily average)
Grains	1.8 – 3 oz equivalents (daily average)	1.8 – 2.6 oz equivalents (daily average)
Whole Grains	Encouraged	At least half whole grain at implementation All whole grain two years after implementation
Milk	1 cup	1 cup, 1% or fat-free
Calories	1/3 daily recommended value	550 - 650 for grades K-5 600 - 700 for grades 6-8 750 - 850 for grades 9-12
Saturated Fat	< 10% of total calories	< 10% of total calories
Trans Fat	No requirement	0 grams of trans fat
Sodium	No requirement	≤ 640 mg for grades K-5 ≤ 710 mg for grades 6-8 ≤ 740 mg for grades 9-12

Source: USDA Proposed Rule, Federal Register, January 13, 2011

*Serving amount ranges incorporate different age groups

[†]MCPS aims to serve a vitamin A-rich vegetable or fruit at least 2 to 3 times per week and a vitamin C-rich vegetable or fruit 3 to 4 times a week.

OLO’s brief review of MCPS menus demonstrates that MCPS currently meets the USDA’s proposed regulations in some areas. For example, MCPS:

- Meets the proposed requirement to serve only fat-free or low-fat milk and,
- In elementary schools, meets the proposed requirement that schools serve 50% whole grains.

MCPS would likely be required to improve other areas. For example, whereas the USDA’s proposed regulations would permit schools to serve only one cup (i.e., one serving) of starchy vegetables per week, in April and May 2011, potatoes appeared on MCPS’ elementary school menus three times per week.

C. Maryland School Nutrition Programs and Guidelines

Federal programs set local school nutrition program standards; however, states are authorized to supplement federal programs and to establish stricter standards. This section reviews three Maryland efforts that supplement the federal programs and impact MCPS’ delivery of school nutrition programs. Briefly,

1. **The Maryland Meals for Achievement Program** provides classroom breakfast at no cost to students in participating schools;
2. **Maryland State Department of Education Guidelines** provide standards for competitive foods; and
3. **The Jane Lawton Farm-to-Schools Act** encourages schools to purchase locally grown produce.

1. The Maryland Meals for Achievement Program

In 1998, Maryland authorized the Maryland Meals for Achievement Program. This program provides free, in-classroom breakfast for all students in participating schools regardless of family income. Meals must meet the nutritional requirements of the SBP. The State reimburses school systems for meals served under this program at varying rates based on free, reduced-price, and full-price participation within each school.

Schools may participate in the program if at least 40% of their student population is eligible for free and reduced-price meals (FARMS). Schools are selected for participation based on FARMS enrollment rate, geographic distribution, and funding availability.¹⁴

An evaluation of the first three years of the program (1998 – 2000) demonstrated that the combination of offering breakfast for free *and* in the classroom, increased SBP participation and decreased tardiness and suspensions. Staff at participating schools reported an improved learning environment, fewer behavior problems, and improved student attentiveness. At the same time, participating schools showed a larger increase in Maryland standardized test scores compared to schools without the program.¹⁵

2. Maryland State Department of Education (MSDE) Guidelines for Competitive Foods

A 2005 MSDE memorandum that addresses sales of competitive foods and “foods of minimal nutritional value” requires schools to meet stricter standards than those set by the USDA.¹⁶ Specifically, MSDE:

- Prohibits the sale of food classified by the USDA as a *food of minimal nutritional value* between 12:01 a.m. and the end of the last school lunch period whereas the USDA only restricts such sales during meal periods.
- Requires schools to establish nutrition standards for *all other competitive foods* sold between 12:01 a.m. and the end of the school day. MSDE provides suggested guidelines for the amount of total fat, saturated fat, and sugar in snack foods and for the sizes and types of beverages sold during the school day. (See Appendix A for complete guidelines.)

3. Jane Lawton Farm-to-School Act

The Maryland legislature passed the Jane Lawton Farm-to-School Act in 2008 to encourage the sale of Maryland produce to local schools. Under the law, the Maryland Department of Agriculture must establish a database of farmers interested in selling to schools that includes their products and the times of year those products are available. School systems are encouraged to use the database to increase their purchase of Maryland-grown produce. A 2011 amendment requires school systems to report by January 1 each year the type and amount of Maryland produce purchased each year.

The law also requires schools to participate in Maryland Homegrown School Lunch Week. Activities for the week may include promoting Maryland produce in the school lunch room and classroom and arranging for interaction between students and Maryland farmers.¹⁷

¹⁴ Code of Maryland Education Article §7.704; MSDE School and Community Nutrition Programs website.

¹⁵ Maryland State Department of Education, 2001

¹⁶ Ziegler, 2005

¹⁷ Code of Maryland Agriculture Article §10 -1601

D. Montgomery County Public Schools Wellness Policy

To comply with federal and state requirements, the MCPS Board of Education approved a wellness policy on physical and nutritional health in 2006. In brief, MCPS' policy and regulations require the following:¹⁸

- **Nutrition Education and Physical Activity.** MCPS requires a nutrition and physical education curriculum for all grade levels and also requires schools to encourage physical activity among students, staff, and the community before, during, and after the school day.
- **School Meals.** MCPS policy requires that school meals meet, at a minimum, USDA nutrition requirements. In addition, school food programs must:
 - Offer a variety of foods to encourage healthy eating and prevent school-day hunger, including fruits and vegetables, whole grain product, and only low-fat (1%) and fat-free milk;
 - Ensure that students who are eligible for FARMS are not distinguished from students who pay full price for meals;
 - Provide nutritional information about meals online;
 - Ensure that students and parents have input into the school meal program; and
 - Be coordinated with nutrition and physical education programs, providing an opportunity for students to practice healthy habits taught in other classes.
- **Competitive Foods.** Overall, the Wellness Policy states that competitive foods should “make a positive contribution to students’ diet and promote health.” The policy also limits the sale of such foods, including a la carte, school store, and vending machines items, from midnight until the end of the school day. Table 2-4 summarizes these requirements. In addition, the policy states that staff should avoid candy and other foods of minimal nutritional value as classroom rewards.

Table 2-4: MCPS Requirements for Sale of Competitive Foods during the School Day

Foods
General requirements: <ul style="list-style-type: none"> • Candy, donuts, and honey buns are prohibited • Foods, including packaged snacks may only be sold in single portions Nutrition requirements for snack items: <ul style="list-style-type: none"> • No more than 7 grams of total fat, excluding packaged nuts and seeds • No more than 2 grams of saturated fat • No more than 15 grams of sugar, excluding fruit
Beverages
Only the following beverages, which may not exceed 16 oz. (except water), may be sold: <ul style="list-style-type: none"> • Water • Flavored, noncarbonated water • Low-fat or fat-free unflavored or flavored milk • 100% fruit juice or fruit beverages with a minimum of 50% fruit juice • Sports drinks (available only in the physical education area)

Source: Regulation JPG-RA, *Wellness: Physical and Nutritional Health*

¹⁸ See Appendix B for the full policy and regulations (MCPS Board of Education, April, 2006; MCPS Board of Education, July, 2006)

Chapter III. Division of Food and Nutrition Services (DFNS) Administration

MCPS' Division of Food and Nutrition Services (DFNS) manages all school-based food services, including food purchasing, preparation, distribution, and service. This chapter provides an overview of the division. It is organized as follows:

- **Section A, DFNS' Organizational Structure and Staffing** summarizes information about the centralized and school-based DFNS workforce; and
- **Section B, DFNS' Key Responsibilities** describes the functions of DFNS' Central Administrative Office, Food Services Warehouse, Central Production Facility, and school-based staff.

Several observations about DFNS emerge from the information reviewed in this chapter:

- Three-quarters of DFNS staff are school-based positions.
- MCPS decisions about school food offerings and preparation of school meals are largely centralized.
- DFNS uses their website to communicate with most of their customers; however, DFNS also engages in nutrition education and community outreach through classroom and community venues.

A. DFNS' Organizational and Staffing Structure

The Division of Food and Nutrition Services is part of MCPS' Department of Materials Management, which also includes Editorial, Graphics, and Publishing Services and the Division of Procurement. DFNS staffing can be organized into four functional areas.

In FY11, DFNS had 794 positions with 584 full-time equivalents. More than three-quarters of DFNS staff (450 FTEs) work out of MCPS' schools to manage the delivery of reimbursable meals and competitive foods to students and staff. The remaining staff work out of three locations: the central administrative office (30 FTEs), the food service warehouse (46 FTEs), and the central production facility (58 FTEs). Table 3-1 summarizes the major responsibilities of these four units.

Table 3-1: Summary of DFNS' Staffing and Responsibilities

Functional Area	Major Responsibilities	FTEs	% of Staff
Central Administrative Office	Oversight of division, financial activities, technology functions, supervision and training of school-based staff	30	5%
Food Services Warehouse	Food ordering, storage, and distribution	46	8%
Central Production Facility	Food preparation	58	10%
School-Based Services	Ordering food for schools, final food preparation, and serving food to students	450	77%
Total		584	100%

Source: FY11 Approved Operating Budget, DFNS Staff

B. Key Responsibilities of DFNS' Functional Areas

This section reviews the key responsibilities of DFNS' four areas. It begins with staff responsible for MCPS' centralized operations, i.e., those carried out at the administrative offices, the warehouse, and the Central Production Facility, and then briefly summarizes DFNS' school-based staff responsibilities. Chapter IV describes the school-based programs in more detail).

1. Central Administrative Office

DFNS' Central Administrative Office consists of the division director, assistant director, fiscal control and technical service staff, a wellness specialist, and administrative personnel. The office provides support to the warehouse, Central Production Facility (CPF), school-based staff, and community-based programs. It is also responsible for:

- Ensuring compliance with federal, state, and local program requirements;
- Managing fiscal controls;
- Planning the menus for school meal and snack programs;
- Operating a technology help desk to ensure that the meal accountability system, including managing student payments, is fully operational;
- Administering the free and reduced-price meals (FARMS) program;
- Marketing; and
- Nutrition education outreach.

Compliance with federal, state, and local program requirements. As described in Chapter II, a body of federal, state, and local laws regulate the services that DFNS provides. The Central Administrative Office ensures compliance with all federal, state, and local regulations and policies. For example,

- Under federal regulations, local education agencies must be reviewed every three years for compliance with national school food program nutritional guidelines.
- Under state regulations, local education agencies must be reviewed annually for compliance with nutritional guidelines and program regulations. MSDE also conducts annual reviews to ensure that schools' practices accurately claim free, reduced-price, and full-price meal reimbursements.

The Central Administrative Office also implements MCPS' Wellness Policy and monitors the compliance of foods and beverages sold outside of the school meal programs (e.g., a la carte and vending machine items).

Menu planning. The Central Administrative Office is responsible for setting school menus. To do this, it establishes a menu planning committee and follows the food-based menu planning approach. The committee membership includes the DFNS director and assistant director, the CPF/warehouse supervisor, the food services supervisor II, two elementary school managers, two middle school managers and one high school manager. Both the DFNS director and the food services supervisor are registered dietitians. The food services supervisor performs menu nutrient analysis.

According to DFNS, the menu planning committee executes the following tasks:

- It uses focus groups to gather student input and consults with the respective school based staff members for elementary school and secondary school menu planning.

- It considers several factors in its menu decision making, including: warehouse logistics, production processes, school-based practicality, nutritional analysis, USDA requirements for reimbursable meals, commodity availability, sanitation, and food safety as well as student eating preferences, vegetarian and vegan options, cost, menu variety, food color and texture.
- It uses participation data to monitor the popularity of entrée items; it groups entrées together accordingly; and it names menu items to add interest. For instance, the hamburger on bun is called a “Café Burger.” Some other foods are also given descriptive names, such as “chilled fruit” and “seasoned corn.”
- It develops standardized recipes as part of the menu planning process and modifies recipes to lower fat and sodium.
- It analyzes all menus to insure compliance with USDA requirements and it adopts standard food preparation practices. For example, no salt or fat is added to vegetables. In elementary schools all food items are baked; nothing is fried. In secondary schools, all items are baked, except for fries in the secondary schools that still have fryers. DFNS has plans underway to replace all fryers with new ovens that cost \$30,000 each by the end of FY16. To date, 16 secondary schools have the new ovens.
- It establishes elementary and secondary school breakfast menus annually each school year, making interim changes as needed.

Regarding school menus, students have an option of at least one alternative to the main entrée, as:

- Elementary school lunch menus run on a three-week cycle and change every three months. All elementary schools offer three entrées, including one vegetarian option, each day.¹
- Secondary school lunch menus have a one-week cycle and change every three months. In secondary schools, there are five or more entrées available on a daily basis, including one vegetarian or vegan option. Three of the entrées are standard for all schools and one must be an entrée salad. They must also offer a “grab and go” cold sandwich option. Secondary schools also offer hamburgers, cheeseburgers, pizza, and/or a spicy chicken sandwich on a daily basis.² The daily offerings for side dishes, including breads, salads, vegetables, soups, or fruits, are included on the daily menu posted in the cafeteria.

Elementary and secondary schools may also make additional items available to meet individual student needs. Table 3-2 on the next page outlines standard lunch menu criteria. Sample menus are included in Appendix C.

Schools that participate in the At-Risk Afterschool Supper Program have a four-week cycle for afterschool suppers and Saturday school breakfast. Schools that participate in the Afterschool Snack Program have a choice of ten snack menus and rotate through them.

DFNS also approves all a la carte and vending machine items for sale in schools and determines those items that may be sold during the school day and those items that may only be sold after the school day ends. Additionally, DFNS monitors the items sold in school stores to ensure compliance with the approved nutritional standards as outlined in the Wellness Policy.

¹ Daily vegetarian items are a peanut butter and jelly sandwich or grilled cheese on whole grain bread.

² Middle schools serve one or two and high schools serve two or three of these items.

Table 3-2: Standard Lunch Menu Criteria for Elementary and Secondary Schools

Elementary Schools	Secondary Schools
<ul style="list-style-type: none"> • One legume per week • At least 51% of grains whole grains • Minimum of three dark green or dark orange vegetables per week • Different fruit every day • One meatless item per day (peanut butter and jelly sandwich or grilled cheese on whole grain bread) 	<ul style="list-style-type: none"> • Total of 5 entrée options for middle schools, one must be an entrée salad • Total of 7 entrée options for high schools, one must be an entrée salad • 5 sides offered per day (fries offered no more than two times per week)

Student Payments. To protect the privacy of students enrolled in the FARMS program, DFNS establishes accounts and a personal identification number (PIN) for every student. Students enter their PIN before paying for their food. A student’s account identifies his or her FARMS status, food allergies, and other purchase restrictions placed on the account by a parent (e.g., no a la carte items); it also tracks food purchases.

Students eligible for reimbursable meals are charged according to their FARMS status. Students paying for items that are not part of a reimbursable meal are charged a la carte prices. Students may pay with cash or through a pre-paid account. Parents can access a log of purchases through the MCPS website at MyLunchMoney.com. The online log tracks one week of purchases; parents can also contact DFNS to request a list of purchases for the school year.

Marketing. The Central Administrative Office provides information about school food programs online and through printed menus. Online resources include:

- Breakfast and lunch menus and pricing;
- Nutritional information for entrées and sides;
- Allergen information for menu items;
- Information regarding all food programs;
- Nutritional requirements for meals, snacks, and beverages;
- Free and reduced-price meal (FARMS) program information and applications; and
- MCPS’ Wellness Policy and the DFNS’ Nutrition Action Plan.

Central Administrative Office staff talk with student groups, parent teacher associations, and school principals to publicize programs and encourage families to apply for the FARMS program. Staff work with the County’s Department of Health and Human Services, Linkages to Learning, and MCPS’ Family and Community Partnership staff to enroll students who are eligible for FARMS.

Nutrition Education. DFNS’ Central Administrative Office engages in community and school-based nutrition education outreach. (See Appendix D for a list of DFNS outreach activities from the FY10 and FY11 school year, including events that provided nutrition information for students, parents, and staff.) In addition, DFNS menus provide nutrition tips and the DFNS website includes links to nutrition information.

In FY11, DFNS created a wellness specialist position as a liaison to the classroom and community. The wellness specialist may discuss school meal programs and nutrition as a guest speaker in a classroom or she may meet with parent groups to explain the FARMS application process.

2. Food Services Warehouse

DFNS manages a 22,500 square foot warehouse that stores food and other supplies needed to prepare meals. DFNS' warehouse staff is responsible for ordering products from vendors, receiving shipments, rotating stock to ensure freshness, and delivering food and supplies to the central production facility and to schools. The warehouse has dry storage, refrigerated storage, and frozen storage space.

The warehouse operates 15 refrigerated truck routes. Trucks deliver mixed loads of groceries and cold and frozen foods to elementary and secondary schools. Trucks make deliveries during the morning, using set routes that aim to minimize travel distance. While the MCPS trucks are out, warehouse staff receive deliveries from vendors.

Elementary schools receive pre-plated meals the day before they will be served (i.e., schools receive Wednesday's meals on Tuesday). Secondary schools receive food shipments two to three times per week. School-based staff keep food chilled and heat it when they are ready to serve it. A few products are delivered directly to schools by the vendors, including milk, fruit for the Fresh Fruit and Vegetable Program (see Chapter IV), and snack cakes for secondary school a la carte programs.

3. Central Production Facility

The Central Production Facility (CPF) serves as the central kitchen for DFNS. The CPF has the capacity to cook large volumes of food, chill it quickly, and package it for delivery to all schools. CPF staff pre-plate lunches for elementary schools and prepare bulk foods for secondary schools (e.g., soups and pasta sauces). CPF staff prepare fresh vegetables for salads and for cooking, and in the baking area staff prepare low-fat muffins, whole grain cookies, and brownies from scratch.

Nearly all food items that the CPF ships to schools are sent fully cooked.³ Secondary schools have capacity to heat food and do final preparations for meals, such as cooking noodles and adding sauce to prepare spaghetti. Since elementary schools typically do not have full kitchens, they are only equipped to heat food. As such, elementary school meals are pre-plated by the CPF and heated at the schools.

When MCPS opened the CPF in 1995, it replaced four central kitchens. MCPS reports that opening the CPF allowed DFNS to maintain a consistent quality and nutrition standard of meals across the school system, to reduce the risk of food borne illness, to reduce the square footage necessary for kitchen space in schools, and to maximize the efficiency of the DFNS labor force. Since the CPF opened, the number of pre-plated meals prepared daily has increased from 18,000 to 33,000.

Of note, as a result of the Shady Grove Section Plan and the Smart Growth Initiative, the CPF and Food Service Warehouse (i.e., the MCPS Food Distribution Facility) are anticipated to be relocated to the Webb Tract in 2013 - 2014. The estimated cost to replace the facility is \$29.2 million, and the FY11-16 Capital Improvements Program funds the replacement as a County Government capital project.

4. School-Based Services

School-based staff manage day-to-day onsite cafeteria operations. Secondary school staff order food and supplies from the central warehouse, heat food, and determine how much of an item to prepare. In elementary schools, staff determine how much of an entrée to prepare based on students' pre-orders each morning. In secondary schools, managers determine how much to prepare based on prior sales.

³ One exception is baked goods. Some baked good are baked on-site at secondary schools.

Although the menu planning committee sets a standardized menu for meals and snacks and central staff approve a standard list of a la carte items, school-based staff also influence what is served in schools on a day-to-day basis. In elementary schools, school-based staff determine their school's a la carte options and the afterschool snack rotation. In secondary schools, cafeteria managers choose the entrée salad, pizza, and sandwich selections for entrées and select a la carte offerings and the afterschool snack rotation.

School staff are responsible for properly identifying product items on their serving lines and posting marketing tools such as signs with calorie information, pictures, prices and nutritional messages. How this information is posted varies by school. During school site visits, OLO staff found that some schools posted the day's menu at the beginning of the serving line while others posted the full menu for the month behind the cashier.

School-based staff must verify students' identities as they pass through the meal line; and cashiers must also verify that the components of each student's meal meet the federal reimbursable meal requirements. Staff make sure that only students who are enrolled in a qualifying afterschool activity receive a snack/supper. Additionally, the school-based staff are a resource to students, school staff, and administrators. They also provide outreach to parents and community members.

Chapter IV. DFNS School-Based Programs and Services

This chapter describes the Division of Food and Nutrition Services (DFNS) school-based programs and services in two sections:

- **Section A, Reimbursable Food Programs**, describes the federal and state supported school meal and snack programs DFNS administers, including their eligibility requirements, the number of sites served, the average number of meals served per day, meal/snack prices, and reimbursement rates.
- **Section B, Competitive Food in Schools**, offers information about a la carte, school store, vending machine, and fundraiser food sales.

A few key observations emerge from this chapter:

- DFNS participates in all reimbursable federal and state school food assistance programs. The full-price of meals is \$1.30 for breakfast; \$2.50 for lunch in elementary school, and \$2.75 for lunch in secondary school; and the reduced-price of lunch is \$0.40 at all school levels.
- The largest food program DFNS operates is the National School Lunch Program (NSLP), serving over 57,000 lunches per day in FY11. Roughly 78% of students eligible for free and reduced-price meals (FARMS) participate in the NSLP, compared with 23% of students not eligible for FARMS.
- The School Breakfast Program is the second largest program, serving nearly 21,000 meals per day in FY11. About 36% of students enrolled in FARMS participated in the breakfast program, compared with only 5% of students not enrolled in FARMS.
- School breakfast participation is highest in schools that offer universal free breakfast in classrooms via the Maryland Meals for Achievement (MMFA) Program. In FY11, 30 schools participated in the MMFA program, and nearly half of all school breakfast participants attended these schools.
- Between FY10 and FY11, both the average number of reimbursable meals served daily and the number of MCPS students who qualified for FARMS increased by 7%.
- DFNS oversees competitive foods sold in schools – including a la carte sales of meal, side, and snack items; vending machine foods; and school store items – to ensure compliance with the MCPS Wellness Policy. Revenue from competitive food sales supports DFNS operations and school activities.

A. Reimbursable Food Programs

Reimbursable food programs are school nutrition programs supported by federal and/or state revenue. DFNS operates seven reimbursable school-based programs:

- The National School Lunch Program;
- The School Breakfast Program;
- Maryland Meals for Achievement Program (MMFA);
- The Afterschool Snack Program;
- The At-Risk Afterschool Supper Program;
- The Fresh Fruit and Vegetable Program; and
- The Summer Food Service Program.

All students may apply to receive free and reduced-price meals (FARMS). Students with family incomes between 130% and 185% of the federal poverty level are eligible for reduced-price meals; students with family incomes below 130% of the federal poverty level are eligible for free meals.

Table 4-1 presents MCPS and FARMS enrollment changes between FY10 and FY11. The data show that since FARMS enrollment grew four times faster than overall MCPS enrollment, the share of all MCPS students eligible for FARMS increased two percentage points, from 29% to 31%.

Table 4-1: MCPS and FARMS Enrollment, FY10 – FY11

	FY10	FY11	Change	
			#	%
Total Enrollment	141,727	144,064	2,337	1.6%
Total FARMS	41,526	44,231	2,705	6.5%
% FARMS	29.3%	30.7%	1.4%	–

Source: DFNS

In FY10, MCPS’ data indicates that about half (54%) of all elementary students and a quarter (28%) of all secondary students participated in its reimbursable lunch program. In FY11, these participation rates rose slightly, to 58% of elementary students and 29% of secondary students.¹

MCPS’ data indicates that meal participation rates among students enrolled in FARMS are much higher than rates among students who are not enrolled in FARMS, and lunch participation rates are much higher than breakfast participation rates. Specifically, Table 4-2 shows that in FY11:

- The reimbursable lunch participation rate for all elementary and secondary students combined is 40%, compared to a school breakfast participation rate of 14%.
- Among all MCPS students enrolled in FARMS, 78% participate in DFNS’ reimbursable lunch program. Among MCPS students not enrolled in FARMS, 23% participate in the reimbursable lunch program.
- Among all MCPS students enrolled in FARMS, 36% participate in the reimbursable breakfast program; among MCPS students not enrolled in FARMS, 5% participate.

Table 4-2: NSLP and SBP Participation Rates, FY11

	# of Students	# of Students Participating	% Participation
Students Enrolled in FARMS Program			
National School Lunch Program	44,231	34,385	78%
School Breakfast Program	44,231	16,020	36%
Students NOT Enrolled in FARMS Program			
National School Lunch Program	99,833	23,383	23%
School Breakfast Program	99,833	4,787	5%
All Students			
National School Lunch Program	144,064	57,768	40%
School Breakfast Program	144,064	20,807	14%

Source: DFNS²

¹ See MCPS FY12 Recommended Operating Budget

² OLO calculated participation rates using FY11 FARMS enrollment data and year-to-date average daily participation as of February 28, 2011.

Table 4-3 summarizes MCPS' average daily program participation data for each of the programs DFNS operates. A list of sites for each program is provided in Appendix E. The program participation data indicates that:

- From FY10 to FY11, participation rates increased for all programs except the Afterschool Snack Program which saw a 9.5% decline. This decline is related to DFNS' conversion of some FY10 Afterschool Snack Programs to At-Risk Afterschool Supper Programs in FY11.
- Of the 20,800 breakfasts served daily in FY11, nearly over 9,000 (45%) of them were served to students at 30 MMFA schools.

Table 4-3: MCPS' Average Daily Participation Data for School Food Programs, FY10 - FY11

Food Program	FY10	FY11*	Change
National School Lunch Program	54,200	57,768	6.6%
School Breakfast Program	18,998	20,807	9.5%
<i>Maryland Meals for Achievement³</i>	<i>8,661</i>	<i>9,328</i>	<i>7.7%</i>
<i>School Lunch and Breakfast Subtotal</i>	<i>73,198</i>	<i>78,575</i>	<i>7.3%</i>
Afterschool Snack Program	2,990	2,706	-9.5%
Fresh Fruit and Vegetable Program	2,229	3,862	73.3%
Afterschool Supper Program	649	1,161	78.9%
Summer Food Program	5,610	N/A	N/A
<i>Breakfast</i>	<i>2,388</i>	<i>-</i>	<i>-</i>
<i>Lunch</i>	<i>3,212</i>	<i>-</i>	<i>-</i>

* Year-to-date average July 1, 2010 – February 28, 2011

Source: DFNS

Additional MCPS participation data by FARMS status indicates that of the 54,000 lunches served on an average day in FY10, nearly 25,000 (46%) were free, 7,000 (13%) were reduced-price, and 23,000 (42%) were full-price.

The following pages provide summaries of each MCPS reimbursable food program, including a program description, eligibility requirements, number of sites served, average daily participation, prices, and reimbursement rates. OLO gathered this information from reviews of MCPS documents and interviews with DFNS staff. The next section, beginning on page 27 describes competitive foods sold in schools.

Program	Page
National School Lunch Program	20
School Breakfast Program	21
Maryland Meals for Achievement Breakfast Program (MMFA)	22
Afterschool Snack Program	23
Fresh Fruit and Vegetable Program	24
At-Risk Afterschool Supper Program	25
Summer Food Service Program	26

³ Maryland Meals for Achievement (MMFA) is a subset of the School Breakfast Program. As described more completely on page 22, all students in MMFA schools are eligible to receive a free, in-classroom breakfast.

National School Lunch Program

Program Description The largest program that DFNS operates is the National School Lunch Program. To qualify for reimbursement through the National School Lunch Program, schools must offer at least a grain, protein, two vegetables and/or fruits, and milk. Students must select at least three of the components for the meal to be reimbursable.

Elementary school meals are pre-plated with an entrée and side dish. Students may also select milk, bread, fruit, and/or a vegetable, with their meal. Students pre-order their lunches in the classroom, which helps staff estimate the correct number of meals to prepare. Students may change their mind, however, and purchase a different item in the lunch line.

In middle schools, students select from five entrées, five side dishes, and milk. High school students select from seven entrées, five side dishes, and milk. Cafeteria managers determine how much of each item to prepare based on past sales experience.

Entrées and sides are also available for a la carte purchase in both elementary and secondary schools. (See description of a la carte program on page 27.)

Eligibility All students may participate in the program. Students with family incomes at or below 185% of the federal poverty level qualify for reduced-price meals and students with family incomes at or below 130% of the federal poverty level qualify for free meals.

Sites Served FY10 and FY11 – 201 (Schools, Head Start programs, and Pre-K programs)

Average Served Per Day On average in FY10, the school system served 54,199 lunches per day in elementary and secondary schools, Head Start, and Pre-K programs. The average number of lunches served in FY11⁴ increased to 57,769.

Meal Prices

Meal Types	Elementary Schools	Secondary Schools
Full-Price	\$2.50	\$2.75
Reduced-Price	\$0.40	\$0.40
Free	Free	Free

Reimbursement Rate for FY11 Federal lunch reimbursement rates for FY11 are:

Full-Price	Reduced-Price	Free
\$0.26	\$2.32	\$2.72

⁴ Year to date average July 1, 2010 – February 28, 2011

School Breakfast Program⁵

Program Description The second largest program that DFNS operates is the School Breakfast Program. Students purchase and eat breakfast in school cafeterias. In addition to elementary and secondary schools, MCPS provides breakfast for the Head Start program.

To qualify for reimbursement under the National School Breakfast program, students must select at least three of four offered breakfast items. Breakfast offerings must include milk, fruit, and *either* two servings of a grain or a protein *or* one grain and one protein.

Eligibility Same as National School Lunch Program (see previous page).

Sites Served FY10 – 197 (Schools and Head Start programs)
FY11 – 198 (Schools and Head Start programs)

Average Served Per Day On average in FY10, the SBP served 18,998 students per day in elementary and secondary schools and Head Start programs. The average number served in FY11⁶ increased to 20,808.

Meal Prices In FY11, MCPS decided to provide breakfast for free to both students who qualify for free meals and students who qualify for reduced-price meals. In prior years, reduced-price breakfasts cost \$0.30.

Meal Types	Elementary Schools	Secondary Schools
Full-Price	\$1.30	\$1.30
Reduced-Price	Free	Free
Free	Free	Free

Reimbursement Rate for FY11 Federal breakfast reimbursement rates for FY11 are:

	Full-Price	Reduced-Price	Free
Base rate	\$0.26	\$1.18	\$1.48
Severe need	\$0.26	\$1.46	\$1.76

“Severe need” schools with FARMS enrollment of at least 40% qualify for an extra \$0.28 reimbursement per free or reduced-price meal served. In FY11, 115 MCPS schools qualified for the additional reimbursement.⁷

⁵ Data includes schools with MMFA breakfast programs since MMFA breakfast programs are part of the School Breakfast Program.

⁶ Year to date average July 1, 2010 – February 28, 2011

⁷ Schools qualify based on the number of free and reduced-price lunches served two years prior to the current school year, i.e., the FY11 calculation is based on FY09 meals served.

Maryland Meals for Achievement Breakfast Program (MMFA)⁸

Program Description	In addition to the School Breakfast Program, 30 MCPS schools are enrolled in the Maryland Meals for Achievement (MMFA) Program. This state program provides funding for universal, free, in-class breakfast for all students in a school, regardless of whether they qualify for the FARMS program. Meals served under this program are also part of the SBP.
	To qualify for reimbursement, students must select at least three of four offered breakfast items.
Eligibility	Elementary schools with FARMS enrollment of at least 40% qualify. MCPS applies annually for all eligible schools. MSDE approves new schools for the program based on funding availability.
Sites Served	FY10 and FY11 – 30 schools
Average Served Per Day	On average in FY10, the school system served 8,861 MMFA breakfasts per day. The average number of breakfasts served in FY11 ⁹ increased to 9,328.
Meal Prices	Free for all students in participating schools.
Reimbursement Rate for FY11	MSDE reimburses MCPS at the established federal reimbursement rates for each breakfast served and provides an additional reimbursement based on the percent of students enrolled in FARMS at the participating school. The maximum MSDE reimbursement per meal is \$0.85.

⁸ Data is a subset of SBP data.

⁹ Year to date average July 1, 2010 – February 28, 2011

Afterschool Snack Program

Program Description This program provides a snack for students who are involved in an afterschool activity with an academic component. Snacks include at least two of the four food groups (i.e., grain, protein, fruit/vegetable, and milk) and are served either in the cafeteria or at the site of the afterschool program.

Eligibility Afterschool programs with academic components qualify. In schools with at least 50% of students enrolled in FARMS, all students in afterschool programs receive free snacks.

Sites Served FY10 – 54 schools
FY11 – 51 schools

Average Served Per Day FY 10 – 2,990
FY11¹⁰ – 2,706

Meal Prices Currently, all MCPS afterschool snack programs operate in schools with at least 50% FARMS enrollment, so all students receive a free snack.

Snack Types	Schools with < 50% FARMS enrollment	Schools with ≥ 50% FARMS enrollment
Full-Price	\$1.50	Free
Reduced-Price	\$0.15	Free
Free	Free	Free

Reimbursement Rate for FY11 Federal reimbursement rates for FY11 are:

Full-Price	Reduced-Price	Free
\$0.06	\$0.37	\$0.74

Schools with at least 50% FARMS enrollment are reimbursed at the “free” rate for all snacks served.

¹⁰ Year to date average July 1, 2010 – February 28, 2011

Fresh Fruit and Vegetable Program

Program Description	This program is part of the National School Lunch program and was first piloted nationally for the 2008 - 2009 school year. The program started at two MCPS schools that year. At participating schools, all students receive a mid-morning snack of a fresh fruit or vegetable. The snack is served in the classroom every other day (two or three days per week). According to DFNS staff, MCPS has decided to focus on serving a variety of fruit, since their goal is to expose children to new foods. Students have been more accepting of unfamiliar/new fresh fruits than they are of fresh vegetables.
Eligibility	Schools must be selected by MSDE to participate in the program. MSDE makes selections based on the amount of federal funding allocated to the program, level of FARMS participation, and state-wide geographic distribution of the program. At least 50% of students in the school must be enrolled in FARMS.
Sites Served	FY10 – 4 sites FY11 – 7 sites
Average Served Per Day	FY 10 – 2,229 FY11 ¹¹ – 3,862
Meal Prices	Free for all students in participating schools
Reimbursement Rate for FY11	On average, schools receive \$50 to \$75 per student annually. The program is funded by the federal National School Lunch Program; funds are distributed by MSDE. Schools receive a lump sum to fund the program for the year.

¹¹ Year to date average July 1, 2010 – February 28, 2011

At-Risk Afterschool Supper Program

Program Description	<p>The At-Risk Afterschool Supper Program began as a national pilot program during the FY10 school year. Maryland was one of 13 states and the District of Columbia that participated in the program. Although often thought of as a supper program, the program can also be used to provide meals to students during other non-school hours. For example, MCPS uses the program to provide breakfast at some Saturday school sites.</p> <p>Meals include milk, two servings of fruits and/or vegetables, one serving of grain, and one serving of protein. Student must take the whole meal. Items they do not want may be placed on a “share table” for other students to take.</p>
Eligibility	<p>Afterschool programs with academic components in schools with at least 50% of students enrolled in the FARMS program or in schools with a service area that includes a school with FARMS enrollment of at least 50% qualify. The program is also available to community-based programs located in school service areas where FARMS enrollment is a least 50%.</p>
Sites Served	<p>FY10 – 14 sites FY11 – 18 sites</p>
Average Served Per Day	<p>FY 10 – 649 FY11¹² – 1,161</p>
Meal Prices	<p>Free for all students in participating programs</p>
Reimbursement Rate for FY11	<p>Federal reimbursement under the Child and Adult Care Food Program for FY11 is \$2.92 per meal.</p>

¹² Year to date average July 1, 2010 – February 28, 2011

Summer Food Service Program

Program Description	<p>This program provides breakfast and lunch at no cost to eligible summer programs.</p> <p>Most summer food service program sites operate at MCPS summer school programs or at community-based programs. These programs serve breakfast, lunch, or both. In FY08, MCPS also began operating walk-in lunch sites. Any child under 18 can come to a walk-in site and receive a free meal. MCPS began the walk-in program with two sites, then expanded to seven sites in FY09 and eight sites in FY10. Staff report that despite the growth, the program is likely underutilized.</p>
Eligibility	<p>Sites qualify based on FARMS eligibility. Either 50% of students in the geographic area served by the site must be eligible for FARMS or 50% of students enrolled at the site must be eligible for FARMS. Sites may be school-based or community-based.</p>
Sites Served	<p>FY10 – 108 sites (100 summer school and community programs, 8 walk-in sites)</p> <p>Additional characteristics of summer school and community programs:</p> <ul style="list-style-type: none"> • 103 sites qualified based on location in a geographic area with 50% FARMS enrollment; and • 5 sites qualified based on 50% FARMS enrollment among program participants
Average Served Per Day	<p>FY10 Breakfast – 2,388 FY10 Lunch – 3,212</p>
Meal Prices	<p>Free</p>
Reimbursement Rate for FY11	<p>The federal reimbursement for the Summer Food Service Program is \$1.88 per breakfast and \$3.29 per lunch.</p>

B. Competitive Food in Schools

Competitive food in schools refers to other, non-reimbursable foods sold in schools. These include a la carte items sold by DFNS, vending machine sales, school stores, and fundraisers. These foods are referred to as “competitive foods” because they are sold as alternatives to or in addition to reimbursable food items. DFNS manages and regulates most competitive foods sold at MCPS, except for foods sold as fundraisers. Fundraiser foods that are sold during the school day must meet the requirements outlined in MCPS’ Wellness Policy indicating that competitive foods should “make a positive contribution to students’ diet and promote health.”¹³ A description of the various types of competitive food sales follows.

A la Carte Sales													
General Description	<p>A la carte food sales supplement reimbursable school breakfasts and school lunches. A la carte offerings are best known as alternatives to the regular school breakfast or school lunch; however, students may also purchase meal items a la carte.</p> <p>DFNS determines a la carte prices based on the actual food cost, although DFNS attempts to set prices so that costs are reasonable for students. Students who purchase entrées a la carte will typically pay more than they pay for an entire reimbursable meal.</p>												
Foods Served	<p>All school meal items may be purchased a la carte. In addition, a la carte foods include sides, snacks, desserts, and beverages (e.g., chips, cookies, snack cakes, 100% fruit juice smoothies). Exact offerings vary from school to school.</p> <p>In elementary schools, the school principal and DFNS staff determine and limit a la carte offerings. Some elementary schools have no a la carte program; others offer daily a la carte options; some offer a la carte options only a few days per week; and others vary the a la carte choices by grade level.</p> <p>In secondary schools, the cafeteria manager determines a la carte offerings from a list provided by DFNS. Besides snacks and beverages, some high school students may select a la carte foods from specialty bars such as potato bars, taco/burrito bars, and salad bars.</p>												
Prices	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Food</th> <th style="text-align: center;">Low Price</th> <th style="text-align: center;">High Price</th> </tr> </thead> <tbody> <tr> <td>Breakfast entrée</td> <td>\$0.25 for toast with jelly</td> <td>\$2.50 for a breakfast sandwich</td> </tr> <tr> <td>Lunch entrée</td> <td>\$1.25 for a peanut butter and jelly pocket</td> <td>\$4.00 for entrée salad</td> </tr> <tr> <td>Snack/side items</td> <td>\$0.25 for fresh baby carrots or a whole grain cookie</td> <td>\$2.50 for a baked potato with toppings</td> </tr> </tbody> </table>	Food	Low Price	High Price	Breakfast entrée	\$0.25 for toast with jelly	\$2.50 for a breakfast sandwich	Lunch entrée	\$1.25 for a peanut butter and jelly pocket	\$4.00 for entrée salad	Snack/side items	\$0.25 for fresh baby carrots or a whole grain cookie	\$2.50 for a baked potato with toppings
Food	Low Price	High Price											
Breakfast entrée	\$0.25 for toast with jelly	\$2.50 for a breakfast sandwich											
Lunch entrée	\$1.25 for a peanut butter and jelly pocket	\$4.00 for entrée salad											
Snack/side items	\$0.25 for fresh baby carrots or a whole grain cookie	\$2.50 for a baked potato with toppings											
Nutrition Requirements	Foods must meet MCPS Wellness Policy requirements (see Chapter II).												
Program Revenue	Revenue from a la carte sales supports the DFNS budget. In FY10, a la carte sales to students and staff totaled \$6.9 million, or 17.3% of total DFNS revenue.												

¹³ See Appendix B for Wellness Policy and Regulations (MCPS Board of Education, April 2006 and July 2006)

Remote Locations for Food Sales

General Description	In some secondary school buildings, DFNS operates kiosks that are located in the dining room or in other remote locations. Depending on where they are located, kiosks may have PIN pads for students to access their accounts. Some high schools may have school stores that sell food items. School stores and kiosks without PIN pads are operated on a cash basis. Students are able to purchase a reimbursable meal from a kiosk (with or without a PIN pad). Students cannot purchase a reimbursable meal from a school store.
Foods Served	DFNS kiosks sell items that are available on cafeteria serving lines, including a la carte items and selected reimbursable meal items. School stores sell snacks and beverages selected by the school.
Nutrition Requirements	Any items sold at remote locations that are not part of a reimbursable meal must comply with MCPS' Wellness Policy's requirements for foods sold during the school day (see Chapter II).
Program Revenue	Revenue from kiosk sales is credited to DFNS whereas each school keeps the revenue from food sales at its school stores.

Vending Machine Contract Oversight

General Description	DFNS oversees the MCPS vending machine contract. DFNS approves the products that are available for vending machines and works with school principals to determine how to fill machines and where to place them. Vending machine operations vary by school level. In elementary schools, vending machines are only available in the staff lounge. In middle schools, machines only operate after the school day. In high schools, machines operate all day, but must meet MCPS Wellness Policy guidelines (i.e., vending machines may stock soft drinks and candy, but these items may not be sold until after the last bell).
Foods Served	Snack foods and beverages. School staff (e.g., principals, cafeteria managers) determine what items will be stocked in the vending machines.
Nutrition Requirements	Foods sold from midnight until the end of the school day must meet MCPS Wellness Policy requirements (see Chapter II). Any foods that do not meet these standards may not be sold until the end of the school day. DFNS has an approved list of items that may be sold during the school day.
Program Revenue	Revenue from vending machines in school dining areas is credited to the DFNS budget, whereas each school keeps revenue from all other vending machines. In FY10, DFNS received about \$77,000 in vending machine revenue and schools received about \$78,000.

Fundraisers

General Description	School staff and parent teacher associations make decisions about foods sold for fundraisers.
Foods Served	A report by the Office of Shared Accountability indicates that fundraisers include partnerships with restaurants (including fast food establishments) and sales of baked goods, sweets, and pizza. ¹⁴
Nutrition Requirements	Foods or beverages sold during the school day must follow MCPS Wellness Policy requirements for fat, sugar, and sodium and types of beverages.
Program Revenue	Revenue from food sales is credited to the group that organizes the fundraiser.

¹⁴ See Merchlinsky, 2009. "Implementation of Board of Education Policy JPG, *Wellness: Physical and Nutritional Health*."

Chapter V. DFNS Revenue and Expenditures

MCPS operates the Division of Food and Nutrition Services (DFNS) budget as an enterprise fund, which means MCPS expects DFNS to operate without local tax dollar support. Instead, MCPS intends that funding for DFNS operations be self-sustaining and rely on other sources of revenue such as revenue from food sales and federal reimbursements for providing meals to low-income students.

This section describes the DFNS budget for FY10 and FY11 in two sections:

- **Section A, Summary of DFNS Revenue** describes DFNS revenue by source and compares revenue received by meal type and student FARMS status; and
- **Section B, Summary of DFNS Expenditures** describes the operational costs allocated to the DFNS budget and the value of commodities received by DFNS.

Key findings from this chapter show that primary revenue sources for DFNS are federal funds and cash sales and that employee wages, benefits, and food products account for 95% of DFNS' total budget. Specifically:

- DFNS' costs exceeded enterprise resources in FY10 and are expected to do so again in FY11.
- Roughly half of DFNS' revenue is federal reimbursement from child nutrition programs. Cash sales of reimbursable meals comprise slightly more than one-quarter of DFNS' revenue, and a la carte sales of school meal items and snacks account for 17%.
- About two-thirds of DFNS' expenditures are attributable to employee salaries and benefits. Food costs account for 29% of expenditures.
- In FY10, the total food costs for DFNS were \$13.9 million. Of this, \$11.7 million was food purchased with DFNS revenue, and \$2.2 million was the value of commodity food purchases.
- In FY10, DFNS lost 50 cents for each free and reduced-price lunch served.

A. Summary of DFNS Revenue

DFNS' revenue increased 6% from \$40.3 million in FY10 to \$42.6 million in FY11. Table 5-1 on the following page summarizes DFNS revenue sources as follows:

- The largest single source of funds in both FY10 and FY11 was federal reimbursement for the NSLP followed by cash lunch sales. These two revenue streams fund 65% of DFNS operations.
- The third largest source of revenue was a la carte sales of meal and snack items which comprised 17% of DFNS' total revenue.

In addition to the revenue described in Table 5-1, DFNS receives an annual entitlement from the USDA's Commodity Food Distribution Program. DFNS can use the entitlement dollars to purchase food and beverage items. In FY10 the commodity entitlement was \$2.2 million. Along with the \$40.3 million in FY10 revenue shown in Table 5-2, resources budgeted for DFNS operations in FY10 totaled \$42.5 million.

Table 5-1: DFNS Revenue, FY10 - FY11 (\$ in 000s)

Revenue Type	FY10		FY11 (estimate)	
	\$	%	\$	%
Federal Funding	\$20,569	51.1%	\$22,530	52.9%
<i>NSLP Reimbursement</i>	\$14,872	36.9%	\$16,480	38.7%
<i>SBP Reimbursement</i>	\$4,124	10.2%	\$4,578	10.7%
<i>Reimbursement for other programs</i>	\$1,822	4.5%	\$1,725	4.1%
Sales	\$18,441	45.8%	\$18,895	44.4%
<i>Lunch Cash Sales (Students)</i>	\$10,763	26.7%	\$10,972	25.8%
<i>A la Carte Sales (Students)</i>	\$6,962	17.3%	\$7,210	16.9%
<i>Breakfast Cash Sales (Students)</i>	\$545	1.4%	\$468	1.1%
<i>Other (Head Start Lunch & Catering)</i>	\$172	0.4%	\$245	0.6%
State Funding (SBP, NSLP, MMFA)*	\$1,005	2.5%	\$911	2.1%
Other	\$249	0.6%	\$253	0.6%
Total	\$40,264	100.0%	\$42,588	100.0%

*School Breakfast Program, National School Lunch Program, and Maryland Meals for Achievement
Source: DFNS

MCPS' federal revenue for all reimbursable meals served is based on reimbursement rates by meal price described in Table 5-2 below. The data show that MCPS "earns" an additional 4 to 29 cents per full-price lunch in revenue compared to revenue for lunches served to students eligible for free meals. This additional revenue, however, may not cover MCPS actual costs of delivering reimbursable meals as DFNS reports that it loses 50 cents for each free and reduced-price lunch served.¹

Table 5-2: DFNS Reimbursements and Total Revenue per Meal by FARMS status, FY11

	Federal Reimbursement	Student Cost	Total Revenue	Revenue vs. Reimbursement for Free Meals
Free meals				
Breakfast*	\$1.48 or \$1.76	\$0.00	\$1.48 or \$1.76	\$0.00
Lunch	\$2.72	\$0.00	\$2.72	\$0.00
Reduced-price meals				
Breakfast*	\$1.18 or \$1.46	\$0.00	\$1.18 or \$1.46	-\$0.30
Lunch	\$2.32	\$0.40	\$2.72	\$0.00
Full-price meals				
Breakfast	\$0.26	\$1.30	\$1.56	-\$0.20 to \$0.08
Lunch (elementary)	\$0.26	\$2.50	\$2.76	+\$0.04
Lunch (secondary)	\$0.26	\$2.75	\$3.01	+\$0.29

*In FY11, 115 schools with FARMS enrollment of at least 40% receive an additional \$0.28 per free and reduced-price breakfast served.

¹ Conversation with Marla Caplan, DFNS Director and Kate Heinrich, DFNS Assistant Director on July 5, 2011

B. Summary of DFNS Expenditures

In FY10, total expenditures for DFNS were \$41.9 million, and FY11 expenditures are expected to be about \$43.4 million (an increase of 3.5%). A comparison of FY10 revenue (\$40.3 million) to FY10 expenditures (\$41.9 million) shows a shortfall of about \$1.6 million. Current projections for FY11 revenue (\$42.6 million) and expenditures (\$43.4 million) show a projected shortfall of about \$800,000. In FY10, DFNS received a transfer of \$1.8 million from the MCPS General Fund for employee benefits and to provide a small fund balance. FY11 action to address any shortfall has not been determined.

Table 5-3, below, summarizes DFNS expenditures in FY10 and FY11. In sum:

- Employee salaries and benefits account for 67% of DFNS budgeted expenditures in FY10 and FY11, with salaries making up 44% of the budget in FY10 and 41% in FY11. DFNS aims to have salaries account for less than 32% of their total budget.
- DFNS food costs accounted for about 28-29% of total costs in FY11. DFNS aims to have food costs make up less than 45% of total costs.
- Overall, salaries, benefits, and food accounted for 95-96% of DFNS budget in FY10 and FY11. Industry experts, however, suggest keeping these costs to between 80-85% of revenue to enable school nutrition programs to update facilities and engage in marketing and nutrition education efforts that promote student participation.²

The cost of utilities for the warehouse, production facility, and school kitchen operations are not included in the DFNS budget. Nor are commodity purchases included in the DFNS budget.

Table 5-3: DFNS Expenditures, FY10 - FY11 (\$ in 000s)

	FY10		FY11 (estimated)	
	\$	%	\$	%
Personnel Costs	\$28,155	67.2%	\$28,902	66.6%
<i>Salaries and Wages</i>	\$18,276	43.6%	\$17,975	41.4%
<i>Fringe Benefits</i>	\$9,878	23.6%	\$10,928	25.2%
Food	\$11,712	28.0%	\$12,388	28.6%
<i>Meat, Poultry, Fish & Eggs</i>	\$3,800	9.1%	\$4,019	9.3%
<i>Dairy</i>	\$2,869	6.8%	\$3,034	7.0%
<i>Groceries</i>	\$2,056	4.9%	\$2,175	5.0%
<i>Fruits & Vegetables</i>	\$1,463	3.5%	\$1,547	3.6%
<i>Bakery</i>	\$1,341	3.2%	\$1,418	3.3%
<i>Ice Cream</i>	\$184	0.4%	\$194	0.4%
Supplies	\$1,612	3.8%	\$1,725	4.0%
Other³	-\$33	-0.1%	\$84	0.2%
<i>Travel</i>	\$126	0.3%	\$127	0.3%
<i>Other</i>	-\$159	-0.4%	-\$43	-0.1%
Contracted Services	\$310	0.7%	\$193	0.4%
Equipment and Furniture	\$146	0.3%	\$90	0.2%
Total	\$41,902	100.0%	\$43,383	100.0%

Source: DFNS

² Boettger, 2009

³ DFNS receives product discounts that offset other costs in the “other” expenditures category, leading to a negative expenditure. For example, some vendors provide a discount if bills are paid early.

Table 5-4 shows total food costs in FY10, including the value of commodity food purchases and free “bonus foods” that DFNS receives through the Commodity Food Distribution Program (see page 5). In FY10, the total value of commodity and bonus foods was about \$2.2 million. In FY10, DFNS primarily used the commodity entitlement for meat, low fat cheese, and frozen vegetables. Examples of bonus foods received in FY10 were sliced fresh apples, cheese, pork roast, whole grain pancakes, and whole grain tortillas.

When the value of commodity and bonus foods are included, total food costs were about \$13.9 million in FY10, reflecting 32% of the total operating costs for DFNS.

Table 5-4: DFNS Total Food and Operating Cost, FY10 (\$ in 000s)

	\$	%
Commodity/bonus food value	\$2,213	16%
Budget food expenditures	\$11,712	84%
Total food costs	\$13,915	100%
Total operating costs, including commodity food value	\$44,114	--
Total food costs as percent of total operating costs	32%	--

Chapter VI. Review of DFNS Strategic Plan and Performance

This chapter describes the Division of Food and Nutrition Services (DFNS) strategic plan and summarizes external and internal reviews of DFNS performance to discern how well DFNS practices align with its mission of providing “appealing, quality, and nutrition meals.”

This chapter is presented in two sections:

- **Section A, DFNS Strategic Plan and Performance Measures**, describes DFNS’ FY11 Strategic Plan and the strategies used to actualize its continuous improvement goals, including the family of performance measures tracked by DFNS and MCPS leadership; and
- **Section B, DFNS External and Internal Reviews**, describes the Maryland State Department of Education’s auditing requirements for DFNS, external recognitions of DFNS’ performance, and MCPS internal reviews of DFNS operations, including the Office of Shared Accountability evaluation of DFNS’ alignment with the MCPS Wellness Policy.

Several findings emerge from the information reviewed for this chapter:

- DFNS’ mission seeks to achieve a balance between providing appealing, quality, and nutritious meals and operating in a cost effective and efficient matter.
- DFNS’ stated goals within its strategic plan include the involvement of customers and stakeholders in the planning, design, and implementation of products, resources, and services.
- DFNS’ strategic plan tracks performance measures for customer satisfaction, financial results, human resources, and organizational effectiveness. DFNS’ meal participation benchmarks have been nearly met, but its customer satisfaction benchmarks have not been met.
- The Maryland State Department of Education’s (MSDE) external audits of DFNS indicate that its programs comply with federal requirements for free and reduced-price meals, reimbursement claims, menu requirements, food safety and sanitation requirements, and proper storage and utilization of USDA commodities.
- DFNS has been recognized by the United States Department of Agriculture (USDA) and the Physicians Committee for Responsible Medicine for its delivery of nutritious food options in schools.
- MCPS’ Office of Shared Accountability finds that DFNS was in compliance with USDA and MSDE requirements for food and meals sold in schools; and with the MCPS Wellness Policy for competitive foods (i.e., food sold outside of reimbursable meal programs).

A. DFNS Strategic Plan and Performance Measures

Each MCPS Department and Division is charged to develop and implement a strategic plan that is aligned with the school system’s overall strategic plan, *Our Call to Action*. DFNS’ FY11 Strategic Plan states that its mission is “to provide an array of appealing, quality, and nutritious meals in a cost effective and efficient operation.” In turn, DFNS’ Strategic Plan includes a number of objectives aimed at continuously improving its delivery of high quality, nutritious foods and beverages.¹

¹ See Appendix I for the DFNS FY2011 Strategic Plan

Specific references for improving the quality and appeal of meals in DFNS' strategic plan include:

- Recognition that DFNS' meals must be perceived as appealing, high quality, nutritious, and economical;
- DFNS' attention to current nutritional research and practices to enhance the nutritional health and well being of its customers, as reflected in MCPS Policy JPG and JPG-RA: Wellness: Physical and Nutritional Health; and
- DFNS' commitment to providing the highest quality products, resources, and services to support nutritional well-being for student success.

Towards these ends and other performance goals, DFNS implements a number of strategies to achieve continuous improvement, including frequent monitoring of performance measures. Table 6-1 describes the measures that DFNS routinely tracks as part of its strategic plan and its progress on its Customer Focused measures. Most of the indicators included in DFNS' family of measures focus on efficiency and cost effectiveness, while only the Customer Focused metrics align with its food quality and nutrition goals.

Table 6-1: DFNS FY11 Strategic Goals and Performance Measures

Strategic Goals	Performance Measures
<p><u>Customer Focused:</u> Customer satisfaction is reflected on system-wide surveys and by increased participation and revenues</p>	<ul style="list-style-type: none"> • Elementary school lunch participation reaches 60% <ul style="list-style-type: none"> ○ <i>FY10 Result: 54%; FY11 Result: 58%</i> • Secondary school meal participation reaches 30% <ul style="list-style-type: none"> ○ <i>FY10 Result: 28%; FY11 Result: 29%</i> • 85% of parents “agree” or “strongly agree” with DFNS questions on Survey of Supporting Services <i>FY10 Result: 72%</i> • 85% of students “agree” or “strongly agree” with DFNS questions on Survey of Supporting Services <i>FY10 Result: 57%</i>
<p><u>Financial Results:</u> Data indicate effective and efficient management</p>	<ul style="list-style-type: none"> • The average daily income exceeds by at least 1% that of the previous year • The percentage of average daily expenses as compared to average daily income of the previous comparison declines at least 1%
<p><u>Human Resource Results:</u> Employees trained in critical food safety areas, participate in decision-making and staff development and have ownership of the mission of DFNS</p>	<ul style="list-style-type: none"> • 100% of cafeteria managers “support” or “fully support” the food services mission statement with currently available resources • 100% of cafeteria managers rank satisfaction with job at a three or higher on a five-point scale • 90% of all food service employees attend food safety training annually • Average daily attendance is 95% • Results of system-wide employee satisfaction survey • Employee retention rate
<p><u>Organizational Effectiveness:</u> DFNS will use technology and benchmarking to maximize efficiency to support the enterprise fund</p>	<ul style="list-style-type: none"> • Labor cost in salaries will be below the industry average of 32% • Food cost will remain below the industry standard of 45% • The food services warehouse maintains a minimum of 12 turns per year (i.e., food items are used and restocked 12 times per year) • Central Production Facility productivity is maintained or increases annually compared to the previous year • 99% of Help Desk Calls to DFNS help are resolved within one business day

SFNS Staff

As noted above, DFNS has neither met its reimbursable meal participation goals for elementary or secondary students, nor their customer satisfaction goals for parents and students. DFNS’ reimbursable meal participation fell 2 to 6 percentage points short of its goal; and its customer satisfaction ratings fell 13 to 28 percentage points short of its goal. But, DFNS has made progress toward and nearly reached its elementary lunch participation goals, increasing from 54% to 58% from FY10 to FY11; and similarly made progress toward its secondary school participation goals, increasing from 28% to 29% during the same time frame.

School nutrition experts, however, suggest that more targeted measures of student participation to track school food quality and nutrition are warranted. For example, one researcher suggests that meal participation benchmarks should disaggregate full-price meal participation and FARMS participation rates, and set a goal of elementary students who pay full price for lunch at 69%, and a goal of elementary students who qualify for FARMS at 86%. These goals would match the performance of the top 25% of districts with the highest participation rates.²

DFNS staff members note that beyond its current participation and satisfaction measures, they use the results of MSDE’s annual reviews and parent and student survey responses to specific questions related to quality and the nutritional content of meals to track progress on their nutrition and food quality goals. More targeted tracking of DFNS’ progress on its nutrition goals likely requires an additional set of performance measures aligned to DFNS’ First Strategic Goal described in Table 6-2 below.

Table 6-2: DFNS FY11 Strategic Goal One, Objectives and Sub-Objectives

Goal Number One: Maintain a food services program that ensures the nutritional well-being of students by maximizing participation and customer satisfaction.	
Strategic Objectives	Related Sub-Objectives
1.1 – Identify barriers to student participation in the school meals program and implement strategies to eliminate the barriers.	<ul style="list-style-type: none"> • Identify meal participation barriers and take action to eliminate those barriers • Demonstrate that procedures are followed to minimize competition with reimbursable meals • Solicit student, parent, and cafeteria manager input and feedback for menu planning and to improve the food service program • Coordinate with the academic curriculum to encourage healthy eating habits and food service program participation • Provide students and parents materials that explain and promote school food service and the nutrition program • Provide tours of the DFNS facility to promote a better understanding of food services and operations
1.2 – Meals are planned to meet the nutritional needs of students.	<ul style="list-style-type: none"> • Plan menus to meet the nutritional needs of students and comply with appropriate national and state guidelines • Information pertaining to ingredient and nutrient content of food items is accessible to parents and staff • Individual support and nutrition counseling is provided to students upon request • Dietary accommodations for disabilities are provided as appropriate • Evaluate menu items for convenience, cost-effectiveness, nutritive value, and student acceptance prior to use • A menu committee meets regularly to review menus and to incorporate gathered input and feedback from customers and stakeholders

Source: DFNS

² Boettger, 2009, cites the School Nutrition Association’s 2009 survey of school nutrition programs.

B. DFNS External and Internal Reviews

This section's review of existing DFNS performance and audit information has three parts:

- **Part 1, External Reviews**, describes findings from MSDE's annual review of DFNS programs;
- **Part 2, Awards and Recognitions**, describes the USDA's and the Physicians Committee for Responsible Medicine recognition of DFNS practices; and
- **Part 3, Internal Reviews**, describes at the school level MCPS' compliance with DFNS' vending machine and school store audits and the Board of Education's Wellness Policy.

Overall, external and internal reviews of DFNS' practices from MSDE and the USDA suggest that DFNS effectively complies with both state and local requirements for delivering school nutrition and food services and DFNS' elementary school programs offer healthy meals.

1. External Reviews

To measure MCPS' compliance with federal and state school nutrition requirements, MSDE completes two types of annual reviews of DFNS programs – Operations and Administrative Reviews and School Meal Initiative Audits. These two reviews are described below.

Operations and Administrative Reviews. MSDE audits every MCPS schools' lunch and other food service programs on a three to five year cycle. DFNS uses a three year schedule to select the MCPS schools that MSDE audits in any given year. MSDE monitors schools for compliance in the following areas:

- Policies and practices for FARMS applications and verification,
- Reimbursement claims and other record-keeping requirements, and
- Menu requirements.

Over the past three years with available data, MCPS has achieved compliance in all areas audited by MSDE. As a result, MSDE has not required MCPS to undertake corrective action in this review area.

School Meal Initiative Audits. As required by the USDA, MSDE also audits schools to ensure compliance with the National School Lunch Program's nutrient requirements and other program procedures. The reviews also consider whether:

- Each of the sampled schools offered a variety of foods for each food group and a variety of commercially prepared and school-made items;
- Menu selections were planned to increase whole grains, fruits and vegetables, and low-fat and fat-free milk consumption;
- The required servings of grains and fruits and vegetables were planned for the week; and
- Meals were being prepared to decrease sodium, increase fiber, and decrease cholesterol compared to the previous year.

MSDE audits one elementary and one secondary school annually. Over the past three years, MSDE found MCPS to be in partial compliance for two years, and fully compliant one year. More specifically:

- For the 2007 - 2008 school year, MSDE required corrective action in two areas – the sale of soft drinks at a secondary school during the school day and the sale of secondary school lunches that met only 91% of the established calorie requirement.³
- For the 2008 - 2009 school year, MSDE found no reason for corrective action.
- For the 2009 - 2010 school year, MSDE required corrective action to address a low calorie count on the secondary school menu due to meals providing only 79% of required calories.

2. Awards and Recognition

In addition to receiving multiple awards for excellence from MSDE, the USDA's HealthierUS Schools Challenge program and the Physicians Committee for Responsible Medicine have recognized DFNS for offering nutritious meals.

HealthierUS Schools Challenge. This USDA program encourages schools to increase reimbursable meal participation, offer healthier meals, encourage physical activity, and implement nutrition education. Schools can apply for four levels of award depending on their school lunch participation, nutrition, and physical activity requirements: bronze, silver, gold, and gold with distinction.

MCPS was recently awarded the bronze prize for all elementary schools in recognition of its nutrition and physical activity practices that reflect the HealthierUS Schools Challenge requirements described in Table 6-3 below. Of note, the bronze award does not have a meals participation requirement rate. MCPS plans to apply for the silver award for schools that meet the 60% school meal participation requirement.

Table 6-3: HealthierUS Challenge Bronze Award Requirements

- Offer different vegetable every day of the week. Of these, three must be dark green or orange and at least one must be a legume. Serving must be at least ¼ cup.
- Offer a different fruit every day of the week. Serving must be at least ¼ cup.
- 100% fruit juice may only be counted as a fruit once per week.
- Offer at least 1 serving of whole-grain food 3 or more days per week.
- Offer only low-fat or fat-free milk.
- Competitive foods must meet specified standards for total fat, trans fat, saturated fat, sugar, sodium, and calorie content.
- Competitive beverages may only include milk, 100% fruit juice, or water.
- Nutrition education must be provided in at least half of school's grade levels, be part of a unit of instruction, and involve multiple channels of communication (e.g., classroom, cafeteria).
- Prohibit use of food as a reward (excludes school holiday parties).
- Physical education is offered throughout the school year, students have daily time for unstructured physical activity, and physical activity is not denied or required as punishment.
- School schedule includes a minimum of 45 minutes per week of physical activity.
- School promotes wellness by allowing primarily non-food items to be sold as fundraisers.
- School has a wellness policy.

Source: HealthierUS Schools Application Kit, Criteria for Elementary Schools

³ To correct these concerns, MCPS had the timers reset on the soft drink vending machine and conducted a re-analysis of its menu to demonstrate that with the inclusion of condiments, MCPS' sampled meals actually had 119% of required calories.

Physicians Committee for Responsive Medicine: In 2009, the Physicians Committee awarded DFNS the Golden Carrot Award for inclusion of fresh fruits and vegetables, vegetarian/vegan, whole grain, low-fat, and non-dairy menu items. In 2008, the Physicians Committee also awarded MCPS an “A” on its school lunch report card for MCPS’ offerings of daily vegetarian and vegan options, fresh fruits and vegetables, low-fat vegetable sides and dressings, and non-dairy beverages. By comparison, MCPS received a C+ grade in 2003. To further improve its meals, the Physicians Committee recommends that DFNS reduce the amount of processed meats on the MCPS menu.⁴

3. Internal Reviews

MCPS also conducts internal reviews of DFNS’ practices to ensure compliance with local policies and regulatory requirements. Specifically, DFNS annually reviews 70 schools to ensure that they meet the MDSE Operations and Administrative Review standards. DFNS also plans menus according to federal meal program nutrition standards.

The paragraphs below describe DFNS’ audits of schools compliance with state and local requirements for competitive foods and the Office of Shared Accountability’s evaluation of MCPS’ compliance with its Wellness Policy.

Vending Machine and School Store Audits. DFNS monitors schools for compliance with MSDE and Wellness Policy requirements for competitive foods. In FY10, a DFNS audit of all high schools showed that at least one snack or beverage machine was out of compliance in 11 of the 26 schools. In FY10, two middle school audits found products out of compliance. When schools are out of compliance, DFNS notifies the vending company and then follows up with the school to ensure that the problem has been addressed. School stores selling food and beverages operate only in high schools. If DFNS finds a non-compliant product, staff notify school administrators to remove the item.

Evaluation of MCPS Wellness Policy Implementation. In September 2009, the Office of Shared Accountability completed a policy evaluation report on MCPS’ Wellness Policy. Researchers surveyed students, parents, teachers, and principals from a sample of 35 schools and reviewed MCPS curriculum documents and DFNS records. The report presents findings about MCPS’ implementation of the policy based on seven criteria:

- The Pre-K – 12 health and physical education curricula includes nutrition education.
- The Pre-K – 12 physical education curricula includes “fitness for life” skills.
- Physical activity is encouraged for all school members before, during, and after the school day.
- Lunch and breakfast programs meet the nutritional standards and regulations established by the USDA and MSDE.
- Foods and beverages outside the lunch and breakfast program (i.e., competitive foods) meet the nutritional standards adopted by the Montgomery County Board of Education.
- The school environment fosters and encourages students to make healthy food choices.
- Information that encourages and supports a healthy lifestyle is provided to all school stakeholders.

⁴ For comparison, other districts that participated in the report card survey included Broward County, FL, Charlotte-Mecklenburg, NC, and Fairfax County, VA. These three districts all received an A- in 2008.

Overall, the report found that MCPS has in place nutrition and physical education curricula that meet the requirements of the policy. The report found that students in elementary schools have opportunities for physical activity during recess while secondary school students are offered afterschool fitness and sports activities.

The report also found that DFNS was generally compliant with federal and state requirements and monitored food sold in school stores and in vending machines for compliance with the Wellness Policy regulations on competitive foods.

Additionally, the report identified opportunities to improve the school environment and communication that fosters healthy food choices and lifestyles. These include:

- Improving teachers' awareness and familiarity with MCPS' Wellness Policy;
- Reducing the use of candy as an incentive at the secondary level; and
- Increasing communication from schools to families on the importance of good nutrition and benefits of adopting a healthier lifestyle.

Chapter VII. School Food Trends

This chapter summarizes emerging trends in school food practices that encourage students to make healthy food choices, especially at school, and provides case studies on new or innovative school food practices in nine different jurisdictions. This chapter is organized as follows:

- **Section A, Emerging Trends in School Food Practices**, provides an overview of nine recent trends in school food practices. Information on each trend includes a description of the practice, relevant research findings, and an examination of how MCPS' practices align with the emerging trend.
- **Section B, Case Studies**, offers nine case studies of school systems that have implemented some emerging school food practices. These case studies illustrate the variety of approaches school districts are using to encourage students to eat healthier foods.

A review of the information in this chapter indicates that:

- Some emerging trends in school food practices are supported by research evidence that suggests the practice affects students' food choices. For example, students tend to select more fruits and vegetables when salad bars are available.
- Other emerging practices – such as changing competitive food offerings or eliminating processed foods – may encourage students to eat healthier foods by limiting access to less healthy items, but research evidence that supports the practice is limited.
- Some school systems have implemented sweeping reforms, including significant changes to their menus, often to provide fewer processed foods and more variety. Some of the public school districts that have made significant changes are Baltimore City, Boulder Valley (Colorado), the District of Columbia, Chicago, and St. Paul (Minnesota).
- Other school systems have implemented smaller programs or are making more gradual changes to their menus. For example, Anne Arundel County Public Schools has instituted programs that encourage students to try new fruits and vegetables, and Fairfax County Public Schools is gradually eliminating highly processed foods from their menus.
- MCPS has at least one an initiative that aligns with each recognized school food practice.

A. Emerging Trends in School Food Practices

School systems working to encourage healthier food choices among their students typically adopt approaches designed to either:

- Enhance the nutrition of their school food offerings; or
- Improve student participation rates in federal reimbursable meal programs that follow USDA guidelines.¹

This section presents eight emerging school food practices designed to increase healthy food choices by students. Seven of the eight practices align with the goal of enhancing the nutrition of school food offerings and one targets increasing reimbursable meal program participation rates. OLO identified these practices based on a review of the research literature on school food practices and a review of practices among school districts recognized as leaders in this area. OLO shared this information with DFNS administrators who also recognized these practices as emerging trends in school food management.

¹ These approaches are not mutually exclusive. For example, the Food Research and Action Committee cites USDA research indicating that children who participate in the National School Lunch Program have superior nutritional intakes compared to those who did not participate. FRAC, *Child Nutrition Fact Sheet: National School Lunch Program*.

Overall, research evidence to support the effectiveness of these trends is mixed. Some practices, such as introducing salad bars, marketing healthy food, and introducing universal breakfast programs, have been shown to improve student nutrition and increase consumption of school meals. Additional research is needed to determine the long-term impacts of the other strategies.

Table 7-1 lists the eight practices and summarizes how MCPS' current practices relate to these eight trends. OLO's review of MCPS' current practices finds that while DFNS has initiated practices in each area, many opportunities exist for a more robust approach. As such, OLO finds that MCPS' school food practices partially align with these recognized emerging school food trends.

Table 7-1: School Food Trends and MCPS Practices

Emerging Trends	Related MCPS Practices
Trends that focus on enhancing school food nutrition	
Menu Revisions	All DFNS' elementary schools received the HealthierUS Schools Challenge bronze award. In addition, DFNS eliminated trans fats in 2006 and continues to reduce sodium content of foods. DFNS is in the process of eliminating fryers in all secondary schools. This project began during the 2005-2006 school year.
Competitive Foods	The MCPS Wellness Policy limits sales of competitive foods and beverages that are high in fat and sugar during the school day. These MCPS requirements meet the HealthierUS Schools Challenge standards and meet or exceed MSDE's guidelines.
Salad Bars	MCPS offers a salad bar as part of the reimbursable meal as a pilot program in one middle school and a la carte in nine middle and high schools.
Healthy Food Marketing	MCPS meals meet USDA nutrition requirements. MCPS offers the USDA's Fresh Fruit and Vegetable Program in eligible schools, posts menu and calorie information in the cafeterias, and recently received a grant to pilot new marketing strategies.
Processed Foods	DFNS offers a combination of processed and cooked-from-scratch foods. Flavored milk is fat free and has reduced sugar content.
Student Involvement	Student groups test all new food items that DFNS considers for inclusion on the menu. DFNS selects test schools to represent the demographics of the student population. DFNS also conducts student focus groups.
Local Produce	DFNS serves Maryland produce during Homegrown School Lunch Week. DFNS also requests that produce vendors purchase locally grown produce when available.
School Gardens	MCPS recently published guidelines for schools to plant container gardens of edible plants. To date, gardens are integrated into the classroom but not yet into the cafeteria.
Strategies that focus on increasing reimbursable meal participation	
Student Participation in Reimbursable Meals	MCPS participates in the Maryland Meals for Achievement (MMFA) program and all other programs they are eligible for and promotes food service programs among students and parents. MCPS also eliminated the \$0.30 cost of reduced-price breakfasts and piloted grab and go breakfasts in one high school and one elementary school.

The rest of this section provides details about the emerging practices and MCPS' efforts in each area. Section B, beginning on page 50, presents nine case studies to illustrate other school systems' efforts in these areas.

1. Menu Revisions

Some school systems have made general menu changes aimed at offering students healthier choices. For example, several school systems have decided that they will meet nutrition standards that exceed those required by the USDA for its child nutrition programs (e.g., the National School Lunch Program). Some schools have decided to meet the USDA's HealthierUS School Challenge award standards and others have decided to meet Institute of Medicine (IOM) standards. Following either of these standards requires schools to serve more whole grains, fruits, and vegetables.² Other school menu revisions eliminate trans fats, reduce sodium content of foods, and add more variety to meal choices.

Current MCPS Practices. All MCPS elementary schools recently received the HealthierUS Schools Challenge Bronze award, which requires schools to serve a variety of vegetables and whole grains three times per week. MCPS also eliminated trans fats from their menus and has modified recipes to reduce fat and sodium content.

2. Competitive Foods

Competitive foods are those that are sold outside of the National School Lunch Program (NSLP) or School Breakfast Program (SBP). Examples include foods sold via a la carte programs, vending machine sales, school stores, and fundraisers. Many competitive foods, in particular snack foods, have high fat, sodium, and sugar content, leading to concerns over how competitive foods may contribute to childhood obesity. Additionally, anecdotes of students replacing a school meal with competitive snack foods are common.

As a result, competitive foods have been a recent focus of school food personnel and others who want to offer more nutritious snack foods for students. Examples of changes to competitive food offerings include:

- Increasing availability of water or fruit juice (e.g., substituting them for soda in vending machines);
- Replacing fried potato chips with baked potato chips;
- Replacing desserts or chips with granola bars or trail mix;
- Limiting availability of competitive foods high in fat and sugar;
- Restricting competitive food sales throughout the day; and
- Changing the types of competitive foods offered through fundraisers.³

Potential loss of revenue is one challenge that schools face when considering changes to competitive food sales. According to a GAO study⁴, during the 2003 – 2004 school year nine out of ten schools nationwide sold competitive foods and created substantial revenue for food service programs and discretionary school spending. Although data on revenue changes is not widely available, a few studies demonstrate that schools have made changes without losing revenue.⁵ Another common challenge to making changes in competitive food offerings is the lack of agreed upon nutrition standards for competitive foods. Two often-cited sets of guidelines are the HealthierUS Schools Challenge and the Institutes of Medicine (IOM) guidelines.⁶

Current MCPS Practices. DFNS monitors competitive food sales for compliance with the MCPS Wellness Policy. Under the Wellness Policy, competitive foods are “all items sold that are not part of a reimbursable meal.” The MCPS guidelines for competitive foods:

² Institutes of Medicine, 2007; USDA (n.d.), *HealthierUS Schools Challenge Application Kit*

³ Government Accountability Office (GAO), 2005; USDA, January 2005

⁴ GAO, 2005

⁵ USDA. *Building a Healthy A La Carte Program: Making Cents Out of Change*

⁶ Appendix F provides a summary of IOM Guidelines, and Appendix G provides HealthierUS Schools Challenge Criteria

- Limit the amount of total fat (7 gms), saturated fat (2 gms), and sugar (15 gms) in each food item or serving;
- Require items to be sold in single serving sizes;
- Limit the calories per serving allowed in plain or flavored water;
- Limit the amount of sugar allowed in flavored milk; and
- Require a minimum of 50% fruit juice content in juice beverages.

The Wellness Policy permits the sale of items that do not fit these guidelines – such as candy and soft-drinks – after the school day ends. Typically, these items are available through vending machines, which are only permitted in secondary schools.

Notably, the MCPS Wellness Policy requirements for competitive foods align closely with guidelines provided by MSDE.⁷ In addition, the Wellness Policy meets requirements for the HealthierUS Schools Challenge at the bronze level for elementary schools and, in fact, all 132 elementary schools have received the Bronze award. DFNS is currently completing an application for the Silver award in 56 schools; however, the Board of Education would need to strengthen the MCPS Wellness policy, e.g., to restrict foods sold after school hours, to meet IOM standards. (See Appendices A, F, and G for MSDE, IOM, and HealthierUS Schools Challenge guidelines.)

3. Salad Bars

Adding salad bars to school lunch lines is one way that school officials and proponents of healthier school lunches hope to improve school meals and encourage students to eat more fruits and vegetables.

A 2002 study by the USDA found that 21% of public schools offer a salad bar at least once per week, most often in high schools. The study also found that schools with salad bars served a wider variety of fruits and vegetables, but did not consider the amounts of fruits and vegetables consumed.⁸

A 2007 study of three Los Angeles Unified School District (LAUSD) elementary schools found that students increased daily fruit and vegetable consumption by 1.2 servings when salad bars were introduced to the schools. The salad bars were part of a LAUSD pilot program to determine whether children would eat foods offered on the salad bar. The study found that 84% of the increase in fruit and vegetable consumption occurred during school lunch periods. Additional strategies used by these schools included lessons on salad bar etiquette and balanced meals, posting children's artwork in the cafeteria, field trips to a farm and farmers market, and nutrition education for parents and children.⁹

Current MCPS Practices. MCPS offers a salad bar as an a la carte item in nine middle and high schools where students pay by the ounce; and in January 2011, MCPS instituted a pilot program at Parkland Middle School that offers a salad bar as a reimbursable meal. Students may fill a bowl with lettuce and their choice of vegetable, cheese, and crouton toppings. The salad counts as one vegetable serving under the NSLP. DFNS also prepackages servings of meat (e.g., fajita chicken), that students can add to their salad as the protein component of the school meal program. The salad bar line includes hot sandwiches and sides that students can select for their meal.

⁷ Ziegler, 2005

⁸ USDA, 2002

⁹ Slusser, et. al., 2007

Parkland Middle School serves about 500 lunches per day. When the salad bar was first introduced, the daily average use was 90 students; by spring break, it had dropped to 50 students. As part of the pilot, DFNS plans to review student acceptance of the salad bar as evidenced by participation. DFNS states that expanding the salad bar program to other schools will depend on administration and student interest. Entrée salads are prepared at all secondary schools and are available to students every day.

4. Healthy Food Marketing

Offering healthier food choices and having students choose healthier items are both important aspects of improving the nutrition of school food eaten by students. Studies indicate that increasing the availability of healthy foods combined with marketing efforts can lead to positive results.

One study demonstrated that students increased consumption of fruit and juice when it was made available in school snack/a la carte lines *and* schools implemented a social marketing campaign that placed posters promoting fruit, juice, and vegetable consumption in school lunch rooms.¹⁰

Another study found that high school students chose healthier entrées when they received point-of-sale nutrition information on calories and grams of fat for each entrée. For example, students choose cheese over pepperoni pizza, veggie burgers or hamburgers over cheeseburgers, and baked over fried chicken.¹¹

Research conducted in school cafeterias by behavioral economists found that other small steps can encourage students to choose healthier options in the cafeteria. For example:

- Giving nutritious foods appealing, descriptive names – rather than just labeling vegetables as “broccoli” or “corn” – increased the number of students taking a food;
- Offering choices of fruits and vegetables increased the likelihood that students selected them;
- Placing plain milk in front of flavored milk encouraged students to choose plain milk;
- Placing fruit in a bowl rather than serving trays increased the number of students selecting fruit;
- Having cafeteria staff ask students if they wanted a fruit or salad increased the likelihood that students would both take and eat the item;
- Requiring students to pay cash for dessert decreased the number of students purchasing dessert; and
- Having an express line that offered only healthy foods and/or school meal items increased the number of students picking healthy foods.¹²

Current MCPS Practices. Seven MCPS schools participate in the Fresh Fruit and Vegetable Program (see Chapter IV). This program exposes students to new fruits and vegetable by providing a fresh fruit or vegetable snack to students two or three times per week. DFNS primarily uses the program to serve fruit, as students have been more receptive of fruits than vegetables.

DFNS currently posts menus, calorie information, and nutritional posters in MCPS cafeterias. Elementary schools distribute menus for students to take home and post menus with nutritional information in cafeterias. Secondary schools also post monthly menus with nutritional information in their dining rooms. OLO found, however, that how nutritional information is posted varies by school. For example, one school that OLO visited posted the daily menu with calorie information at the beginning of the line while another school posted the entire menu for the month at the end of the line, after the cash register.

¹⁰ Thompson, et. al., 2007

¹¹ Conklin, et. al., 2005

¹² Wansink, et. al., October 21, 2010

Many DFNS menu items have descriptive names such as a Café burger, seasoned corn, or spicy chicken patty. To identify additional ways to market healthy food options, DFNS plans to use a \$10,000 grant from MSDE to pilot new marketing approaches in two elementary schools. These grant funds will be used to provide additional staff training and nutrition education to students; have students create nutrition awareness posters for display in their lunch room areas; provide additional fresh fruits and vegetables; add new décor to the serving line, such as decorative baskets with colorful faux fruit displays; and offer tasting events.

5. Processed Foods

Another emerging school food trend is reducing or eliminating processed foods from school menus, including flavored milk. Some school districts are improving the nutrition of school lunches by introducing more foods that are cooked from scratch by the school food service staff or contractors.

Some of the reasons school systems have instituted a cooking from scratch model are to reduce the amount of sodium, high fructose corn syrup, food dyes, and preservatives that are common in processed foods. School systems also hope that students will find the freshly cooked foods tastier and more appealing than processed foods. Some school systems have hired a chef to make these changes; others have reformulated recipes for foods they prepare; and others have asked manufacturers to change their recipes to meet improved nutrition standards.¹³

Serving flavored milk (e.g., chocolate milk, strawberry milk) is a topic of significant debate, as flavored milk typically has a higher sugar content than plain milk. While some believe that the added sugars in flavored milk outweighs the benefits of the milk itself, others believe it is better for students to drink sweetened milk than no milk at all. The Institute of Medicine recommends that flavored milk should have no more than 22 grams of sugar per eight ounce serving.¹⁴ In the Washington D.C. area, local school systems have taken different approaches:

- District of Columbia Public Schools eliminated flavored milk at the start of the 2010 - 2011 school year.
- Fairfax County Public Schools eliminated flavored milk at the start of the 2010 - 2011 school year, but due to student and parent demand, returned a lower sugar flavored milk option to the menu in April.
- Baltimore City Public Schools allows schools to determine whether or not they will serve flavored milk. A recent plate waste study indicated that students in schools that served both plain and flavored milk drank more of their milk (students consumed 66% of their milk overall) than those in schools that served plain milk only (students consumed 33% of their milk overall).

Current MCPS Practices. DFNS uses a combination of processed foods and foods cooked from scratch. For example, DFNS cooks its own soups, marinara sauce, cheese sauce, and cookies in its Central Production Facility (CPF); but it uses meat items that are processed and pre-cooked by manufacturers. DFNS staff cite concerns with food safety as the primary reason the CPF does not handle raw meat.

MCPS offers fat-free and low-fat plain milk and fat-free strawberry and chocolate milk. DFNS worked with their milk vendor to reduce the sugar content of their flavored milk to 21 grams per eight ounce serving.¹⁵

¹³ Information gathered from schools food service staff interview for case studies.

¹⁴ Institute of Medicine, 2007

¹⁵ This is 1 gram less of sugar than the 22 grams of sugar for flavored milk recommended by the Institute of Medicine.

6. Student Involvement in Menu Design

Changing school menus to incorporate new foods or healthier versions of old foods often involves a risk that students will not accept the new foods. As a result, some school systems have developed programs that introduce students to new fruits and vegetables or let them give feedback about new menu items. For example, some school systems hold tasting parties where students can sample fruits and vegetables. Others hold tasting parties where students can compare potential new menu items, such as healthier versions of pizza or chicken fingers, with those currently on the menu.

Current MCPS Practices. When DFNS is considering new menu items, it conducts taste tests where students sample the products and complete a product evaluation survey. The survey results assist DFNS in determining whether to move forward with a product. DFNS also tests items and solicits feedback from school staff and parents. DFNS also meets with students, parents and student government groups to discuss the school food programs and menu offerings and solicit suggestions to improve school menus. (See Appendix D for a list of meetings held in FY10 and FY11).

7. Local Produce

Another trend in school food practices is serving more locally-grown fruits and vegetables in school cafeterias. Since the passage of the 2008 Farm Bill that allows school systems to place a geographic preference on purchases of fresh fruits and vegetables, more school systems have increased their local purchasing efforts. Among the commonly-cited benefits to serving local produce are that it supports the local economy, it teaches students where their food comes from, it reduces environmental impacts, and it provides fresher produce.¹⁶ Little research evidence exists to show whether serving more locally grown produce has these desired effects.¹⁷

Current MCPS Practices. DFNS participates in the State of Maryland's annual Homegrown School Week program under the Jane Lawton Farm-to-Schools Act. During this week, schools are encouraged to serve Maryland produce in the school lunch room, promote Maryland agriculture in the classroom, and arrange for interactions between students and Maryland farmers.¹⁸ In September 2010, DFNS served Maryland produce such as apples, melons, celery, cucumbers, peppers, corn, and green beans.

In addition, the contract with DFNS' produce supplier states that the supplier should buy locally grown produce when it is available (although the contract does not define the boundaries of "local"). Other produce may also be from local suppliers, but DFNS does not currently track this information. However, a 2011 amendment to the Jane Lawton Farm-to-Schools Act requires schools to report by January 1 each year the type and amount of Maryland produce purchased each year. DFNS staff cite cost, quantity of food needed, and the incongruity of the school year and growing season as primary barriers to purchasing more locally grown food.

¹⁶ USDA, *Farm to School Website*; Interviews with school food service staff for case studies

¹⁷ One study of school districts in Minnesota that increased local produce purchasing found that there can be a positive economic impact, although the degree of that impact varies depending on how much and what types of produce schools purchase from local farmers. (Tuck, et. al, June 2010)

¹⁸ Code of Maryland Agriculture Article §10 -1601.

8. School Gardens

While school gardens can be linked to school food, most school districts use school gardens as an educational tool and not as a source of food for cafeterias. Specifically, school systems often use school gardens as part of a hands-on interdisciplinary curriculum inclusive of science, nutrition, math and social studies. Produce from edible plants grown in school gardens is usually prepared and sampled in class by the students who tended the garden. Occasionally school systems may use garden produce in their cafeterias, but most produce will be purchased from vendors to meet demand.

Although information about how to create school gardens and how to integrate them into curriculum is widely available, research on the impact of school gardens is not. One study of the School Lunch Initiative in Berkeley, California suggests that when school gardens are part of a broader program to teach students about healthy food and provide healthy foods in the school meal program, student attitudes about foods may change and consumption of fruit and vegetables may increase.

In 2006, the Berkeley Unified School District in California implemented the School Lunch Initiative. The goal of the program was to help students “establish healthy food habits and values for a sustainable future” through teaching them to grow, cook, and share healthy food. The program not only brought significant changes to school meals – more local foods, less processed foods – but it also enhanced nutrition education in the classroom through school gardens, cooking classes, and other academic curriculum. In addition, school dining areas were improved to make them more inviting to students.

Although school meals changed throughout the district, not all schools had school gardens, cooking classes, or highly integrated curriculum. An evaluation of the first three years of the program found that schools with more developed School Lunch Initiative Programs had a greater impact on students. For example, students in schools with more developed programs:

- Scored higher in tests on nutrition knowledge;
- Were more likely to agree that food tastes better in season and food choices can impact the environment; and
- Increased their fruit and vegetable servings by more than students in schools with less developed programs.¹⁹

Current MCPS Practices. In February 2011, MCPS released guidelines for how schools can start container gardens for edible plants.²⁰ Although some schools had already begun growing edible plants, MCPS’ previous guidelines had only addressed gardens for other types of plants. This spring, outdoor education staff held a professional development container garden workshop and offered a mini-course in school gardening for school staff interested in starting a garden. Outdoor education staff plan to hold similar trainings in the fall to help more teachers and other MCPS staff prepare for gardening next spring.

Currently, MCPS reports that there are around 20 – 25 school gardens with edible plants. Many of these are container gardens, however, some schools have gardens in the ground. Most schools chose to plant salad greens and other plants that could be planted and harvested before the end of the school year to eliminate the need for garden care during the summer.

¹⁹ Rauzon, et. al, September 2010

²⁰ MCPS Outdoor Education Website, *Creating Your Edible Container Garden*

As in other places, a goal of MCPS' school gardens is to teach students about where food comes from and to encourage them to try healthy foods. MCPS does not have a standardized process for schools to integrate gardens into the curriculum, but notes that the school garden curriculum may include science and environmental education – such as learning about insect development, ecosystems, and soil – and discussion about nutrition when harvesting, preparing, and sampling the food students grew.

9. Student Participation in Reimbursable School Meal Programs

A goal of many districts is to increase the number of students participating in school meal programs. Schools frequently target breakfast participation, which is generally lower than lunch participation, since eating breakfast appears to positively impact school performance.²¹ In addition, school lunches that meet USDA nutritional guidelines are generally considered to be more nutritious and less expensive than “typical” lunches brought from home, which may include some snack foods (e.g., chips or cookies).²²

In order to increase breakfast participation, some school systems are offering breakfast in classrooms, breakfast-to-go that is picked up in the cafeteria but eaten in the classroom, universal free breakfast, or some combination of these strategies. One new approach to increasing lunch participation is offering reimbursable meals in vending machines.

Current MCPS Practices. DFNS offers universal, free breakfast in the classroom in 30 elementary schools through the Maryland Meals for Achievement program. Beginning in the 2010 – 2011 school year, DFNS eliminated the \$0.30 charge for reduced-price breakfasts and instead offers free breakfast to all students who qualify for FARMS. In 2010 – 2011 MCPS also piloted “grab and go” type breakfast programs in two high schools and one elementary school. DFNS plans to add grab and go breakfast to two middle schools for the 2011 – 2012 school year, and is evaluating expanding the elementary school program.

DFNS reports that they have taken steps to encourage students to participate in meal programs by:

- Holding “lucky plate days” in elementary schools – students whose trays have a special mark receive a non-food prize;
- Meeting with parents and school staff to talk about the food programs and healthy eating and attending back to school night;
- Providing nutrient and allergen information online and calorie information in the cafeteria;
- Working with parents, students, and nurses to accommodate students with special dietary needs;
- Conducting student focus groups in schools;
- Certifying students who are categorically eligible (e.g., whose families receive temporary assistance for needy families) for the FARMS program automatically (i.e., without requiring them to apply);
- Creating a “wellness specialist” position to work closely with students to emphasize the importance of good nutrition, healthy lifestyles, and selecting healthy food choices in the cafeteria.

²¹ Briefel, et. al., 1999; Food Research and Action Center (FRAC), 2010; Maryland State Department of Education, 2001

²² Rainville, 2001

B. Case Studies

This section provides case studies of nine school systems that have implemented one or more of the emerging school food practices summarized in Section A. OLO compiled these case studies based on research and analysis of information and documents available online (see Reference List) and conversations with school nutrition managers in several jurisdictions.

The school systems profiled vary by enrollment (ranging from 12,000 to over 400,000 students), number of schools (ranging from 19 to 675), and their FARMS rate (ranging from 20% to 85%). Additionally, these school systems vary in their delivery of school food – some school systems contract all food services through a vendor, others prepare food at regional/central kitchens, others prepare food in individual schools, and some use a combination of these approaches.

Together, the case studies demonstrate that some school systems have implemented sweeping reforms that have changed their menus significantly and other school systems have made more gradual changes to their menus. Examples of public school districts that have made significant changes are Baltimore City, Boulder Valley (Colorado), the District of Columbia, Chicago, and St. Paul (Minnesota). Examples of school systems that implemented smaller initiatives include Anne Arundel County Public Schools with its focus on encouraging students to try new fruits and vegetables and Fairfax County Public Schools which is gradually eliminating highly processed foods from its menus.

The table on the following page lists each jurisdiction (in alphabetical order), the school food practices detailed, and the page the case study appears on. Appendix H of the report provides sample menus from selected jurisdictions.

Table 7-2: List of Case Studies and School Food Practices

School District	Practices Implemented	Page
Alexandria City Public Schools, VA	Healthy Food Marketing Local Produce School Gardens	52
Anne Arundel County Public Schools, MD	Healthy Food Marketing	53
Baltimore City Public Schools, MD	Menu Revisions Processed Foods Student Involvement	54
Boulder Valley Public Schools, CO	Competitive Foods Healthy Food Marketing Processed Foods School Gardens	55
Chicago Public Schools, IL	Menu Revisions Salad Bars Processed Foods Local Produce	56
District of Columbia Public Schools	Menu Revisions Salad Bars Processed Foods Student Involvement Local Produce Student Participation Partner with Chefs	57
Fairfax County Public Schools, VA	Menu Revisions Processed Foods Student Involvement	58
Pinellas County Schools, FL	Student Participation	59
St. Paul Public Schools, MN	Menu Revisions Salad Bars Processed Foods Student Involvement Student Participation Local Produce	60

Alexandria City Public Schools, Virginia

Enrollment: 11,999

Schools: 19

FARMS: 52%

Purchasing locally grown produce. In the 2009 – 2010 school year Alexandria City Public Schools (ACPS) purchased about 8% of its produce locally, which was twice the amount from the year before. The school system defines local as within 200 miles. Examples of locally grown produce include apples, mushrooms, squash, and cabbage in the fall and berries in the spring.

ACPS uses local produce events to help students learn about where their food comes from. In November, the school system participates in the Virginia Farm to School week. In June, ACPS schools held a “Strawberries and Greens” day that featured locally grown strawberries and greens grown in school gardens. (Not all the greens came from the school gardens since demand exceeded the supply of greens from school gardens.)

ACPS staff report challenges to local buying include the growing season, getting enough produce from local sources, and cost. Staff note that although locally grown produce may have lower environmental impacts, since food cost is the bottom line for the school food budget, it determines how much local produce the school can purchase.

Integrating school gardens. ACPS students also learn about food through school gardens. All Alexandria schools have a school garden, and the district has a school garden coordinator. School gardens are used primarily as a nutrition education tool, and students eat the food they harvest. Any food that students do not eat is given to ACPS’ Food and Nutrition Services to be used in chef salads. In addition, Food and Nutrition Services gives kitchen scraps to the gardening team at the high school for composting.

Increasing availability and marketing of healthy food choices. The ACPS Director of Food Services reports that they have encouraged students to eat a wider variety of fruits and vegetables by offering one hot vegetable and four or five fresh or canned fruits and vegetables each day. ACPS offers students more than 20 different fruits and vegetables per month. Food service staff report that with time, students have started eating a greater variety of the fruits and vegetables. Examples of fruits and vegetables that kids are eating more of are kiwi, pink grapefruit, and sweet potatoes.

Anne Arundel County Public Schools, Maryland

Enrollment: 75,500

Schools: 120

FARMS: 28%

Increasing availability and marketing of healthy food choices. Anne Arundel County Public Schools (AACPS) have three programs designed to encourage students to eat more fruits and vegetables: “Tasting the Rainbow,” “Tasting Parties,” and “all you can eat fruits and vegetables.” Overall, the food services supervisor feels that these programs are a positive way to improve students’ diets by introducing them to new foods, making the foods available, and giving parents an active way to become involved.

Tasting the Rainbow takes place the first Thursday of every month at all schools in the district. This program, which started in 2007, offers students a sample size serving of a fresh fruit or vegetable during the lunch period. The program’s goal is to expose students to fruits and vegetables they may not have tried before by offering free produce in small amounts. An item is offered on the lunch line, and any student who comes through the line is encouraged to take a sample. Examples of items that have been part of the program are cucumbers, grape tomatoes, and sugar snap peas.

Overall student reaction to the program has been positive, although high school students have been less receptive to the program than younger students. To address this, AACPS has changed the format in some schools so that staff offer the item in the lunchroom rather than on the serving line. The program costs about \$20,000 annually.

Tasting Parties offer all students in a school the opportunity to taste three fruits or vegetables of the same color (e.g., tasting of the greens might include green pepper, honeydew melon, and kiwi). The fruits and vegetables are served to the students in the cafeteria during the lunch period. Tasting Parties started in 2007 as a collaboration between the schools and the county health department. Currently, the program is sponsored by PTAs and is no longer funded by the county or AACPS. Instead, PTAs pay for tasting parties and organize the events using a “Tasting Guide” published by the health department.

In the current school year, 12 schools (1 middle school, 11 elementary schools) have held tasting parties. The PTA that has been the most active in organizing tasting parties has been in AACPS’ highest FARMS area. The cost of a tasting party ranges from \$300 - \$800, depending on the size of the school and the produce the PTA decides to include in the event.

Finally, in 2010 AACPS began offering students **all you can eat fruits and vegetables** with the school meal program. Previously students were limited to two fruit or vegetable selections; now, they may select as much as they would like of any of the fruits and vegetables offered that day. The program is advertised on school menus and on the food services website. Food services also educated their food service staff about the new procedures and publicized the program among county health department nurses. To date, AACPS staff report that student response to the program has been slow, but fruit and vegetable purchases are up slightly.

The food services supervisor reported that the proposed new NSLP requirements would not allow the school to operate the “all you can eat fruits and vegetables” as currently structured. Under USDA’s proposed regulations, students would be required to select at least one fruit and one vegetable and items would only be allowed in full serving sizes.

Baltimore City Public Schools, Maryland

Enrollment: 83,800

Schools: 191

FARMS: 84%

Revising menus/reducing processed foods. Baltimore City Public Schools (BCPS) began making changes to its school meal program in the 2009 – 2010 school year. Overall, changes include bringing all meal production in-house and expanding the menu cycle to offer a wider variety of foods.

During the 2008 – 2009 school year, BCPS had a three-week menu cycle and 50 of their 191 schools received pre-plated meals from an outside vendor. Other schools prepared their meals on-site. In the 2009 -2010 school year, only 30 schools received pre-plated meals, and beginning with the current school year all schools prepare their own meals.

Bringing all meal preparation in-house allowed BCPS to standardize and expand their menu. In the 2009 – 2010 school year, BCPS implemented a six-week menu cycle. This allowed food service staff to keep typical kid favorites – such as hamburgers and chicken nuggets – on the menu while also adding a variety of new foods.

Each day of the week now has a theme: Meatless Mondays, Sandwich Tuesdays, Chicken Choice Wednesdays, Thursday Special, and Pizza Friday. Some of the new menu items included sub sandwiches, chicken stir fry, enchilada pie, and beef and broccoli teriaki. Although, BCPS does not handle raw meat, the menu now includes more pre-cooked “whole muscle” meat and fewer pre-formed products such as chicken nuggets or patties, allowing the school to reduce the amount of processed meat. Staff also report that they have made an effort to increase legumes, reduce sodium content, and add more dark green and orange vegetables to prepare for potential new federal requirements.

Responses to the menu changes have been mixed. Initially, lunch participation dropped a few percentage points, but it increased slightly this year. Overall participation is about 56 – 60% of BCPS students. BCPS is analyzing which items on the menu are doing well and plans to adjust the menu for next year based on that data. While some parents have been pleased with the changes, some feel the changes do not go far enough and would like to see more fruit and salad bars added to the schools. Others feel changes were too progressive and would like to see more of the typical school lunch food returned to the menu.

Involving students in menu design. BCPS is currently developing software that will be used to solicit student input on new menu items. Next year, they hope students will be able to use the software to design a reimbursable meal. Eventually, students may be able to compete to have their recipes added to the school menu.

Boulder Valley School District, Colorado

Enrollment: 28,000

Schools: 55

FARMS: 20%

Revising menus/eliminating processed foods/changing competitive food offerings. Three years ago, Boulder Valley School District (BVSD) implemented sweeping changes to its school lunch menu. Staff removed all processed foods; introduced salad bars in all schools; began serving only plain, organic milk; started serving more whole grains; and began purchasing more food from local or regional sources. Staff also reduced a la carte offerings to only one beverage in elementary schools, a few beverages in middle schools, and a few beverages and snacks in high schools. Much of the food for school meals is prepared from scratch at three regional kitchens.

Before implementing these changes, BVSD conducted a feasibility study to determine the strengths and weaknesses of their school food service. The study indentified five primary challenges to changing the school food program:

- Procuring and preparing new foods,
- Finances,
- Upgrading facilities,
- Providing training for staff, and
- Marketing the new food to students.

After the study, the reforms moved forward with support from the superintendent and the school board. To institute the reforms, BVSD wrote a new menu, revised procurement contracts, trained staff, and upgraded facilities.

BVSD phased in some changes. For example, the first year, BVSD eliminated chicken nuggets from the menu and served roasted chicken instead. BVSD purchased the roasted chicken from a vendor that prepared the meat to meet the school's nutrition standards. In the second year, BVSD began roasting their own chicken.

Although BVSD did not raise school meal prices initially to implement these changes, they expect to increase prices for the 2011 – 2012 school year.

Increasing availability and marketing of healthy food choices. When the new menu was introduced, school meal participation initially fell. However, three years into the program, participation has reached original levels. BVSD marketed the program to students by encouraging elementary students to “eat a rainbow,” offering tasting opportunities, interacting with students in cooking classes, offering demonstrations in cafeterias, and giving students an opportunity to compete to design their own recipes for the menu.

Integrating school gardens. In addition to menu reform, BVSD has integrated their school garden curriculum with the school cafeteria. This spring, high school students started zuchinni plants in a school greenhouse. The plants were sent to schools with gardens. When the zuchinni is ready, it will be harvested and served districtwide in the cafeteria.

Chicago Public Schools, Illinois

Enrollment: 409,279

Schools: 675

FARMS: 85%

Revising menus. In 2007, CPS began taking steps to make the food on their menus more nutritious. Besides making food more nutritious, CPS wanted the changes to reach all students and be sustainable. Initially, CPS changed the menu to eliminate whole milk, remove fryers from kitchens and replace them with alternative cooking equipment, and eliminate trans fats. Eliminating trans fats required removing some menu items and reformulating other recipes. Along with efforts to improve its menu, CPS has encouraged schools to participate in the HealthierUS Schools Challenge.

In 2009, CPS Nutrition Support Services adopted new nutrition standards that meet the HealthierUS Schools Challenge Gold Standard, and incorporated the IOM's recommendations on fruits and vegetables and Harvard University's recommendations on low-sugar, high-fiber breakfasts.

CPS introduced a new menu that incorporates the new nutrition standards in the current school year. CPS staff report that student participation has dropped about 7% for lunches, primarily in the high schools. CPS reports they are conducting focus groups with students to try to improve participation. Currently, lunch participation across the district is about 70%. Also, CPS notes that the introduction of the new menu did not increase food costs.

Chicago Public Schools' (CPS) Nutrition Support Services provides school meals through a combination of contracted and in-house services and staff. A single vendor that manages, prepares, delivers, and serves school meals serves over two-thirds of schools. No CPS staff are responsible for school food programs in these schools.

In the remaining schools, a separate vendor provides pre-packaged meals that only need to be reheated. While the vendor provides the meals, CPS staff reheat and serve the meals and manage the food programs in these schools.

Offering salad bars. CPS provides salad bars in roughly 1/3 of their elementary schools. Salad bars were first introduced as a pilot program five years ago. Salad bars have been added to schools that have an emphasis on health and wellness and have a nutrition education program. CPS wants students to be able to apply what they are learning in the classroom to the cafeteria. As more schools become engaged in the HealthierUS Schools Challenge program, CPS expects more schools to add salad bars.

Purchasing locally grown produce. Prior to making changes to menus, CPS decided to begin purchasing more local produce. Since the growing season does not coincide with the school year, CPS worked with their vendors to create a "local frozen program." Locally grown produce such as corn, carrots, beans, zucchini, apples, and blueberries are picked and flash frozen within 24 hours to preserve nutrients. Vendors buy local when it is economically feasible, or when costs are similar to produce available elsewhere. As a result, CPS now serves local produce all year and about \$2.3 million of CPS produce is locally grown.

District of Columbia Public Schools

Enrollment: 45,000

Schools: 125

FARMS: 73%

DC Healthy Schools Act (reducing processed foods, increasing participation, purchasing locally grown produce, offering salad bars). In 2010, the District of Columbia City Council passed the DC Healthy Schools Act. This act includes several provisions related to school food practices:

- All schools must offer universal free breakfast; schools receive additional reimbursement for meals served to students with reduced-price and paid meal status;
- Schools with 40% or more FARMS enrollment must serve in-classroom breakfast (elementary schools) or breakfast to go (middle and high schools). Other schools may choose to serve breakfast using one of these models;
- Reduced-price lunches are now served free and schools receive additional reimbursement;
- Lunches must meet HealthierUS Schools Challenge Gold Award nutrition standards, and breakfast and lunch must meet even stricter standards for saturated fat, trans fat, and sodium content;
- Requires DCPS to purchase 20% of produce from the mid-Atlantic region, and provides additional reimbursement for serving a local food in every meal. Requires schools to report where all foods are from and whether they were sustainably produced;
- Encourages serving unprocessed foods; and
- Requires competitive foods to meet HealthierUS Schools Challenge Gold Award Standards.

As a result of this act, DCPS made numerous changes to their school food programs, including:

- Implementing nutrition requirements based on IOM guidelines (which are stricter than the HealthierUS Schools Challenge guidelines required by the Act);
- Requiring school meal vendors to revise the menu to meet the new nutrition requirements;
- Supplying meals made “from scratch” by DC Central Kitchen (a local non-profit organization) to seven schools;
- Supplying unprocessed “heat and serve” meals from a vendor in seven schools with kitchens that are under construction or are otherwise not equipped for more significant food preparation; and
- Adding salad bars in 12 schools.

Revising menus/Involving students in menu design. Changes to the lunch menu initially resulted in a 5% decrease in meal participation, but participation is now 2% above 2009 – 2010 participation levels. Schools with a strong emphasis on nutrition and support from school leaders recovered their participation levels most quickly. To further improve participation, DCPS analyzed purchasing and conducted student focus groups. Based on the findings, less popular menu items will be removed in the coming school year.

Increasing participation (breakfast). All schools now offer universal free breakfast. Currently, 64 elementary schools serve breakfast in the classroom and 24 middle and high schools offer grab and go breakfast. Overall, breakfast in the classroom has been more successful than the grab and go breakfast program. Schools with breakfast in the classroom have experienced, on average, a 25% increase in the number of breakfasts being served, and as high as a 40% increase. In comparison, grab and go breakfast resulted in a 2% increase. Both programs, however, have experienced some resistance from school staff who are concerned about distractions in the classroom, trash, and pest control.

Partnering with chefs. DCPS works with the “Chefs Move to Schools Program” that is sponsored by the USDA. Under this program, local chefs partner with schools for activities such as afterschool cooking clubs and cooking classes, in-class cooking demonstrations, assistance with gardens, offering nutrition education, and providing training to food service staff.

Fairfax County Public Schools, Virginia

Enrollment: 175,296

Schools: 196

FARMS: 25%

Involving students in menu design. Fairfax County Public Schools' (FCPS) Food and Nutrition Services has been using tasting parties to test new products with students for about 20 years. FCPS reports that tasting parties have been used to test new recipes and foods with new ingredients such as whole grains. Tasting parties have also been used to help the school set criteria before going out for bid on a product. Recently FCPS tested hot breakfast sandwiches, fish tacos, three-bean vegetarian chili, chicken tenders, and whole grain pancakes.

Students receive samples of the items being tested and are asked to try each sample. They rate the samples as good, fair, or poor and consider taste, looks, and smell. Students are also asked to answer questions that are specific to the menu item. For example, when testing pancakes students were asked which ones they would eat without syrup. (FCPS plans to remove syrup from elementary school menus in the 2011 – 2012 school year.)

If most students rate a product favorably, FCPS has found that it is more likely to be accepted by students in all schools. If fewer than 30% rate it favorably, staff report that the product is unlikely to be widely accepted. Despite receiving input from students, FCPS has had experiences where they expect a product to do well but students do not purchase it. FCPS now purchases only a small quantity of new items to avoid having leftover product.

Schools are selected for tasting parties based on interest. For example, school principals or teachers may request that their students participate. At least once a year, FCPS' Food and Nutrition Services does a tasting party with the High School Student Advisory Group, which includes student representatives from all of the high schools.

Revising menus/reducing processed foods. Recently, tasting parties have included new products that FCPS would like to introduce to meet targets for nutrition and ingredients. For example, FCPS is trying to phase out products with high fructose corn syrup and artificial dyes and flavorings and introduce foods with "clean labels" (i.e., fewer ingredients and preservatives). They are also working to increase whole grains and decrease sodium content.

FCPS staff report that these goals present challenges. For example, students often add salt to lower sodium soups, which decreases the effectiveness of the new product even though that product costs the school more. In addition, vendors may not offer the items the FCPS wants. For example, an ice cream vendor that offers products without corn syrup, artificial dye, and artificial flavorings could not meet requirements for saturated fat content.

Pinellas County Public Schools, Florida

Enrollment: 102,500

Schools: 142

FARMS: 43%

Increasing participation (vended lunches). Pinellas County Public Schools (PCPS) introduced vending machines that sell reimbursable lunches three years ago. The program was piloted for two years in one high school and was expanded to a second school during the current school year. PCPS plans to add machines to additional schools next year.

Vending machines offer meals with 3, 4, or 5 components and have four entrées available at a time. The menu for the vended meals runs on a two week cycle. In order for a meal to be reimbursable, the student must be identified in two ways. Students who purchase meals from the machine enter their birthday and scan their palm. The cost of the meal is deducted from an electronic account. Students and staff may also purchase meals using cash, but these meals are not reimbursable and they cost the higher a la carte meal price.

The machines are placed in locations that are not near the cafeteria and tend to attract students who would not normally come to the cafeteria for lunch. PCPS staff report that each machine sells about 100 lunches per day.

St. Paul Public Schools, Minnesota

Enrollment: 39,298

Schools: 64

FARMS: 73%

Increasing participation (breakfast). St. Paul Public Schools (SPPS) Nutrition Services offers “Breakfast to Go” in elementary and secondary schools. Students pick up breakfast in the cafeteria, or in the case of high schools, at stations near the building entrances, and eat breakfast in the classroom. Currently, the program is operating in 58 schools and breakfast is free. Next year, the program will expand to all schools and students in the new schools will pay based on FARMS status. This is the third year of the program and schools have seen increased participation. In some schools, participation went from 25% to 95%.

Offering salad bars. For lunch, SPPS offers a salad bar known as a “Veggie Choice Bar,” which includes lettuce, a variety of fresh vegetables, a canned or fresh fruit, and a protein item. Although salad bars have been in schools for anywhere from five to ten years depending on the school, beginning in spring 2009 students have been able to take as large of a serving as they would like. SPPS staff report a slight increase in the amount of food students are taking.

Reducing processed food/revising menus. The change in policy for the Veggie Choice Bar coincides with other menu changes that St. Paul implemented this year. For example, the schools decreased the portion size of some menu items. They also worked to reduce sodium by reformulating recipes or replacing purchased items that do not meet their target sodium levels. Allowing students to take more fruits and vegetables may also help to make sure that students are not hungry due to the decreased entrée portions.

One new item the schools introduced was roasted chicken drumsticks. The chicken is purchased raw from a local poultry supplier and prepared in the school kitchens. Although St. Paul has a central kitchen facility that prepares most of their entrées from scratch, the chicken is cooked at the schools. This decision was primarily in the interest of preserving food quality. Staff received special training in food safety in order to handle the raw meat. Drumsticks are on the menu about every other week and are prepared three different ways. Students have been very accepting.

Involving students in menu design. When introducing new menu items, SPPS pilots the item at one school. Staff then hold focus groups or talk to individual students to get feedback on the item. After a pilot, the food may be introduced to all schools. At this point, SPPS surveys cafeteria workers to elicit feedback, including comments from students. If the feedback is negative, staff will either make changes to the recipe or discontinue the item.

Purchasing locally grown produce. St. Paul has also been working to purchase more local produce. Most of their local produce is served in September and October due to limitations with the growing season.

Chapter VIII. Findings

Across the country, there are a variety of federal, state, and local efforts aiming to reduce childhood obesity and improve wellness through schools. In Montgomery County Public Schools (MCPS), the Department of Food and Nutrition Services (DFNS) administers the school system's nutrition programs; DFNS programs cost \$42 million in FY10. DFNS' largest program, which provides daily lunches in schools, served a majority of elementary students (54%) but less than a third of secondary students (28%) in FY10.

This report responds to the Council's request for the Office of Legislative Oversight (OLO) to review the policies and practices that shape MCPS' delivery of food in schools and research innovative approaches to school food and nutrition being implemented by other school systems. The findings in this chapter are based on OLO's interviews with staff in MCPS and other jurisdictions, school site visits, data analysis, and a review of the literature on school food trends.

This chapter presents OLO's findings in three parts:

- **Policy Findings** describes project findings on the federal, state, and local policies that shape MCPS' delivery of school food services;
- **Capacity Findings** describes the specific school food programs in MCPS, their administration, budget, and program participation by student groups; and
- **School Food Trends** describes a variety of approaches designed to improve school nutrition, related research findings, and their use in MCPS and nine other school systems.

In brief, this OLO study finds that:

- **Federal policy is the primary driver of MCPS' school food practices.** United States Department of Agriculture program requirements for school nutrition programs impact DFNS' delivery of food in MCPS more so than either state or local requirements. The Maryland State Department of Education's audits indicate that DFNS complies with federal and state rules for school food.
- **MCPS strives to maximize opportunities for low-income students to participate in school food programs.** DFNS participates in all federal and state food assistance programs designed to provide nutritious meals at low to no cost for students eligible for free and reduced-price meals (FARMS). More than three-quarters of all students eligible for FARMS participate in the school lunch program and nearly a third participate in the school breakfast program. As MCPS' enrollment of FARMS-eligible students has increased over the past year, so did the number of school meals served.
- **MCPS has made progress but not fully achieved its own school food participation and customer satisfaction goals.** DFNS' participation and customer satisfaction performance goals help MCPS track DFNS' progress in providing "appealing, quality, and nutritious meals." To date, DFNS data indicate that school meal participation rates are increasing and have come close to reaching its target school lunch participation rates of 60% for elementary students and 30% for secondary students. However, DFNS has fallen short of its target of an 85% or higher satisfaction rating from parents and students.
- **While MCPS has implemented some innovative practices to improve school nutrition, there are examples of other school systems that have done more.** Recent trends in school food practices demonstrate that school systems, including MCPS, are using a variety of approaches to improve their students' choice and consumption of healthy foods. MCPS has been recognized by the USDA and the Physicians Committee for Responsible Medicine for delivering nutritious meals. There are several other school systems, however, that have undertaken more vigorous efforts than MCPS to improve their school food programs.

Policy Findings

Finding #1: DFNS complies with federal, state, and local policies governing the delivery of food in schools.

To comply with policies and regulations governing the delivery of food in schools, DFNS must meet:

- Federal and state requirements for administering reimbursable meal programs¹ such as the school lunch and breakfast meals; and
- Local requirements for offering competitive foods² in schools such as a la carte and snack items.

Recent annual reviews conducted by the Maryland State Department of Education (MSDE) indicate that DFNS complies with all of the federal administrative requirements for providing reimbursable meal and snack services. DFNS' compliance with federal and state requirements includes:

- Meeting federal nutrition standards for food served in meal and snack programs;
- Offering free and reduced-price meals (FARMS) to low-income students; and
- Implementing a wellness policy that includes guidelines for physical and nutrition education and school food nutrition standards that are no less restrictive than required by federal regulation.

Recent reviews by MSDE, MCPS' Office of Shared Accountability, and DFNS also find that schools comply with both federal and local competitive food requirements. Federal regulations require that foods of minimal nutritional value (e.g., soda and candy) not be available during mealtimes. In contrast, MCPS' Wellness Policy requires that:

- Competitive foods sold during the school day must be sold in single serving sizes and meet nutrition standards of no more than 7 grams of fat, 2 grams of saturated fat, and 15 grams of sugar;
- Competitive beverages sold during the school day may only include water, flavored water, juice with a minimum of 50% fruit juice, milk, and sports drinks (only in the physical education area);
- Competitive foods and beverages that do not meet these standards (e.g., candy, soda) may only be sold after the school day ends; and
- Competitive foods should "make a positive contribution to students' diet and promote health."³

DFNS, however, notes a few instances when vending machine items outside of Wellness Policy requirements were available during the school day. For instance, in FY10 a DFNS audit of high school vending machines found that 11 of 26 schools had at least one machine that was out of compliance.

Finding #2: The Healthy, Hunger-Free Kids Act of 2010 may increase the nutrition of school food in MCPS.

In 2010 Congress passed the Healthy, Hunger-Free Kids Act (HHFKA) to reauthorize the National School Lunch Act. Proposed new regulations to implement the requirements of HHFKA would change the requirements for school meals with the goal of making them more nutritious. Proposed new requirements for breakfast and lunch meals would increase daily servings of vegetables, fruits, and whole grains; implement a minimum and maximum calorie range; and set a maximum amount of sodium per meal.

¹ "Reimbursable" meals and snacks qualify for federal reimbursement for federal child nutrition programs such as the National School Lunch Program. See Chapter II for more details about these programs and qualifying reimbursements.

² "Competitive foods" are foods that are sold in addition to items that are offered in a reimbursable meal or snack.

³ MCPS Board of Education, 2006

MCPS' menus meet proposed requirements in some areas. For example, MCPS meets the proposed HHFKA requirement to serve only fat-free or low-fat milk, and in elementary schools, the menu meets the proposed requirement that schools serve 50% whole grains. Other MCPS menu areas would likely require improvement. For example, schools would only be permitted to serve one cup of starchy vegetables per week (i.e., one serving) compared to instances where potatoes appear on the MCPS' elementary school menu three times per week (e.g., April and May 2011).

Currently, federal requirements provide minimal oversight of competitive foods, only banning the sale of foods such as candy and soda during the lunch hour. Under the HHFKA, the USDA is expected to propose additional guidelines for competitive foods later this year. It is not clear whether these guidelines will be as or more strict than the current MCPS Wellness Policy requirements noted in Finding #1.

Finding #3: The DFNS mission statement reflects a commitment to quality, nutrition, and efficiency. DNFS has made progress, but not yet fully achieved, its own school food participation and customer satisfaction goals.

The DFNS' FY11 Strategic Plan states that its mission is "to provide an array of appealing, quality, and nutritious meals in a cost effective and efficient operation." To monitor its progress in meeting these goals, DFNS tracks performance measures in four areas:

- Customer Focused Measures track meal participation and parent and student survey responses;
- Financial Results track average daily income and expenses;
- Human Resource Results track staff satisfaction levels, training, attendance, and retention; and
- Organizational Effectiveness Measures track labor costs, food costs, help desk responsiveness, and the productivity of MCPS' Central Production Facility.

Most of DFNS' performance measures focus on efficiency and cost effectiveness, while only the Customer Focused metrics align with its food quality and nutrition goals. The table below compares DFNS' goals to its progress on these Customer Focused measures. The data show that:

- Elementary school lunch participation almost met the 60% benchmark, increasing from 54% to 58% between FY10 and FY11;
- Secondary school meal participation almost met the 30% benchmark, increasing from 28% to 29% between FY10 and FY11; and
- Customer satisfaction did not meet the DFNS target of 85%. In FY10, 72% of parents and 54% of students gave DFNS a customer satisfaction rating of "agree" or "strongly agree."

Table 8-1: DFNS Customer Focused Performance Goals and Results

Performance Goals	Performance Results	
	FY10	FY11*
Elementary school lunch participation reaches 60%	54%	58%
Secondary school meal participation reaches 30%	28%	29%
Parents "agree" or "strongly agree" with DFNS questions on Survey of Supporting Services reaches 85%	72%	Not available
Students "agree" or "strongly agree" with DFNS questions on Survey of Supporting Services reaches 85%	57%	Not available

*FY11 estimate, MCPS FY12 Recommended Operating Budget

More specific measures of school food quality and nutrition may provide a more complete picture of DNFS' performance.⁴ For example, measures of meal participation could be disaggregated for students who pay full-price compared to students who receive free and reduced-price meals. Further, MCPS could benchmark their meal participation rates against jurisdictions that evidence the highest participation rates.⁵

Capacity Findings

Finding #4: MCPS participates in all federal and state school nutrition programs to maximize opportunities for students who are eligible for FARMS to receive food in schools.

MCPS participates in the seven federal and state school food assistance programs described in Table 8-2 below to maximize food assistance opportunities for low-income students. Among these programs, in FY11:

- The School Lunch Program was the largest program, averaging over 57,000 meals per day. 78% of students enrolled in FARMS participated compared to 23% of students who paid full-price.
- The School Breakfast Program was the second largest program, averaging 21,000 meals per day, with half of these served in the 30 schools that participated in Maryland Meals for Achievement. 36% of students enrolled in FARMS participated compared to 5% of students who paid full-price.

Table 8-2: Summary of MCPS Reimbursable Food Programs, FY11

Program	Description	Reimbursements	# of Sites
National School Lunch Program	Lunches offered for all students at free, reduced, or full-price.	\$0.26 to \$2.72 per lunch	All schools
School Breakfast Program	Breakfasts offered for all students for free, reduced, or full-price.	\$0.26 to \$1.76 per breakfast	All schools
Maryland Meals for Achievement	Free, in-classroom breakfast to all students in participating schools. Schools must have at least a 40% FARMS enrollment and approval by MSDE.	Varies based on FARMS enrollment	30 schools
Afterschool Snack Program	Free snack for students in afterschool activities with an academic component at participating schools.	\$0.06 to \$.74 per snack.	51 schools
Fresh Fruit and Vegetable Program	Mid-morning snack of a fresh fruit or vegetable two or three days per week. Schools must have at least a 50% FARMS enrollment and approval by MSDE.	\$50 - \$75 per student, per year	7 schools
At-Risk Afterschool Supper Program	Meal for students in afterschool activities with an academic component, including Saturday schools. Schools must have a FARMS enrollment of at least 50% or a service area that includes a school with FARMS enrollment of at least 50%.	\$2.92 per meal	18 schools
Summer Food Service Program	Breakfast and lunch during the summer at qualifying school and community sites.	\$1.88 per breakfast and \$3.29 per lunch	115 sites*

Source: USDA document, DFNS documents, and DFNS staff

* FY10 number of sites

⁴ Boettger, 2009, cites the School Nutrition Association's 2009 survey of school nutrition programs.

⁵ Boettger also notes that among the top 25 percent of districts with the highest participation rates, on average, 69% of elementary students who pay full price and 86% who qualify for FARMS participate in school lunch.

To fund these programs, MCPS relies on federal and state reimbursements and cash payments from students. Reimbursements received by MCPS range from a low of six cents per “full-price” snack in the Afterschool Snack Program, to a high of \$3.29 per lunch in the Summer Food Service Program. In FY10, DFNS received revenue from three sources: 54% from the federal and state governments; 28% from sales of reimbursable school meals; and 17% from sales of a la carte/snack items.

Finding #5: Over the past year, both the average number of reimbursable meals served daily and the number of MCPS students who qualified for FARMS increased by 7%.

Between FY10 and FY11, the average number of MCPS meals (lunch and breakfast) served daily increased by 7%. During this time frame, MCPS’ enrollment of students eligible for free and reduced-prices meals (FARMS) also increased by 7% from 41,526 to 44,231 students.

Table 8-3: Average Number of MCPS Meals Served Daily by Food Program, FY10 - FY11

Food Program	FY10	FY11,*	Change
School Lunch Program	54,200	57,768	6.6%
School Breakfast Program	18,998	20,807	9.5%
<i>Maryland Meals for Achievement</i>	8,661	9,328	7.7%
<i>School Lunch and Breakfast Subtotal</i>	73,198	78,575	7.3%
After School Snack Program	2,990	2,706	-9.5%
Fresh Fruit and Vegetable Program	2,229	3,862	73.3%
At-Risk Afterschool Supper Program	649	1,161	78.9%

Source: DFNS

* Year-to-date average July 1, 2010 – February 28, 2011

Finding #6: MCPS decisions about food offerings and preparation of meals are largely centralized.

DFNS central administrative staff (along with some school-based staff) plan elementary and secondary school menus to meet federal nutrition requirements while taking into account cost, student preferences, food variety, and other factors. More specifically:

- Elementary schools offer three entrées per day, one of which is always peanut butter and jelly or grilled cheese on whole grain bread.
- Middle schools offer a minimum of five entrées per day and high schools offer at least six entrées.
- Daily secondary school menus must include three standard entrées: the school’s choice of an entrée salad; and one to three choices of a hamburger, cheeseburger, pizza, or chicken patty sandwich.
- Secondary schools offer a standard menu of five side dishes.

Central administrative staff also approve all a la carte and vending machine items that may be sold during the school day. All of these competitive items must comply with the MCPS Wellness Policy, which limits the amount of fat and sugar in foods and limits the types of beverages that may be sold. In general, school and cafeteria staff select items from the DFNS-approved list with:

- Elementary schools offering, at most, a few a la carte items;
- Secondary schools offering both a la carte items and vending machines.

Additionally, DFNS' Central Production Facility (CPF) serves as the central kitchen for MCPS and prepares both reimbursable meals and some competitive foods. The CPF replaced four regional kitchens in 1995 and is anticipated to be relocated in 2013 - 2014. DFNS staff report that the CPF reduces the need for kitchen space in schools and improves the efficiency of the DFNS labor force.

DFNS uses the CPF to prepare bulk foods such as baked goods, fresh vegetables, soups, and sauces for delivery to schools. Elementary school lunches are pre-plated at the CPF and only need to be heated by school staff since elementary school kitchens are generally not equipped to prepare meals. Similarly, elementary school breakfast foods and other lunch items are ready to eat or only need to be heated. Secondary schools, which have the capacity to cook some foods, do final preparation for meals using products prepared by the CPF. For example, the CPF cooks marinara sauce, chills and packages it, and delivers it to schools; schools reheat the sauce and cook noodles to prepare spaghetti.

Finding #7: DFNS' costs exceeded enterprise fund resources in FY10, and are expected to do so again in FY11.

As an enterprise fund, DFNS is designed to be a self-sustaining operation. DFNS, however, experienced a \$1.6 million deficit in FY10 and anticipates an \$800,000 deficit for FY11.

Between FY10 and FY11 DFNS received revenue from three sources: 54-55% from federal and state governments; 27% from sales of reimbursable school meals; and 17% from sales of a la carte/snack items. In FY10, DFNS earned \$40.3 million and spent \$41.9 million.

For FY11, DFNS projects \$42.6 million in revenue and \$43.4 million in expenditures. In order to cover the shortfall in FY10, DFNS received a transfer from the MCPS general fund of \$1.8 million to cover a portion of its employee benefits and to provide a carry-over fund balance for FY11. FY11 action to address the projected deficit has not been determined.

Further review of DFNS budget information shows that:

- Employee salaries and benefits account for 67% of DFNS budgeted expenditures in FY10 and FY11. Salaries accounted for 44% of the budget in FY10 and 41% in FY11. In comparison, MCPS aims to have salaries account for less than 32% of their total budget.
- DFNS food costs accounted for about 28-29% of total costs in FY11. In comparison, DFNS' aims to have food costs to account for less than 45% of total costs.
- Overall, salaries, benefits, and food accounted for 95-96% of DFNS budget in FY10 and FY11. Industry experts, however, suggest keeping these costs to between 80-85% of revenue to enable school nutrition programs to update facilities and engage in marketing and nutrition education efforts that promote student participation.⁶
- According to MCPS, DFNS lost 50 cents for each free and reduced-price lunch served in FY10.

⁶ Boettger (2009)

School Food Trends

Finding #8: Across the country, school systems are implementing a variety of practices to improve their students' choice and consumption of healthy food in schools. The evidence-based research is mixed on the impact of many of these practices.

In light of increasing rates of childhood obesity, more attention is being paid to the role of school food programs in providing children healthy meals, particularly for students who rely on school meals as a significant source of their nutrition. Recent trends in school food practices demonstrate that school systems are using a variety of approaches to improve their students' choice and consumption of healthy foods. School systems generally implement two approaches – they focus on enhancing:

- The nutrition of their school food offerings; and
- Participation levels in their reimbursable meal programs that follow USDA guidelines.⁷

Table 8-4 summarizes the school food trends and practices that school systems often use to improve their school food programs and summarizes the research base on the anticipated results of each school food trend. In sum, the research base is strongest for supporting the use of salad bars, healthy food marketing, and universal breakfast programs to improve school nutrition and weakest regarding the use of local produce, school gardens, and student involvement. Additional research is needed to determine the long-term impacts of these strategies as well as the impacts of revising school menus, limiting competitive foods, and reducing processed foods.

Table 8-4: School Food Trends, Specific Practices, and Summary of Research Findings

School Food Trends	Specific Practices	Summary of Research Findings
Trends that focus on enhancing school food nutrition		
Menu Revisions for Reimbursable Meals	<ul style="list-style-type: none"> • Align menus to HealthierUS School Challenge gold standard or Institute of Medicine standards • Adjust menu calendar to include healthier choices 	Mixed results – reduced participation in the short term, but may increase participation in the long-term (DCPS and Fairfax case studies)
Competitive Foods (e.g., a la carte, vending machines)	<ul style="list-style-type: none"> • Increase availability of water • Eliminate foods high in fat or sugar • Restrict types of foods offered during fundraisers 	Mixed results – some schools have limited competitive foods without losing revenue (USDA)
Salad Bars	<ul style="list-style-type: none"> • Offer salad bars as part of reimbursable meals 	Favorable results - increased consumption of fruits and vegetables (Slusser, 2007)
Healthy Food Marketing	<ul style="list-style-type: none"> • Include fruits and vegetables in a la carte lines • Employ social marketing in lunch rooms • Offer express lines for healthy foods • Place fruit in bowls and plain milk in front of flavored milk 	Favorable results – these “small changes” increased the purchase and consumption of healthier food options (Wansink, 2010)
Processed Foods	<ul style="list-style-type: none"> • Cook foods from scratch • Rely less on foods high in sodium, sugar, and dyes • Eliminate flavored milk or reduce sugar content • Hire chefs to reformulate recipes 	Mixed results for milk – some schools experienced an overall decline in milk consumption when flavored options were eliminated, so added them back to menu

⁷ These approaches are not mutually exclusive. For example, the Food Research and Action Council (FRAC) cites USDA research indicating that children who participate in the NSLP have superior nutritional intakes compared to those who did not participate. (FRAC, *Child Nutrition Fact Sheet: National School Lunch Program.*)

Table 8-4: School Food Trends, Specific Practices, and Summary of Research Findings Cont.

School Food Trends	Specific Practices	Summary of Research Findings
Trends that focus on enhancing school food nutrition		
Student Involvement	<ul style="list-style-type: none"> • New product taste testing to elicit feedback • Fruit and vegetable taste testing parties to increase interest in healthier foods 	Limited research
Local Produce	<ul style="list-style-type: none"> • Special menu days to recognize local foods • Local frozen program • Local produce requirement 	Limited research with some evidence that schools face challenges in purchasing local produce at competitive prices
School Gardens	<ul style="list-style-type: none"> • Integrate school gardens into the curriculum • Integrate school gardens into the cafeteria menu 	Limited research with one study finding a change in student attitudes about foods when school gardens were part of a larger initiative (Rauzon, et. al, 2010)
Strategies that focus on increasing reimbursable meal participation		
School Breakfast, Lunch, and Other Reimbursable Meals	<ul style="list-style-type: none"> • Direct certification and categorical eligibility⁸ (free meals without paper applications) • Universal free breakfast, breakfast in the classroom, and breakfast “on the go” • Reduced-price meals offered for free • Vending machines used for reimbursable meals 	Favorable results – breakfast in the classroom and universal breakfast increase breakfast participation and consumption of fruit and milk among students (FRAC, 2010, MSDE, 2001)

Finding #9: MCPS has been recognized by outside organizations for its menu quality and has implemented a variety of innovative school food practices. DFNS, however, has not pursued these practices as vigorously as some other school districts.

Together, awards from the Physicians Committee for Responsible Medicine and the USDA’s HealthierUS School Challenge program demonstrate the progress that DFNS has achieved in improving the variety and nutrition of its food. Specifically:

- In 2008, the Physicians Committee awarded MCPS an “A” on their school lunch report card for DFNS’ menu compared to a “C+” in 2003.
- In 2009 the Physicians Committee awarded DFNS their Golden Carrot Award for inclusion of fresh fruits and vegetables, vegetarian, vegan, whole grain, low-fat, and non-dairy menu items; and
- In 2011, MCPS received the USDA’s HealthierUS Schools Challenge bronze award for elementary school menus that exceed basic USDA nutrition requirements.

Further, as summarized in the table on the next page, MCPS is also implementing several efforts that relate to each of the school food trends designed to enhance school food as identified in Finding #8. It is important to recognize, however, that several other school systems studied for this project, including several large school systems, have undertaken more aggressive efforts than MCPS to improve its school food programs. These school systems – the District of Columbia; Chicago; Baltimore; Boulder, CO; and St. Paul, MN school districts in particular – suggest that more sweeping reforms can be undertaken to improve school food programs than those currently being implemented by DFNS.

⁸ FRAC, 2010

Table 8-5: School Food Trends - MCPS and Other School System Practices

School Food Trends	MCPS Practices	Other School System Practices
Trends that focus on enhancing the nutrition of school food		
Menu Revisions for Reimbursable Meals	<ul style="list-style-type: none"> Meets HealthierUS Schools Challenge <i>bronze</i> award for elementary menus Eliminated trans fats Reduced sodium content of foods 	<ul style="list-style-type: none"> <i>Baltimore City</i> – Expanded menu to a six-week cycle to include more variety and introduce healthier foods <i>Chicago</i> – Adopted HealthierUS School Challenge <i>gold</i> nutrition standards for menus <i>District of Columbia</i> – Adopted Institute of Medicine nutrition standards for meals
Competitive Foods	<ul style="list-style-type: none"> Limits sales of high fat/sugar competitive foods and beverages during the school day 	<ul style="list-style-type: none"> <i>Boulder, CO</i> – Reduced number of a la carte offerings
Salad Bars	<ul style="list-style-type: none"> Offers as reimbursable meal in one middle school Offers a la carte in nine middle and high schools 	<ul style="list-style-type: none"> <i>Chicago</i> – Offers reimbursable salad bars in one-third of elementary schools <i>District of Columbia</i> – Added reimbursable salad bars to 12 schools in FY11
Healthy Food Marketing	<ul style="list-style-type: none"> Offers Fresh Fruit and Vegetables Program in eligible schools Posts menu and calorie information in the cafeterias Piloting social marketing in two elementary schools 	<ul style="list-style-type: none"> <i>Anne Arundel County</i> – Offers students “all you can eat” fruits and vegetables with school meals; offers students samples of fruits and vegetables with meals once a month for “Tasting the Rainbow” program
Processed Foods	<ul style="list-style-type: none"> Offers processed and cooked-from-scratch foods Reduced sugar in flavored milk 	<ul style="list-style-type: none"> <i>Boulder, CO</i> – Eliminated processed foods and flavored milk, introduced roasted chicken
Student Involvement	<ul style="list-style-type: none"> Conducts student taste testing of all new menu items Conducts student focus groups 	<ul style="list-style-type: none"> <i>Boulder, CO</i> – Student recipe contest to design new menu items <i>Fairfax County</i> – Uses student tasting parties to compare and rate potential new products and set criteria before bidding for a product
Local Produce	<ul style="list-style-type: none"> Serves Maryland produce during Homegrown School Lunch Week Requests that vendors purchase locally grown produce when available 	<ul style="list-style-type: none"> <i>Chicago</i> – Purchases locally-grown, flash frozen produce <i>District of Columbia</i> – Purchases 20% of produce from mid-Atlantic region
School Gardens	<ul style="list-style-type: none"> Published guidelines for planting container gardens of edible plants Integrates efforts into classrooms but not into the cafeteria 	<ul style="list-style-type: none"> <i>Alexandria City</i> – Uses vegetables not eaten in the classroom for chef salads in the cafeteria
Strategies that focus on increasing reimbursable meal participation		
School Breakfast, Lunch, and Other Reimbursable Meals	<ul style="list-style-type: none"> Uses direct certification to enroll students in FARMS Participates in free breakfast in classrooms program in 30 schools Eliminated \$0.30 charge for reduced-price breakfasts Piloted breakfast to-go programs in three schools; will add two more in FY12 	<ul style="list-style-type: none"> <i>District of Columbia, St. Paul, MN</i> – Offers breakfast to go and in-classroom breakfast programs district wide <i>Pinellas County, FL</i> – Offers vended school lunches in two high schools

Chapter IX. Recommended Discussion Issues

In Montgomery County Public Schools, the Department of Food and Nutrition Services (DFNS) administers the school system's nutrition programs; DFNS programs cost \$42 million in FY10. DFNS' largest program, which provides daily lunches in schools, served a majority of elementary students (54%) but less than a third of secondary students (28%) in FY10.

This report responds to the Council's request for the Office of Legislative Oversight (OLO) to review the policies and practices that shape MCPS' delivery of food in schools and research innovative approaches to school food and nutrition being implemented by other school systems. The report's findings (outlined in the previous chapter) are based on OLO's review of relevant MCPS documents, interviews with MCPS staff, school site visits, and a survey of the literature on school food trends. In sum, OLO found that:

- Federal policy is the primary driver of MCPS' school food practices;
- MCPS strives to maximize opportunities for low-income students to participate in school food programs;
- MCPS has made progress, but not yet fully achieved, its own performance goals for school meal quality; and
- While MCPS has implemented some innovative practices to improve school nutrition, there are examples of other school systems that have done more.

Below are OLO's recommended issues for the Council to discuss with MCPS representatives. The intent of identifying these issues is to improve the Council's oversight of funds appropriated to MCPS, with a focus on activities aimed at encouraging students to consume healthier food options in public schools.

Discussion Issue #1: What additional steps can MCPS take to encourage students to consume healthier foods in school?

In light of increasing rates of childhood obesity, more attention is being paid to the role of school food programs in providing healthy meals for children, particularly for students who rely on school meals as a significant source of their nutrition. To address this concern, many school systems are implementing practices aimed at improving school meal quality. Examples of such initiatives include:

- Updating menus for reimbursable meals
- Limiting competitive foods
- Offering salad bars
- Marketing healthy foods
- Limiting processed food
- Involving students in menu design
- Using local produce
- Developing school gardens

MCPS engages, to some degree, in all of the practices related to school food listed above. These include limiting the sale of a high fat/sugar a la carte and vending items to afterschool hours, posting menu and calorie information on the web and in school cafeterias, and eliminating trans fats from school foods.

However, other school systems (including large ones) are pursuing changes to school food nutrition and program participation even more vigorously. Examples include the Anne Arundel County school system which offers all you can eat fruits and vegetables with school meals; the Chicago school system, which operates salad bars as part of a reimbursable meal¹ in one-third of its elementary schools; and the Boulder, Colorado school system, which eliminated all processed foods and flavored milk from school menus.

At the Council Committee worksession on this report, OLO recommends Councilmembers ask MCPS representatives to address the following questions:

- What opportunities exist for MCPS to implement additional strategies aimed at encouraging students to consume healthier foods in school? What barriers exist to implementing these practices?
- Which of these strategies might serve to further MCPS' progress in meeting the customer satisfaction goals established by DFNS?
- How does MCPS plan to determine whether to expand pilot school food programs (e.g., the reimbursable salad bar at Parkland Middle School) to other MCPS schools?
- What lessons from some of the other school systems profiled in this report might inform MCPS' future efforts to improve school food?

Discussion Issue #2: What else can MCPS do to encourage greater student participation in school breakfast and lunch programs?

Many school systems are affirmatively working to encourage more students to participate in school meal programs, which tend to offer more nutrients to students than bag lunches or skipping meals all together. Further, there is research that links school breakfast to improved student attendance and academic performance.² Strategies being used to increase participation include:

- Allowing students to receive free meals without paper applications;
- Providing universal free breakfast, breakfast in the classroom, and breakfast “on the go;”
- Offering reduced-price meals for free; and
- Using vending machines to offer reimbursable meals.

MCPS participates in every federal and state nutrition program available to the school system. In addition to every MCPS school participating in the National School Lunch and School Breakfast programs:

- 108 school and community sites across the County provide the Summer Meal Service,
- 51 schools participate in the Afterschool Snack Program,
- 30 schools provide universal free breakfast in classrooms via Maryland Meals for Achievement,
- 18 schools participate in the Afterschool Meal Program, and
- 7 schools participate in the Fresh Fruit and Vegetable Program.

¹ A “reimbursable” meal or snack qualifies for federal reimbursement under the National School Lunch Program, School Breakfast Program, or other federal child nutrition programs. See Chapter II for more details about these programs and descriptions of what qualifies for reimbursement.

² Food Research and Action Center (FRAC), 2010; MSDE, 2001

In part, as a result of these varied initiatives, MCPS has achieved progress in meeting their student participation goals. More specifically:

- Elementary school lunch participation almost met the 60% benchmark, increasing from 54% to 58% between FY10 and FY11;
- Secondary school meal participation almost met the 30% benchmark, increasing from 28% to 29% between FY10 and FY11; and
- Customer satisfaction did not meet the DFNS target of 85%. In FY10, 72% of parents and 54% of students gave DFNS a customer satisfaction rating of “agree” or “strongly agree.”

FY11 data also show that among students eligible for FARMS, 78% participate in the school lunch program compared to 36% who participate in school breakfast. Among students not eligible for FARMS (i.e., students who pay full price for meals), only 23% participate in school lunch and 5% in school breakfast.

At the Council worksession on this report, OLO recommends the Council ask MCPS representatives to address the following questions:

- What opportunities exist for MCPS to increase student participation in school breakfast programs? What barriers exist to implementing these practices?
- What opportunities exist for MCPS to increase student participation in school lunch programs, particularly among students/families that pay full-price for school meals? What barriers exist to implementing these practices?
- What lessons from some of the other school systems profiled in this report might inform MCPS’ future efforts to improve student participation in school food programs?

Discussion Issue #3: Should MCPS develop additional performance measures to track school food quality and nutrition?

The DFNS’ FY11 Strategic Plan states that its mission (in part) is “to provide an array of appealing, quality, and nutritious meals.” Recent Maryland State Department of Education reviews indicate that MCPS’ food practices satisfy federal requirements for school meal nutrition. In addition, the USDA and the Physicians Committee for Responsible Medicine have recognized MCPS for menus that exceed basic USDA nutrition requirements. However, as noted previously, MCPS has made progress but not yet met its own performance goals for school meal participation or customer satisfaction that track its progress in providing high quality and nutritious food in schools.

Additional measures of school food quality and nutrition may provide a more complete picture of DNFS’ performance. For example, measures of meal participation could be disaggregated for students who pay full-price compared to students who receive free and reduced-price meals. Further, MCPS could benchmark their meal participation rates against participation in peer jurisdictions that evidence the highest meal participation rates.³

At the Council worksession on this report, OLO recommends that the Council discuss the following questions with MCPS representatives:

- What rationale did MCPS use to develop its current performance measures that track student participation and customer satisfaction?

³ Boettger, 2009

- What value does MCPS see in tracking additional performance benchmarks tied to student participation by FARMS status?
- Who does MCPS consider to be their peers in school food service? Does DFNS currently benchmark their performance with these peers?

Discussion Issue #4: What explains the recent deficits in the food service enterprise fund and what action is MCPS taking to avoid future deficits?

As an enterprise fund, DFNS is designed to be a self-sustaining operation. However, DFNS, experienced a \$1.6 million deficit in FY10 and anticipates an \$800,000 deficit for FY11. In FY10, MCPS shared with the County Council that it loses 50 cents for each free and reduced-priced lunch it serves.

In FY10, DFNS received revenue from three sources: 54% from federal and state government reimbursements; 28% from sales of reimbursable school meals; and 17% from sales of a la carte/snack items. In FY10, DFNS earned \$40.3 million and spent \$41.9 million. For FY11, DFNS projects \$42.6 million in revenue and \$43.4 million in expenditures. In order to cover the shortfall in FY10, DFNS received a transfer from the MCPS general fund of \$1.8 million to cover a portion of its employee benefits and to provide a carry-over fund balance for FY11. FY11 action to address the projected deficit has not been determined.

At the Council worksession on this report, OLO recommends that the Council discuss the following questions with MCPS representatives:

- What are MCPS' actual costs per reimbursable meal served?
- What are the key reasons for DFNS' recent annual deficits?
- What are MCPS' plans for eliminating these deficits going forward?
- How will the proposed relocation of the DFNS Central Production Facility affect MCPS' goals to deliver school nutrition in an efficient and cost effective manner?

Chapter X. Agency Comments

The written comments received from the Chief Operating Officer of Montgomery County Public Schools on the final draft of this Office of Legislative Oversight report are attached (pages 75-77).

As always, OLO greatly appreciates the time taken by staff to review our draft report and provide feedback. This final OLO report incorporates technical corrections and comments provided by MCPS staff.



July 8, 2011

Ms. Karen Orlansky, Director
Dr. Elaine Bonner-Tompkins, Senior Legislative Analyst
Office of Legislative Oversight
Stella B. Werner Council Office Building
100 Maryland Avenue
Rockville, Maryland 20850

Dear Ms. Orlansky and Dr. Bonner-Tompkins:

Thank you for providing Montgomery County Public Schools (MCPS) staff with the opportunity to review and comment on the draft Office of Legislative Oversight (OLO) Report on Food in Montgomery County Public Schools. Comments and suggestions for technical changes were provided and incorporated into the draft report. MCPS staff members who participated in this review appreciate the collaborative process used throughout the study and review of the report. Since comments and suggestions provided by MCPS staff during the technical review were incorporated, the following comments are offered upon final review:

- As stated, MCPS has implemented many aspects of the trends identified in Chapter VI. The Division of Food and Nutrition Services (DFNS) has been recognized as a leader in the school food service industry. Providing nutritious, high quality meals that all students enjoy has been and continues to be the focus. Since the ultimate nutritional value is determined by the actual food consumed, every effort is made to provide foods meeting both nutritional specifications and the expectations of our students. MCPS has been steadily making changes to our program, such as adding whole grains, providing fresh fruit offerings every day, allowing students to take more fruit than required, and working with the dairy vendor to reduce the sugar content in the nonfat flavored milk.
- As indicated in the report, the salad bar pilot at Parkland Middle School has been successful, and plans are in place to expand this initiative to all secondary schools based on interests expressed by principals, food service supervisors, and cafeteria managers, taking into consideration the facility and available equipment.
- The division has taken on many initiatives to increase student participation in the lunch program. Examples include redesigning the menu to include popular items more frequently, redesigning the serving line areas to provide easier and quicker access for the students, holding focus groups with students to hear the voice of the customer, providing evening sessions with parents to provide information about the program, and providing program information through various sources; i.e., MCPS iTV, student newsletters, MCCPTA newsletters, and the division's webpage. DFNS distributes elementary school menus to many physicians' offices. Medical professionals are working with children to help them select menu options and discussing how school meals are healthy and contribute to reduction in obesity and increases in academic performance.

Office of the Chief Operating Officer

850 Hungerford Drive, Room 149 ♦ Rockville, Maryland 20850 ♦ 301-279-3626

- Increasing student participation at breakfast has been a focus for MCPS as well as for the Maryland State Department of Education (MSDE). MCPS has the largest number of schools participating in the Maryland Meals for Achievement In-Classroom Breakfast Program. Additionally, MCPS eliminated the fee for reduced-price breakfast this past school year, and every effort is made to provide a breakfast program in our schools.
- The performance measures mentioned in the report reflect the divisionwide performance measures that are reported to the chief operating officer. Each functional area of the division maintains performance measures to monitor the work of the area. Student participation is monitored as a measure of customer satisfaction. The school-based supervisory staff monitors participation activity at each school and within the school levels in their specific area of oversight. The participation data at the elementary, middle, and high school levels is reviewed monthly at a leadership team meeting, following the M-Stat format. This permits the leadership team to review current trends and react to program changes as implemented. Schools are grouped together by program and enrollment so that benchmarks can be established. Participation data is benchmarked with other school systems in the metropolitan area and in Maryland.
- The results of the parent and student survey are included as customer service data. However, DFNS acknowledges that this is not as good an indicator as participation data and the feedback received in focus groups. Although other jurisdictions also conduct student surveys, MCPS does not use the same instrument and therefore comparisons cannot be made.
- For FY 2011, the actual cost per reimbursable meal served is \$3.54 for lunch and \$2.24 for breakfast, which is greater than the reimbursement rates received for these meals. The ala carte and vending programs are designed to cover the shortfall. As discussed in the report, the emphasis on increasing student participation at all levels also will generate revenue to support the fund.
- Plans to increase participation, as stated earlier, will provide additional income without increasing labor and consequently fringe benefit costs. Therefore, as more meals are served, the cost per meal will decrease and allow DFNS to take advantage of economies of scale to eliminate future deficits.
- The proposed relocation of the DFNS Central Production Facility will offer the opportunity to develop more efficient and modernized areas that will better support the nutrition requirements associated with the newest USDA regulations and recommendations such as fresh fruit and vegetable packaged items at reduced costs.
- The Central Production Facility provides great efficiencies and confidence in the nutritional integrity of foods served in the school meal programs. When it was built in the mid-1990s it was a state-of-the art facility and prepared food items for meals that were considered acceptable at that time.

Ms. Karen Orlansky
Dr. Elaine Bonner-Tompkins

2

July 8, 2011

Thank you again for the opportunity to review the draft report and discussion topics. I believe the collaborative work between MCPS and OLO will result in an excellent report on the school food service program offered to our students.

Sincerely,



Larry A. Bowers
Chief Operating Officer

LAB:ish

Copy to:

Dr. Starr
Mrs. Caplon
Mrs. Lazor

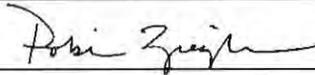
List of Appendices

Appendix	Title	Begins on Circle Number
A	Maryland State Department of Education Management and Operations Memorandum, #12, <i>Competitive Foods and Foods of Minimal Nutritional Value</i>	©1
B	MCPS Wellness: Physical and Nutritional Health <ul style="list-style-type: none"> • Board of Education Policy JPG • Board of Education Regulation JPG – RA 	©5
C	Sample MCPS Menus <ul style="list-style-type: none"> • Elementary • Secondary 	©14
D	DFNS Outreach Activities, FY10 and FY11	©18
E	DFNS School Meal and Snack Program Sites	©21
F	Institutes of Medicine Recommendations for School Meals and Competitive Food	©23
G	HealthierUS Schools Challenge Criteria	©25
H	Sample Lunch Menus from Selected School Districts <ul style="list-style-type: none"> • Baltimore City Public Schools, Maryland • Boulder Valley School District, Colorado • District of Columbia Public Schools, Washington, DC • St. Paul Public Schools, Minnesota 	©37
I	DFNS FY2011 Strategic Plan	©51
J	Reference List	©64



Nancy S. Grasmick
State Superintendent of Schools

200 West Baltimore Street, Baltimore, MD 21201 410-767-0100 410-333-6442 TTY/TDD

MANAGEMENT AND OPERATIONS MEMORANDUM		
MSDE-FNSS	NUMBER 012 (3/05)	
FROM	Robin Ziegler, Chief, School and Community Nutrition Programs Branch	
APPLIES TO	All School Food Authorities	
SUBJECT	Competitive Foods and Foods of Minimal Nutritional Value	
Replaces	Related Policy	Signature
MOM 012 (2/99)	MOM 015	

I. Purpose and Scope

It is the purpose of this Management and Operations Memorandum to promote a healthy school environment by defining the scope of authority of the School Food Authority (SFA) regarding foods and beverages available to students during the school day and to outline the federal and State regulations which apply to serving these foods and beverages in schools and facilities that participate in the School Breakfast Program and the National School Lunch Program. These policies and procedures establish minimum requirements and provide guidance for SFAs electing to set policies which go beyond those contained in this memorandum.

In 2001, *The Surgeon General's Call to Action to Prevent and Decrease Overweight and Obesity* established overweight and obesity as an epidemic in the United States and identified priorities for action to help Americans make healthy lifestyle changes for themselves and their families. Because children spend a large portion of their time in school, schools were identified as a key setting for offering information and programs to promote a healthy lifestyle.

Schools play a powerful role in influencing student behavior. Dietary habits that contribute to student learning and lifelong health are influenced at school. School Meals programs, nutrition education, and physical education programs help students build a foundation for a healthy lifestyle. The school environment must strengthen this foundation by encouraging children to make healthy choices. The procedures outlined in this memorandum are intended to promote a variety of foods in appropriate portions consistent with the *Dietary Guidelines for Americans*. The goal is to educate by example and encourage students to take responsibility for making the best choices for their individual lifestyles and activity levels.

II. Procedures

1. The sale of all items on the list of foods of minimal nutritional value as outlined in Attachment A is prohibited from 12:01 a.m. until the end of the last lunch period. School Food Authorities are strongly encouraged to extend this restriction on the sale of these foods until the end of the standard school day.
2. Each SFA shall establish a nutrition policy, a critical component of the federally mandated wellness policy, for implementation no later than the first day of the 2006-07 school year. SFAs must provide a copy of the nutrition policy to the Maryland State Department of Education (MSDE) by January 31, 2006, and report subsequent changes. The policy will apply to all foods and beverages made available to students from 12:01 a.m. until the end of the standard school day, including those sold à la carte, in vending machines and school stores, and for fundraisers.
3. Reimbursable meals in all schools must meet nutrition standards established by the U.S. Department of Agriculture (USDA). The Maryland State Department of Education encourages SFAs to take the following guidelines into consideration when developing nutrition policies. Components of reimbursable meals that are sold à la carte are not subject to these guidelines.

Foods

Main course food items offered in elementary, middle, and high schools as an alternative to the reimbursable meal should be offered in reasonable portion sizes that are consistent with guidance provided by the USDA for Child Nutrition Programs and that take into consideration the percentage of total calories from both fat and saturated fat. This guidance applies to foods typically sold à la carte, including items such as deluxe pizzas, salads, sandwiches, and yogurt.

In elementary and middle schools, all other food sold, including packaged snacks, should be offered only in single-serving portions. The unit sold, regardless of the number of portions in the package, should contain:

- No more than 9 grams of total fat, excluding packaged nuts and seeds.
- No more than 2 grams of saturated fat.
- No more than 15 grams of sugar, excluding dried fruit with no added sugar.

Beverages

The sale of beverages in all schools during the standard school day is limited to the following:

- Water.
 - Non-carbonated, flavored water with fewer than 20 calories per serving.
 - Unflavored milk or soy milk.
 - Flavored milk or soy milk (no more than 30 grams of total sugar per 8 ounce serving).
 - 100% fruit/vegetable juice, not to exceed 12 ounces.
 - Fruit/vegetable juice beverages with at least 10% fruit/vegetable juice and 100% vitamin C, not to exceed 12 ounces.
 - Isotonic beverages, not to exceed 16 ounces.
4. In high schools, SFA nutrition and wellness policies should reflect the importance of the fat and sugar content of foods and beverages; appropriate portion sizes; student healthy decision-making on food and beverage choice; the role of nutrition education in the school curriculum, including education about abnormal eating behaviors and the importance of physical activity; and developing and promoting opportunities for physical activity before, during and after the school day. SFAs are encouraged to consider the elementary and middle school guidelines for fat and sugar content when developing their high school nutrition and wellness policies.
 5. SFAs are encouraged to form a nutrition integrity team or use an existing local school health council (COMAR 13A.05.05.13), school health advisory board, or a similarly constituted body that includes representatives from school administration, school health, education, physical education, and school food and nutrition services. This team will support the practice of healthy eating, nutrition education, and physical activity in the school environment.
 6. SFAs may implement policies that go beyond the federal and State policies contained in this memorandum.

III. Definitions and Regulations (see CFR 210.11, CFR 220.12)

Competitive Food Services

State Agencies and SFAs shall establish such rules or regulations as are necessary to control the sale of foods other than those available through the School Meals Programs. All income from the sale of competitive foods must accrue to the benefit of the nonprofit school food service or the school or student organizations approved by the school. State agencies and SFAs may impose additional restrictions on the sale of and income from all foods sold at any time throughout schools participating in the School Breakfast Program and the National School Lunch Program.

Foods of Minimal Nutritional Value

Rules and regulations established by State Agencies and SFAs shall prohibit the sale of foods of minimal nutritional value as identified by the Secretary of the USDA and federal regulations governing the National School Lunch Program and School Breakfast Program. These specific food items include:

1. Soda water (includes soda).
2. Water ice.
3. Chewing gum.
4. Certain candies including hard candy, jellies and gums, marshmallow candies, fondant, licorice, and spun candy.
5. Candy-coated popcorn.

A more detailed list is included with this memorandum as Attachment A.

The USDA approves many foods as *exemptions* to the list of foods of minimal nutritional value. Manufacturers may submit a request to the USDA for an exemption from this classification. If the USDA approves the request, the food will be added to the list of exemptions. (See Attachment B.)

Attachments

JPG

POLICY

BOARD OF EDUCATION OF MONTGOMERY COUNTY

Related Entries: IGP-RA, JPG-RA
Responsible Office: Curriculum and Instructional and Programs
 Chief Operating Officer

Wellness: Physical and Nutritional Health

A. PURPOSE

The Board of Education is committed to creating a school culture that promotes and protects children's health, well-being, and ability to learn by supporting healthy eating and physical activity. Such a culture will help students learn to take responsibility for their own health and to adopt healthy habits, attitudes, and behaviors for life.

B. ISSUE

A high quality education can only be provided in a healthy school culture. Research indicates that many students are inactive and lack healthy eating habits, leading to an increase in childhood obesity.

C. POSITION

Schools will provide many opportunities to engage students in healthy eating and physical activity.

1. Nutrition Education

- a) The pre-K–12 health education and physical education curricula will include nutrition education.
- b) Pre-K–12 nutrition education shall be coordinated with the food and nutrition service program to create a school environment that fosters and encourages students to make healthy food choices.

2. Physical Education

The prekindergarten through twelfth grade standards-based physical education curriculum which is geared to teach children “fitness for life” skills shall include: moderate to vigorous physical activity; teach knowledge, motor skills, and positive attitudes; promote physical activity and sports involvement for all students to enjoy and pursue throughout their lives.

3. Physical Activity

Physical activity will be encouraged for students, staff, and community members before school, during the instructional day, and after the instructional day.

4. Food and Nutrition Services

The goal of Food and Nutrition Services is to develop lifelong healthy behaviors that foster sound nutrition and physical activity.

- a) The National School Lunch Program (NSLP) and School Breakfast Program (SBP) will meet the nutritional standards and regulations as established by the U.S. Department of Agriculture and the Maryland State Department of Education.
- b) Foods and beverages available for sale to students outside the NSLP and the SBP must meet the nutritional standards as adopted by the Board of Education to make a positive contribution to the students’ diet to promote health.

5. Communication

Information will be provided to students, staff, parents, and other stakeholders to encourage and support a healthy lifestyle.

D. DESIRED OUTCOMES

An educational environment that encourages life long healthy behaviors, supports personal well-being and fitness, and promotes academic success.

E. IMPLEMENTATION

The superintendent will adopt regulations to implement this wellness policy. Such regulations shall include the designation of an office with the operational responsibility for oversight of the wellness policy.

The superintendent will propose nutritional standards for the Board of Education's consideration and adoption.

F. REVIEW AND REPORTING

This policy will be reviewed in accordance with the Board of Education policy review process.

Policy History: Adopted by Resolution No. 203-06, April 20, 2006.

REGULATION

MONTGOMERY COUNTY PUBLIC SCHOOLS

Related Entries: JPG
Responsible Office: Chief Operating Officer
Curriculum and Instructional Programs

Wellness: Physical and Nutritional Health

I. PURPOSE

A school environment that promotes physical and nutritional health by teaching and modeling healthy behavior that fosters academic success. Montgomery County Public Schools (MCPS) will encourage students to take responsibility for their own health, to adopt healthy eating habits, and to incorporate physical activity into their daily lives by providing opportunities and instruction that support a healthy lifestyle.

II. BACKGROUND

Research indicates that many students are inactive and lack healthy eating habits. These factors have led to an increase in childhood obesity and can impact a student's ability to learn, grow, and thrive. Schools and families share the responsibility for guiding students toward healthy choices. Schools can create a healthy learning environment by providing nutrition education, physical education, and physical activity, as well as a variety of healthy food and beverage options. Parents can participate in, support, and encourage wellness activities and instruction.

III. PROCEDURES

A. Nutrition Education

Nutrition education will be part of the health education and physical education curriculum.

1. Nutrition education instruction will be provided in both the comprehensive health education program and the physical education program in the nutrition and fitness units.
 - a. In prekindergarten through Grade 5, it will be integrated into the health education and physical education programs.

- b. In Grades 6 through 8, it will be provided as part of the nine-week comprehensive health education curriculum, the Grade 7 science curriculum, the Family and Consumer Science curriculum, and the physical education curriculum.
- c. In high school, nutrition education will be provided within the required comprehensive health education course and required physical education courses. Numerous elective opportunities are also available for the advanced study of nutrition.

B. Physical Education

Teachers certified in physical education will teach movement skills and wellness behaviors emphasizing physical activity and good nutrition as cornerstones of living a healthy life.

- 1. Student involvement in other activities involving physical activity will not be substituted for meeting the physical education requirement.
- 2. The standards-based physical education curriculum, prekindergarten through Grade 12, will include:
 - a. Moderate to vigorous physical activity
 - b. Development of knowledge, motor skills, and positive attitudes
 - c. Promotion of physical activity and sports involvement
- 3. Physical education instruction will promote understanding of the components of fitness and healthy lifestyles. The curriculum will include the following:
 - a. Developmentally appropriate instruction in a variety of motor skills designed to enhance the physical, mental/emotional, and social development of every student
 - b. Fitness education and assessment to help students understand, improve, and/or maintain their physical well-being and develop their individual fitness plans
- 4. Students will spend at least 50% of physical education class time participating in moderate to vigorous physical activity.

C. Physical Activity

Physical activity will be encouraged for students, staff, and community members before and after school, and during the instructional day.

1. Movement activities or tasks will be integrated in all content areas as appropriate.
2. Classroom health education will complement physical education by reinforcing the knowledge and self-management skills needed to maintain a physically active lifestyle and to reduce time spent on sedentary activities.
3. Recess will be scheduled for kindergarten through Grade 5 prior to or after lunch, as scheduling permits.
4. Elementary, middle, and high schools should consider providing physical activity programs, such as physical activity clubs, intramural programs, and/or interscholastic sports programs.
5. The Department of Transportation assesses and makes information available regarding safe routes for walking or biking to school. Regulation EEA-RA: *Student Transportation*, encourages students and families to model wellness by walking for exercise.

D. Food and Nutrition Services

1. School Meals

Meals will meet, at a minimum, the current nutritional standards as defined by the U.S. Department of Agriculture (USDA). Collaboration between the school meal program, nutrition education, and physical education will support healthy eating and lifestyle choices.

- a. Students will have access to a variety of appealing, quality, nutritious meals that promote growth and development, pleasure in healthy eating, and prevent school-day hunger and its consequent lack of attention to learning.
- b. Students may be eligible for free or reduced-price meals based on household economic factors or other information provided to the Division of Food and Nutrition Services. There will be no overt

identification of students who are eligible for free or reduced-price meals by the use of tokens or tickets or by any other means.

- c. Nutritional information pertaining to foods and beverages included in the reimbursable meals is available on the Division of Food and Nutrition Services Web site. The Web site also contains information specifically relating to food allergies.
- d. There will be coordination among the school meals program, nutrition education, physical education, the comprehensive school counseling program, other classroom instruction, and the community to support healthy eating and physical activity.
- e. The meals will offer a variety of fruits and vegetables, offer whole grain products, and serve only low-fat (1%) and fat-free milk. Students will be involved in the taste testing of food and beverage products being considered as additions to the student meal menu. Additionally, the Division of Food and Nutrition Services will conduct focus groups with students and/or parents to obtain feedback on the school meals program.
- f. The cafeteria provides a setting where students can practice the healthy eating skills taught in nutrition education and physical education.
- g. Lunch cannot be scheduled prior to 10:00 a.m. Students will have access to hand washing or hand sanitizing before they eat meals.

2. Other Foods and Beverages Available at School

Foods and beverages available to students outside of the school meals program should make a positive contribution to the students' diet and promote health. The Board of Education and the superintendent support nutritional standards for foods and beverages available to students at school from midnight until the end of the instructional day.

- a. It is encouraged that foods and beverages available to students during school-sponsored activities make a positive contribution to the students' diet and promote health. Staff should avoid using candy or other foods of minimal nutritional value as a classroom reward.

- b. Nutritional requirements apply to foods and beverages available to students through vending machines, school stores, fund-raising activities, athletic departments, and the a la carte cafeteria program from midnight until the end of the instructional day. The requirements are as follows:
- 1) Beverages are limited to 16 ounce containers, except for unflavored water. Only the following beverages may be sold:
 - (a) Water
 - (b) Low fat and non-fat unflavored or flavored milk
 - (c) Flavored, noncarbonated water
 - (d) 100% fruit juice
 - (e) Fruit beverages with a minimum of 50% fruit juice
 - (f) Sports drinks (isotonic beverages) to be available in the physical education area only
 - 2) Snacks that meet the following nutritional standards per single serving package, as stated on the package label, may be sold:
 - (a) 7 grams or less of fat (except for nuts and seeds)
 - (b) 2 grams or less of saturated fat
 - (c) 15 grams or less of sugars (except for fruits)
 - 3) Carbonated beverages, candy of any type, donuts, and honey buns are prohibited from sale to students regardless of their nutritional profile
- c. Marketing activities will promote healthful behaviors. Vending machine fronts will promote activity or consumption of approved beverages. When possible, pricing structures of food and beverage products will promote healthy options.

E. Communication

Literature regarding nutrition and fitness should be shared with students, parents, and the community, as appropriate.

1. Nutrition education and fitness literature will be provided during units of instruction in health education and physical education.
2. Nutrition-related information will be printed on the school menu that, in the elementary school, is sent home with the youngest student in the family, and also will be posted on the MCPS Web site.
3. Information regarding the school meals program, nutritional content of the planned meals, Summer Feeding Program, and resources in additional areas of interest will be communicated on the Division of Food and Nutrition Services Web site and through other methods of communication as appropriate.
4. The display and distribution of information about physical education and other school-based physical activity opportunities before, during, and after the school day is managed in accordance with Regulation CNA-RA: *Display and Distribution of Informational Materials and Announcements*. This supports parents' efforts to provide their children with opportunities to be physically active outside of school.

Regulation History: New Regulation, July 22, 2006.

April 2011 Lunch Specials

Monday	Tuesday	Wednesday	Thursday	Friday
Spring is here, let's get moving...				
4 Lucky Plate Day *Chicken Parmesan Sandwich w/ Marinara & Mozzarella 420 cal *Hot Dog 260 cal w/ Baked Beans 133 cal	5 *Cheese or *Pepperoni Personal Pizza 400-439 cal *Cafe Burger 285 cal w/ Corn 58 cal	6 *Macaroni & Cheese 564 cal w/ Green Beans 18 cal *Chicken Nuggets 230 cal w/ Tater Tots 88 cal	7 Upside Down Day Pancakes w/ *Sausage 371 cal *WG MaxWrap [®] Chili Cheese Tortilla 300 cal w/ Salsa 19 cal	8 *Cheese or *Pepperoni WG Pizza 300-343 cal *Roast Turkey & Gravy w/ Mashed Potatoes 188 cal
11 *Cheese Dippers 320 cal w/ Marinara Sauce 62 cal *Cafe Burger 285 cal w/ Seasoned Potatoes 110 cal	12 *Cheese or *Pepperoni Personal Pizza 400-439 cal *Roast Turkey & Gravy w/ Mashed Potatoes 188 cal	13 *WG Soft Taco 431-456 cal w/ Corn 58 cal *Chicken Patty Sandwich 420 cal w/ Tater Tots 88 cal	14 *Chicken Nuggets 230 cal w/ Green Beans 18 cal *Shrimp Poppers 180 cal w/ Macaroni & Cheese 290 cal	15 *Cheese or *Pepperoni WG Pizza 300-343 cal *Hot Dog 260 cal w/ Baked Beans 133 cal
25 HOLIDAY 	26 Pancakes w/ *Sausage 371 cal *Grilled Cheese Sandwich 292 cal w/ Tater Tots 88 cal	27 *Cheese or *Pepperoni Personal Pizza 400-439 cal *Chicken Nuggets 230 cal w/ Green Beans 18 cal	28 *WG Soft Taco 431-456 cal w/ Corn 58 cal *Shrimp Poppers 180 cal w/ Macaroni & Cheese 290 cal	29 *Cheese or *Pepperoni WG Pizza 300-343 cal *Spicy Chicken Sandwich 359 cal w/ Baked Beans 133 cal
Spring Break Schools will be closed Monday, April 18, 2011 through Monday, April 25, 2011 Classes resume on Tuesday, April 26, 2011				
Also available daily: Peanut Butter & Jelly Pocket 420 cal Grilled Cheese Sandwich 260 cal Large Fruit & Yogurt Parfait 309 cal				
Menu Key: *Pork *Meatless +Poultry ✓Spicy w/ with ☞Lucky Plate Day WG = Whole Grain cal = Calories				

School meals meet the nutrition standards established by the United States Department of Agriculture for the National School Lunch and School Breakfast Programs.



Make the most of summer!

Send registration form to:
 4010 Randolph Road
 Silver Spring, MD 20902
 or
 Fax: 240-777-6818

For more information, visit the website at:
www.montgomerycountymd.gov/frc

Customer Service Comment Card

Our staff is committed to providing the highest quality school meal program. We hope that your expectations are met in a timely, efficient, and courteous manner. Please take a minute to complete and return the survey. Thank you very much for your time and input!

Name of School/Your Child Attends _____

Please rate the quality of services provided. Read each statement below and check the box that best describes your answer.

- | | Exceed my expectations | Met my expectations | Fall short of my expectations |
|--|--------------------------|--------------------------|-------------------------------|
| 1. School meals offer a variety of choices. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. School meals offer healthy options. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Quality of customer service is good | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Overall I am satisfied with school meals. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
- Comments or Suggestions _____

Would you like us to contact you? If so, please provide the information below.

Name _____

Daytime telephone number _____

Thank you for helping us provide better service for you.

Please return to:
 Division of Food and Nutrition Services
 Montgomery County Public Schools
 15644 Carabbs Branch Way
 Rockville, Maryland 20855



Elementary Menus for March - April 2011



This menu newsletter is published five times a year and provides 2 monthly menus at a time.

MENUS & NUTRITION & ALLERGEN INFORMATION
 AVAILABLE ON THE WEB
www.montgomeryschoolsmd.org/departments/foodserv

March 2011 Lunch Specials

Monday	Tuesday	Wednesday	Thursday	Friday
	* Cheese or * Pepperoni Personal Pizza 400-439 cal Roast Turkey & Gravy w/ Hashed Potatoes 188 cal	* Chicken Nuggets 230 cal w/ Carrots 36 cal *rimp Poppers 180 cal w/ Macaroni & Cheese 290 cal	*WG Soft Taco 431-456 cal w/ Corn 58 cal * Hot Dog 260 cal w/ Baked Beans 133 cal	* Cheese or * Pepperoni WG Pizza 300-343 cal Turkey Burger 259 cal w/ Green Beans 18 cal
Lucky Plate Day * Chicken Bites 240 cal w/ Carrots 36 cal * Tomato Pasta 336 cal w/ Meatballs & Marinara Sauce	* Cheese or * Pepperoni Personal Pizza 400-439 cal WG Chicken Drumstick 150 cal w/ Green Beans & Carrots 27 cal	WG Soft Taco 431-456 cal w/ Corn 58 cal * Grilled Cheese Sandwich 292 cal w/ French Fries 156 cal	0 Turkey Burger 259 cal w/ Seasoned Potatoes 110 cal * Beef and Broccoli over Rice 378 cal	1 * Cheese or * Pepperoni WG Pizza 300-343 cal Spicy Chicken Sandwich 359 cal w/ Baked Beans 133 cal
4 * Chicken Parmesan Sandwich w/ Marinara & Mozzarella 420 cal * Hot Dog 260 cal w/ Baked Beans 133 cal	5 * Cheese or * Pepperoni Personal Pizza 400-439 cal * Beef Burger 285 cal w/ Corn 58 cal	6 Macaroni & Cheese 564 cal w/ Green Beans 18 cal * Chicken Nuggets 230 cal w/ Tater Tots 88 cal	7 Upside Down Doy Pancakes w/ Sausage 71 cal *WG MaxWrap® Chili Cheese Tortilla 300 cal w/ Salsa 19 cal	8 * Cheese or * Pepperoni WG Pizza 300-343 cal Roast Turkey & Gravy w/ Hashed Potatoes 188 cal
1 * Cheese Dippers 320 cal w/ Marinara Sauce 62 cal * Beef Burger 285 cal w/ Seasoned Potatoes 110 cal	2 * Cheese or * Pepperoni Personal Pizza 400-439 cal * Roast Turkey & Gravy w/ Mashed Potatoes 188 cal	3 * Chicken Nuggets 230 cal w/ Green Beans 18 cal *rimp Poppers 180 cal w/ Macaroni & Cheese 290 cal	4 *WG Soft Taco 431-456 cal w/ Corn 58 cal * Chicken Patty Sandwich 420 cal w/ Tater Tots 88 cal	5 * Cheese or * Pepperoni WG Pizza 300-343 cal * Hot Dog 260 cal w/ Baked Beans 133 cal
8 * Beef and Broccoli over Rice 378 cal * Chicken Nuggets 230 cal w/ Green Beans 18 cal	9 * Cheese or * Pepperoni Personal Pizza 400-439 cal Spicy Chicken Sandwich 359 cal w/ Carrots 36 cal	0 WG Soft Taco 431-456 cal * Grilled Cheese Sandwich 292 cal w/ French Fries 156 cal	1 NO COOK	A's available daily: Peanut Butter & Jelly Pockies 420 cal Grilled Cheese Sandwich 260 cal Large Fruit & Yogurt Parfait 309 cal

Menu Key: *Pork ^Meatless +Poultry / Spicy w/ with ☞ Lucky Plate Day WG = Whole Grain cal = calories

School meals meet the nutrition standards established by the United States Department of Agriculture for the National School Lunch and School Breakfast Programs.

Lunch Menu

Choose an entree-vegetable combination from our daily lunch specials, two side items and milk. A third entree choice, either a peanut butter and jelly pocket or grilled cheese sandwich, is also available.

Side Items May Include

- Chilled 100% Fruit Juice 60-90 cal
- Seasonal Fresh Fruit 60-90 cal
- Assorted Fruit Cup 72-80 cal
- Baby Carrots or Other Seasonal Fresh Vegetable 25 cal
- Tossed Salad 5-25 cal
- Whole Grain Breads 130-150 cal

Milk Choices

- 1% White 100 cal Fat Free White 80 cal
- Fat Free Chocolate 120 cal Fat Free Strawberry 130 cal



Go (Dark) Green

"Going Green" is a good health strategy – and the darker green, the better. All lettuces are very low in calories, but compared to iceberg lettuce, a darker lettuce like romaine provides far more fiber, beta carotene and calcium. Go green and make a chopped romaine lettuce salad your first choice.

Try Our New Lunch Items

- Turkey Burger
- Beef & Broccoli over Rice



The Search for Super Energy

It's time to join the search for super energy. Be a school breakfast detective and "clue into" the importance of eating a healthy school breakfast. Breakfast really is the most important meal of the day for kids because it provides the necessary energy to get set for a day of learning and achievement. Eating a nutritious breakfast can give children an extra edge. More information and fun activities can be found at <http://docs.schoolnutrition.org/meetingsandevents/nsbw2011/>



National School Breakfast Week March 7 - 11, 2011

Monday	Tuesday	Wednesday	Thursday	Friday
French Toast Sticks 260 cal Orange Juice 55 cal Choice of Milk 80-130 cal	Egg & Cheese Wrap 180 cal Pears 80 cal Choice of Milk 80-130 cal	3 Pancakes 220 cal Apricots 80 cal Choice of Milk 80-130 cal	Ham & Cheese Breakfast Sandwich 251 cal Apple Juice 60 cal Choice of Milk 80-130 cal	Cinnamon Roll 210 cal Peaches 70 cal Choice of Milk 80-130 cal

Daily Alternate Selections
Cereal 70-130 cal, 3 Pancakes 220 cal, Bagel 170 cal w/ Cream Cheese or Jelly, Bagel-Ful 190 cal, Yogurt 200 cal, Fruit of the Day 60-90 cal

MEAL PRICES Elementary Schools

	Daily	Weekly
LUNCH		
Students, full pay	\$2.50	\$12.50
Students, reduced pay	\$.40	\$ 2.00
BREAKFAST		
Students, full pay	\$1.30	\$ 6.50
Students, reduced pay	\$.00	\$ 0.00
MILK		
	\$.60	\$ 3.00

Check Acceptance Policy

Checks used to pay for school meals must contain an address, phone number and student PIN number. Returned checks are subject to recovery for the face value and Maryland State allowed fee of \$35 through an electronic debit or paper draft to the same account. Your payment by check constitutes your acceptance of these terms. If you have any questions concerning our check acceptance policy please call CHECK-radi 1-800-239-1222.

CAFE BREAKFAST

**BOOST YOUR
BRAIN POWER**



**BOOST YOUR
ENERGY LEVEL.**

BE MORE ALERT.

BE READY TO LEARN.

**EAT A HEALTHY
BREAKFAST!**

\$1.30

calories

MONDAY

340 Egg & Cheese Croissant Sandwich[^]
55 Orange Juice
80-130 Milk

TUESDAY

255 Sausage & Egg on English Muffin⁺
55 Orange Juice
80-130 Milk

WEDNESDAY

291 Ham & Cheese Croissant Sandwich⁺
60 Apple Juice
80-130 Milk

THURSDAY

217 Chicken Biscuit⁺
55 Orange Juice
80-130 Milk

FRIDAY

333 Ham, Egg & Cheese on English Muffin
60 Apple Juice
80-130 Milk

ALTERNATE ITEMS MAY BE AVAILABLE

70-130	Cereal	260	French Toast Sticks
113-130	Toast/Cinnamon Toast	231	Pancakes (3)
65	Hard Cooked Egg	301	Pancakes (2) & Sausage
180	Egg & Cheese Wrap	130	Biscuit
170	Bagel	210	Cinnamon Roll
190	Bagel-ful	180-200	Yogurt



Montgomery County Public Schools

CAFE LUNCH

MARCH - JUNE 2011

At middle and high schools, the daily menu features additional selections from the items below.

Calories

MONDAY	
378	Beef and Braccali over Rice
339	Cheese Dippers w/Marinara Sauce [^]
356	Chicken Nuggets w/Sweet & Sour Dipping Sauce ⁺

TUESDAY

352	Mandarin Orange Chicken over Rice ⁺
467	BBQ Pork Sandwich [*]
295	Turkey Bacon Melt ⁺⁺

WEDNESDAY

629	Soft Taco ⁺
400-445	Pizza, Cheese [^] or Pepperoni [*]
334-600	Cheeseburger Special

THURSDAY

480	Spaghetti w/Meatballs OR
435	Spaghetti w/Cheesy Breadstick [^]
339	Cheese Dippers w/Marinara Sauce [^]
567	Chicken Club Sandwich ⁺

FRIDAY

359	Spicy Chicken Patty Sandwich ⁺
340-383	Big Daddy Pizza, Cheese [^] or Pepperoni [*]
629	Nachos ⁺

SIDES

133	Baked Beans	60	Fruited Gelatin
16	Broccoli	18	Green Beans
66	Caesar Side Salad w/ Dressing	5	Lettuce & Tomato
22	Carrots	47	Mixed Vegetables
12	Celery Sticks	80	Mashed Potatoes
58	Corn	110	Seasoned Potatoes
156-176	French or Sweet Patata Fries	75-243	Homestyle Soup
60-90	Fresh Fruit	103	Steamed Rice
20-25	Fresh Veggies	102	Sweet Potatoes
50-80	Fruit Cup	88	Tater Tots
55-60	Fruit Juice - 4 oz.	5	Tossed Salad

Calories

284	Hamburger
334	Cheeseburger
420	Chicken Patty Sandwich ⁺
420	Steak & Cheese Sub
362	Grab n' Ga Bagel & Yogurt [^]
309	Grab n' Ga Fruit & Yogurt Parfait [^]
420	Peanut Butter & Jelly Sandwich [^]
100	w/Cheese Snack [^]

GET YOUR GREENS

Calories

222	Chef Salad ⁺
243	Chicken Caesar Salad ⁺
494	Chicken Fajita Salad ⁺
601	Spicy Chicken Salad ⁺
648	Taco Salad ⁺
402	Tuna Salad
382	Turkey Salad w/Fruits & Veggies ⁺
211	Vegetarian Salad w/Egg & Cheese [^]
	Dressing - add 40 calories per packet

SANDWICH CRAFT

344	Cold Cuts ⁺⁺	495	Turkey Salad ⁺
267	Turkey	236	Tuna Salad
265	Ham ⁺	276	Egg Salad [^]
275	Ham ⁺ & Cheese	437	Swiss Veggie [^]

Sandwiches served on sub roll.

LUNCH MEAL PRICES

Student	\$2.75
Reduced	\$.40

The meal includes an entree, choice of 3 sides and milk.

Nutrition & Allergen Information available at:
www.montgomeryschoolsmd.org/departments/foodserv
 School meals meet the nutrition standards established by the United States Department of Agriculture for the National School Lunch Program.

Symbols: * Pork + Poultry ^ Meatless Menu subject to change.

Appendix D
DFNS Outreach Activities, FY10 and FY11

In FY10, DFNS conducted 17 outreach presentations with students, MCPS staff, community groups, and others. In FY11, DFNS conducted 37 outreach presentations. The additional presentations in FY11 reflect the new wellness specialist position, which focuses on nutrition education outreach.

Table D-1: DFNS FY10 Outreach Activities

Date	Group	# of Attendees	Presentation Topic(s)
Presentations to Students			
1/12/10	Pinecrest ES 3 rd grade student focus group	13	Menu planning, student preferences, food testing
1/27/10	Pinecrest ES 3 rd grade student focus group	13	Continued discussion on meal planning and food testing
2/25/10	Pinecrest ES 3 rd grade student focus group	13	Continued discussion on meal planning and food testing
6/1/10	Pinecrest ES 3 rd grade student focus group		End of year celebration for focus group participation - sampled new menu items - looked at potential menus for following school year
Presentations to MCPS/DFNS Staff			
10/16/10	DFNS employees	800	Training on topics pertinent to work and personal benefits, including sanitation, wellness, student meals, and accountability
12/1/10	Strathmore ES staff	70	Discussion on menu requirements and selection; samples of food items; Q and A
12/1/10	East Silver Spring staff	60	Discussion on menu requirements and selection; samples of food items; Q and A
12/14/10	Forest Knolls ES staff	65	Discussion on menu requirements and selection; samples of food items; Q and A
Presentations to Community Groups			
1/5/10	Forest Knolls ES PTA	75	Discussion of how menus are created; make up of DFNS, services available to students and parents through DFNS
1/11/10	Rockview ES PTA	65	Discussion of how menus are created; make up of DFNS, services available to students and parents through DFNS
2/2/10	School health council	20	Discussion on services available from DFNS - nutritional information
3/2/10	Rockview ES PTA	65	Continued discussion on meal planning and food testing, integrity of school meals program
3/29/10	Department of Health and Human Services staff	30	Met with school nurses to share information about school meal programs, nutrient and allergen information, services available for student and families, etc.
5/2/10	Newport Mill MS community	200	Provided information on healthy meals and healthy recipes; introduced new fruits and veggies at school health fair
10/19/10	Rachel Carson ES PTA	65	Discussion on menu requirements and selection; samples of food items; Q and A
Presentations to Other Groups			
3/9/10	U of MD students	25	Nutritional value of school meals program; USDA guidelines and regulations; various programs available to eligible students.
10/6/10	U of MD students	50	Presentation on school meals; nutritional requirements USDA regulations

Table D-2: DFNS FY11 Outreach Activities

Date	Group	# of attendees	Presentation topic(s)
Presentations to Students			
9/28/10	Paint Branch HS students	500	Role of dietitian in school meals program
10/4/10	Walt Whitman HS students	450	Basics of school nutrition - how this integrates into the school cafeteria and wellness
10/14/10	Churchill HS students	400	Basics of school nutrition - how this integrates into the school cafeteria and wellness
10/21/10	Matsunaga ES - 5th grade students	100	Basics of school nutrition - how this integrates into the school cafeteria and wellness; importance of physical activity
11/29/10	Springbrook HS students	500	Information about school meals, nutrition, etc.
12/10/10	BCC HS students	350	Information about school meals, health and wellness, a la carte items, etc.
1/5/11	Clemente MS students	75	Information about school meals, USDA guidelines, menu planning
1/12/11	Clemente MS students	75	Information about school meals, USDA guidelines, menu planning
2/10/11	Kingsview MS students	75	Nutrition and wellness; information about school meals
3/14/11	Strawberry Knolls ES students	90	Students were able to sample a la carte options and gain a better understanding of the school meals program
3/29/11	Gaithersburg HS students	100	Career opportunities for students in food and nutrition services
6/7/11	Arcola ES staff and students	760	Made and provided samples of smoothies from fresh fruits and vegetables for the students and staff at assembly meetings
Presentations to MCPS/DFNS Staff			
9/29/10	Elementary school principals and identified elementary school	300	Presentation on health and wellness for elementary school staff
10/15/10	DFNS employees	800	Training on topics pertinent to work and personal benefits, including sanitation, wellness, student meals, and accountability
3/28/11	Highland ES and Sligo MS staff	75	Discussion about MMFA breakfast; nutritional advantages of breakfast; and need to increase breakfast participation
3/31/11	MCPS staff	75	Program on health and wellness
3/22/11	Highland ES staff	75	Discussion about MMFA breakfast; nutritional advantages of breakfast
4/7/11	school assistant principals	50	Discussion on summer meals program regulations, menus, accountability
Presentations to Community Groups			
9/17/10	Montgomery County Council	25	Overview of DFNS, tour of CPF and warehouse, Q and A
11/2/10	Takoma Park ES PTA	50	Discussion on DFNS programs, menu development, nutritional analysis of school meals.
11/4/10	Ritchie Park ES PTA	35	Information about school meals, nutritional information, Q and A
11/10/10	Takoma Park ES PTA	30	Information about school meals, nutritional information, etc.
11/30/10	Matsunaga ES PTA	60	Information about school meals, nutrition, etc.
12/7/10	Rockview ES PTA	65	Information about school meals, health and wellness, a la carte items, etc.

Table D-2: DFNS FY11 Outreach Activities, continued

Date	Group	# of attendees	Presentation topic(s)
Presentations to Community Groups, continued			
12/7/10	Beverly Farms PTA	60	Information about school meals, health and wellness, a la carte items, etc.
1/4/11	Fields Road ES PTA		Information about school meals, health and wellness, a la carte items, etc.
1/7/11	Gibbs ES PTA	200	DFNS hosted table and presented information on food, fun, and fitness
2/2/11	Clopper Mills ES PTA	80	Information about school meals, health and wellness, a la carte items, etc.
2/11/11	Department of Health and Human Services staff	25	Information on school meal programs, special services available to students, etc.
3/14/11	Rolling Terrace ES - Latino parents	25	Information school meal programs, special services available to students, etc.
3/24/11	Brookhaven PTA NAACP	50	School meals, trends in health and wellness
Presentations to Other Groups			
10/26/10	U of MD students	25	Information about school meals, nutritional information, USDA regulations, marketing, etc.
11/5/10	School Nutrition Association members	150	Information shared with industry members about how best to support the school meals programs; discussion of requirements necessary to support school meals programs
3/9/11	National PTA group	100	Information about school meals, menu choices, nutritional analysis, etc.
3/15/11	White House Obesity Summit	300	Discussion of school meals, trends in health and wellness
3/16/11	Industry	200	Discussion of school meals, trends in health and wellness
3/24/11	GW graduate students	50	Discussion of school meals, trends in health and wellness

Appendix E
DFNS School Meal and Snack Program Sites

Maryland Meals for Achievement Program Sites

Elementary Schools		Middle Schools
Arcola	Oak View	Col. E. Brooke Lee
Broad Acres	Rosemont	A. Mario Loiederman
Brookhaven	R. Sargent Shriver	Parkland
Brown Station	South Lake	Silver Spring International
Burnt Mills	Stedwick	
Clopper Mill	Summit Hall	
Capt. James E. Daly, Jr.	Twinbrook	
Gaithersburg	Viers Mill	
Georgian Forest	Washington Grove	
Harmony Hills	Weller Road	
Highland	Wheaton Woods	
Jackson Road	Whetstone	
New Hampshire Estates		
Roscoe Nix		

Fresh Fruit and Vegetable Program Sites

Elementary Schools	
Arcola	Highland
Cresthaven	Kemp Mill
Glen Haven	Rolling Terrace
Harmony Hills	

Afterschool Snack Program Sites

Elementary Schools		Middle Schools	High Schools
Arcola	New Hampshire Estates	A. Mario Loiederman	Montgomery Blair
Broad Acres	Oakview	Argyle	Einstein
Brown Station	Piney Branch	Eastern	Gaithersburg
Cresthaven	Rolling Terrace	Forest Oak	Northwood
East Silver Spring	Shriver	Lee	Watkins Mill
Flower Hill	Strathmore	Montgomery Village	Wheaton
Gaithersburg	Summit Hall	Neelsville	
Galway	Twinbrook	Newport Mill	
Georgian Forest	Washington	Redland	
Glen Haven	Grove	Shady Grove	
Green Castle	Weller Road	Silver Spring International	
Kemp Mill	Wheaton Woods	Sligo	
Maryvale		Takoma Park	

At-Risk Afterschool Supper Program Sites

(s) = afterschool supper, (b) = Saturday school breakfast

Elementary Schools	Middle Schools	High Schools
Arcola (b) Green Castle (s) Strathmore (s)	Clemente (s) Gaithersburg (s) Parkland (s) White Oak (s)	Blair (b) Einstein (b) Gaithersburg (b) Kennedy (s, b) Magruder (b) Northwest (b) Paint Branch (b) Rockville (b) Springbrook (s, b) Watkins Mill (b) Wheaton (s, b)

Summer Meal Service – Walk-in Sites*

Elementary Schools	Middle Schools	High Schools
Glen Haven Harmony Hills Maryvale Rolling Terrace Stedwick Summit Hall	Argyle	Kennedy

*Summer Meal Service operated at an addition 108 sites that served only students enrolled in an activity at that site. These sites included MCPS Extended Learning Opportunities sites as well as sites run by community programs.

Appendix F

Institutes of Medicine (IOM) Recommendations for School Meals and Competitive Food

Table F-1: IOM Recommended Nutrition Standards for School Meals

Food	Recommended Serving
Breakfast	
Fruit	1 cup per day
Grains and/or Meat/Meat Alternate	2 grains or 2 meat/meat alternates or 1 of each
Whole Grains	At least half of grains to be wholegrain-rich
Milk	1 cup fat-free or low-fat
Lunch	
Fruits and Vegetables	$\frac{3}{4}$ - 1 cup vegetables plus $\frac{1}{2}$ - 1 cup fruit per day
Vegetables	Weekly requirements for dark green and orange vegetables and legumes and limits on starchy vegetables
Meat/Meat Alternate	1.6 – 2.4 oz. equivalents (daily average over 5-day week)
Grains	1.8 – 2.6 oz equivalents (daily average over a 5-day week)
Whole Grains	At least half of grains to be whole grain-rich
Milk	1 cup, fat free or low-fat

Source: Adapted from IOM, 2009

Table F-2: IOM Recommended Nutrition Standards for Competitive Foods and Beverages

Foods	Beverages
Tier 1 – For all students during the school day	
<p>Tier 1 foods are fruits, vegetables, whole grains, and related combination products* and fat free and low-fat dairy that are limited to 200 calories or less per portion as packaged and have:</p> <ul style="list-style-type: none"> • No more than 35 percent of total calories from fat, • Less than 10 percent of total calories from saturated fats, • Zero trans fat, • 35 percent or less of calories from total sugars, except for yogurt with no more than 30 g of total sugars per 8 oz. portion as packaged, • Sodium content of 200 mg or less per portion as packaged. <p>A la carte entrée items meet fat and sugar limits as listed above and:**</p> <ul style="list-style-type: none"> • Are National School Lunch Program (NSLP) menu items • Have a sodium content of 480 mg or less 	<p>Tier 1 beverages are:</p> <ul style="list-style-type: none"> • Water without flavoring, additives, or carbonation. • Low-fat (1%) and fat free milk (in 8 oz. portions): <ul style="list-style-type: none"> ○ Lactose-free and soy beverages are included, ○ Flavored milk with no more than 22 g of total sugars per 8 oz. portion. • 100-percent fruit juice in 4 oz. portion as packaged for elementary/middle school and 8 oz. (two portions) for high school. • Caffeine-free, with the exception of trace amounts of naturally occurring caffeine substances.
Tier 2 – For high school students after school	
<p>Tier 2 snack foods are those that do not exceed 200 calories per portion as packaged and have:</p> <ul style="list-style-type: none"> • No more than 35 percent of total calories from fat, • Less than 10 percent of total calories from saturated fats, • Zero trans fat, • 35 percent or less of calories from total sugars, • Sodium content of 200 mg or less per portion as packaged. 	<p>Tier 2 beverages are:</p> <ul style="list-style-type: none"> • Non-caffeinated, non-fortified beverages with less than 5 calories per portion as packaged (with or without nonnutritive sweeteners, carbonation, or flavoring).

*Combination products must contain a total of one or more servings as packaged of fruit, vegetables, or whole grain products per portion.

**200-calorie limit does not apply; items cannot exceed calorie content of comparable NSLP entrée items

Source: Adapted from IOM, 2007



Get Set!

Tips for Meeting the Challenge

This section provides detailed charts of the criteria for the HealthierUS School Challenge and additional resources to assist you in maintaining and/or implementing the criteria in your school or school district. Resources such as the HealthierUS School Challenge Checklist, Whole-Grains Resource, and Tips for Increasing Participation will help you meet the Challenge!

The HealthierUS School Challenge criteria emphasize key areas that are based on the *2005 Dietary Guidelines for Americans* and *MyPyramid* principles. The criteria will assist you in promoting a healthy school environment that provides nutritious meals, while also providing nutrition education, physical education, and opportunities for physical activity.

Now that you are ready, there are some tips and resources that can help you meet the Challenge. The following charts list the criteria and the requirements to fulfill in order to meet each award level in elementary and secondary schools.

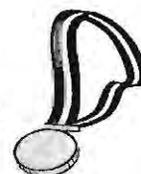


HealthierUS School Challenge Application Kit

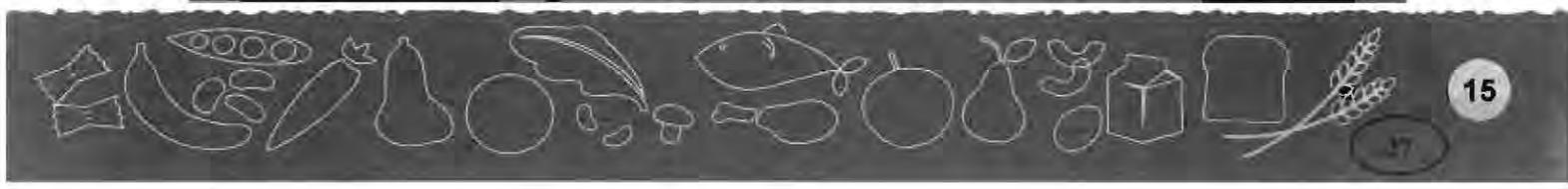
Criteria for Elementary Schools

HealthierUS School Challenge Criteria for Elementary Schools		Award Level General Requirements			
		Bronze	Silver	Gold	Gold Award of Distinction
 School is enrolled as a Team Nutrition (TN) school.		✓	✓	✓	✓
Reimbursable lunches meet the USDA nutrition standards. School district had a School Meals Initiative (SMI) review within 5 years and all corrective actions have been completed.		✓	✓	✓	✓
Average Daily Participation for lunch meets or exceeds a minimum.	Elementary Schools	N/A	60%	70%	70%
School lunch menu allows students to select each of the food items listed below:		✓	✓	✓	✓
<ul style="list-style-type: none"> A different vegetable every day of the week. All servings must be at least ¼ cup. Of these five: <ul style="list-style-type: none"> Dark green or orange vegetables offered 3 or more days per week (of the 3, at least 2 must be different) Cooked dry beans or peas (legumes) must be offered each week (includes canned dry beans and peas). 		✓	✓	✓	✓
<ul style="list-style-type: none"> A different fruit every day of the week (fresh, frozen, canned, dried, or 100% juice). All servings must be at least ¼ cup. Dried fruit must have no added sweetener (nutritive or non-nutritive); canned fruit must be packed in juice or light syrup. 		✓ plus 1 day/week fruit must be served fresh	✓ plus 1 day/week fruit must be served fresh	✓ plus 2 days/week fruit must be served fresh	✓ plus 2 days/week fruit must be served fresh
<ul style="list-style-type: none"> 100% fruit juice can be counted as a fruit only once per week. 		✓	✓	✓	✓
<ul style="list-style-type: none"> A whole-grain food serving. A serving size of whole-grain food is equal to a serving of Grains/Bread as defined in the <i>Food Buying Guide</i>, pages 3.15-3.16. The majority of whole-grain food products served must have the whole grain(s) listed first in the ingredient statement. Other whole-grain servings must have whole grain as the primary grain ingredient. 		At least 1 serving of whole-grain food offered 3 or more days per week (not the same one each day)	At least 1 serving of whole-grain food offered 3 or more days per week (not the same one each day)	At least 1 serving of whole-grain food offered each day (not the same one each day)	At least 1 serving of whole-grain food offered each day (not the same one each day)
<ul style="list-style-type: none"> Only low-fat (1% or less) and fat-free (skim) fluid milk, flavored or unflavored, offered each day. 		✓	✓	✓	✓





HealthierUS School Challenge Criteria for Elementary Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
<p>If the school sells any other foods and beverages on campus (competitive foods), sales must meet the criteria below, as well as the restricted times and locations stated at the right.</p> <p>Competitive foods are defined as any foods or beverages sold in competition with reimbursable meals. This includes a la carte, vending, snack bar, school store, and/or any other food and beverage sales on campus.</p> <p>Seconds or extra sales of entrees offered as part of the day's reimbursable lunches are exempt.</p>	<p>The criteria apply during meal periods within the foodservice area(s) <i>Foodservice area(s) refers to any area on school premises where program meals are served and/or eaten.</i></p>	<p>The criteria apply during meal periods within the foodservice area(s) <i>Foodservice area(s) refers to any area on school premises where program meals are served and/or eaten.</i></p>	<p>The criteria apply throughout the school day (including meal periods), throughout the school campus</p>	<p>The criteria apply throughout the school day (including meal periods), throughout the school campus</p>
<p>Competitive foods and beverages must meet these criteria:</p> <ul style="list-style-type: none"> Competitive Foods: <ul style="list-style-type: none"> Total fat: Calories from total fat must be at or below 35% per serving. <i>Excludes nuts, seeds, nut butters, and reduced-fat cheese.</i> Trans fat: Less than 0.5 grams (<i>trans</i> fat free) per serving. Saturated fat: Calories from saturated fat must be below 10% per serving. <i>Excludes reduced-fat cheese.</i> Sugar: Total sugar must be under or equal to 35% sugar by weight (includes naturally occurring and added sugars). <i>Excludes fruits, vegetables, and milk.</i> Sodium: See information at right for sodium limits. Portion size/Calories: Not to exceed the serving size of the food served in the NSLP; for other items, the package or container is not to exceed 200 calories. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée; ≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée; ≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée; ≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 200 mg sodium per non-entrée; ≤ 480 mg per entrée OR Physical Education is 150 minutes/week</p> <p>✓</p>
<ul style="list-style-type: none"> Competitive Beverages: <i>(Only the following beverages are allowed)</i> <ul style="list-style-type: none"> Milk: Only low-fat (1% or less) and fat-free (skim), flavored or unflavored fluid milk, and/or USDA approved alternative dairy beverages; <i>limit serving size to maximum of 8 fluid ounces.</i> 100% full strength fruit & vegetable juices with no sweeteners (nutritive or non-nutritive); <i>limit serving size to maximum of 6 fluid ounces.</i> Water: Unflavored, no sweeteners (nutritive or non-nutritive), noncarbonated, caffeine-free. 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>





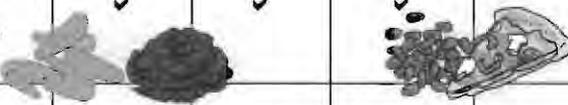
HealthierUS School Challenge Application Kit

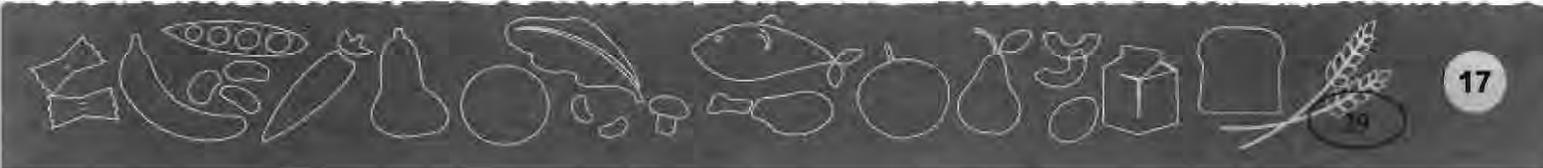
Criteria for Elementary Schools

HealthierUS School Challenge Criteria for Elementary Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
<p>Nutrition Education:</p> <ul style="list-style-type: none"> Is provided for at least half, but no fewer than two, of the grade levels in the school. If the school consists of a single grade, nutrition education is provided to all students in the school. Is part of a structured and systematic unit of instruction, such as <i>MyPyramid</i> lessons from Team Nutrition. Involves multiple channels of communication, including the classroom, cafeteria, and home/parents. Messages are reinforced by prohibiting the use of food as a reward (school holiday parties are excluded). 	✓	✓	✓	✓
<p>Physical education/activity is promoted by:</p> <ul style="list-style-type: none"> Providing structured physical education classes for all full-day students throughout the school year. Providing unstructured daily opportunities for physical activity for all full-day students, such as recess. Reinforcing physical education/activity messages by neither denying nor requiring physical activity as a means of punishment. 	<p>A minimum average of 45 minutes per week throughout school year</p> <p>✓</p> <p>✓</p>	<p>A minimum average of 45 minutes per week throughout school year</p> <p>✓</p> <p>✓</p>	<p>A minimum average of 90 minutes per week throughout school year</p> <p>✓</p> <p>✓</p>	<p>A minimum average of 150 minutes per week throughout school year OR meet stricter sodium requirements plus a minimum average of 90 minutes per week throughout school year</p> <p>✓</p> <p>✓</p>
<p>School policies support a wellness environment by permitting primarily nonfood items being sold through school fundraising activities. However, if food items are sold during the school day, they must meet the guidelines for competitive foods, as outlined in this chart.</p>	✓	✓	✓	✓
<p>The school district has developed a Wellness Policy. A copy of the Wellness Policy is submitted with the application.</p>	✓	✓	✓	✓





HealthierUS School Challenge Criteria for Secondary Schools		Award Level General Requirements			
		Bronze	Silver	Gold	Gold Award of Distinction
 School is enrolled as a Team Nutrition (TN) school.		✓	✓	✓	✓
Reimbursable lunches meet the USDA nutrition standards. <i>School district had a School Meals Initiative (SMI) review within 5 years and all corrective actions have been completed.</i>		✓	✓	✓	✓
Average Daily Participation for lunch meets or exceeds a minimum.	Middle Schools High Schools	N/A	60% 45%	70% 65%	70% 65%
School lunch menu allows students to select each of the food items listed below:		✓	✓	✓	✓
<ul style="list-style-type: none"> • A different vegetable every day of the week. All servings must be at least ¼ cup. Of these five: <ul style="list-style-type: none"> • Dark green or orange vegetables offered 3 or more days per week (of the 3, at least 2 must be different) • Cooked dry beans or peas (legumes) must be offered each week (includes canned dry beans and peas). 		✓	✓	✓	✓
<ul style="list-style-type: none"> • A different fruit every day of the week (fresh, frozen, canned, dried, or 100% juice). All servings must be at least ¼ cup. <i>Dried fruit must have no added sweetener (nutritive or non-nutritive); canned fruit must be packed in juice or light syrup.</i> 		✓ plus 1 day/ week fruit must be served fresh	✓ plus 1 day/ week fruit must be served fresh	✓ plus 2 days/ week fruit must be served fresh	✓ plus 2 days/ week fruit must be served fresh
<ul style="list-style-type: none"> • 100% fruit juice can be counted as a fruit only once per week. 		✓	✓	✓	✓
<ul style="list-style-type: none"> • A whole-grain food serving. A serving size of whole-grain food is equal to a serving of Grains/Bread as defined in the <i>Food Buying Guide</i>, pages 3.15-3.16. The majority of whole-grain food products served must have the whole grain(s) listed first in the ingredient statement. Other whole-grain servings must have whole grain as the primary grain ingredient. 		At least 1 serving of whole-grain food offered 3 or more days per week (not the same one each day)	At least 1 serving of whole-grain food offered 3 or more days per week (not the same one each day)	At least 1 serving of whole-grain food offered each day (not the same one each day)	At least 1 serving of whole-grain food offered each day (not the same one each day)
<ul style="list-style-type: none"> • Only low-fat (1% or less) and fat-free (skim) fluid milk, flavored or unflavored, offered each day. 		✓	✓	✓	✓





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Criteria for Secondary Schools

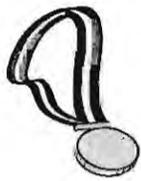
HealthierUS School Challenge Criteria for Secondary Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
<p>If the school sells any other foods and beverages on campus (competitive foods), sales must meet the criteria below, as well as the restricted times and locations stated at the right.</p> <p>Competitive foods are defined as any foods or beverages sold in competition with reimbursable meals. This includes a la carte, vending, snack bar, school store, and/or any other food and beverage sales on campus</p> <p>Seconds or extra sales of entrees offered as part of the day's reimbursable lunches are exempt.</p>	<p>The criteria apply during meal periods within the foodservice area(s) <i>Foodservice area(s) refers to any area on school premises where program meals are served and/or eaten.</i></p>	<p>The criteria apply during meal periods within the foodservice area(s) <i>Foodservice area(s) refers to any area on school premises where program meals are served and/or eaten.</i></p>	<p>The criteria apply throughout the school day (including meal periods), throughout the school campus</p>	<p>The criteria apply throughout the school day (including meal periods), throughout the school campus</p>
<p>Competitive foods and beverages must meet these criteria:</p> <ul style="list-style-type: none"> Competitive Foods: <ul style="list-style-type: none"> Total fat: Calories from total fat must be at or below 35% per serving. <i>Excludes nuts, seeds, nut butters, and reduced-fat cheese.</i> Trans fat: Less than 0.5 grams (<i>trans</i> fat free) per serving. Saturated fat: Calories from saturated fat must be below 10% per serving. <i>Excludes reduced-fat cheese.</i> Sugar: Total sugar must be under or equal to 35% sugar by weight (includes naturally occurring and added sugars) <i>Excludes fruits, vegetables, and milk.</i> Sodium: See information at right for sodium limits. Portion size/Calories: Not to exceed the serving size of the food served in the NSLP; for other items, the package or container is not to exceed 200 calories 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée;</p> <p>≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée;</p> <p>≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée;</p> <p>≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 200 mg sodium per non-entrée;</p> <p>≤ 480 mg per entrée</p> <p>✓</p>
<ul style="list-style-type: none"> Competitive Beverages: <i>(Only the following beverages are allowed)</i> <ul style="list-style-type: none"> Milk: Only low-fat (1% or less) and fat-free (skim), flavored or unflavored fluid milk, and/or USDA approved alternative dairy beverages; <i>limit serving size to maximum of 8 fluid ounces.</i> 100% full strength fruit & vegetable juices with no sweeteners (nutritive or non-nutritive); <i>limit serving size to maximum of 6 fluid ounces for middle schools and 8 fluid ounces for high schools.</i> Water: Unflavored, no sweeteners (nutritive or non-nutritive), noncarbonated, caffeine-free 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>





HealthierUS School Challenge Criteria for Secondary Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
<p>Nutrition Education:</p> <ul style="list-style-type: none"> Offered to middle school students in at least one grade level as part of required year round instruction. Offered to high school students in 2 courses required for graduation. Involves multiple channels of communication. Messages are reinforced by prohibiting the use of food as a reward (school holiday parties are excluded). 	✓	✓	✓	✓
<p>Physical education/activity is promoted by:</p> <ul style="list-style-type: none"> Offering structured physical education classes to at least two grades and providing students in all grades opportunities to participate in physical activity (intramural/interscholastic sports or activity clubs) throughout the school year. In addition, actively promoting participation in physical activities (in and out of school) to all students. Reinforcing physical education/activity messages by neither denying nor requiring physical activity as a means of punishment. 	✓	✓	✓	✓
<p>School policies support a wellness environment by permitting primarily nonfood items being sold through school fundraising activities. However, if food items are sold during the school day, they must meet the guidelines for competitive foods, as outlined in this chart.</p>	✓	✓	✓	✓
<p>The school district has developed a Wellness Policy. A copy of the Wellness Policy is submitted with the application.</p>	✓	✓	✓	✓



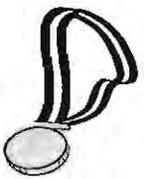


HealthierUS School Challenge Application Kit

Criteria for All Schools

HealthierUS School Challenge Comparison Criteria for All Schools		Award Level General Requirements			
		Bronze	Silver	Gold	Gold Award of Distinction
 School is enrolled as a Team Nutrition (TN) school.		✓	✓	✓	✓
Reimbursable lunches meet the USDA nutrition standards. School district had a School Meals Initiative (SMI) review within 5 years and all corrective actions have been completed.		✓	✓	✓	✓
Average Daily Participation for lunch meets or exceeds a minimum.	Elementary Schools	N/A	60%	70%	70%
	Middle Schools	N/A	60%	70%	70%
	High Schools	N/A	45%	65%	65%
School lunch menu allows students to select each of the food items listed below:		✓	✓	✓	✓
<ul style="list-style-type: none"> • A different vegetable every day of the week. All servings must be at least ¼ cup. Of these five: <ul style="list-style-type: none"> • Dark green or orange vegetables offered 3 or more days per week (of the 3, at least 2 must be different) • Cooked dry beans or peas (legumes) must be offered each week (includes canned dry beans and peas). 		✓	✓	✓	✓
<ul style="list-style-type: none"> • A different fruit every day of the week (fresh, frozen, canned, dried, or 100% juice). All servings must be at least ¼ cup. <i>Dried fruit must have no added sweetener (nutritive or non-nutritive); canned fruit must be packed in juice or light syrup.</i> 		✓ plus 1 day/ week fruit must be served fresh	✓ plus 1 day/ week fruit must be served fresh	✓ plus 2 days/ week fruit must be served fresh	✓ plus 2 days/ week fruit must be served fresh
<ul style="list-style-type: none"> • 100% fruit juice can be counted as a fruit only once per week. 		✓	✓	✓	✓
<ul style="list-style-type: none"> • A whole-grain food serving. A serving size of whole-grain food is equal to a serving of Grains/Bread as defined in the <i>Food Buying Guide</i>, pages 3.15-3.16. The majority of whole-grain food products served must have the whole grain(s) listed first in the ingredient statement. Other whole-grain servings must have whole grain as the primary grain ingredient. 		At least 1 serving of whole-grain food offered 3 or more days per week (not the same one each day)	At least 1 serving of whole-grain food offered 3 or more days per week (not the same one each day)	At least 1 serving of whole-grain food offered each day (not the same one each day)	At least 1 serving of whole-grain food offered each day (not the same one each day)
<ul style="list-style-type: none"> • Only low-fat (1% or less) and fat-free (skim) fluid milk, flavored or unflavored, offered each day. 		✓	 ✓	✓	✓





HealthierUS School Challenge Comparison Criteria for All Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
<p>If the school sells any other foods and beverages on campus (competitive foods), sales must meet the criteria below, as well as the restricted times and locations stated at the right.</p> <p>Competitive foods are defined as any foods or beverages sold in competition with reimbursable meals. This includes a la carte, vending, snack bar, school store, and/or any other food and beverage sales on campus.</p> <p>Seconds or extra sales of entrees offered as part of the day's reimbursable lunches are exempt.</p>	<p>The criteria apply during meal periods within the foodservice area(s) <i>Foodservice area(s) refers to any area on school premises where program meals are served and/or eaten.</i></p>	<p>The criteria apply during meal periods within the foodservice area(s) <i>Foodservice area(s) refers to any area on school premises where program meals are served and/or eaten.</i></p>	<p>The criteria apply throughout the school day (including meal periods), throughout the school campus</p>	<p>The criteria apply throughout the school day (including meal periods), throughout the school campus</p>
<p>Competitive foods and beverages must meet these criteria:</p> <ul style="list-style-type: none"> Competitive Foods: <ul style="list-style-type: none"> Total fat: Calories from total fat must be at or below 35% per serving. <i>Excludes nuts, seeds, nut butters, and reduced-fat cheese.</i> Trans fat: Less than 0.5 grams (<i>trans</i> fat free) per serving. Saturated fat: Calories from saturated fat must be below 10% per serving. <i>Excludes reduced-fat cheese.</i> Sugar: Total sugar must be under or equal to 35% sugar by weight (includes naturally occurring and added sugars). <i>Excludes fruits, vegetables, and milk</i> Sodium: See information at right for sodium limits. Portion size/Calories: Not to exceed the serving size of the food served in the NSLP; for other items, the package or container is not to exceed 200 calories. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée; ≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée; ≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 480 mg sodium per non-entrée; ≤ 600 mg per entrée</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>≤ 200 mg sodium per non-entrée; ≤ 480 mg per entrée OR Physical Education is 150 minutes/week for elementary schools</p> <p>✓</p>
<ul style="list-style-type: none"> Competitive Beverages: <i>(Only the following beverages are allowed)</i> <ul style="list-style-type: none"> Milk: Only low-fat (1% or less) and fat-free (skim), flavored or unflavored fluid milk, and/or USDA approved alternative dairy beverages, <i>limit serving size to maximum of 8 fluid ounces.</i> 100% full strength fruit & vegetable juices with no sweeteners (nutritive or non-nutritive); <i>limit serving size to maximum of 6 fluid ounces for elementary and middle schools and 8 fluid ounces for high schools.</i> Water: Unflavored, no sweeteners (nutritive or non-nutritive), noncarbonated, caffeine-free. 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>





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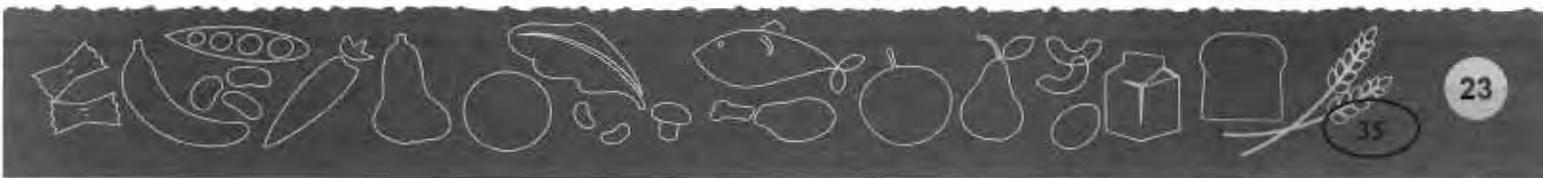
Criteria for All Schools

HealthierUS School Challenge Comparison Criteria for All Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
Nutrition Education:				
Elementary Schools				
<ul style="list-style-type: none"> Is provided for at least half, but no fewer than two, of the grade levels in the school. If the school consists of a single grade, nutrition education is provided to all students in the school. Is part of a structured and systematic unit of instruction, such as <i>MyPyramid</i> lessons from Team Nutrition. Involves multiple channels of communication, including the classroom, cafeteria, and home/parents. Messages are reinforced by prohibiting the use of food as a reward (school holiday parties are excluded). 	✓	✓	✓	✓
Secondary Schools				
<ul style="list-style-type: none"> Offered to middle school students in at least one grade level as part of required year round instruction. Offered to high school students in 2 courses required for graduation. Involves multiple channels of communication. Messages are reinforced by prohibiting the use of food as a reward (school holiday parties are excluded). 	✓	✓	✓	✓
Physical education/activity is promoted by:				
Elementary Schools				
<ul style="list-style-type: none"> Providing structured physical education classes for all full-day students throughout the school year. 	A minimum average of 45 minutes per week throughout school year	A minimum average of 45 minutes per week throughout school year	A minimum average of 90 minutes per week throughout school year	A minimum average of 150 minutes/week throughout school year OR meet stricter sodium requirements plus a minimum average of 90 minutes per week throughout school year
<ul style="list-style-type: none"> Providing unstructured daily opportunities for physical activity for all full-day students, such as recess. 	✓	✓	✓	✓
<ul style="list-style-type: none"> Reinforcing physical education/activity messages by neither denying nor requiring physical activity as a means of punishment. 	✓	✓	✓	✓





HealthierUS School Challenge Comparison Criteria for All Schools	Award Level General Requirements			
	Bronze	Silver	Gold	Gold Award of Distinction
<p>Physical education/activity is promoted by:</p> <p>Secondary Schools</p> <ul style="list-style-type: none"> Offering structured physical education classes to at least two grades and providing students in all grades opportunities to participate in physical activity (intramural/interscholastic sports or activity clubs) throughout the school year. In addition, actively promoting participation in physical activities (in and out of school) to all students. Reinforcing physical education/activity messages by neither denying nor requiring physical activity as a means of punishment. 	✓	✓	✓	✓
<p>School policies support a wellness environment by permitting primarily nonfood items being sold through school fundraising activities. However, if food items are sold during the school day, they must meet the guidelines for competitive foods, as outlined in this chart.</p>	✓	✓	✓	✓
<p>The school district has developed a Wellness Policy. A copy of the Wellness Policy is submitted with the application.</p>	✓	✓	✓	✓





HealthierUS School Challenge Application Kit

Checklist

 HealthierUS School Challenge Checklist Are You Ready To Take the HealthierUS School Challenge? If You Can Check "Yes!" in Each Box Below, You Are Ready!	
	YES!
Is your school a Team Nutrition School?	
Does your school implement a local school wellness policy?	
Did your school complete requirements of most recent SMI review?	
Does your school provide nutrition education to students?	
Elementary Schools: Does your school provide 45 minutes or more of physical education to students in every grade per week? (Gold requirement is 90 minutes; Gold of Distinction is 90 minutes with stricter sodium requirements OR 150 minutes.)	
Secondary Schools: Does your school offer physical education classes to at least two grades and provide students in all grades opportunities to participate in physical activity?	
Elementary and Middle Schools: Does your school maintain an Average Daily Participation (ADP) of at least 60% for Silver level? (For Gold & Gold of Distinction, the requirement is 70% or higher.) There is no ADP requirement for Bronze.)	
High Schools: Does your school maintain an ADP of 45% or higher for Silver level? (For Gold and Gold of Distinction, the requirement is 65% or higher.) There is no ADP requirement for Bronze level.)	
In your school lunch, do you:	
• Offer a different vegetable each day of the week?	
• Offer dark green or orange vegetables 3 or more days each week?	
• Offer dry beans and/or peas 1 or more days each week?	
• Offer a different fruit each day of the week? (At least one being fresh for Bronze/Silver and at least two fresh for Gold/Gold of Distinction)	
• Offer at least a serving of whole grains 3 or more days each week? (Daily for Gold and Gold of Distinction)	
• Offer only low-fat and fat-free milk each day?	
Are competitive foods:	
• Served in portions of 200 calories or less (includes fundraising)?	
• Under or equal to 35% calories from fat (excluding nuts and reduced-fat cheese)?	
• <i>Trans-fat</i> free?	
• Under 10% calories from saturated fat (excluding reduced-fat cheese)?	
• Under or equal to 35% sugar by weight? (fruits are exempt)	
• Under or equal to 480 mg sodium per side dish, 600 mg per entrée for Bronze/Silver/Gold (or Gold of Distinction only for elementary schools with 150 minutes of physical education)?	
• Under or equal to 200 mg sodium per side dish; or 480 mg per entrée for Gold of Distinction?	
• Are competitive beverages limited to low-fat or fat-free milk, 100% fruit/vegetable juice, or water?	



Appendix H

Sample Lunch Menus from Selected School Districts

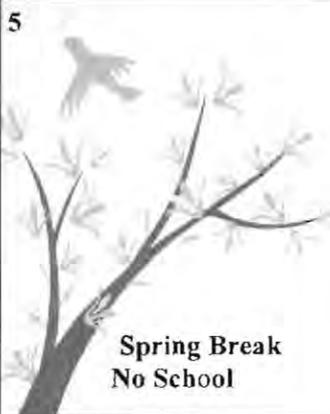
District	Menu	© Page
Baltimore City Public Schools	Elementary Schools	38
	Secondary Schools	40
Boulder Valley School District, Colorado	All Schools	42
District of Columbia Public Schools	Elementary Menu (Vendor, DC Central Kitchen)	43
	Elementary (Vendor, Chartwells-Thompson Hospitality)	44
	Elementary (Vendor, Revolution Foods)	45
St. Paul Public Schools, Minnesota	Elementary and Middle Schools	47
	High Schools	49

Baltimore City Public Schools Food & Nutrition - Elementary School Lunch Menu

Each day, City Schools will offer balanced meal options with a variety of fruits and vegetables, including fresh, locally grown produce; a choice of skim, 1%, chocolate or strawberry milk and appropriate condiments.

In accordance with USDA guidelines, students are encouraged to select items as suggested.

Menu is subject to change

MONDAY <i>Meatless Monday</i>	TUESDAY <i>Sandwich Combo</i>	WEDNESDAY <i>Chicken Choice</i>	THURSDAY <i>Thursday Special</i>	FRIDAY <i>Pizza Friday</i>
<p>Chuck the Chocolate Milk? According to City Schools Food and Nutrition survey released last month, over 40% of participants would consider eliminating chocolate and strawberry milk from the menu. The survey is still available for you to share your thoughts about the menu. To check it out visit: http://www.baltimorecityschools.org/News/LunchMenuSurvey.asp</p>			<p>1</p> <h1 style="font-size: 2em; margin: 0;">Spring Break No School</h1>	<p>2</p>
<p>5</p>  <p style="text-align: center;">Spring Break No School</p>	<p>6</p> <p>Please Select One Meatball Sub Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Corn Steamed Peas Diced Pears</p>	<p>7</p> <p>Please Select One Chicken Patty on a Bun Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Steamed Carrots Steamed Broccoli Fresh Fruit</p>	<p>8</p> <p>Please Select One Shrimp Poppers with Macaroni and Cheese Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Sweet Potatoes Seasoned Greens Apple Slices</p>	<p>9</p> <p>Please Select One French Bread Pizza Cheese Pizza</p> <p>Please Select up to Two Mixed Vegetables Sliced Peaches Fresh Fruit</p>
<p>12</p> <p>Please Select One Cheese Quesadilla Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Corn Diced Pears Fresh Fruit</p>	<p>13</p> <p>Please Select One Buffalo Chicken Wrap Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Steamed Peas Spicy Potato Wedges Fresh Fruit</p>	<p>14</p> <p>Please Select One Chicken and Turkey Enchilada Pie Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Steamed Broccoli Corn Sliced Peaches</p>	<p>15</p> <p>Please Select One Fiesta Beef and Macaroni with Dinner Roll Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Green Beans Steamed Carrots Fresh Fruit</p>	<p>16</p> <p>Please Select One Pizza Special Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Oven Fries Mixed Vegetables Pineapple Tidbits</p>

April 2010

Baltimore City Public Schools Food & Nutrition - Elementary School Lunch Menu

Each day, City Schools will offer balanced meal options with a variety of fruits and vegetables, including fresh, locally grown produce; a choice of skim, 1%, chocolate or strawberry milk and appropriate condiments.

In accordance with USDA guidelines, students are encouraged to select items as suggested.

Menu is subject to change

MONDAY <i>Meatless Monday</i>	TUESDAY <i>Sandwich Combo</i>	WEDNESDAY <i>Chicken Choice</i>	THURSDAY <i>Thursday Special</i>	FRIDAY <i>Pizza Friday</i>
<p>19</p> <p>Please Select One Vegetarian Lasagna Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Broccoli Mixed Vegetables Fresh Fruit</p>	<p>20</p> <p>Please Select One Cheese/ Hamburger with Bun Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Carrots Oven Fries Apple Sauce</p>	<p>21</p> <p>Please Select One Diced Chicken and Gravy with Choice of Potato Roll Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Green Beans Mashed Potatoes Fresh Fruit</p>	<p>22</p> <p>Please Select One BBQ Cuban Pork Sandwich on a Bun Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Peas Baked Beans Peaches</p>	<p>23</p> <p>Please Select One Pepperoni Pizza Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Mixed Vegetables Corn Pineapple Tidbits</p>
<p>26</p> <p>Please Select One Bean and Cheese Chalupa Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Corn Broccoli Fresh Fruit</p>	<p>27</p> <p>Please Select One Tuna Pocket Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Peas Sliced Peaches Apple Sauce</p>	<p>28</p> <p>Please Select One Chicken Tenders Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Green Beans Potato Rounds Fresh Fruit</p>	<p>29</p> <p>Please Select One Asian Stir Fry and Noodles with Choice of Potato Roll Peanut Butter and Jelly Sandwich</p> <p>Please Select up to Two Steamed Carrots Snow Peas Mandarin Orange Segments</p>	<p>30</p> <p>Please Select One 5" Personal Pizza Cheese Pizza</p> <p>Please Select up to Two Mixed Vegetables Diced Pears Fresh Fruit</p>

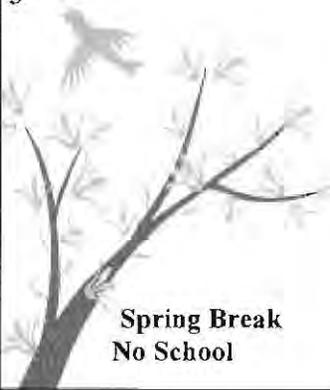
April 2010

Baltimore City Public Schools Food & Nutrition - Middle-High School Lunch Menu

Each day, City Schools will offer balanced meal options with a variety of fruits and vegetables, including fresh, locally grown produce; a choice of skim, 1%, chocolate or strawberry milk and appropriate condiments.

In accordance with USDA guidelines, students are encouraged to select items as suggested.

Menu is subject to change

MONDAY <i>Meatless Monday</i>	TUESDAY <i>Sandwich Combo</i>	WEDNESDAY <i>Chicken Choice</i>	THURSDAY <i>Thursday Special</i>	FRIDAY <i>Pizza Friday</i>
			¹ Spring Break ² No School	
5  Spring Break No School	6 Please Select One Meatball Sub 5" Super Sub Please Select up to Two Corn Steamed Peas Diced Pears	7 Please Select One Chicken Patty on a Bun Turkey Breast and Cheese Melt Please Select up to Two Steamed Carrots Steamed Broccoli Fresh Fruit	8 Please Select One Shrimp Poppers with Macaroni and Cheese Turkey Ham and Cheese Melt Please Select up to Two Sweet Potatoes Seasoned Greens Apple Slices	9 Please Select One French Bread Pizza Cheese Pizza Please Select up to Two Mixed Vegetables Sliced Peaches Fresh Fruit
12 Please Select One Cheese Quesadilla Grilled Cheese Please Select up to Two Corn Diced Pears Fresh Fruit	13 Please Select One Buffalo Chicken Wrap 5" Super Sub Please Select up to Two Steamed Peas Spicy Potato Wedges Fresh Fruit	14 Please Select One Chicken and Turkey Enchilada Pie Turkey Breast and Cheese Melt Please Select up to Two Steamed Broccoli Corn Pineapple Tidbits	15 Please Select One Fiesta Beef and Macaroni with Dinner Roll Turkey Ham and Cheese Melt Please Select up to Two Green Beans Steamed Carrots Fresh Fruit	16 Please Select One Pizza Special Cheese Pizza Please Select up to Two Oven Fries Mixed Vegetables Sliced Peaches

April 2010

Baltimore City Public Schools Food & Nutrition - Middle-High School Lunch Menu

Each day, City Schools will offer balanced meal options with a variety of fruits and vegetables, including fresh, locally grown produce; a choice of skim, 1%, chocolate or strawberry milk and appropriate condiments.

In accordance with USDA guidelines, students are encouraged to select items as suggested.

Menu is subject to change

MONDAY <i>Meatless Monday</i>	TUESDAY <i>Sandwich Combo</i>	WEDNESDAY <i>Chicken Choice</i>	THURSDAY <i>Thursday Special</i>	FRIDAY <i>Pizza Friday</i>
<p>19</p> <p>Please Select One Vegetarian Lasagna Grilled Cheese</p> <p>Please Select up to Two Broccoli Mixed Vegetables Fresh Fruit</p>	<p>20</p> <p>Please Select One Cheese/ Hamburger with Bun 5" Super Sub</p> <p>Please Select up to Two Carrots Oven Fries Apple Sauce</p>	<p>21</p> <p>Please Select One Diced Chicken and Gravy with Choice of Potato Roll Turkey Breast and Cheese Melt</p> <p>Please Select up to Two Green Beans Mashed Potatoes Fresh Fruit</p>	<p>22</p> <p>Please Select One BBQ Cuban Pork Sand- wich on a Bun Turkey Ham and Cheese Melt</p> <p>Please Select up to Two Peas Baked Beans Peaches</p>	<p>23</p> <p>Please Select One Pepperoni Pizza Cheese Pizza</p> <p>Please Select up to Two Mixed Vegetables Corn Pineapple Tidbits</p>
<p>26</p> <p>Please Select One Bean and Cheese Chalupa Grilled Cheese</p> <p>Please Select up to Two Corn Sliced Peaches Fresh Fruit</p>	<p>27</p> <p>Please Select One Tuna Pocket 5" Super Sub</p> <p>Please Select up to Two Cream of Broccoli Soup with Crackers Peas Apple Sauce</p>	<p>28</p> <p>Please Select One Chicken Tenders Turkey Breast and Cheese Melt</p> <p>Please Select up to Two Green Beans Potato Rounds Fresh Fruit</p>	<p>29</p> <p>Please Select One Asian Stir Fry with Rice with Choice of Potato Roll Turkey Ham and Cheese Melt</p> <p>Please Select up to Two Steamed Carrots Snow Peas Mandarin Orange Segments</p>	<p>30</p> <p>Please Select One 5" Personal Pizza Cheese Pizza</p> <p>Please Select up to Two Mixed Vegetables Diced Pears Fresh Fruit</p>

April 2010

April

Sunday

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

3

4

Traditional Meat Pizza
Traditional Cheese Pizza
Salad Bar Entrée/Sides

5

Chicken and Cheese Quesadilla
Bean and Cheese Quesadilla
Salad Bar Entrée/Sides
Pinto Beans and Steamed Brown Rice

6

Monarch High Sloppy Joe
Egg Salad Sandwich
Salad Bar Entrée/Sides

7

Roast Chicken with Whole Grain Roll
Fireside Broccoli Cheese Potato with Roll
Salad Bar Entrée/Sides
Vegetable du Jour

8

Garlic Chicken Pasta
Cheesy Garlic Pasta
Salad Bar Entrée/Sides

9

10

11

Traditional Meat Pizza
Traditional Cheese Pizza
Salad Bar Entrée/Sides

12

BBQ Roast Chicken with Whole Grain Roll
BBQ Tofu with Whole Grain Roll
Salad Bar Entrée/Sides
Vegetable du Jour

13

Hamburger Veggie Cheeseburger
Salad Bar Entrée/Sides
Coleslaw

14

Baked Macaroni and Cheese
Salad Bar Entrée/Sides

15

Chicken Burrito
Bean Burrito
Salad Bar Entrée/Sides
Steamed Brown Rice

16

17

18

Beef and Cheese Nachos
Bean and Cheese Nachos
Salad Bar Entrée/Sides
Pinto Beans

19

Traditional Meat Pizza
Traditional Cheese Pizza
Salad Bar Entrée/Sides

20

Chicken Pot Pie with Biscuit
Vegetarian Enchilada
Salad Bar Entrée/Sides

21

Pasta Bolognese Vegetarian
Pasta Marinara
Salad Bar Entrée/Sides

22

Roast Chicken with Mashed Potatoes and Whole Grain Roll
Cheese Quesadilla
Salad Bar Entrée/Sides

23

24

25

Traditional Meat Pizza
Traditional Cheese Pizza
Salad Bar Entrée/Sides

26

Beef Taco
Bean & Cheese Taco
Salad Bar Entrée/Sides
Pinto Beans

27

Beef Hotdog
Tuna Salad Sandwich
Salad Bar Entrée/Sides
Baked Beans

28

Teriyaki Glazed Chicken with Rice
Teriyaki Tofu with Rice
Salad Bar Entrée/Sides
Steamed Brown Rice

29

PROFESSIONAL DEVELOPMENT
No School

30



JUNE 2011 LUNCH MENU



Monday	Tuesday	Wednesday	Thursday	Friday
		1 BBQ Chicken Drum Whole Wheat Roll Black Bean & Corn Salad Local Fresh Strawberries Skim or 1% Milk <u>VA:</u> Cheese Hoagie	2 Chicken Stir Fry Steamed Brown Rice Garlic Broccoli Applesauce Cup Skim or 1% Milk <u>VA:</u> Stir Fried Rice w/ Egg	3 Beef & Macaroni Casserole Whole Wheat Roll Fresh Romaine Salad Local Cantaloupe Skim or 1% Milk <u>VA:</u> Cheesy Pasta Bake
6 All Beef Hot Dog on Whole Wheat Bun BBQ Baked Beans Fresh Apple Skim or 1% Milk <u>VA:</u> Caesar Salad w/ Egg	7 Herb Roasted Chicken Whole Wheat Roll Honey Glazed Carrots Local Watermelon Skim or 1% Milk <u>VA:</u> "CLT" Wrap	8 Turkey Bolognaise Over Pasta Whole Wheat Garlic Bread Spring Succotash Salad 100% Grape Juice Skim or 1% Milk <u>VA:</u> Pasta, Sauce & Cheese	9 Natural Beef Burger on Whole Wheat Bun Sweet Potato Salad Local Cantaloupe Skim or 1% Milk <u>VA:</u> Veggie Burger	10 Elbow Mac & Cheese Whole Wheat Roll Romaine Caesar Salad Fresh Local Strawberries Skim or 1% Milk
13 BBQ Chicken Melt on Whole Wheat Bread Carrot Coins 100% Grape Juice Skim or 1% Milk <u>VA:</u> Veggie Burger	14 Whole Grain French Bread Pizza Fresh Spinach Salad Fresh Local Strawberries Skim or 1% Milk	15 Baked Ziti w/ Mozzarella Cheese Whole Wheat Roll Romaine & Tomato Salad Local Cantaloupe Skim or 1% Milk	16 Baked Chicken Drum Brown Rice & Black Beans Local Cucumber Salad Fresh Banana Skim or 1% Milk <u>VA:</u> Brown Rice, Bean & Cheddar Wrap	17 Turkey Burger on a Whole Wheat Bun Local Potato Salad Local Watermelon Skim or 1% Milk <u>VA:</u> Cheese Hoagie
20 Turkey & Cheddar on Whole Wheat Hoagie Romaine Salad 100% Apple Juice Skim or 1% Milk <u>VA:</u> Cheese Hoagie	<h1>Have a Safe and Happy Summer!</h1> <h2>From DC Central Kitchen</h2>			



For more information on the DC
Central Kitchen, please visit our website:
www.dccentralkitchen.org

For more information on your school's
meal program, go to:
www.dcps.dc.gov





Elementary (K-5) Lunch Menu

June 2011

The cost of a paid student meal is \$1.25. Full student lunch includes choice of entrée (meat or meat substitute w/ grain/bread accompaniments), TWO vegetable side dishes, ONE fruit side dish, and choice of 1% or skim white milk.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>Manager's Choice Menu for Last Week of School: Check with your cafeteria to find out what is being served during the last week of school.</p> <p>June is Fresh Fruit & Vegetable Month It's the perfect time of year to focus on getting our recommended 5-9 servings of fruits and vegetables each day. The warm weather means more foods are in season and less expensive to buy. To help you out in reaching your goals, check out the tips at the bottom of the page.</p>				
<p>6 Southwest Cheese Quesadilla w/ Salsa Cup</p> <p>Santa Fe Brown Rice w/ Black Beans</p> <p>Caesar Romaine Salad with Light Italian Dressing</p> <p>Chilled Applesauce Cup</p>	<p>7 Charbroiled Beef & Cheddar Cheeseburger (or Plain Burger) on a Whole Wheat Roll</p> <p>Romaine, Tomato, Ketchup & Mustard for Sandwich Topping</p> <p>Sweet & Savory Confetti Potato Wedges</p> <p>Chilled Peach Cup</p>	<p>1 Grilled Chicken Sandwich on a Whole Wheat Roll w/ Romaine, Tomato, BBQ Sauce for Sandwich Topping</p> <p>Confetti Coleslaw</p> <p>Campfire Baked Beans</p> <p>Fresh Pear</p>	<p>2 Italian Meat Sauce w/ Beef Served with Spaghetti & Whole Wheat Roll</p> <p>Fresh Side Salad w/ Romaine & Tomatoes, Low Fat Salad Dressing</p> <p>Chilled Applesauce Cup</p>	<p>3 Chicken & Spinach Florentine Whole Wheat Flatbread</p> <p>Fresh Carrot Sticks w/ Low Fat Salad Dressing</p> <p>Seasoned Green Peas</p> <p>Fresh Honeydew Melon Cubes</p>
<p>6 Southwest Cheese Quesadilla w/ Salsa Cup</p> <p>Santa Fe Brown Rice w/ Black Beans</p> <p>Caesar Romaine Salad with Light Italian Dressing</p> <p>Chilled Applesauce Cup</p>	<p>7 Charbroiled Beef & Cheddar Cheeseburger (or Plain Burger) on a Whole Wheat Roll</p> <p>Romaine, Tomato, Ketchup & Mustard for Sandwich Topping</p> <p>Sweet & Savory Confetti Potato Wedges</p> <p>Chilled Peach Cup</p>	<p>8 Sicilian Cheese Pizza w/ Whole Wheat Crust</p> <p>Local Zucchini Coins with Light Ranch Dressing</p> <p>Roasted Corn & Carrots</p> <p>Chilled Pineapple Cup</p>	<p>9 Crispy Tomato Topped Baked Tilapia w/ Whole Wheat Biscuit</p> <p>Crunchy Spinach Salad</p> <p>Roasted Redskin Potatoes</p> <p>Fresh Watermelon Slice</p>	<p>10 BBQ Roasted Bone-In Chicken</p> <p>Broccoli & Cheddar Brown Rice Pilaf</p> <p>Savory Green Bean Salad</p> <p>Campfire Baked Beans</p> <p>Fresh Pear</p>
<p>13 Manager's Choice</p> <p>Fresh Side Salad w/ Romaine & Tomatoes, Low Fat Salad Dressing</p> <p>Seasoned Local Broccoli</p> <p>Chilled Pineapple Cup</p>	<p>14 Manager's Choice</p> <p>Roma Herb Baked Potato Wedges</p> <p>Corn & Black Bean Salad</p> <p>Chilled Peach Cup</p>	<p>15 Manager's Choice</p> <p>Orange Glazed Carrots</p> <p>Fresh Watermelon Slice</p>	<p>16 Manager's Choice</p> <p>Roasted Redskin Potatoes</p> <p>Seasoned Green Beans</p> <p>Fresh Pear</p>	<p>17 Manager's Choice</p> <p>Caesar Romaine Salad with Light Italian Dressing</p> <p>Campfire Baked Beans</p> <p>Chilled Applesauce Cup</p>
<p>20 Turkey & Cheddar Sandwich on Whole Wheat Bread Mustard & Mayonnaise Baby Carrots w/ Light Ranch Dressing Applesauce Cup 1% or Fat Free Milk</p>	<p>HAVE A GREAT SUMMER BREAK!</p>			
<p>Alternate Cold Menu Choices</p>				
<p>Mondays: Turkey Ham & Cheese Sandwich on Whole Wheat Bread w/ Carrot Sticks & Light Salad Dressing</p>	<p>Tuesdays: Honey Mustard Chicken Whole Wheat Wrap w/ Romaine Lettuce</p>	<p>Wednesdays: Romaine & Tomato Garden Salad w/ Cheese & Light Salad Dressing, Whole Wheat Roll</p>	<p>Thursdays: Grilled Chicken Caesar Salad w/ Romaine Lettuce, Whole Wheat Dinner Roll, Light Salad Dressing</p>	<p>Fridays: Turkey and Cheese Whole Wheat Wrap w/ Romaine & Tomato</p>

Three Simple Steps for Reaching Your Fruit and Vegetable Goals

Adapted from fruitsandveggiesmatter.gov

1. Find out how much you need.

Girls ages 9 – 18 need 1 ½ cups of fruit per day and 2 – 2 ½ cups of vegetables. Boys of the same age need 1 ½ cups fruit and 2 ½ - 3 cups of vegetables. If you'd like more info on recommended needs for different age groups, visit mypyramid.gov

2. Learn what 1 cup and ½ cup look like.

All of these foods count as 1 cup:
1 large orange, 1 large ear of corn, 1 large sweet potato
All of these count as ½ cup: 4 large strawberries, 16 grapes, 6 baby carrots

3. Think about how to add fruits and vegetables into your day as part of a healthy diet.

Start in the morning by adding fruit to your cereal, have a piece of fruit or veggies for a quick and healthy snack. Eat a big salad for lunch and choose another fruit or vegetable for an afternoon snack. End the day with two vegetables at dinner and fruit for dessert!



Washington DC NSLP June K-6 Lunch Menu

Monday	Tuesday	Wednesday	Thursday	Friday
		<u>June 1</u>	<u>June 2</u>	<u>June 3</u>
		Beef, Bean and Cheese Burrito on a Whole Grain Tortilla with Corn Salsa, Hot Sauce and Bananas & Milk Macaroni and Cheese with Whole Wheat Dinner Roll, Sunflower Seeds, Steamed Carrots and Bananas & Milk Chicken Caesar Salad with Romaine Lettuce, Caesar Dressing, Individual Whole Grain Cheddar Goldfish Crackers and Bananas & Milk	Never Fried, Breaded Chicken Bites with Cheesy Pasta, BBQ Sauce Packet, Steamed Corn, Individual Whole Grain Cheddar Goldfish Crackers and Plum & Milk All Natural Teriyaki Tofu with Bok Choy Stir Fry and Not So Fried Rice (Brown Rice), Yogurt, Sunflower Seeds and Plum & Milk All Natural Turkey and Cheese Sandwich on a Fresh Baked Whole Grain Roll with Green Leaf Lettuce, Mayonnaise on the Side, Sea Salt Pita Chips and Plum & Milk	All Natural BBQ Chicken with Cheesy Potatoes, Braised Greens, Whole Wheat Dinner Roll and Pears & Milk Cheese Pizza by the Slice with a Whole Wheat Crust, Baby Carrots, Sunflower Seeds and Pears & Milk Beef and Cheese Taco Salad with Romaine Lettuce, Taco Salad Dressing, Individual Whole Grain Cheddar Goldfish Crackers and Pears & Milk
<u>June 6</u>	<u>June 7</u>	<u>June 8</u>	<u>June 9</u>	<u>June 10</u>
Sloppy Joe on a Fresh Baked Whole Grain Bun with Celery Sticks and Oranges & Milk Vegetarian Egg and Cheese Sandwich on a Fresh Baked Whole Grain English Muffin with Organic Ketchup, Baby Carrots and Oranges & Milk All Natural Turkey and Cheese Sandwich on a Fresh Baked Whole Grain Roll with Green Leaf Lettuce, Mayonnaise on the Side, Sea Salt Pita Chips and Oranges & Milk	Cheesy Chicken Quesadilla on a Whole Grain Tortilla with Hot Sauce, Baby Carrots and Apple Slices & Milk Homemade 3-Bean Vegetarian Chili with Vegetables, Crushed Tomatoes, Carrots and Onions, a Whole Wheat Dinner Roll and Apple Slices & Milk Southwest Chicken Wrap on a Whole Grain Tortilla with Romaine Lettuce, Taco Salad Dressing and Apple Slices & Milk	Pasta Alfredo with Whole Wheat Dinner Roll, Yogurt, Fresh Butternut Squash and Bananas & Milk Grilled Chicken Sandwich on a Fresh Baked Whole Grain Bun with Mayonnaise on the Side, Baby Carrots and Bananas & Milk Chicken Caesar Salad with Romaine Lettuce, Caesar Dressing, Individual Whole Grain Cheddar Goldfish Crackers and Bananas & Milk	Baked Ziti with Zesty Hamburger and Cheese , Whole Wheat Dinner Roll, Steamed Corn and Plum & Milk Vegetable Cheese Lasagna with Tomato Marinara Sauce, Whole Wheat Dinner Roll and Plum & Milk Chicken Caesar Wrap on a Whole Grain Tortilla with Romaine Lettuce, Caesar Dressing, Individual Whole Grain Cheddar Goldfish Crackers and Plum & Milk	Cheese Pizza by the Slice with a Whole Wheat Crust, Baby Carrots, Sunflower Seeds and Pears & Milk All Natural Dairy Free Honey Glazed Chicken Thigh with Roasted Potatoes, Whole Wheat Dinner Roll, Fresh Butternut Squash and Pears & Milk Picnic Pasta Salad with Chicken and Green Leaf Lettuce, Individual Whole Grain Cheddar Goldfish Crackers and Pears & Milk



Washington DC NSLP June K-6 Lunch Menu

June 13

All Natural BBQ Chicken with Cheesy Potatoes, Braised Greens, Whole Wheat Dinner Roll and Oranges & Milk

All Natural Bean and Cheese Burrito on a Whole Grain Tortilla with Baby Carrots and Oranges & Milk
Dairy Free Sesame Chicken Wrap with Salad mix (romaine and cabbage mix) on a Whole Grain Tortilla with Sesame Vinaigrette, Sesame Sticks and Oranges & Milk

June 14

Garden Vegetable Bean Soup with mixed vegetables, a Whole Wheat Dinner Roll, Sunflower Seeds and Apple Slices & Milk

All Natural Beef Hot Dog on a Fresh Baked Whole Grain Bun with Organic Ketchup, Sea Salt Pita Chips, Baby Carrots and Apple Slices & Milk
Turkey and Cheese Chef Salad with Romaine Lettuce, Ranch Dressing, Whole Wheat Dinner Roll and Apple Slices & Milk

June 15

Meatball and Mozzarella Sub Sandwich on a Fresh Baked Whole Grain Roll with Bannay Graham Friends, Baby Carrots and Bananas & Milk

All Natural Teriyaki Tofu with Bok Choy Stir Fry and Not So Fried Rice (Brown Rice), Yogurt, Sunflower Seeds and Bananas & Milk
Dairy Free Chicken Salad Sandwich on a Fresh Baked Whole Grain Roll with Green Leaf Lettuce, Sea Salt Pita Chips, Sunflower Seeds and Bananas & Milk

June 16

Revy Cheeseburger on a Fresh Baked Whole Grain Bun with Organic Ketchup, Baby Carrots and Plum & Milk

Macaroni and Cheese with Whole Wheat Dinner Roll, Sunflower Seeds, Steamed Carrots and Plum & Milk
Beef and Cheese Taco Salad with Romaine Lettuce, Taco Salad Dressing, Individual Whole Grain Cheddar Goldfish Crackers and Plum & Milk

June 17

Cheese Pizza by the Slice with a Whole Wheat Crust, Baby Carrots, Sunflower Seeds and Pears & Milk
Pasta Marinara with Parmesan, Whole Wheat Dinner Roll, Steamed Carrots, Yogurt, Sunflower Seeds and Pears & Milk
Southwest Chicken Wrap on a Whole Grain Tortilla with Romaine Lettuce, Taco Salad Dressing and Pears & Milk

June 20

Pasta Alfredo with Chicken and Parmesan Cheese, Fresh Butternut Squash, Whole Wheat Dinner Roll and Oranges & Milk

Vegetarian Egg and Cheese Sandwich on a Fresh Baked Whole Grain English Muffin with Organic Ketchup, Baby Carrots and Oranges & Milk

All Natural Turkey and Cheese Sandwich on a Fresh Baked Whole Grain Roll with Green Leaf Lettuce, Mayonnaise on the Side, Sea Salt Pita Chips and Oranges & Milk



REGULAR MENU



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>2 <u>Breakfast Special</u> Egg & Cheese Tortilla Kiwi</p> <p><u>Lunch</u> Teriyaki Chicken & Edamame Broccoli Orange Wedges Hard-boiled Eggs Fresh Veggies Salad Greens</p>	<p>3 <u>Breakfast Special</u> Mini Cheesebread Banana</p> <p><u>Lunch</u> Hamburger on Whole Grain Bun Green Beans Applesauce Cup Corn and Edamame Salad Fresh Veggies Shredded Salad Greens</p>	<p>4 <u>Breakfast Special</u> Pumpkin Bread Fresh Mango</p> <p><u>Lunch</u> Roasted Chicken Drumstick Mashed Potatoes & Gravy Banana Cottage Cheese Fresh Veggies Salad Greens</p>	<p>5 <u>Breakfast Special</u> Mini Cheesebread Orange Wedges</p> <p><u>Lunch</u> Beef or Vegetarian Soft Shell Taco Mexican Pinto Beans & Rice Peach Cup Cheddar Cheese Fresh Veggies Shredded Salad Greens</p>	<p>6 <u>Breakfast Special</u> Lemon Poppyseed Bread Apple Wedges</p> <p><u>Lunch</u> Pasta with Marinara Sauce Garlic Bread Pears Rice and Bean Salad Fresh Veggies Salad Greens</p>
<p>9 <u>Breakfast Special</u> Banana Chocolate Chip Bread Apple Wedges</p> <p><u>Lunch</u> Lite Turkey Corn Dog Broccoli Orange Wedges Cottage Cheese Fresh Veggies Salad Greens</p>	<p>10 <u>Breakfast Special</u> Mini Cheesebread Banana</p> <p><u>Lunch</u> Chicken Chow Mein with Bok Choy Chow Mein Noodles Brown Rice Pineapple Corn and Edamame Salad Fresh Veggies, Salad Greens</p>	<p>11 <u>Breakfast Special</u> Apple Cinnamon Bread Cantaloupe</p> <p><u>Lunch</u> Italian Dunkers with Marinara Sauce ♡ Carrots Banana Hard-boiled Eggs Fresh Veggies Salad Greens</p>	<p>12 <u>Breakfast Special</u> Mini Cheesebread Banana</p> <p><u>Lunch</u> Turkey Hot Dog on Whole Grain Bun Baked Beans Strawberries Black Bean Salad Fresh Veggie Salad Greens</p>	<p>13 <u>Breakfast Special</u> Cheese Omelet Orange Wedges</p> <p><u>Lunch</u> Chicken Vegetable Rotini Soup Focaccia Bread M&M Cookie Applesauce Cup Rice and Bean Salad Fresh Veggies, Salad Greens</p>
<p>16 <u>Breakfast Special</u> Pumpkin Bread Kiwi</p> <p><u>Lunch</u> Cheese or Veggie Pizza ♡ on Whole Grain Crust Corn Apple Wedges Hard-boiled Eggs Fresh Veggies Salad Greens</p>	<p>17 <u>Breakfast Special</u> Mini Cheesebread Banana</p> <p><u>Lunch</u> Beef or Vegetarian Taco Salad with Tortilla Chips Refried Beans ♡ Pears Cheddar Cheese Fresh Veggies Shredded Salad Greens</p>	<p>18 <u>Breakfast Special</u> English Muffin Sandwich Fresh Pineapple</p> <p><u>Lunch</u> Buffalo or Plain Chicken Drumstick Carrots Banana Corn and Edamame Salad Fresh Veggies Salad Greens</p>	<p>19 <u>Breakfast Special</u> Mini Cheesebread Strawberries</p> <p><u>Lunch</u> Spaghetti & Meatballs Garlic Bread Broccoli Orange Wedges Cottage Cheese Fresh Veggies Salad Greens</p>	<p>20 <u>Breakfast Special</u> Banana Chocolate Chip Bread Apple Wedges</p> <p><u>Lunch</u> Chicken Patty on Whole Grain Bun Roasted Potatoes Mixed Fruit Black Bean Salad Fresh Veggies Shredded Salad Greens</p>

Menu subject to change due to availability of food

MENU KEY

- ^ Contains nuts or peanut butter
- ♡ Meatless item
- p Contains pork
- 🌱 Locally grown

ALLERGY NOTICE

Products have been made at the District's Nutrition Center or plants where milk, eggs, soy beans, tree nuts, peanuts, flaxseed and other ingredients are used. For more ingredient information, visit ns.spps.org or call Mari Lowry, Quality Control Specialist at 651-603-4956.

Register now for a family friendly 5K walk/run

Join us for the second annual Exercise Your Right to Feel Better 5K on Friday, May 20, 2011. Walk or run around Lake Como with family, students, staff and Saint Paul Public Schools community members. For more information, visit pe.spps.org. Registration is available online, at school sites until May 13, or on-site starting at 4:30 on May 20. Financial aid is available.



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>23 <u>Breakfast Special</u> Lemon Poppyseed Bread Orange Wedges</p> <p><u>Lunch</u> Sesame Chicken Brown Rice Pita Bread Broccoli Pineapple Cottage Cheese Fresh Veggies, Salad Greens</p>	<p>24 <u>Breakfast Special</u> Mini Cheesebread Banana</p> <p><u>Lunch</u> Hmong Beef Fried Rice or Ravioli Apple Wedges Hard-boiled Eggs Fresh Veggies Salad Greens</p>	<p>25 <u>Breakfast Special</u> Egg & Cheese Tortilla Fresh Mango</p> <p><u>Lunch</u> Veggie Chili & Cornbread Banana Rice and Bean Salad Fresh Veggies Salad Greens</p>	<p>26 <u>Breakfast Special</u> Mini Cheesebread Banana</p> <p><u>Lunch</u> Cinnamon French Toast and Scrambled Eggs v Cherry Topping 100% Fruit Juice Strawberries Cottage Cheese Fresh Veggies, Salad Greens</p>	<p>27 <u>Breakfast Special</u> Pumpkin Bread Apple Wedges</p> <p><u>Lunch</u> Sloppy Joe on Whole Grain Bun Green Beans Pears Corn and Edamame Salad Fresh Veggies Salad Greens</p>
<p>30</p> <p>NO SCHOOL</p>	<p>31 <u>Breakfast Special</u> Mini Cheesebread Kiwi</p> <p><u>Lunch</u> Chicken Nuggets Sweet Potato Fries Apple Wedges Cottage Cheese Fresh Veggies Salad Greens</p>			

Quick, Easy and Green: Online Payments

Register online to make payments, check meal account balances and start being green with electronic statements! Visit www.paypams.com to get started. Note: balances are delayed by 24 hours.

Saint Paul Public Schools Menu Prices:

	Lunch	Breakfast	Extra Milk
Elementary	\$1.75	\$0.65 *	\$0.50
Secondary	\$2.00	\$0.70 *	\$0.50
Reduced-price	\$0.40	No cost	\$0.50
Adult	\$3.50	\$2.00	\$0.50
Adult Choice			
Bar Only	\$2.50		

* Breakfast is available at no cost to all students at some schools.

CONTACT US

Web Site: ns.spps.org Office: 651-603-4950

MISSION STATEMENT

We create and serve foods that students get excited about! Our "healthy hits" are served with respect by a caring staff effectively managing resources.

Free and Reduced-Price Meal Applications

Families can apply for free and reduced-price meals online. Go to <https://mealapp.spps.org> and follow the on-screen instructions. Questions? Call the Nutrition Services office at 651-603-4950.

BREAKFAST

Available Each Day:

Milk (Skim, 1%, lactose-reduced) • Graham Crackers
Yogurt • Whole Grain Cereal • Fresh Fruit • 100% Fruit Juice

LUNCH

Available Each Day:

Sub Sandwich (alternate entree)
Whole Wheat French Bread
Milk (Skim, 1%, chocolate skim, lactose-reduced)

Fresh Veggies May Include:

Baby Carrots • Celery • Cucumbers • Grape Tomatoes
Jicama • Peas • Red Onions • Zucchini

Salad Greens May Include Romaine Lettuce or Spinach



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Superintendent Valeria Silva

Saint Paul Public Schools is an equal opportunity provider.



HIGH SCHOOL MENU



MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>2 <u>Real Deal</u> Chicken Stew Biscuit</p> <p><u>Grill</u> Smoked Turkey and Cheese Hoagie Baked Beans</p> <p><u>Sides</u> Apple Wedges Hard-boiled Eggs Fresh Veggies Shredded or Salad Greens</p>	<p>3 <u>Real Deal</u> Spaghetti & Meatballs Garlic Bread</p> <p><u>Grill</u> Chicken Nuggets Steak Fries</p> <p><u>Sides</u> Applesauce Cup Corn and Edamame Salad Fresh Veggies Shredded or Salad Greens</p>	<p>4 <u>Real Deal</u> Roasted Chicken Drumstick Coleslaw</p> <p><u>Grill</u> Turkey Hot Dog on Whole Grain Bun</p> <p><u>Sides</u> Baked Beans Banana Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>5 <u>Real Deal</u> Beef or Vegetarian Soft Shell Taco Mexican Pinto Beans & Rice</p> <p><u>Grill</u> School Choice Steak Fries</p> <p><u>Sides</u> Peach Cup Hard-boiled Eggs Fresh Veggies Shredded or Salad Greens</p>	<p>6 <u>Real Deal</u> Grilled Cheese Sandwich ▼ Tomato Soup ▼</p> <p><u>Grill</u> Fish Patty on Whole Grain Bun Peas</p> <p><u>Sides</u> Orange Wedges Rice and Bean Salad Fresh Veggies Shredded or Salad Greens</p>
Build & Go: Taco Bar (Build your own with fixings)				
<p>9 <u>Real Deal</u> Chicken Fajita Refried Beans ▼ Herbed Corn & Couscous</p> <p><u>Grill</u> Lite Turkey Corn Dog Baked Beans</p> <p><u>Sides</u> Peaches Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>10 <u>Real Deal</u> Italian Dunkers with Marinara Sauce ▼ Green Beans</p> <p><u>Grill</u> Sloppy Joe on Whole Grain Bun Steak Fries</p> <p><u>Sides</u> Orange Wedges Rice and Bean Salad Fresh Veggies Shredded or Salad Greens</p>	<p>11 <u>Real Deal</u> Veggie Chili & Cornbread ▼</p> <p><u>Grill</u> School Choice</p> <p><u>Sides</u> Mixed Vegetables Banana Hard-boiled Eggs Fresh Veggies Shredded or Salad Greens</p>	<p>12 <u>Real Deal</u> Egg Roll and Fried Rice Broccoli</p> <p><u>Grill</u> Turkey Hot Dog on Whole Grain Bun Steak Fries</p> <p><u>Sides</u> Strawberries Corn and Edamame Salad Fresh Veggies Shredded or Salad Greens</p>	<p>13 <u>Real Deal</u> Chicken Vegetable Rotini Soup Focaccia Bread</p> <p><u>Grill</u> Fish Patty on Whole Grain Bun Peas</p> <p><u>Sides</u> Applesauce Cup Black Bean Salad Fresh Veggies Shredded or Salad Greens</p>
Build & Go: Pasta Bar (Choice of pastas and sauces)				
<p>16 <u>Real Deal</u> Thai Peanut Chicken with Noodles</p> <p><u>Grill</u> Chicken Nuggets</p> <p><u>Sides</u> Broccoli Orange Wedges Hard-boiled Eggs Fresh Veggies Shredded or Salad Greens</p>	<p>17 <u>Real Deal</u> Nachos St. Paul Refried Beans ▼ Brown Rice</p> <p><u>Grill</u> Lite Turkey Corn Dog Steak Fries</p> <p><u>Sides</u> Apple Wedges Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>18 <u>Real Deal</u> Chicken Breast Patty with Marinara Sauce Baked Rigatoni ▼</p> <p><u>Grill</u> Buffalo Chicken Drumstick Baked Beans</p> <p><u>Sides</u> Banana Corn and Edamame Salad Fresh Veggies Shredded or Salad Greens</p>	<p>19 <u>Real Deal</u> Quesadilla with Guacamole ▼ Refried Beans ▼ Brown Rice</p> <p><u>Grill</u> Turkey Hot Dog on Whole Grain Bun Steak Fries</p> <p><u>Sides</u> Pears Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>20 <u>Real Deal</u> Teriyaki Chicken & Edamame</p> <p><u>Grill</u> Grilled Cheese Sandwich ▼ Green Beans</p> <p><u>Sides</u> Mixed Fruit Black Bean Salad Fresh Veggies Shredded or Salad Greens</p>
Build & Go: Sandwich Bar (Build your own with fixings)				

Menu subject to change due to availability of food

MENU KEY

- ^ Contains nuts or peanut butter
- ▼ Meatless item
- p Contains pork
- 🌱 Locally grown

ALLERGY NOTICE

Products have been made at the District's Nutrition Center or plants where milk, eggs, soy beans, tree nuts, peanuts, flaxseed and other ingredients are used. For more ingredient information, visit ns.spps.org or call Mari Lowry, Quality Control Specialist at 651-603-4956.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>23</p> <p><u>Real Deal</u> Rotini Hot Dish Garlic Bread</p> <p><u>Grill</u> School Choice</p> <p><u>Sides</u> Corn Apple Wedges Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>24</p> <p><u>Real Deal</u> Chicken & Gravy Mashed Potatoes</p> <p><u>Grill</u> Lite Turkey Corn Dog Steak Fries</p> <p><u>Sides</u> Peaches Hard-boiled Eggs Fresh Veggies Shredded or Salad Greens</p>	<p>25</p> <p><u>Real Deal</u> Three Cheese Lasagna ▼ Garlic Bread</p> <p><u>Grill</u> Grilled Cheese Sandwich ▼ Green Beans</p> <p><u>Sides</u> Banana Rice and Bean Salad Fresh Veggies Shredded or Salad Greens</p>	<p>26</p> <p><u>Real Deal</u> Veggie Chili & Cornbread ▼ Mixed Vegetables</p> <p><u>Grill</u> Chicken Nuggets Steak Fries</p> <p><u>Sides</u> Strawberries Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>27</p> <p><u>Real Deal</u> Fish Filet Macaroni & Cheese ▼</p> <p><u>Grill</u> School Choice Baked Beans</p> <p><u>Sides</u> Pears Corn and Edamame Salad Fresh Veggies Shredded or Salad Greens</p>

Build & Go: Rice Bowl Bar (Build your own with fixings)

<p>30</p> <p>NO SCHOOL</p>	<p>31</p> <p><u>Real Deal</u> Italian Dunkers with Marinara Sauce ▼ Green Beans</p> <p><u>Grill</u> School Choice Steak Fries</p> <p><u>Sides</u> Orange Wedges Cottage Cheese Fresh Veggies Shredded or Salad Greens</p>	<p>Register now for a family friendly 5K walk/run</p> <p>Join us for the second annual Exercise Your Right to Feel Better 5K on Friday, May 20, 2011. Walk or run around Lake Como with family, students, staff and Saint Paul Public Schools community members. For more information, visit pe.spps.org. Registration is available online, at school sites until May 13, or on-site starting at 4:30 on May 20. Financial aid is available.</p> 
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Build & Go: Pizza Bar (Variety of pizzas and toppings)

BREAKFAST

Offered daily:

Fresh Fruit (may include apple wedges, orange wedges, bananas, kiwi wedges, cantaloupe, fresh pineapple)
Yogurt • Whole Grain Cereal • Graham Crackers
100% Fruit Juice • Milk (skim, 1%, lactose-reduced)

Other choices may include:

Cheesebread • Egg & Cheese Tortilla • English Muffin Sandwich
Homemade Breakfast Breads • Breakfast Smart Cookie

GRILL

Each day a different Grill Feature is offered along with:
Chicken Patty Sandwich • Hamburger • Cheeseburger
Hot Vegetable or Steak Fries • Fruit • Choice Bar

GOOD TO GO

Create Your Own: choose 1 main, add 3 sides plus Milk
OR choose 2 mains, add 2 sides plus Milk

Mains may include:

Specialty Sandwiches and Wraps • Fresh Salads

Sides: Fresh Fruit, Veggies and more

Milk (skim, 1%, chocolate skim, lactose-reduced)
offered with each lunch

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v.FINAL

Division of Food and Nutrition Services FY 2011 Strategic Plan

The Division of Food and Nutrition Services (DFNS) supports and aligns itself with the strategic plans of the Department of Materials Management (DMM) and of the Office of the Chief Operating Officer (OCOO).

DFNS is committed to the tenets of the Organizational Culture of Respect compact. In an organizational culture of respect, individuals are aware and understand the impact of their behavior and decisions on others and have an awareness, understanding, and acceptance of others' interest, viewpoints, culture and background. It is expected that the actions and behaviors of all individuals and groups within the DFNS are consistent with and reflect this organizational culture. This culture promotes a positive work environment that ensures the success of each employee, high student achievement, and continuous improvement in a self-renewing organization.

Providing support for a high quality education to every student is only possible through the effort and contributions of all staff members and requires working together through continuous improvement, with effective communication and meaningful involvement in the decision making processes. Fostering an organizational culture of high expectations requires equitable practices within the DFNS workplace. It also requires the commitment to high expectations for all staff, students, parents, and community members, regardless of race, ethnicity, gender, socioeconomic status, language proficiency, or disability.

MISSION

The mission of the Division of Food and Nutrition Services is to provide a variety of appealing, quality, nutritious meals in a cost effective and efficient operation. Dedicated employees empowered to promote success for every student serve meals in an innovative learning environment, respectful of each student's needs and differences.

CORE VALUES

These core values are aligned with the revised core values of the OCOO in adherence to Our Call to Action: Pursuit of Excellence, the strategic plan of Montgomery County Public Schools, adopted by the Board of Education on June 22, 2009.

Student Success

Our top priority is to have all tasks completed with the success and well being of students in mind.

Commitment

We are committed to maintaining high performance standards and meeting reasonable customer expectations by being flexible and creative in overcoming obstacles.

Teamwork

We collaborate within and across all MCPS units to plan and complete tasks.

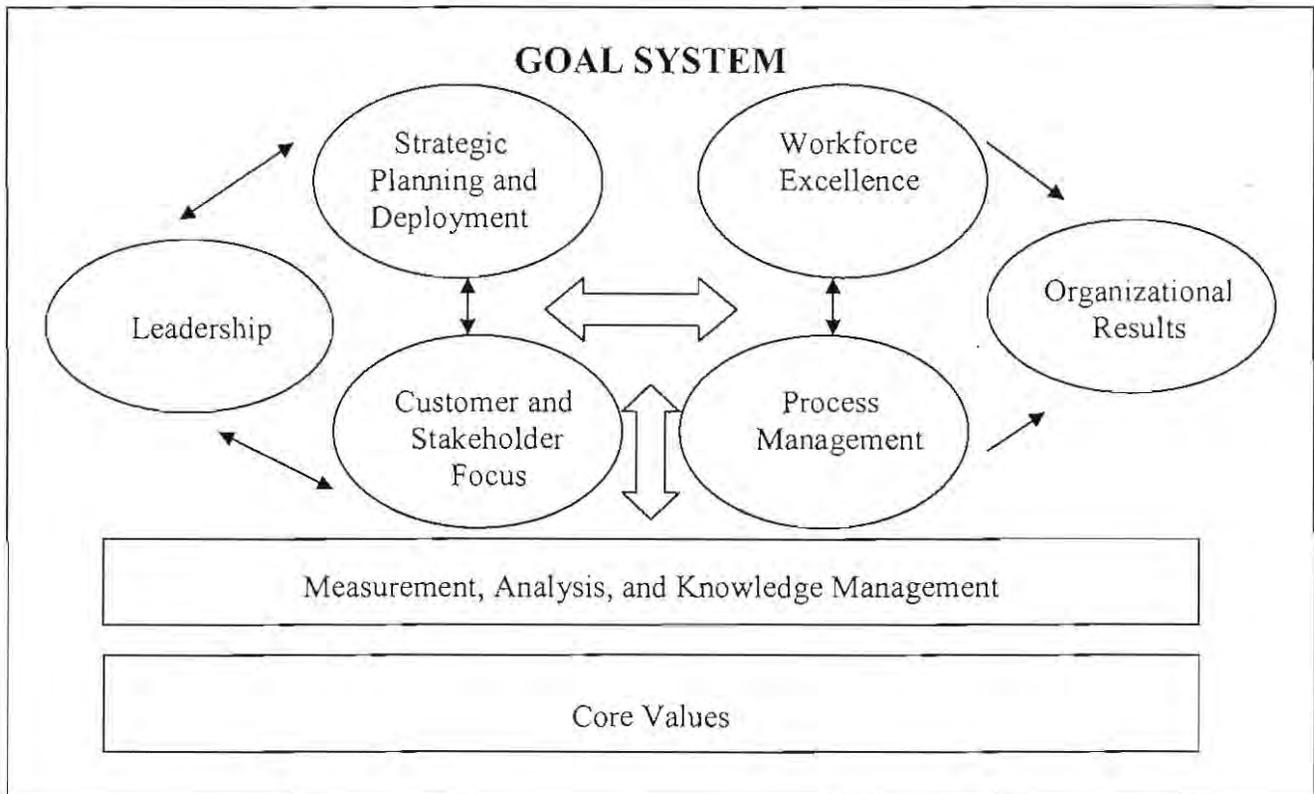
Accountability

We maintain accountability by working collaboratively, respecting our customers and stakeholders, exercising professional integrity, and measuring and evaluating our performance.

Innovation, Effectiveness, and Efficiency, and Sustainability

We use resources wisely to provide the highest quality products and services.

Equity – We understand that factors of diversity including race, ethnicity, and language impact workplace interaction and we believe in providing each employee with access, opportunity, and support needed to succeed.



I. Operational Overview:

The Division of Food & Nutrition Services (DFNS) provides meals and/or services to five child nutrition programs. It also provides nutrition education and support to schools and various community groups. Meals are provided to students and staff through food service operations at 201 locations. Cafeterias receive food and supplies from the Central Production Facility (CPF) and Central Warehouse via a delivery system operated by the DFNS.

The DFNS facilities are comprised of a Central Production Facility, warehouse, and administrative offices which are housed under one roof. The CPF and warehouse are both state of the art facilities with a variety of automated equipment.

Organizational values and direction are focused on the needs and expectations of our customers, stakeholders, suppliers, and the communities that we serve. The needs and expectations from these key stakeholders are the basis for setting organizational direction and in leadership decisions.

Each functional area of DFNS is represented on a Leadership Team (LT), including school-based operations, back-of-the-house operations, distribution, accounting, technology, and research and development, that meets bi-monthly. The senior leaders monitor, respond to, and manage operations based on performance measures and business results. The LT strives for excellence in all areas of the operation and focuses available resources to meet the division's goals. The LT

has developed a mission statement, established core values and visionary goals, and set organizational direction and performance expectations through evaluation of available data and industry benchmarking. Communication of the above is achieved through personal visits, telephone, e-mail and other methods of technology, and training of employees.

DFNS manages using a fully integrated computer software system that includes purchasing, inventory control, distribution, production, nutritional analysis, and point of service accountability. DFNS's system is interfaced with FMS and Lawson for financial management. Each cafeteria site is equipped with a computer to facilitate reciprocal communication via the WAN to the administrative office.

The division functions under the following regulatory environment:

- DFNS is governed by federal and state regulations as they apply to the Child Nutrition and Food Distribution Programs. The primary regulatory agencies are the Maryland State Department of Education and the United States Department of Agriculture.
- Montgomery County Department of Health and Human Services for food service facility licenses and food service manager certification
- Maryland Department of Health and Human Services for warehouse inspections
- FDA, DOT, OSHA

Students comprise the key customer group for DFNS followed by staff, community (including parents) and service to other agencies. Customers expect that DFNS will provide nutritionally balanced and appealing menu items that are available as advertised. Requirements differ based on the age level and ethnic/cultural needs. Nutrition education and other information provided by DFNS reflect current scientific research.

DFNS, through the warehouse and CPF, may provide food to other non-MCPS agencies.

Key suppliers for DFNS are food supply and equipment manufacturers/distributors. On-going communication among DFNS, manufacturers, brokers, and distributor representatives is vital to effective supply chain management. Mechanisms of communication include fax, telephone, email, web, pre-bid conferences and personal contact.

DFNS leadership team uses PDSA to facilitate continuous improvement. Staff development activities are planned and coordinated by the DFNS staff to maintain and improve performance. The mission of DFNS is communicated and reviewed periodically with all staff to maintain an organizational focus. Administrative staff participates in a variety of instructional and informational activities which are modified and shared with DFNS employees and stakeholders.

Value Creation:

Amongst U.S. school food service operations, DFNS is one of the largest, providing over 14 million reimbursable meals a year. In the school food service environment, competition resides in the cost/value perception of school meals versus meals brought from home or available from commercial sources. Therefore meals must be perceived as appealing, high quality, nutritious, and economical.

In order for DNFS meals to be perceived as a value, DFNS's pricing structure must compete with commercial (including contractual) as well as other LEAs. Meals and products must vary to appeal to multiple age and ethnic groups. Meals must be considered convenient for students, parents, and staff. A goal is to develop an ongoing relationship with customers participating in our programs so they will be repeat customers through out their tenure with MCPS.

II. GOALS

LEADERSHIP

1. The DFNS leadership team oversees the continued development of strategies and action steps to initiate and implement equitable workplace practices.
2. The DFNS leadership team advances the Organizational Culture of Respect throughout the division.
3. The DFNS leadership team upholds and models ethical and legal behavior in all of the work of the division.
4. The DFNS leadership team provides direction, establishes priorities, and models quality principles. The division builds understanding of the "big picture," provides clear direction, and aligns organizational efforts with the strategic plans of DMM and of OCOO.
5. The DFNS leadership team models for and mentors all staff to exercise leadership and to make data-driven decisions at the lowest appropriate level.
6. The DFNS leadership team communicates an understanding throughout the division of the services necessary to support students and staff.
7. The DFNS leadership team maintains a system for measuring and evaluating the performance of the operation and the leadership system through surveys and established performance measures.
8. The DFNS leadership team encourages by example, involvement in professional and charitable organizations and promotes public responsibility.

STRATEGIC PLANNING AND DEPLOYMENT

1. DFNS has implemented a strategic plan that is aligned with the DMM and the OCOO strategic plans.
2. The Leadership Team through monthly assessment of performance measures and indicators monitors DFNS' strategic plan. Performance measures and indicators are updated as needed.

3. DFNS develops action plans for the short-term deployment of their strategic plan. These action plans include targets and timelines
4. DFNS staff members have individual performance goals that are aligned with the goals of the DMM and of OCOO.
5. Internal communication is provided in a clear and deliberate manner using multiple media to inform staff of strategic direction and priorities.

CUSTOMER AND STAKEHOLDER FOCUS

1. DFNS customers and stakeholders are confident that their needs and reasonable expectations are met and quality products, resources, and services are provided in an efficient and timely manner.
2. DFNS customers and stakeholders are actively involved in the planning, design and implementation of products, resources, and services.
3. The DFNS researches and benchmarks best practices of school food service operations and the business community.
4. The DFNS is attentive to current nutrition research and adapts practices to enhance the nutritional health and well being of its customers, as reflected in MCPS Policy JPG and JPG-RA: *Wellness: Physical and Nutritional Health*.

MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

1. Integrated information systems are in place to support student information and business operations
2. DFNS identifies, gathers, and analyzes data significant to fulfilling its mission and is aligned with the OCOO family of measures. Staff training and user-friendly tools are available to support access to and analysis of data.
3. DFNS provides appropriate data (trend, comparison, and benchmark) to staff and stakeholders to support decision-making.
4. Processes are in use to gather information from and disseminate information to all stakeholders to improve organizational performance.

WORKFORCE EXCELLENCE

1. Staff development plans are collaboratively designed and aligned with individual needs to strengthen staff competencies as described in the Professional Growth Systems to ensure growth in staff expertise, and improve the quality of products and services.

2. The DFNS advances equity and diversity in its workforce.
3. The DFNS has programs in place to recognize employee achievement and contributions.
4. The DFNS fosters team spirit, respect, and collaboration in the organization.
5. The DFNS fosters employee well being, morale, and satisfaction.
6. The DFNS strives to recruit, hire, and retain the highest quality employees in all positions.

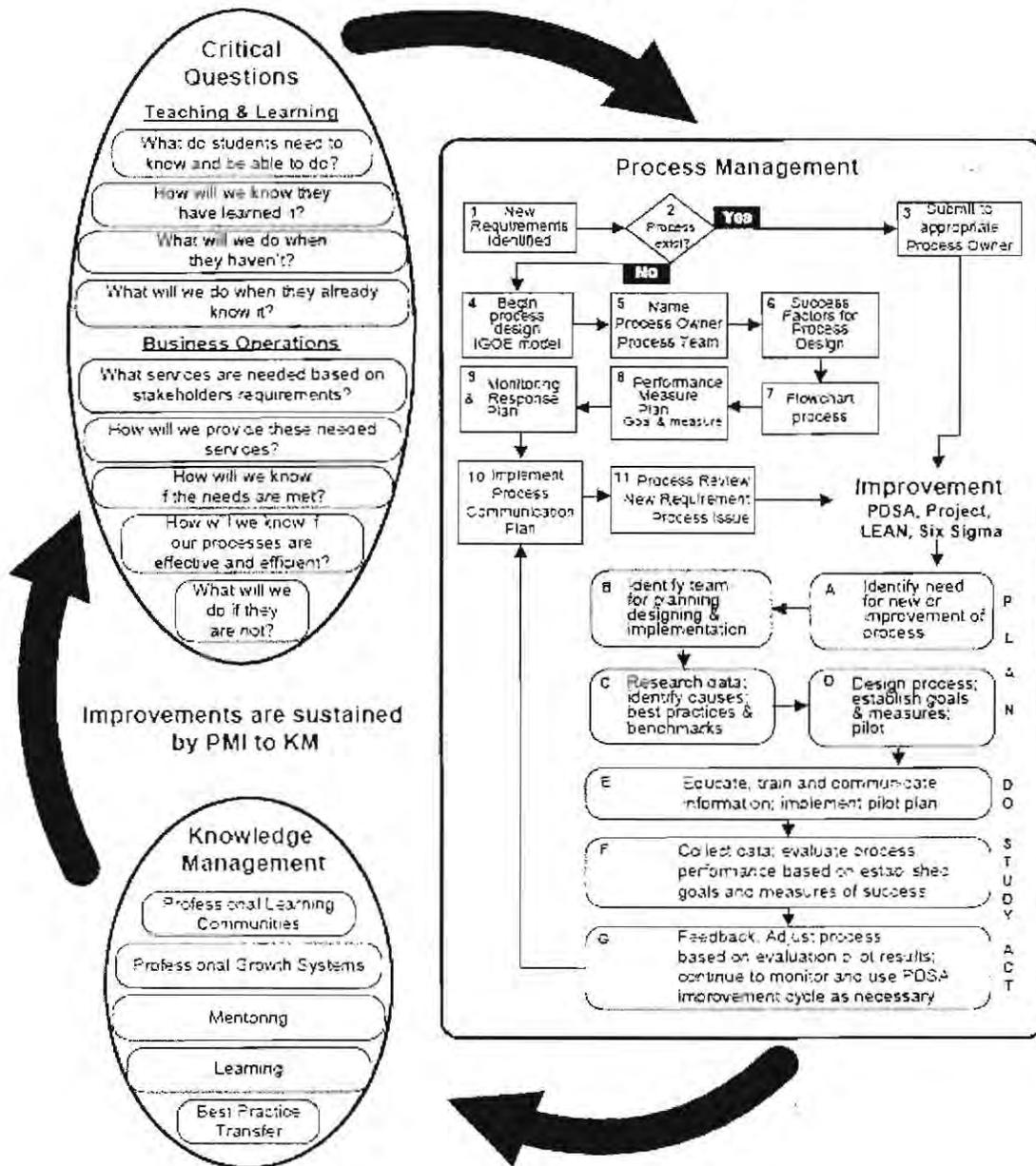
ORGANIZATIONAL RESULTS

1. DFNS provides the highest quality products, resources, and services to support nutritional well-being for student success.
2. All current levels and trends in budgetary and financial data indicate effective and efficient management of financial resources.
3. DFNS recognizes and fulfills its citizenship, ethical and environmental responsibilities by adhering to all county, state, and federal regulations in its operations, products, and services.
4. DFNS ranks as a leader among comparable world class organizations in the provision of food and nutrition services.
5. The performance results of the DFNS are communicated to both internal and external customers and stakeholders.

PROCESS MANAGEMENT

1. Key processes are documented and reviewed by the leadership team on a systematic basis to assess organizational alignment and efficiency.
2. Continuous improvement models and tools (PDSA) exist for the development, review, and modification of core and support processes that include customers and suppliers.
3. Process management decisions throughout DFNS are driven by data and internal and external customer and stakeholder feedback.

Roadmap to Process Management & Improvement (PMI) Knowledge Management (KM)



III. DFNS STRATEGIES

- Utilize the Baldrige Integrated Management System as the model for continuous improvement
- Employ the Baldrige Criteria as an assessment tool for each of the goals areas
- Implement PDSA cycle for process improvement
- Frequent monitoring and prioritization of information system processes
- Frequent monitoring of performance measures
- Leadership meetings held twice a month
- Participate in the Process Management in Education sponsored by the American Productivity and Quality Center
- Utilize LEAN Six Sigma and other process mapping improvement activities
- Identify, map, and determine in-process and outcome measures for key processes in the division.
- Utilize Inputs, Guides, Outputs and Enablers (IGOE), determine how key processes are interrelated and interdependent across functional areas and throughout the organization.

IV. Strategic Challenges

STRATEGIC CHALLENGE 1

Ensure the nutritional well-being of students by maximizing participation and customer satisfaction within a highly dynamic, competitive school environment.

Goal: Maintain a food services program that ensures the nutritional well-being of students by maximizing participation and customer satisfaction.

Objective 1.1: Identify barriers to student participation on the school meals program and implement strategies to eliminate the barriers.

- a) Identify meal participation barriers and take action to eliminate those barriers.
- b) Demonstrate that procedures are followed to minimize competition with reimbursable meals.
- c) Solicit student, parent, and cafeteria manager input and feedback for menu planning and to improve the food service program.
- d) Coordinate with the academic curriculum to encourage healthy eating habits and food service program participation.
- e) Provide students and parents materials that explain and promote school food service and the nutrition program.
- f) Provide tours of the DFNS facility to promote a better understanding of food services operations and programs.

Objective 1.2: Meals are planned to meet the nutritional needs of students.

- a) Plan menus to meet the nutritional needs of students and comply with appropriate national and state guidelines.

- b) Information pertaining to ingredient and nutrient content of food items is accessible to parents and staff.
- c) Individual support and nutrition counseling is provided to students upon request.
- d) Dietary accommodations for disabilities are provided as appropriate.
- e) Evaluate menu items for convenience, cost-effectiveness, nutritive value and student acceptance prior to use.
- f) A menu committee meets regularly to review menus and to incorporate gathered input and feedback from customers and stakeholders.

STRATEGIC CHALLENGE 2

Maintain the fiscal balance of the Enterprise Fund and comply with the regulatory requirements of the Child Nutrition Programs.

Goal: The division maintains the financial accountability and integrity of the school food service program.

Objective 2.1: The division budget is based on DFNS goals and projected revenue and expenditures.

- a) DFNS budget reflects the division fiscal goals and projected participation.
- b) Projected revenue and expenditures are based on industry trends and prior performance.
- c) Actual revenue and expenditures are compared to budgeted revenue and expenditures monthly and operational changes are made, when necessary.

Objective 2.2: DFNS has a financial control process that includes an ongoing review of financial and management practices.

- a) Financial controls are in place that includes written procedures for collecting, depositing, and disbursing money.
- b) Procedures are in place to account for reimbursable meals and other sales through a computerized point-of-sale (POS) system.
- c) The computerized POS system interfaces with the MCPS Financial Management System (FMS) to provide complete financial reporting.
- d) DFNS conducts an annual review of the manager classification based on income from cafeteria operations.

Objective 2.3: DFNS is in compliance with all National School Lunch Program accountability and regulatory requirements.

- a) Meal benefits are accurately determined by the computerized FARMS application process and meal eligibility is communicated to the POS system at each school.
- b) Meals are accounted for by category by the POS system at each school.
- c) DFNS is in compliance with the National School Lunch program edit check requirements for meal accountability.
- d) Reports are generated from the point of sale system data and used to prepare the Maryland State Department of Education claim due by the 10th of each month

Objective 2.4: DFNS is in compliance with all local, state, and federal safety and environmental health regulations.

- a) Recent copies of local health inspections are posted at the inspected site and copies are available at the central office.

- b) State inspections and OSHA certifications for warehouse operations are available at the central office.
- c) Procedures for emergencies are provided to each cafeteria.
- d) Procedures are in place for investigating and preventing accidents.
- e) Procedures are in place for schools to report a suspected food borne illness.
- f) Procedures are in place to handle a food product recall.
- g) Procedures are in place for schools to report a contaminated food or supply product.

Objective 2.5: DFNS has a plan for maintenance of equipment and the cafeteria area.

- a) A plan is in place for short and long term preventative maintenance for equipment and facility needs within the cafeteria area. This plan is coordinated with the Division of Maintenance and the Division of Construction.

STRATEGIC CHALLENGE 3

To obtain, train, and retain qualified staff.

Goal: To establish and implement training programs to ensure the performance, efficiency and effectiveness of the food service program.

Objective 3.1: DFNS uses a comprehensive food service training program to increase productivity, improve employee performance, and enhance the food service program.

- a) The division has established and follows a formal food service staff training plan.
- b) The division's food service training plan has established clear objectives for each training program.
- c) The division has procedures to evaluate food service training programs and the extent to which training has met the stated objectives.
- d) The division's training programs enhance employee skill levels in the following areas:
 - Management and Effective Supervision
 - Operations (Policies, Procedures and Regulations)
 - Food Safety
 - Computer Application Skills
 - Work Site Cross Training
 - Food Preparation
 - Customer Service
 - Nutrition and Wellness
 - Equipment Handling and Warehouse Operations
 - Communication Skills
 - Diversity

Objective 3.2: To obtain qualified staff and promote cultural diversity and equity.

- a) The division works in collaboration with MCPS Human Resources to screen and identify applicants with the necessary education, skills and work history.
- b) Cultural diversity and equity is promoted by actively recruiting members of its workforce from school communities across the county.

Objective 3.3: DFNS promotes a positive and equitable work environment and provides a work culture which promotes staff retention and opportunities for career advancement.

- a) Professional growth opportunities are provided for staff to progress from entry level to management positions.
- b) Employee satisfaction surveys are conducted annually to determine the key factors which contribute to employee well being and satisfaction and feedback sessions are held to share data.
- c) The division celebrates and communicates career accomplishments of individuals/worksites through the in-house communications program, in-service meetings, and the MCPS Bulletin.
- d) Employees receive feedback for continuous professional development through the Supporting Services Professional Growth System (SSPGS) which promotes both personal and organizational excellence.

Objective 3.3: DFNS staff are active members of professional associations.

- a) Encouragement is given to all staff to become active member of local, state, and national school food service associations.
- b) Encouragement is given to all staff to assume leadership roles in professional associations.

STRATEGIC CHALLENGE 4

Ensure the performance, efficiency, and effectiveness of the food service program.

Goal: Establish and implement accountability mechanisms to ensure the performance, efficiency, and effectiveness of the food service program.

Objective 4.1: Review and maintain a clearly defined mission statement, operating policies and procedures, key process maps, and performance expectations.

- a) Review and maintain a clearly written mission statement, developed with input from school-level food service staff and customers and communicated to stakeholders, including food service employees, school administrators, district administrators, and the Board.
- b) Establish, review and maintain comprehensive written procedures and key process maps for the food service program that are up-to-date and available to food service personnel and school administrators.
- c) Review and maintain clearly stated goals and measurable objectives for the food service program that reflect the intent (purpose) and expected outcomes of the program. The goals and objectives shall also address the major aspects of the program's purpose and expenditures.

Objective 4.2: Review the organizational structure and staffing levels of the food service program to enhance the efficiency of the operation.

- a) Maintain a qualified staff that is responsible for the management of the school food service programs.
- b) Clearly identify the roles and responsibilities of food service personnel as they support the educational program at each school location.
- c) Maintain organizational charts that clearly identify all food service operation positions and supervisory relationships.

- d) Regularly review the program's organizational structure and staffing levels to minimize administrative layers and processes.
- e) Maintain appropriate food service staffing levels when compared to the number of meals served district-wide and student enrollment figures.

Objective 4.3: Review established cost-efficiency benchmarks based on comparable private and public sector food service programs and other applicable industry standards.

- a) Maintain established benchmarks that are appropriate, reasonable, well-defined, and based on high standards, including:
 - meals per labor hour
 - costs per meal
 - participation for breakfast, lunch, summer, and after school nutrition programs.
- b) Maintain benchmarks based on appropriate comparisons with exemplary school districts, private/public sector food service programs, and other applicable industry standards.
- c) Maintain and implement strategies to continually assess the reliability of program performance and cost data.
- d) Communicate food service benchmarks to school nutrition personnel, appropriate school administrators, and other interested stakeholders such as community members.

Objective 4.4: Review and evaluate the school food service program based on established benchmarks and implement improvements to increase revenue and reduce costs.

- a) Conduct and document an evaluation of each cafeteria's food service operation annually. At a minimum this evaluation will include an analysis of performance and cost-efficiency related to established food service benchmarks, an inspection of facilities and procedures, and appropriate action plans and follow-up as needed.
- b) Assess the entire food service program annually using performance data and established benchmarks.
- c) Demonstrate that the food service program performance evaluation results are compared to established benchmarks, available statewide averages, averages of exemplary school districts, and when appropriate the private sector.

Objective 4.5: Regularly assess the benefit of service and delivery alternatives and implement changes to improve efficiency and effectiveness.

- a) Assess service delivery compared to service delivery alternatives. Document the results of the review, and implement changes to improve efficiency and effectiveness on an annual basis through review of truck mileage, fuel usage and routing.
- b) Implement service delivery alternatives and additional services to improve efficiency and effectiveness, when warranted without decreasing the overall quality of the food service program.
- c) Assess the cost-effectiveness, need, and feasibility of providing additional nutrition services such as breakfast programs, summer food programs, after-school nutrition programs, and family daycare programs annually.

Objective 4.6: Regularly evaluate purchasing practices to decrease costs and increase efficiency.

- a) Regularly evaluate purchase practices for food, supplies, and equipment to decrease costs and increase efficiency.
- b) Maintain specifications for the purchase of food, supply, and equipment items.
- c) Review and update food specifications annually.
- d) Maintain an environment that gives vendors an equal opportunity to provide service.

- e) Maintain a bid analysis process which considers specifications, service, and price, and is verified by more than one person.

Objective 4.7: Maintain an effective inventory control system.

- a) Maintain a documented inventory control system.
- b) Conduct a physical inventory of food and supplies annually.
- c) Compare inventory records to physical inventory results.
- d) Maintain established written guidelines for inventory control.

Objective 4.8: Maintain an effective system for receiving, storing, and disposing of food, supplies, and equipment.

- a) Maintain documented guidelines for receiving, storing, and disposing of food, supplies, and equipment.
- b) Limit the receipt of purchased items to authorized personnel and demonstrate that only those personnel receive purchased items.
- c) Check incoming purchases for accuracy in amounts, items received, and price. Delivery documents are signed and dated by an authorized receiver.
- d) Refuse and/or obtain appropriate credit for unacceptable products.
- e) Require an approved requisition slip for products issued from the central warehouse and central production facility.
- f) Maintain an inventory system that ensures that first in first out (FIFO) of perishable items is practiced, stock is rotated, the age of items is identified and tracked, over-ordering is identified, bulk purchasing is taken advantage of when appropriate, and re-order quantities are established and periodically reviewed for needed changes.
- g) Maximize available storage space to minimize energy costs.
- h) Maintain a system for receiving and storing food, supplies, and equipment that ensures the security of goods by restricting storeroom access and/or limiting the number of keys to storage areas.
- i) Maintain sufficient storage space for food items to ensure that items can be easily counted during inventory, easily rotated, and properly ventilated.

Objective 4.9: Maintain a food production and transportation system that ensures the service of high quality food with minimal waste.

- a) Maximize the use of USDA commodities.
- b) Utilize standardized recipes which provide clear directions, a logical listing of ingredients, cooking procedures, serving containers and utensils, yield, and portion size.
- c) Maintain a listing of serving sizes and portioning utensils on the menu or production records and use correct portioning utensils.
- d) Maintain a system to observe plate waste and report these observations to the menu committee.
- e) Minimize food production errors by reviewing over-production and under-production of food items and taking corrective actions for future production.
- f) Maintain a system for transporting and holding meals that ensures quality, food safety, and minimal waste.
- g) Maintain an effective central production facility and school based ordering system to meet customer demand, minimize waste and efficiently utilize storage space.

Appendix J

Reference List

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