

# Financial Management World Café

## Leadership Forum 2011

### Responses from Kansas School Food Service Directors/Managers

#### Question 1: How is reauthorization impacting your program financially?

- May have to increase meal price more
- Increased expense due to whole grain prices, offering more protein, more fruits & vegetables, orange and dark green veggies
- Decrease in participation
- Opportunity for change
- Nutrient Standard has to go to Food Based
- Financial accountability
- Staff education
- Kansas Healthy Menus
- Required fruit serving
- High probability of volatile prices/potential poor quality depending on season
- Storage space
- Last minute menu changes
- Perceived poor performance if menu not available as published
- Additional training needed for both manager/director and production staff
- Possible need for more/new types of equipment
- More time to prepare/change recipes to accommodate food changes
- Breakfast satellite will now be too much to transport
- Satellite programs need more equipment and space
- District lose \$35-50,000
- Amounts of food that may be required-cost prohibitive and possible increase in food waste
- Our students like potatoes
- Offering 2 reimbursable lunch lines to help increase participation
- Increase meal price-students feel they are getting money worth
- Administration was supportive of price increase when state came out backing the change
- Cost of new breakfast requirements may be too high to cover
- 75% of our students are paid, we may lose customers
- Availability of products that meet requirements
- Raised lunch prices especially in schools with increase in paid students. Reimbursement rate has kept up fairly well.

## **Question 2: What changes have you made to improve the financial integrity of your program?**

- Tightened up menu-use less expensive items more-use cycle menus
- Decrease FTE slightly
- Increase marketing of what it costs to produce the meal. You are not overpaying!
- Posting actual equipment cost on each piece to help discourage breakage by staff
- Increased menus incorporating scratch items
- Prime Vendor purchasing system
- Menuing pre-portioned salads vs. salad bars
- Consider fruit/vegetable islands vs “bar” concept
- Implement charging or no charging policy
- Cameras in kitchen/storage areas
- Implement bid process
- Utilize technology and state forms
- Stop giving custodians free meals
- 6 week cycle to 5 week cycle
- Monitor invoice vs. bid prices
- Track expenses/school and labor hours/school
- Improve/increase a la carte
- Cycle menus
- Competition between schools in participation
- Test target food cost
- Offered leftovers as alternates next day instead of giving seconds
- Tracking costs with a computer program
- Switched to buying across state lines.
- Cycle menus 6 weeks not 4 weeks
- Compare vendors
- More training
- When need sub workers-use them less hours
- Do not over order food
- Reduce waste with freezer items
- Each kitchen responsible for their own kitchen knowing expenses and income and what they need to do to be financially good
- Share financial information with staff to increase awareness. Food = Money
- Use KN-CLAIM reports frequently to evaluate your status
- Shop for bargains, use multiple vendors
- Watch labor. Can you cut labor at some schools?
- Menu Planners. Make sure they have a target plan cost of each menu item carefully.
- Watch cooks. Too much food waste due to too much production...check, check, check.
- Stop theft
- Got rid of salad bar
- Tracking receivables by school and compare usage
- Promote fruit/vegetable availability
- Compare meal participation figures and focus more on high participation meals
- Reevaluate food prices based on food costs
- Revamp menu
- Self-serve yogurt instead of pre-packaged

**Question 3: What impact will new policies regarding competitive foods have on your program?**

- Decreased a la carte sales
- Really checking food labels/evaluate nutrition
- Affecting profitability of program
- More low fat options
- Reimbursable meals increased and a la carte sales decreased
- Parents enjoy. Kids don't buy junk food.
- Doing a gigantic baked potato
- Yogurt Biteables-yogurt, muffin and cheese stick
- Humus
- Several schools do not have a la carte
- Increase education of students for benefits of healthier options
- Flavored water sales
- Snack bar sales-under 200 calories
- A la carte prices higher
- Hard to control what happens in the rest of the building, despite our best efforts in food service
- Shut down pizza sales from school groups during lunch helped lunch participation
- Good variety
- Size of school
- Increase customer satisfaction by providing helpful items like Mrs. Dash to increase or maintain participation
- Limit choices of a la carte items
- Ask BOE to close all campuses during lunch
- Why buy school lunch when burger, fries and pizza are available?
- Vendors helping with lower fat/sodium
- Lose participation

**Question 4: What are you doing or planning to do to communicate changes brought about by the Healthy Hunger-Free Kids Act with your students, parents, the community and your administration?**

- Information on posters/menus, etc. posted in lunchroom for students
- Include in school newsletters
- Met with students/parents/teachers
- Wellness Committee composed of 1 from each school
- Talk to students about likes and dislikes
- More oranges
- Promote fruits and vegetables
- Retire
- Consultant speaker to teachers group
- Present to school board
- Wellness committee
- Community programs
- Articles/spot lights/interviews with local newspaper, radio, or TV
- USD administration meetings
- Be aware of language needs of community-Spanish
- Website and Facebook
- Morning announcements
- WE trust KSDE CNW will help
- Can KSDE write articles naming and explaining changes so all schools are putting out same messages on web pages and newsletters
- Parent meetings
- Using HUSSC as a spring board for possible changes
- Currently, talking in generalities until they have final rulings
- Encourage all students to go through F/V Line
- Using FFVP grant to introduce varieties
- Choice
- Encourage consumption in cafeteria
- Already starting to incorporate potential changes, so don't overwhelm students in 2012

**Question 5: What is the single most important advice you would give a new director to help them maintain financial integrity while administering a quality program?**

- Ask questions
- You'll learn along the way
- Communicate with cooks-get feedback constantly-ownership
- Let staff know how important their role is
- Contact with food prep
- Monitor costs
- Cycle menus
- Prime Vendor
- Use the tools available
- Know portion costs
- Learn to say NO
- Find a mentor
- Consultant on speed dial
- Follow the regulations
- Anticipate change
- Be open to change
- Utilize technology and state reports
- Watch and monitor
- Maintain equipment
- Involve employees in some decision making
- Give feedback
- Double check paperwork
- Make good records. Organize each area and look at the smaller picture instead of whole program to see what changes need to be made.
- Hang in there!
- Use KSDE staff/CNW consultants and Assistance Network
- Know and use KN-EAT website, [www.kn-eat.org](http://www.kn-eat.org), Food Service Facts, and KN-CLAIM
- Attend classes, meetings, and workshops. Join SNA-KS.
- Develop work-check method with co-workers to avoid duplicating
- Build your network. Get to know other directors and child nutrition professionals.
- Food = Money
- Compare prices
- Purchasing
- Watch your portion control
- New reporting and financial software on website. Helps to see where you are at.
- Changes aren't so new to you-the rest of us need to be open to change
- Read reports from business office. Know how your department money is handled.
- Do own budgeting
- Involve managers in financial report reviews
- Don't get overwhelmed
- Don't make big changes immediately-look at labor and food costs
- Form mentor/outreach program or arrangements
- Do site visits and visit other schools
- Work within expectation of your experience limitations
- Make mandated changes that are not being done early on
- Wait on other things and observe what is being done right before making other changes