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## Savannah Chatham County Public School System

### Executive Summary School Nutrition Program School Year 2015-16

#### Program Management

A specialized director, certified by the Professional Standards Commission (PSC) of Georgia, manages the SNP operations. The program employs three Registered Dietitian's and a Johnson and Wales trained chef. At the school level, programs are operated by a classified manager who is required to follow a program of continuous training, including state-developed Core Training-in-Depth (TID) courses. Emphasis on skilled, competent school staff is demonstrated by a state rule that requires each district to offer a job-related training program, including annual in-service training for program personnel and continuing education for managers. Each new employee must complete a 30-hour orientation course, which provides instruction in specific areas related to a safe, quality, customer-oriented nutrition program.

#### Healthy Meals

The SNP uses centralized cycle menus following the USDA Meal Pattern to control costs and expedite nutrient analysis. In addition, the SNP uses strict purchasing and receiving guidelines, standardized recipes and consistent preparation and service procedures in order to yield menu offerings of a consistent nutrient content and quality. In 2013, the district met the prescribed nutrient standards on a certification review by GADOE qualifying the district for an additional \$0.06 per lunch served, since October 2013's claim increasing the daily federal reimbursement by \$1340 on average. The addition of the newly upgraded software in SY 15 and SY16 will allow for greater financial oversight and cost control at the school sites.

#### Participation Data

Participation levels are excellent indicators of how satisfied customers are with service. Students who choose not to eat school meals result in lost revenue to the school nutrition program. Although the number of lunches has increased by 31,500 annually from 2012, it has not kept up with increasing enrollment causing an overall drop in participation percentage.

Georgia ranks first in both Breakfast and Lunch participation levels for states with more than 1 million students. When compared to *all* states, Georgia ranks in the top three with participation rates at 69.2% for lunch, and 35.3% for breakfast in SY 2015. Savannah-Chatham County's participation rates are lower than the state average for lunch and higher for breakfast. SCCPSS Participation rates have dropped by from 68.4% to 63.8% participation since 2012 which is a 4.6% decrease for student meals. State wide, daily participation rates dropped by 10,648,837, or 5.2% in the same time period with a 16,080,807 drop in full price paying participation. This is due in large part to the negative media storm and perceptions surrounding the New Meal Pattern Regulations that were implemented in 2012-13 which had an effect locally as well. In SCCPSS, the increasing meal prices from \$1.85 to \$2.25 and \$2.50 most likely also led to decreased participation as well as competitive foods in the schools lead to decreases in participation.

In school year 2015, the SNP served 4,125,492 lunches, averaging 22,617 lunches per day and 2,923,330 breakfasts, averaging 16,177 per day. Paid and reduced-price participation dropped, by 120,909 and 21,203 respectively, while participation in those qualifying as free status increased by 170,914 annually over the three years. The number of students qualifying for free and reduced status has increased from 63.85% of students in 2012 to 67.14% of students and enrollment has grown from 35,842 in 2012 to 38,123 based on the October 31 Free and Reduced Report.



## Average Daily Meal Participation Rates by School and by Type

School Type	School	Lunch Participation Rate			Breakfast Participation Rate		
		2014-15	2013-14	2012-13	2014-15	2013-14	2012-13
Elem	Pulaski	71.9	71.8	68.7	65.9	58.9	19.5
Elem	Garden City	86.2	89.4	90.6	58.5	61.2	51.4
Elem	West Chatham Elem	53.4	54.9	52.9	30.4	31.9	19.9
Elem	Marshpoint	39.5	37	39.8	23.9	13.4	13.5
Elem	Southwest Elem	66.6	69.3	69.6	75.3	65.3	35.7
Elem	Shuman	81.7	101.8	99.5	52.5	68.5	64.7
Elem	Brock	94.9	95.2	89.7	78.5	56.3	53.2
Elem	Gadsden	94.5	94	89.7	86.1	87.8	70.9
Elem	Heard	62.3	63.2	66.4	64.1	61.7	27.5
Elem	Howard/Tybee*	37.7	41.2	32.7	19.3	11.7	6.3
Elem	White Bluff	82.5	83.5	84.3	68.3	66.7	41.1
Elem	Gould/CEMCO*	69.1	80.4	90	71.9	85.9	46.2
Elem	Largo Tibet	76.7	77.3	80.2	74.5	59.7	41.1
Elem	Spencer	92.7	94.6	97	86.5	92.5	93.9
Elem	Thunderbolt	92	93	93.9	60	57.7	61.2
Elem	Low	81	87.5	88	58.5	59.4	63.1
Elem	Pooler	67.3	68.3	66.6	56.5	61.6	23.3
Elem	Bloomingtondale	56.9	61.7	60.1	65.5	88.1	22.2
Elem	Haven	91.4	96.9	97.7	91.1	72.2	68.3
Elem	Port Wentworth	70.6	76.7	78	85.4	86.9	42.7
Elem	Windsor Forest Elem	68.4	78.5	75.8	70.8	65.4	36.4
Elem	Butler/Coastal Comprehensive*	85.3	87.9	86.9	59.4	59.4	62.4
Elem	Hodge	88.5	91.6	96.7	46	58.4	61.4
Elem	Smith	53.7	52.6	58.1	36.2	25.7	26.3
<b>Elem School Average Participation %</b>		<b>73.53</b>	<b>77.01</b>	<b>77.20</b>	<b>61.88</b>	<b>60.68</b>	<b>43.84</b>
High	Johnson	58.1	70.4	63	26.4	26	11.2
High	Woodville-Tompkins	51.2	61.9	53.5	36.1	37.1	25.5
High	New Hampstead	56.2	52.7	59.4	22.8	14	10.3
High	School of Liberal Studies	72.1	73.7	89.8	37.8	37	39.6
High	Savannah Arts	13.2	14.1	15.4	6.2	2.2	2.1
High	Beach	66.6	64.5	76.7	35.1	36	25.7
High	Jenkins	53.6	53.5	55.3	20.7	26.8	13.3
High	Windsor Forest High	46.1	44.6	48.7	21.2	21.8	10.1



High	Islands	31.8	31.8	30.6	14.4	4.3	3.9
High	Groves/Ombudsman*	60.9	71.6	87.3	36.4	45.8	31.7
<b>High School Average Participation %</b>		<b>50.98</b>	<b>53.88</b>	<b>57.97</b>	<b>25.71</b>	<b>25.1</b>	<b>17.34</b>
K8	Savannah Classical Academy	ND	67.8	ND	ND	44.8	ND
K8	East Broad	96.1	95.4	98	64.2	66.5	53.9
K8	Garrison	47.5	39.8	42.9	24.7	15.2	13.5
K8	Georgetown	59.5	62	63.7	29	18.5	17
K8	Godley Station	47.2	49.4	53.9	23.4	16.2	15.1
K8	Isle of Hope	72.2	72.4	73.7	77.4	82	42.8
K8	Ellis	34.7	35.2	37.3	23.8	15.5	15.7
K8	Hesse	33.4	38.6	42.7	16.1	13	12.8
<b>K8 Average Participation %</b>		<b>55.8</b>	<b>49.1</b>	<b>58.89</b>	<b>36.94</b>	<b>28.36</b>	<b>24.4</b>
Middle	Oglethorpe/Ombudsman*	57.4	60.5	63.9	23.5	21.7	10.8
Middle	STEM	53.4	64.6	ND	33	37.4	ND
Middle	West Chatham Middle	64.1	64.3	70.7	44.3	43.6	21.4
Middle	Derenne	83.1	80	83.1	54.3	53.3	45.9
Middle	Southwest Middle	81.8	81.8	66.1	75	71	36.6
Middle	Myers	85	89.4	82.5	45.1	52	40.7
Middle	Coastal Middle	38.4	38.8	46.1	18	9.1	10.3
Middle	Hubert	91.4	89.6	88.6	69.7	50.6	29.3
Middle	Mercer	84.4	91.8	96.6	63.2	58.3	53.5
<b>Middle School Average Participation %</b>		<b>71</b>	<b>73.42</b>	<b>66.4</b>	<b>47.34</b>	<b>44.11</b>	<b>27.61</b>

\* Satellite locations



To measure program efficiency it is important to analyze the operational cost percentages (expenditures) to total revenue. While there are no research-based industry standards, generally accepted guidelines suggest that no more than 80-85 percent of the school nutrition program's revenue should be spent on food and labor. When expenditures and revenues are equal, there is no surplus money for program improvement, expansion, or unexpected costs. Federal Regulations do allow a school nutrition program to have up to three months operating capital on hand. These reserved funds maintain the programs' nonprofit status. The school district's success in keeping food and labor costs within the established guidelines depends on the financial management skills of the entire school nutrition program department, including the school nutrition program director, the site level managers, and the school nutrition staff.

### **Food Cost**

Managing food cost is one of the most important aspects of administering a school nutrition program. High food costs often are the problem when a school or school district nutrition program is experiencing a financial loss. A pressing issues faced by school nutrition programs is the rising costs of food. Adding to that concern is the challenge of purchasing food products that meet nutrition standards associated with meal pattern requirements and wellness policy implementation goals.

Based on data from the 2014 School Nutrition Association's Trend Survey, a large majority of programs experienced increases in cost for the 2013-14 school year. Food cost were the most common type of cost increase (87.4%), even though there were increases in labor, in non-food and/or labor costs as well.

(<http://www.schoolnutrition.org/Research/SNTrendsSurvey2014/>). Savannah-Chatham's Food Cost Ratio is currently above the target of 37%, at 40.7% and below the state average of 41.4% for the SY 2015.

#### **Actions to Lower Food Costs in School Nutrition Programs**

1. Monitor FCR monthly on the Statement of Revenues and Expenditures.
2. Monitor the average food cost per meal monthly on the Participation and Cost Reports.
3. Hold staff more accountable for using standardized recipes that help to ensure more consistent products and shorten training times.
4. Pre-cost at the central office and monitor post-cost menus at the site level to ensure food items are within predetermined costs levels.
5. Continue the use of a pre-costed 4 week cycle menu.
6. Reduce plate waste by analyzing reasons for discarded foods. Are menu items unpopular, portions too large or poor quality? Remove and replace the items that are unpopular, and provided training at the site for quality issues.
7. Continue to monitor the use correct portion control tools to ensure accurate serving sizes of menu items.
8. Avoid overproduction of food by providing training to managers on careful forecasting remembering to consider the weather, school activities, and short-day schedules for students.
9. Continue to calculate kitchen waste and account for why it happened. Track cooking mistakes, and waste on the production record.
10. Continue to manage the purchase of food items through bids.
11. Maintain inventory control and monitor inventory turnover rate monthly.
12. Prohibit the removal of food items from the premises. Do not allow "leftovers" to be taken home.
13. Follow receiving and storage standard operating procedures to minimize shortages.
14. Decrease food costs through use of USDA Foods in the cycle menu.
15. Implement security measures for food storage areas and on the serving line. Product theft can cause major increase in food costs.



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### **Labor Cost**

A general labor cost percentage is determined by dividing total labor costs by total revenue. This percentage is useful to school nutrition programs as a benchmark for making comparisons. These comparisons can be made from school to school within a district or from district to district within a state or region. Cost percentages higher than anticipated may be an indication that too many labor hours are being allocated for the number of meals served.

Some labor costs, such as raises for employees or increases in the costs of health benefits may be beyond the control of the school nutrition director. However, the use of labor hours and the number of employees assigned to each school site is a decision that can be made by the school nutrition department. The School Nutrition Program uses Meals per Labor Hour as a productivity index to monitor the efficiency of an operation and as a guide to determine staffing. Meals per Labor Hour is a productivity index measured by dividing the total meal equivalents for a given period of time by the total number of paid productive labor hours for the same period. Determining staffing needs is not always the application of a simple formula. Many things may impact staffing in the school nutrition program and in low participation schools, there is a minimum staffing level that is required in order to prepare, serve and maintain sanitation standards in the school. Possible criteria used to assign labor include; the number of meals served the number and type of services offered, skill level of employees, complexity of menu. Savannah-Chatham's Labor Cost Ratio is currently below the target of 45%, at 39.3% and above the state average of 42.5% for the SY 2015.



## Food and Labor Cost as a Percentage of Revenue

School Type	School	FCR			LCR		
		2014-15	2013-14	2012-13	2014-15	2013-14	2012-13
Elem	Pulaski	40.6	43.1	38.1	35.6	37.5	45.8
Elem	Garden City	38	36.3	34.3	26.3	29.5	21.3
Elem	West Chatham Elem	38.1	38.9	33.6	30.9	41.6	38.1
Elem	Marshpoint	45.4	44	38	31.7	41.9	38.5
Elem	Southwest Elem	44.7	40.6	34.4	29.8	31.3	29
Elem	Shuman	41.5	35.3	33.4	34.7	37	32.4
Elem	Brock	41.2	37.3	41.2	25.3	41.3	32.3
Elem	Gadsden	39.5	38.2	35.1	37.7	34.6	28.1
Elem	Heard	41	37.9	33.1	33.25	36	26.5
Elem	Howard/Tybee*	43.9	41.7	33.3	59.9	58	49.5
Elem	White Bluff	43.6	38.9	36.9	21.2	32	31.9
Elem	Gould/CEMCO*	48.9	44.4	38.4	34.7	36.2	44.8
Elem	Largo Tibet	37.5	41.6	41.8	20.3	25.4	23
Elem	Spencer	41.3	40	38.9	28.3	32.2	32.2
Elem	Thunderbolt	38.4	38.8	45.4	41.5	41.3	27.5
Elem	Low	40.5	37.8	35.6	38.3	43.4	38.3
Elem	Pooler	37.3	38.6	34.4	25.8	25.4	21.1
Elem	Bloomingtondale	43.7	43.1	38.4	46.3	43.8	43
Elem	Haven	36.3	33.9	35.8	23.3	35.6	32.5
Elem	Port Wentworth	43.9	43.4	34.9	25.4	42.3	42.3
Elem	Windsor Forest Elem	43.1	42.3	38.1	25.5	31.4	36.9
Elem	Butler/Coastal Comprehensive*	39.6	37.4	36.2	33.5	37.3	35.4
Elem	Hodge	38.1	34.7	31.1	22.1	29.6	32
Elem	Smith	42.3	40.8	36	33.8	57.3	45.8
<b>Elem School Average %</b>		<b>41.18</b>	<b>39.54</b>	<b>36.51</b>	<b>31.88</b>	<b>37.57</b>	<b>34.50</b>
High	Johnson	40.6	44.6	43.8	35.6	42.2	37.7
High	Woodville-Tompkins	53.2	64.1	55.1	46.8	71.5	86.6
High	New Hampstead	43.7	45.2	43.2	35.4	45.9	45
High	School of Liberal Studies	41.5	48.3	42.3	46.8	49.9	38.7
High	Savannah Arts	49.9	53.5	48.1	109.5	91.5	91.3
High	Beach	37.2	40.4	39.2	36.2	42.8	31.5
High	Jenkins	35.9	41.4	40	42.3	45	34.9



High	Windsor Forest High	40	49.5	46	57.7	69.8	37.7
High	Islands	48.7	49.2	43.1	42.4	51.2	51.9
High	Groves/Ombudsman*	47.8	52.3	48.7	44.6	44.3	34.8
<b>High School Average %</b>		<b>43.85</b>	<b>48.85</b>	<b>44.95</b>	<b>49.73</b>	<b>55.41</b>	<b>49.01</b>
K8	Savannah Classical Academy*	ND	34.5	ND	ND	54.9	ND
K8	East Broad	39.9	37.2	37.8	29.4	34.2	38
K8	Garrison	42.1	36.8	34.4	53.7	64.8	54.3
K8	Georgetown	44.6	39.5	37.8	32.5	47.2	33.3
K8	Godley Station	44.9	40.1	35.9	32.8	34.2	31.9
K8	Isle of Hope	34.6	37.1	37	28.4	34.9	32.9
K8	Ellis	46.1	40.5	34.6	40.9	55.2	47.9
K8	Hesse	41.1	38.6	36.8	29.2	33.5	32.1
<b>K8 Average Participation %</b>		<b>41.9</b>	<b>33.73</b>	<b>36.33</b>	<b>35.27</b>	<b>38</b>	<b>38.63</b>
Middle	Oglethorpe/Ombudsman*	45.7	45.4	36.8	58.6	29.2	49.9
Middle	STEM	41.7	41.6	34.4	50.2	59	31.1
Middle	West Chatham Middle	40.4	36.2	31.8	26.2	27.5	30.7
Middle	Derenne	36.9	37.6	36.4	35.6	42.6	36.9
Middle	Southwest Middle	39.2	37.2	31.8	30.7	30.3	36.5
Middle	Myers	36.3	35.7	32.1	39.3	38.3	48.3
Middle	Coastal Middle	45.4	45.3	39.2	52.5	67.9	41.5
Middle	Hubert	38.2	37.3	34.9	31.5	36.1	38.3
Middle	Mercer	39.2	38	39.2	43.9	48.8	45.9
<b>Middle School Average %</b>		<b>40.33</b>	<b>39.36</b>	<b>35.17</b>	<b>40.94</b>	<b>42.18</b>	<b>39.9</b>

\* Satellite locations



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## Addendum to the Executive Summary:

### Highlights of Accomplishments and Successes from School Years 2012-2014

#### Savannah-Chatham County School Nutrition Program

##### Goal 1 - To Improve Academic Achievement

##### Goal 2 - To Ensure Fiscal Responsibility and Effective Resource Stewardship

##### Goal 3 – To Provide a Safe and Secure Environment

##### Goal 4 – To Engage Parents and Other Community Stakeholders

#### The Board of Public Education for the City of Savannah and the County of Chatham & School Nutrition Program Recognition

- Received Golden Radish Award from Georgia Organics for pledging to serve more locally sourced foods 2013 & 2014 – **Goal 4**
- Five schools receive Bronze Award and one Silver Award from the Alliance for a Healthier Generation and one for Healthier US Schools Challenge – **Goal 1 & 4**
- Revised the Wellness Policy and associated Regulations to support the Smart Snacks in Schools Regulation – **Goal 1 & 4**
- Won Gold Level award and was the only winner in the large district category statewide for the GADOE and SUDIA Fuel up First Award for increasing breakfast participation and held an assembly celebration at Bloomingdale Elementary to celebrate. – **Goal 1 & 4**
- Won the GSNA Wellness Award for our work promoting School Breakfast at the state conference in Jekyll Island in April 2014. – **Goal 1 & 3**
- Won a Georgia Best Practice Award for “Promoting a Healthy School Environment” 2014. - **Goal 1 & 3**
- Won a USDA Southeast Region Best Practice Award for “Promoting a Healthy School Environment” 2014. – **Goal 1 & 3**
- Director nominated to serve on GSNA’s Executive Committee as the Nutrition Chair 2014-15.
- Director selected by the GADOE SNP State Director to serve on the *State Nutrition Director’s Council*. 3 year assignment - **Goals 1-4**
- Selected by School Nutrition Association to attend an invitation only Roundtable of 8 in Boston 2014 at ANC, comments and photos were published in October 2014 School Nutrition Magazine.
- Participated in the three year study - USDA’s School Nutrition Program Operations Study. - **Goal 2 & 4**
- Participated in and Published in Breakfast Study put out by Food Research Action Center. – **Goal 1**
- Worked with the PR firm for GSNA and represented Georgia School Nutrition Association on WTOC Mid-Morning Live. – **Goal 4**
- Featured in National Publication KIWI magazine for our work to promote National School Lunch Week and bring Your Parent to Lunch Day. – **Goal 4**
- Invited as 1 of 16 participants nationally to attend CIA in San Antonio to participate in Getting Back to Your Roots Symposium with hands on culinary training, featured in Food Service Director Magazine. – **Goal 1**
- The department was asked by GADOE if Chatham’s Wellness Policy could be used as a model Wellness Policy for the state and if it could be shared with other states. - **Goal 3 & 4**





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- Successfully completed the Administrative Review in February 2014, (Final report not yet received by district.) – **Goal 1 – 3**
  - Numerous TV appearances on WSAV, WJCL and WTOG and Clear Channel Radio

### Monetary Awards and Grants

- Received \$153,000 grant from Let's Move Salad Bars to Schools to place Garden Bars in all schools in the district.
- Received HHFK 6 Cents Certification for School Menus certifying compliance with the new meal pattern and increasing reimbursement by ~\$1350 per day. – **Goal 2**
- Received \$335,000 Breakfast Grant – to implement alternate breakfast programs next school year and implemented in SY14 in 22 schools and increased breakfast participation by 42% district wide which increased federal reimbursement for breakfast. Made change to Universal Free Breakfast across the district for SY15. – **Goal 1 & 2**
- Received "Feed My School" Grant to be implemented next year implemented SY14 in conjunction with the GA Dept. of Agriculture at WCES May 5-9<sup>th</sup> with a Farm Expo on Friday 2014. – **Goal 1 & 4**
- Added to SNP Net Cash Resources starting with **\$340,475.65** (6-30-2012) and ending with **\$3,342,093.93** (7-10-15) – **Goal 2**

### Community Partnerships

- Invited to serve on the Board of Directors for Healthy Savannah as well as the local Walk Georgia Campaign and the UGA Family and Consumer Sciences Advisory Council – **Goal 4**
- Entered into partnership with Memorial and the Strong 4 Life Program and held training for managers by Children's Healthcare of Atlanta on the Strong 4 Life Program – **Goal 1 & 4**
- Held a Farm to School Summit and PLE for teachers and the community in conjunction with Georgia Organics in October 2013 – **Goal 1 & 4**
- Held Chef and Child Day at Garden City and were featured on School Meals that Rock Blog, & Facebook and Dayle Hayes, the author, used our photographs from that day at SNA's National Leadership Conference, and SNA's Annual Conference in Boston in her presentation. – **Goal 1 & 4**
- Partnering with the Children's Wellness Program at Memorial Health and serving as Research Mentor for Brittany Lightsey R.D., at Memorial Health on a "Power Picks" research project to take place next school year. – **Goal 1 & 4**
- Served as Preceptor to Woodville-Tompkins Culinary Student and R.D. Preceptor for Food Service rotation for Georgia Southern University, University of Tennessee, Chattanooga, Utah State Dietetic Internship Program and Dominican University in Illinois's Dietetic Internship Program. – **Goal 4**
- Updated website to contain more useful information for parents– **Goal 4**
- Purchased On-Line Free and Reduced Meal Application to increase efficiency and capture more free and reduced applications – **Goal 2& 4**

### Other

- Updated Food Safety Plan and provided training to staff – **Goal 3**
- Implemented more training and succession plan for managers, preparing Lead Assistants to move into a manager role as positions become available as well as decreasing managers covering two sites from 40 to 34



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from SY14 to SY15 to increase management over site of food safety, inventory, production, etc. and accountability at the site – **Goal 1-4**

- Increased Lunch Participation by 4.6% or in the middle schools.
- Hired two new coordinators and two floating manager to provide more audits at the site, training of staff, and over site of operations and to provide coverage in manager absences. Will now have 3 R.D.'s and two chefs on staff– **Goal 2& 3**

#### **Goals moving forward**

- Implement more Smarter Lunchrooms concepts
- Implement budget spend down worksheets for each school site manager to track purchases against the budget
- Develop manager and staff achievement awards criteria and awards to recognize those that meet or exceed standards
- Continue to add to fund balance so that it can be invested back into equipment and staff training, enhancements including cafeteria facelifts and School Nutrition Association district owned membership.
- Develop equipment replacement plan to Include equipment replacement for refrigeration and steam based equipment every 15 years – **Goal 2 & 3**
- Have all Elementary Schools apply for and receive Healthier US Schools Challenge Award – **Goal 1 & 4**
- Continue to grow Farm to School Efforts and increase the amount of local produce on menus focusing on a Harvest of the Month–**Goal 1 & 4**
- Implement Community Eligibility Provision in as many schools as financially responsible based on last year's participation, it would increase federal reimbursement by \$500,000 to \$750,000 annually – **Goal 1 & 2**
- Investigate possibility of provide Afterschool Meals in high poverty schools – **Goal 1 & 2**
- Continue to work toward making school nutrition personnel accepted as partners in the education of children – **Goal 1**