

**Food Service Program  
2016-2017 Program Evaluation Report**

Special School District



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## Evaluation Summary

SSD's Food Service program provides breakfast, lunch, and after-school snacks to students in all SSD school buildings, VSP sites, and daycare sites; the exact combination of meal patterns varies by site. Meals are provided in various configurations of free, reduced-price, and full-pay to varying populations of students, as appropriate.

This report reviews program performance data related to customer satisfaction goals, and presents additional data and discussion related to the number of students served and costs of operating the program.

### Key Conclusions

1. This program complies with applicable local, state, and federal regulations:
  - The Food Service program is certified by DESE to comply with guidelines of U.S. Department of Agriculture (USDA) and the Healthy, Hunger-Free Kids Act of 2010 (HHFKA).
  - All cafeterias have earned a Grade A certification from the Saint Louis County Department of Public Health.
  
2. It meets its objective of satisfying student hunger needs:
  - With the collaboration of our partner vendor Sodexo, the program provisions, prepares, and serves healthy and wholesome food to SSD students in all SSD school buildings.
  - Students are generally satisfied with the service they receive.
  - Slightly less than half the students are satisfied with the taste of their food.
  
3. The program demonstrates mixed financial results:
  - Over the past five years, efficiencies have improved, indicated by a 4.4% reduction in cost per meal.
  - This is offset by a 12.7% reduction in average revenue per meal.
  - These two factors combined to create a 25.1% increase in SSD's subsidy per meal.
  - SSD's total subsidy for this program in 2016-2017 was \$251,400.

## ***Program Description***

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### **Purpose or Mandate**

The Food Service program exists to satisfy the hunger needs of students while at school, because physical satisfaction of this need is believed to relieve a barrier to learning. Board policy EF (revised June 13, 2017) authorizes a food service program “in accordance with law.” That policy states that the food program “operates as an integral part of the total school program and contributes to the District’s efforts to improve student achievement.” Similarly, Board policy EFB (revised March 10, 2015) authorizes free or reduced-cost food services to certain eligible students. The two policies provide further guidance for the program, including a requirement to “meet the nutrition standards established by the U.S. Department of Agriculture (USDA).”

The Food Service program support the following CSIP goals and PCF processes:

- CSIP 1.0 Student Performance
- CSIP 2.8 Improve the efficiency and effectiveness of critical work processes
- PCF 4.5 Manage food services

A biennial evaluation of this program is required under Board Policy IM. This evaluation supports fulfillment of the MSIP5 resource and process provisions related to continuous improvement and program effectiveness monitoring. A previous evaluation of the Food Service program was approved by the Board on May 26, 2015.

### **What this program does**

The Food Service program is intended to provide wholesome, nutritious, and appetizing meals to District students, thereby contributing to good nutrition, which is vital to mental and physical growth during the formative years. Through our partner vendor Sodexo, the program serves breakfast, lunch, and/or after-school snacks in seven school cafeterias and also provides meals for other locations (*Appendix A, Table A-1*). As it has only half-day programs, South Tech does not provide lunch. The program operates under the guidelines of the National School Lunch Program (NSLP) and School Breakfast Program (SBP), as amended by the Healthy, Hunger-Free Kids Act of 2010 (HHFKA). Certain eligible students are provided food services at a free or reduced cost under those programs.

### **How this program works**

This program is managed by the SSD Finance Department and operated by Sodexo, our partner vendor. A major obligation of this program is to operate under USDA and DESE guidelines, so as to sustain an annual compliance certification from DESE and thereby qualify for financial reimbursement. In addition, school cafeterias are inspected periodically by the Saint Louis County Department of Public Health to assure that health and safety standards are met.

Meal menus are planned by Sodexo, in consultation with SSD, and using HHFKA guidelines. Periodic taste-test samples are prepared for SSD student panels by Sodexo and reviewed by SSD. The results of these tests are used to improve menu plans. Food purchasing, preparation, serving, and point-of-sale registration is performed by Sodexo employees using SSD equipment and facilities. The SSD Finance Department is responsible for collection of meal payments, including maintaining qualification records for free or reduced-price students.

### **What customers/stakeholders expect**

Students and parents expect nutritious, tasty, and filling meals composed of familiar foods. These expectations are sometimes at odds with the HHFKA guidelines, which mandate nutritious food ingredients, limited portion sizes, and (for some students) unfamiliar foods. In addition to these quality expectations, parents expect that meal prices will be affordable and comparable to other public school districts, while SSD expects that overall costs of the Food Service program will be within budgeted amounts. The SSD Food Service program attempts to balance all of these expectations by meeting the HHFKA guidelines and cost constraints, while attempting to satisfy student food preferences.

## What were the major accomplishments or benefits of this program?

During the 2016-2017 school year, this program:

- operated cafeterias in six SSD schools (*Appendix A, Table A-1*),
- served more than 292,000 meals (*Appendix A, Table A-2*),
- at prices that were below the average of other Saint Louis County school districts (*Appendix A, Table A-3*),
- and with a satisfactory level of service to its customers (*Measurable Objective 1.2*), while it
- maintained a Grade A inspection rating<sup>1</sup> from Saint Louis County Department of Public Health, for all SSD cafeterias (*Measurable Objective 2.2*),
- maintained its DESE certification of compliance with USDA and HHFKA guidelines, and
- initiated free meals to students in four schools under the Community Eligibility Provision (CEP).<sup>2</sup>

## How well did this program fulfill its purpose or mandate?

Inadequate    Approaching Satisfactory    Satisfactory    Excellent

## What factors made essential contributions (+/-) to this rating?

This program continues to struggle to achieve a balance between HHFKA guidelines and satisfying student desires for “tasty” food. Taste tests and menu changes during the past evaluation cycle have produced some improvement to student satisfaction (*see Measurable Objective 1.1*). In addition, the District subsidy for this program more than tripled in 2016-2017, compared to the previous year (*Appendix A, Table A-6*).

## What is the general level of customer or stakeholder satisfaction with this program?

Not at all Satisfied    Somewhat Satisfied    Satisfied    Completely Satisfied

## What factors made essential contributions (+/-) to this rating?

Customers are satisfied (77%) as to service, but mixed as to taste (47%) (*Goal 1*). This rating could be improved if more customers were satisfied by food tastes.

## *Evaluation Results*

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### *What is the status of the program’s progress toward achieving its goals?*

**Goal 1: Operate the Food Service program using meal plans that balance HHFKA guidelines with student needs.**

**Measurable Objective 1.1:** Maintain a satisfactory level of food taste.

**Results:** Achievement of this objective was assessed by calculating the percentage of students who gave positive responses (“good” or “very good”) to a survey question asking “How do you rate the taste of SSD cafeteria food?” This internal SSD survey was administered in May, 2016. A total of 338 students responded to the survey ( $n = 338$ , a 33% response rate). A target of 50% positive responses was set, based on a 2013-14 baseline measure of 46%.

This objective was not met. Only 47% of the students gave positive responses.

**Discussion:** While this measure showed improvement over the baseline year, many students continue to express dissatisfaction with menus prepared using the HHFKA guidelines. SSD has limited ability to improve this result, so

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<sup>1</sup> “Grade A: An establishment having a rating score of 90 or more.” Source: *Food Code*, Saint Louis County Health, 2005.

<sup>2</sup> CEP is a USDA program which “allows the nation’s highest-poverty schools and districts to serve breakfast and lunch at no cost to all enrolled students” regardless of each family’s individual status. SSD students at Ackerman, Northview, North Tech, and Litzsinger benefit from this program. Source: <https://www.fns.usda.gov/school-meals/community-eligibility-provision>

slow progress is to be expected. This is because compliance with the HHFKA guidelines is not an option for participants in the USDA food programs, and there is an inherent conflict between the HHFKA guidelines and the familiar foods many students prefer. We continue to conduct taste-tests with Sodexo and student panels, and we continue to modify the menus based on taste-test results, in an attempt to provide greater customer satisfaction. This objective will continue to be addressed in the next evaluation cycle. *(See proposed objectives and actions in the Forward Planning section, below.)*

**Measurable Objective 1.2:** Maintain a satisfactory level of service to students.

**Results:** Achievement of this objective was assessed by calculating the percentage of students who gave positive responses (“good” or “very good”) to a survey question asking “How do you rate the service provided by the cafeteria staff?” This internal SSD survey was administered in May, 2016. A total of 338 students responded to the survey ( $n = 338$ , a 33% response rate). A target of 53% positive responses was set, based on a 2013-14 baseline measure of 49%.

This objective was met. 77% of the students gave positive responses.

**Discussion:** During the current evaluation cycle obsolete point-of-sale equipment was upgraded in all cafeterias to speed up the check-out time in serving lines, thereby reducing wait times for students and contributing to their service satisfaction.

This objective will continue to be addressed in the next evaluation cycle, including another round of point-of-sale equipment upgrades. *(See proposed objectives and actions in the Forward Planning section, below.)*

**Goal 2: Operate the Food Service program using practices that will assure regulatory compliance.**

**Measurable Objective 2.1:** Maintain DESE and USDA compliance certification.

**Results:** Achievement of this objective was assessed by counting the number of “findings” on the triennial DESE Administrative Review. A target of five or fewer was set, representing a best-practices estimate.

This objective was met. An Administrative Review was conducted on March 14-15, 2016, which produced four findings.

**Discussion:** At Ackerman, the Review found that the serving size of fruit was less than required (two findings) and that production records related to vegetable servings were in error (one finding). At Northview, minimum grain serving requirements were not met on three days per week (one finding). SSD gave satisfactory responses to DESE which included corrective plans for the findings.

**Measurable Objective 2.2:** Maintain a minimal level of risk of food-borne illness and achieve good retail practices in SSD cafeterias.

**Results:** Achievement of this objective was assessed by tabulating the scores assigned to individual SSD school cafeterias during periodic routine inspections by Saint Louis County Department of Public Health.<sup>3</sup> Two measures were used: (a) scores assigned to individual cafeterias, and (b) average annual scores achieved across all SSD cafeterias. Minimum scores of 91% were set for individual cafeterias, and 95% for the overall SSD average. Both were set from 2014-2015 baseline measures less allowable variation.

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<sup>3</sup> A routine inspection is a “comprehensive, unannounced inspection during which the EHS/ER will evaluate foodborne illness risk factors, public health interventions and good retail practices to determine compliance with regulations.” Such inspections are typically performed two times per year. Source:

<https://www.stlouisco.com/HealthandWellness/FoodandRestaurants/Inspections/TypeofInspections>

This objective was met.

**Discussion:** Saint Louis County requires each cafeteria to achieve a minimum score of 90 to receive a Grade A rating. The lowest score achieved by any school was 94, given on one inspection at Northview in 2016. On two subsequent inspections there, the school earned a score of 100. SSD's overall average score was 98.7 during the current evaluation period.

**Measurable Objective 2.2: SSD cafeteria inspection scores**



SCHOOL YEAR		Ackerman	Litzinger	Neuwoehner	Northview	Southview	North Tech	All SSD
2016-2017	Minimum	99	98	99	94	100	97	94
	Average	100	98	100	97	100	98	99
	n	2	1	2	2	2	2	11
2015-2016	Minimum	97	98	99	98	97	99	97
	Average	98	98	100	98	98	100	98
	n	2	1	2	2	2	2	11
2014-2015 (baseline)	Minimum	100	99	98	99	100	99	98
	Average	100	99	98	99	100	99	99
	n	1	1	1	1	1	1	6
<b>St Louis County</b>								
<b>Grade A Minimum</b>		90	90	90	90	90	90	n.a.

**Evaluation Results Summary**

**Strengths and Opportunities for Improvement**

*Strengths:*

1. This program provides good service to its customers (students).
2. A focus on improvement is evidenced by a new schedule for replacing point-of-sale (POS) computers and other cafeteria equipment. For example, obsolete POS computers were replaced, scanners were installed for reading ID badges, and additional improvements are scheduled. An equipment replacement schedule is being developed for other cafeteria equipment.

*Opportunities/Weaknesses:*

1. Additional taste tests and menu changes, as well as selective replacement of food-preparation equipment, could lead to improved taste satisfaction for customers.

2. Changing student surveys from a two-year to a one-year cycle could provide more rapid response to student satisfaction concerns.
3. Additional leadership discussions regarding the number of free lunches, and/or additional discussion of menu prices may be appropriate to address the program deficit (SSD subsidy).

***How well aligned are the program's processes with the goals of the program?***

The program's processes are well aligned to the goals of the program.

***Deployment Level of Program Services***

- Little or no deployment of program services.
- The program services are in the early stages of deployment in most areas or schools.
- Services are deployed, although some areas or schools are in early stages of deployment.
- Services are well deployed, although deployment may vary in some areas or schools.
- Services are well deployed, with no significant gaps.
- Services are fully deployed without significant weaknesses or gaps in any areas or schools.

***Should resources be changed to improve this program?***  **Yes**  **No**

***If Yes, describe changes.***

Point-of-sale equipment (computers and scanners) were replaced at the beginning of the current evaluation cycle by re-deploying used computers from other SSD offices. Those computers are now outdated and slow. New equipment is needed to improve service to students. An action item is planned to replace half the computers each year, on a rolling schedule.

Some kitchen equipment is outdated (*e.g.* food mixers) and some is not appropriate for the new HHFKA menus. As an example, food steamers were never used previously, but have now been taste-tested and recommended for purchase. An action item is planned to inventory and schedule replacement of kitchen equipment, as appropriate.

***Should goals be changed, added or removed?***  **Yes**  **No**

***If Yes, describe changes.***

***Evaluation Implications***

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***What are the costs of this program?***

Fiscal Year 2017:

<b><i>Actual Costs:</i></b>	<b>\$ 874,471</b>
Sodexo	\$ 821,941
Printing, Postage, Supplies, Non-Capital	\$ 4,462
Equipment - Capital	\$ 48,068
 <b><i>Revenues:</i></b>	 <b>\$ 623,071</b>
Local - cash receipts	\$ 72,010
Food Service - State	\$ 5,096
Federal	\$ 545,965
 <b><i>Deficit:</i></b>	 <b>\$ 251,400</b>

***How many meals are served by this program?*** 292,719

***What is this program's cost per meal?*** \$ 2.99

The Food Service program is managed by one SSD staff member on a part-time basis. Sodexo staff includes

1. One (1) regional manager on an as-needed basis
2. One (1) full-time program coordinator
3. Sixteen (16) cafeteria staff persons

***Estimated Cost Effectiveness***

- Mandated program; costs cannot be significantly reduced.
- Mandated program; costs could be reduced (include in Action Plan, below).
- Benefits greatly outweigh costs.
- Benefits outweigh cost, but improvement appears possible. *(See Forward Planning, below.)*
- Costs outweigh benefits (include in Action Plan, below).

***General Recommendation Resulting from this Evaluation***

- Continue the program as is. It is meeting or exceeding all expected outcomes.
- Continue the program with specific action plans for improvement.
- Expand the program, replicating effective components.
- Streamline, refine, or consolidate elements of the program. *(See Forward Planning, below.)*
- Redesign the program.
- Reevaluate the purpose and/or goals of the program.
- Discontinue ineffective or nonessential program components.
- Discontinue the program.

***Review of Previous Action Plans***

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<b>Action Plan 1 (short-term)</b>	Conduct annual review of HHFKA program revisions and SSD student survey and taste-test responses. Using that review, revise menus to improve Objective 1.1 Results.
<b>Status of Action Plan 1</b>	MET. Taste-tests were conducted and HHFKA guidelines were reviewed annually with Sodexo; menus were improved accordingly. Student surveys were conducted in May, 2016 and analyzed for menu implications. Another student survey is pending (Spring, 2018).

<b>Action Plan 2 (short-term)</b>	Conduct annual review of kitchen and point-of-sale equipment. Replace equipment as appropriate to maximize efficiency and improve Objective 1.2 Results.
<b>Status of Action Plan 2</b>	MET. Reviews were conducted and some equipment was replaced. Point-of-sale computers were replaced with newer recycled SSD computers, and scanners were added for student ID badges. Selected kitchen equipment was replaced and/or scheduled for replacement.

<b>Action Plan 3 (short-term)</b>	Expand ESY breakfast program to include Community Eligibility Provision (CEP) guidelines to some or all SSD buildings.
<b>Status of Action Plan 3</b>	MET. The ESY breakfast program was first offered in June, 2016.

<b>Action Plan 4 (medium-term)</b>	Expand ESY lunch program to align with breakfast program.
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<b>Status of Action Plan 4</b>	DELETED. Because ESY is a half-day program, ESY lunches were not implemented.
<b>Action Plan 5 (medium-term)</b>	Develop and implement a process for aligning the Food Service and Student Health programs, with emphasis on student education regarding healthy eating habits and wellness.
<b>Status of Action Plan 5</b>	MET. The SSD Food Service LEA Representative and two Sodexo managers are active members of the SSD Student Wellness Committee, and provide input to that committee's implementation of a healthy-eating process for students.
<b>Action Plan 6 (long-term)</b>	Study cafeteria configurations and propose changes as appropriate to provide greater service efficiency and accommodation for students.
<b>Status of Action Plan 6</b>	IN PROGRESS. Preliminary discussions have been conducted, and priorities are being considered. This is a very long-term item, and is not likely to be completed without approval of major structural changes to SSD cafeterias.

## ***Forward Planning***

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### ***What specific actions are needed in the next evaluation cycle?***

#### **Short-term (within the next school year)**

1. Purchase and pilot-test numeric keypads to speed up point-of-sale (POS) operations and improve customer satisfaction.  
Anticipated Date of Completion: June 2018.
2. Inventory and schedule replacement of kitchen equipment, as appropriate.  
Anticipated Date of Completion: June 2018.

#### **Medium-term (1-2 years)**

3. Conduct additional taste tests and menu modifications to improve customer satisfaction.  
Anticipated Date of Completion: June 2019.
4. Replace POS computers in three cafeterias.  
Anticipated Date of Completion: June 2019.
5. Implement a rolling schedule and replace food-preparation equipment as planned to support HHFKA-suggested menu changes.  
Anticipated Date of Completion: June, 2019.
6. Implement a one-year schedule for conducting student satisfaction surveys.  
Anticipated Date of Completion: June, 2019.
7. Monitor HHFKA guidelines and respond to changes as needed.  
Anticipated Date of Completion: June, 2019.

#### **Long-term (3 years and more)**

8. Replace POS computers in four additional cafeterias.  
Anticipated Date of Completion: June 2020.

***What are future goals, objectives, measures, and targets that will be used to monitor and evaluate this program?***

**Goal 1:** Operate the Food Service program using meal plans that balance HHFKA guidelines with student needs.

**Objective 1.1:** Maintain a satisfactory level of food taste.

**Measure 1.1:** Percentage of students who respond “good” or “very good” to a survey question asking “How do you rate the taste of SSD cafeteria food?” in a department-administered survey.

**Target 1.1:** 50%. Target established from 2013-14 baseline measure of 46% and 2016 performance of 47%.

**Monitoring Schedule 1.1:** Annual, June 2019.

**Objective 1.2:** Maintain a satisfactory level of service to students.

**Measure 1.2:** Percentage of students who respond “good” or “very good” to a survey question asking “How do you rate the service provided by the cafeteria staff?” in a department-administered survey.

**Target 1.2:** 79%. Target established from 2013-14 baseline measure of 49% and two-point improvement over 2016 performance of 77%.

**Monitoring Schedule 1.2:** Annual, June 2019.

**Goal 2:** Operate the Food Service Program using practices that will assure regulatory compliance.

**Objective 2.1:** Maintain DESE and USDA compliance certification.

**Measure 2.1:** Number of “findings” on the triennial DESE Administrative Review.

**Target 2.1:** Five or fewer. Target represents a best-practices estimate.

**Monitoring Schedule 2.1:** Triennial, June 2019.

**Objective 2.2:** Maintain a minimal level of risk of food-borne illness and achieve good retail practices in SSD cafeterias.

**Measure 2.2(a):** Scores assigned to individual SSD school cafeterias during periodic routine inspections by Saint Louis County Department of Public Health.

**Target 2.2(a):** 92% or better in every cafeteria. Target set from 2016-17 target of 91% and increased for 2016-2017 actual of 94%, less allowable variation.

**Monitoring Schedule 2.2(a):** Annual, June 2019.

**Measure 2.2(b):** Average annual scores achieved across all SSD school cafeterias during periodic routine inspections<sup>1</sup> by Saint Louis County Department of Public Health.

**Target 2.2(b):** 95% or better, annual average. Target set from 2016-17 target of 95% and 2016-17 actual of 98.7%, less allowable variation.

**Monitoring Schedule 2.2(b):** Annual, June 2019.

## Appendix A Descriptive Statistics

**Table A-1. SSD food service by meal and school (2016-2017)**

The Food Service Program serves breakfast, lunch, and/or after-school snacks in seven school cafeterias and also provides meals for other locations. As it has only half-day programs, South Tech does not provide lunch. Breakfast service at South Tech uses only cold foods, so the cafeteria there is not operated.

School	Breakfast	Lunch	Snack (2:30)
Ackerman	✓	✓	
Litzinger	✓	✓	
Neuwoehner	✓	✓	
Northview	✓	✓	
Southview	✓	✓	
North Tech	✓	✓	✓
South Tech	✓		

“Other locations” have no cafeteria, so meals for those students are either delivered from, or picked up at, the locations indicated.

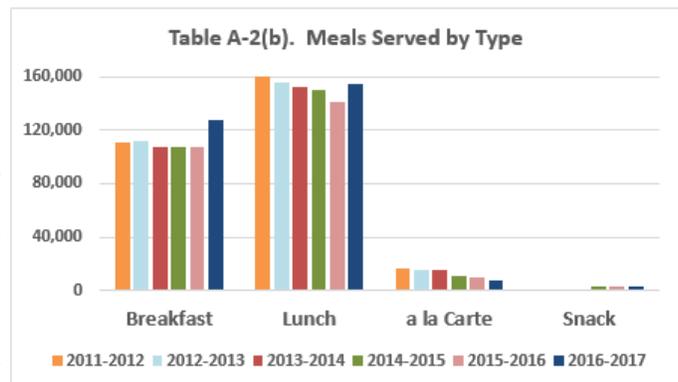
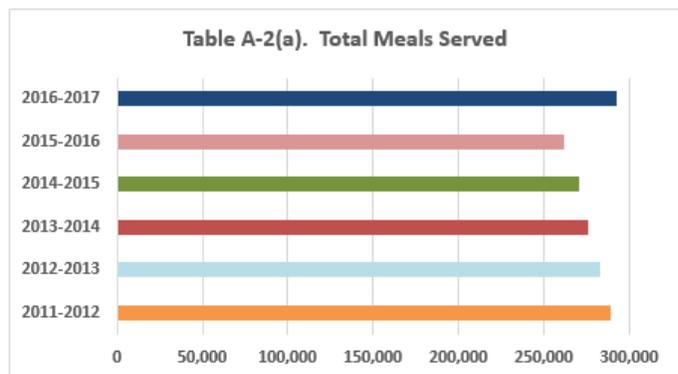
Other Locations	Service
Daycare at North Tech	Lunch, picked up from North Tech
Daycare at South Tech	Lunch, delivered from Southview
Daycare at Ladue EC	Breakfast & Lunch, delivered from Litzinger
VSP students	Breakfast & Lunch, picked up at Litzinger and Northview

**Table A-2. Number of meals served (2011-2017)**

During the 2016-2017 school year, this program served more than 292,000 meals.

The total number of meals served increased 11.8% over the previous year, after having fallen for several years before that. This increase was primarily the result of providing food service to students in the Extended School Year program (ESY) and initiation of the Community Eligibility Provision (CEP).

After-school snacks were begun in January, 2015, for full-day North Tech students. This service accounts for about 1% of the total number of meals served.



School Year	Breakfast	Lunch	a la Carte	Snack	Total
2016-2017	127,385	154,709	7,720	2,905	292,719
2015-2016	107,452	141,488	10,139	2,735	261,814
2014-2015	107,643	149,737	10,522	2,714	270,616
2013-2014	107,913	152,526	15,480	0	275,919
2012-2013	111,709	155,834	15,174	0	282,717
2011-2012	110,651	161,984	16,520	0	289,155

**Table A-3. History of SSD meal prices, 2012-2017**

This table shows how SSD's meal prices have changed over time.

For comparison, the U.S. Consumer Price Index (CPI) for "food away from home" rose 10.6% from 2013 to 2017.

SCHOOL YEAR	Meal Type					
	Milk	Breakfast	Lunch		Adult Brk'st	Adult Lunch
			Elem	Sec/HS		
<b>2016-2017</b>	<b>\$0.60</b>	<b>\$1.60</b>	<b>\$2.45</b>	<b>\$2.65</b>	<b>\$2.00</b>	<b>\$3.25</b>
2015-2016	\$0.55	\$1.50	\$2.45	\$2.55	\$2.00	\$3.00
2014-2015	\$0.55	\$1.45	\$2.25	\$2.45	\$1.90	\$2.90
2013-2014	\$0.55	\$1.40	\$2.20	\$2.40	\$1.75	\$2.75
2012-2013	\$0.55	\$1.35	\$2.15	\$2.35	\$1.50	\$2.60
<i>% Change, 2013-2017</i>	9.1%	18.5%	14.0%	12.8%	33.3%	25.0%

**Table A-4. Comparative food prices per meal, 2016-2017**

SSD attempts to set meal prices at or below the median of prices charged by other Saint Louis County public school districts. This table indicates comparable prices at selected Saint Louis County school districts.

Combining comparable student breakfast and lunch prices, SSD's overall average student meal price in 2016-2017 was 2.2% below the median of comparable county schools.

Combining student elementary and secondary lunch prices, SSD's overall average lunch price was 2.4% below the median of average lunch prices in comparable districts. SSD's price for student breakfasts was equal to the median breakfast prices of other districts.

*Note: These averages are derived from prices shown in the table, but their calculations are not explicitly shown.*

DISTRICT	Meal Type					
	Milk	Breakfast	Lunch		Adult Brk'st	Adult Lunch
			Elem	Sec/HS		
Affton	\$0.35	\$1.20	\$2.15	\$2.25	\$1.50	\$2.50
Bayless	\$0.55	\$1.50	\$2.55	\$2.70	\$1.75	\$3.15
Brentwood	\$0.45	\$1.85	\$2.40	\$2.65	\$1.85	\$3.25
Clayton	\$0.60	\$2.00	\$3.00	\$3.25	\$2.10	\$3.50
Hazelwood	\$0.50	\$0.75	\$1.85	\$2.20	\$1.25	\$2.85
Kirkwood	\$0.60	\$1.95	\$2.70	\$2.85	\$2.35	\$3.30
Ladue	\$0.55	\$1.70	\$2.55	\$2.65	\$1.75	\$3.10
Lindbergh	\$0.90	\$1.20	\$2.80	\$2.95	\$1.20	\$3.20
Maplewood-RH	\$0.50	\$0.00	\$2.55	\$2.55	\$1.50	\$3.00
Parkway	\$0.50	\$2.10	\$2.85	\$2.85	\$2.35	\$3.10
Pattonville	\$0.50	\$0.00	\$2.35	\$2.45	\$1.50	\$2.60
Ritenour	\$0.50	\$0.00	\$2.35	\$2.85	\$1.75	\$3.00
Rockwood	\$0.65	\$1.60	\$2.60	\$2.90	\$1.85	\$3.05
Valley Park	\$0.45	\$1.80	\$2.40	\$2.65	\$2.30	\$3.30
Webster Groves	\$0.50	\$1.75	\$2.75	\$2.75	\$2.00	\$3.00
<b>County MEDIAN</b>	\$0.50	1.60	\$2.55	\$2.70	1.75	3.10
<b>SPECIAL DISTRICT</b>	<b>\$0.60</b>	<b>\$1.60</b>	<b>\$2.45</b>	<b>\$2.65</b>	<b>\$2.00</b>	<b>\$3.25</b>
<i>SSD Percent of Median</i> <sup>1</sup>	+20% <sup>2</sup>	= <sup>2</sup>	-3.9% <sup>2</sup>	-1.9% <sup>2</sup>	+14.3%	+4.8%

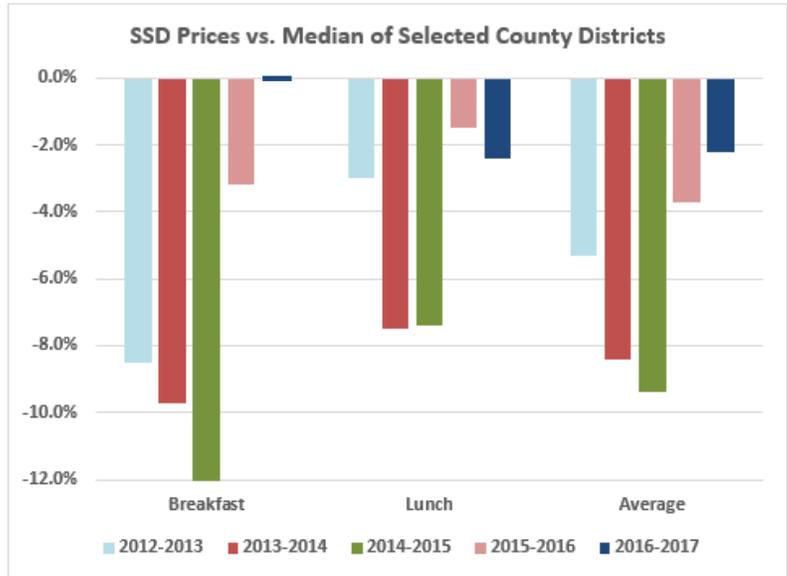
<sup>1</sup> Numbers in this row show SSD's prices above or below the County median.

<sup>2</sup> SSD's student lunch price is 3.9% below the median of student lunch prices of comparable elementary schools, and 1.9% below median high school prices. Student breakfast price equals the county median. SSD's milk price is above the county median, but approximately equal to SSD's cost. Adult meals are higher than the county median, by the percentages shown.

**Table A-5. Comparative history of SSD food prices, 2012-2017**

SSD has a consistent history of meal prices that are lower than the median of comparable St. Louis County districts. Although SSD raised meal prices in 2015-2016 and 2016-2017, price increases in other districts brought SSD closer to parity with their median prices.

SSD prices are still lower than the median of other districts (2.2% lower in 2016-17), but are at a closer balance than at any time in the previous four years.

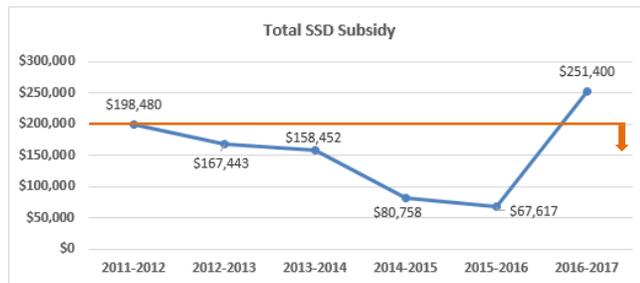


School Year	Breakfast	Lunch	Total
2016-2017	0.0%	-2.4%	-2.2%
2015-2016	-3.2%	-1.5%	-3.7%
2014-2015	-12.1%	-7.4%	-9.4%
2013-2014	-9.7%	-7.5%	-8.4%
2012-2013	-8.5%	-3.0%	-5.3%

**Table A-6. SSD subsidy to Food Service Program, 2011-2017 (net operating loss per fiscal year)**

SSD's subsidy to the Food Service Program has increased 26.7% from the 2011-2012 baseline year. It fell through the 2012-2016 period, but then rose significantly in 2016-2017.

SSD began participating in the Community Eligibility Provision (CEP) program in 2016-2017. This provides free breakfast and lunch to all students in Ackerman, Litzsinger, Northview, and North Tech schools. Beginning in Summer 2016, we also provided free breakfast to all students in Extended School Year (ESY). SSD is reimbursed for those meals, but at a reduced rate.



	School Year						% Increase 2012-2017
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	
Total Program Revenues	\$704,929	\$678,012	\$679,644	\$674,127	\$657,679	\$623,071	-11.6%
Total Program Expenses	\$903,409	\$845,456	\$838,096	\$754,885	\$725,296	\$874,471	-3.2%
<b>Total SSD Subsidy</b>	<b>\$198,480</b>	<b>\$167,443</b>	<b>\$158,452</b>	<b>\$80,758</b>	<b>\$67,617</b>	<b>\$251,400</b>	<b>26.7%</b>
Subsidy % of Expenses	22.0%	19.8%	18.9%	10.7%	9.3%	28.7%	30.9%
Meals Served	289,155	282,717	275,919	274,285	261,814	292,719	1.2%
Revenue per Meal	\$2.44	\$2.40	\$2.46	\$2.46	\$2.51	\$2.13	-12.7%
Cost per Meal	\$3.12	\$2.99	\$3.04	\$2.75	\$2.77	\$2.99	-4.4%
SSD Subsidy per Meal	\$0.69	\$0.59	\$0.57	\$0.29	\$0.26	\$0.86	25.1%