

Agenda:

December 10, 2015, 3:00 – 5:00 pm

- 3:00 Welcome, Brief Check-in
- 3:05 Review Process, Work Completed to Date
- 3:15 Overview of Chef Ann’s November Visit and Assessment
- 3:25 Update and Brainstorming Chef Ann’s January Forum
- 3:40 Food Services Vision Statement - Process to Date
 - Orientation to the draft Recommendation Document
 - Review Writing Teamlet’s work
 - Feedback Received: Chef Ann, F2S Advisory Group, Parent / Staff Surveys
 - Updated / Current Draft Vision Statement
- 4:00 Food Services Vision Statement – Review Together
- 4:20 Report out, Revise as needed
- 4:45 Review / finalize Vision Statement, Confirm Consensus
- 4:55 Next steps
- 5:00 Adjourn; thank you!

Call to Order:

J. Marie Riche, Communications Facilitator, began the meeting at 3:05 pm.

Others present: Margaret Gude, Mea Tyas, Nora Klewiada, Mark Dalton, Elizabeth Van Niekerk, Brianne Pugh, Jozlin Peterson, Sue Webber, Mardi Solomon, Simone Sangster, Jessica Sankey, Mylo Allen, Heidi Rodriguez, Anda Adams, Laura Plaut

Welcome and Review Agenda

J.Marie welcomed the group and reviewed the afternoon’s agenda. Simone Sangster, Assistant Superintendent of Finance and Operations, added her welcome and thanked the group for feedback thus far on the work done, and expressed her appreciation for the efforts of everyone involved.

Reflection on Work Thus Far

J.Marie briefly walked the group through a review of the work they did in their first two meetings.

Review of Lunch Lessons Site Visit

Mark Dalton, Director of Food Services, described the assessment performed by Lunch Lessons, LLC. in November. See Appendix A – Food Service Assessment and Next Steps.

Jessica Sankey, Director of Wellness, added that when she met with Beth Collins and Ann Cooper it became very clear how important this Food Services Advisory Group work is to the entire process of changing food services programs.

Update about Chef Ann’s January Forum

Heidi Rodriguez, Assistant Director of Food Services, told the group about Chef Ann’s scheduled visit on Tuesday, January 26 for a key-note address presentation at Mount Baker Theatre open to the public at large – a talk about the “Why” this matters. (In addition to the public event, while Chef Ann is here, she’ll also present to Food Services staff and to students.)

J.Marie asked the group to discuss at their tables some creative ideas about how to get the word out and encourage maximum community participation. Ideas that emerged:

- School newsletter article with link to introduce Chef Ann
- Food Co-op newsletter
- Sustainable Connections newsletter
- Have students create posters to be displayed that evening in a slideshow
- Posters everywhere
- Be repetitive with the message
- Have a standard ‘blurb’ with regular reminders
- PTA groups
- PAC meeting in January and related newsletter
- Higher ed classes at Huxley, BTC, etc.
- Western Front (WWU newspaper)
- Doctors’ offices – pediatricians and naturopaths
- Statewide listservs (WSDA, F2S, Whatcom Farmers)
- Bastyr, UW nutrition programs
- Taco Time placemat
- Prizes
- WTA bus poster (might be too late)
- Facebook event page
- Twitter
- Libraries
- Hospitals – Caregiver newsletter
- Grocery stores
- Northwest Career and Technical Academy
- Mount Baker Theatre
- WECU marquee on Holly St.
- Farmers Market bulletin board
- Seattle School Garden network

- Large banner
- Opportunity Council
- Food Bank
- Whatcom Food Network (WFN)
- Washington State Food and Farming Network (WSFFN)
- FFA
- Restaurant, coffee shop, bookstore bulletin boards
- Chamber of Commerce/Tourist Bureau
- Cascadia Weekly
- Pickford – poster
- Washington School Nutrition Association (WA-SNA)
- Cascade Radio Group – esp. KGMI

Vision Statement – Process to Date

After the group came up with priorities for the vision statement at the Food Services Advisory Group meeting on October 27, a writing team comprised of Margaret Gude, Jozlin Peterson, Mardi Solomon and J. Marie Riche worked on wordsmithing the vision statement. These meetings occurred on November 5 and December 8. The vision statement underwent a couple of revisions, feedback was sought from Farm-to-School Advisory, and the statement was presented to school district staff and families for feedback. See Appendix B – BPS Food Services Draft Vision Feedback.

J. Marie described the draft recommendation report produced by Simone Sangster, Jessica Sankey, and Mark Dalton that will be presented to Dr. Baker at the conclusion of this group's work. Even though the vision statement will be the hallmark of this group's work, the other input and learning will be encompassed in this report. Simone added that she wants to hear from group members if they have input about the ideas presented in the recommendation.

Updated / Current Draft Vision Statement

J. Marie asked the group to spend some time considering the draft statement as it currently stands:

- Is it too long?
 - Are the words 'every day' implied and therefore not needed?
 - Are the words 'supportive and' necessary?
 - Other ideas?
- Should it be broken up into more than one sentence?
- Does it represent this district's vision for the program?

Wordsmithing and editing was encouraged as the members discussed and brainstormed in small groups.

During the last few minutes of the work, J. Marie asked the groups to consider their work and determine – does their editing and wordsmithing improve and move forward the vision statement in a significant way?

Group Feedback

Group One

- remove 'every day'

- change 'supportive and joyful' to 'welcoming'
- change 'feeding' to 'providing' or 'serving'

Group Two

- remove 'joyful'; may have religious overtones
- split into two sentences
- tie 'every day' and 'every meal' together

Group Three

- change 'joyful' to 'nurturing'
- perhaps split into two sentences
- move 'every meal is a learning opportunity' to the beginning
- change 'feeding' to 'serving'

Group Four

- tie 'every student' and 'every meal'
- 'healthy food every day' / 'every meal is a learning opportunity'
- Challenge: vision statement as a 'tag line' and this is really more of a mission statement as it stands

Discussion ensued about mission vs. vision statement and what is important now and for the future. Group as a whole landed here:

Healthy food every day. Every meal is a learning opportunity. We encourage a lifetime of healthy eating by serving students nourishing, delicious whole foods in a _____ environment.

Groups spent a few minutes digesting and discussing this three sentence version and offered a variety of feedback:

- Uninspired first sentence
- Choppy
- Tag lines vs. sentences, especially for an educational institution
- 'welcoming' suggested in the blank before environment
- Suggest – 'we, as a community, encourage...'
- Suggest keep the last sentence as the vision for now (even though mission oriented, it suits where we are at now) and reserve the first two lines as tag-lines for future

The group was asked to vote on consensus around the last sentence standing alone as the vision with discussion to ensue about the phrase 'as a community' and identifying the final descriptive word.

Consensus was strongly in favor of using this as a vision statement at this time.

Consensus was then taken for 'as a community' and it was agreed to remove that phrase – the remaining statement would read: *We encourage a lifetime of healthy eating by serving students nourishing, delicious whole foods in a _____ environment.*

At that point, more discussion ensued about how to complete the sentence.

Votes were taken for the following words to "fill in the blank":

- engaging (3)
- nurturing (0)



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- supportive (4)
- welcoming (7)

Consensus taken between the three words that had votes. No consensus was determined and it was decided that the final descriptive word will be polled by email.

Next Steps

Final crafting of the statement will follow by email discussion. The recommendation will also be finalized for delivery to Dr. Baker.

Closing: 5:01 pm

Food Services Assessment and Next Steps

For districts beginning or continuing to explore expansion of bulk scratch-cook production, local procurement, culinary skills, and service and communication skills, as well as improvements to facilities and other areas, evaluating food-service operations is an essential task.

The primary purpose of self-assessment is to gain an accurate picture of the current status of your programs and services. By attaining a deep understanding of the current fiscal, operational, facilities, human resources, and community relationship aspects of your department, you can determine the best course of action and develop a strategy for realizing your department's vision.

Essential Data for Assessment

Fiscal Management

Human Resources

Food and Procurement

Facilities

Climate for Support – Policies, Marketing, and Community Engagement

Identifying Goals

Collecting data on all aspects of your programs gives you a solid foundation from which to work toward your desired goals. The fiscal tools can be used to create “what-if” scenarios that will help you immediately identify whether you have the required revenue to support a change and identify areas that can be improved to support change, like lowering food costs or increasing meal counts.

Strategic Planning for Next Steps

Taking your vision from the bird's-eye view to the details of actually making substantive changes requires a strategic planning process. A strategic plan helps determine the actions, resources, and benchmarks required for you to reach your goals... Our strategic template sample identifies the areas where next steps are to be taken and lays out the challenges, known resources, and specific actions, along with the parties responsible for those actions and a timeline for each action.

Beth Collins

Beth Collins is a principal of [Lunch Lessons LLC](#). Beth also owns Local Plates, LLC, a consulting business based in Traverse City, Michigan. Since 2006, Beth has performed school food assessments and provided a wide range of technical assistance to school districts in California, Colorado, Mississippi, Michigan, Wisconsin, New York and, most recently, for Baltimore City Public Schools in Maryland. Beth also consults for [Live Well Colorado](#), providing school meal assessments, food service director workshops and technical assistance to Colorado districts as part of the LiveWell@School program.



Beth is a trained chef with over 18 years in the industry. She started her culinary career in New York City in 1995, learning her craft from Chefs Lidia Bastianich and Michel Nishan before heading to East Hampton, NY in 2000 to feed students simply prepared fresh locally grown food at the Ross School with Chef Ann Cooper. The experience at the Ross School led Beth and Ann into the public sector where they have worked to support public school districts in transitioning their ready-to-heat food programs to sustainable scratch-cooked systems bringing fresh, real food to all kids in schools.

Beth and Ann have extended their commitment to improving school food through the establishment of the [Chef Ann Foundation](#) formerly known as Food Family Farming Foundation (F3) and its programs; [the Lunch Box](#), [Let's Move Salad Bars to Schools](#), its newest program, [Mission Nutrition](#), and Healthy Breakfast for Kids Grant program. Beth, along with Chef Ann, is the lead developer of The Lunch Box. She served as CAF's executive director from 2010 to 2013 and is currently CAF's Director of Operations.

Nancy Howatt

For 22 years, Nancy Howatt has worked in government business and finance. Twelve of those years have been work in school districts. Since retiring as the

Assistant Superintendent for Business at McKinleyville Union School District in California, she has operated her own consulting business. She has mentored aspiring school business officials, filled short-term vacancies in school district administration, and developed a cost accounting system for Berkeley Unified School District's child nutrition program that is being used as model for other school districts. She also assists non-profits in increasing their capacity to communicate their fiscal position to their Boards of Directors, possible funders, and the public. Because of her work in computer system designs in her early career she is able to unravel complex accounting processes to achieve maximum effectiveness and efficiencies within resource restraints.

Ann Cooper

Currently, Ann holds the title Director of Food Services for the Boulder Valley School District in Colorado, where she is working with Beth Collins to transition the 46-school, 28,000-student district from heat-and-serve processed foods to scratch-cooked whole foods as a result of the feasibility Ann and Beth completed in October 2008. Ann Cooper has 30 years experience in food services including private sector work in restaurants, hotels and consulting before transitioning to school food in 1999 as Director of Wellness and Nutrition at the Ross School in East Hampton, NY. Ann's work in the school food arena continued with consulting for the Chez Panisse Foundation in the Berkeley Unified School District resulting in four years as Director of Nutrition Services where the study results were implemented and BUSD undertook a wholesale change in its approach to feeding children shifting from processed to fresh food production and becoming budget neutral in its fourth year of change. Ann, also award winning author and speaker, is a national voice for school food reform and founded Food Family and Farming Foundation in 2009, now known as the [Chef Ann Foundation \(CAF\)](#) with its primary mission to bring free tools to all schools through its main program, the web portal, www.thelunchbox.org.



**BPS Food Services Draft Vision
Feedback**

Survey of Parents and Staff Members

- 267 Total Respondents
- 184 Parents (69%)
- 70 Staff Members (26%)
- 8 Students (3%) and 5 Community Members (2%)

What do you like about the current draft BPS Food Services Vision Statement?

- “Whole Food,” “Healthy/Nourishing,” and/or “Less Processed” (121)
- General Support / Positive Direction / “Love it” (54)
- Lifetime / Everyday (49)
- Joyful / Supportive Environment (41)
- Nutrition Education (36)
- Delicious (17)
- Other (<5): engaged the community, it’s ok / generic, like nothing, brevity.

What concerns do you have about the draft vision statement, if any?

- None (82)
- General skepticism / Is this really possible? / A lot of work / Cost-prohibitive? (44)
- Joyful? (not relevant / important) (17)
- Need to define words like whole foods, healthy, nourishing, etc. (15)
- “Feeding” Students (you feed animals / students feed selves) (5)
- Other (<5): Delicious = subjective, Too long

Is there anything important you think the group may have overlooked?

- Local (24)
- Train / involve students in food prep (14)
- Allergies / Alternative Diets / Food restrictions / vegetarian / gluten-free (9)
- Enough time (7)
- Organic / Pesticide-free (7)
- School Gardens (7)
- Other (<5): Cultural inclusion / diversity, balance, chocolate milk, portion sizes, waste, non-GMO, transportation of food, environment

Chef Ann’s Feedback:

- Be clear in the purpose of this statement; use it to drive your next steps
- Manage expectations!