

**E1. GROUP 3— SFA DIRECTOR COST INTERVIEW PREPARATION FORMS**

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OMB Control No.: 0584-xxxx

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**USDA/Food and Nutrition Service  
School Nutrition and Meal Cost Study  
SFA Director Cost Interview Preparation Forms Staff Rosters**

SFA ID #: \_\_\_\_\_

SFA Name: \_\_\_\_\_

SFA Director Name: \_\_\_\_\_

SFA Director Phone: \_\_\_\_\_

SFA Director email: \_\_\_\_\_

**INTRODUCTION**

Thank you for participating in the School Nutrition and Meal Cost Study. Please review and complete this package in preparation for our site visit to collect data about school meal program costs. Should you have any questions about this study, please call 855-###-#### at Abt Associates, Inc.

**About the Study.** The *School Nutrition and Meal Cost Study* (SNMCS) will continue the long-standing commitment of the US Department of Agriculture's (USDA's) Food and Nutrition Service (FNS) to periodic assessment of the school meal programs. This current assessment coincides with a period of considerable change for the National School Lunch Program (NSLP) and the School Breakfast Program (SBP). In recent years, schools participating in these programs implemented sweeping regulatory changes designed to increase children's access to healthy foods at school and to promote adoption of healthy eating and physical activity



habits. While FNS has conducted multiple studies of school nutrition and meal costs to date, SNMCS is the first such study after these major changes were implemented and the first to explore both nutrition and cost on a large national scale. This study will provide critical information of interest to USDA, the States, School Food Authorities (SFAs), and other program stakeholders that is not currently available.

The U.S. Department of Agriculture, Food and Nutrition Service, has contracted with Mathematica Policy Research and its research partners Abt Associates, Agralytica, and Relyon Media to conduct the SNMCS for SY 2014-2015. The study is authorized by the Healthy, Hunger-Free Kids Act of 2010 (HHFKA) and participation by selected states, districts, and schools is required under Section 305 of the HHFKA.

SNMCS will collect a broad range of data from nationally representative samples of public SFAs, schools, and students and their parents during SY 2014-2015. These data will provide Federal, State, and local policymakers with needed information about how federally sponsored school meal programs are operating after implementation of the new meal pattern and nutrient requirements and other changes in regulations. Comparisons of results from SNMCS with previous School Nutrition and Dietary Assessment (SNDA) and School Lunch and Breakfast Cost (SLBC) studies will provide information to assess the effects of the new nutrition standards on food service operations, the nutrient content of school meals offered and as served, meal costs and revenues, and student participation and dietary intake.

**Protecting Privacy.** All information gathered from school districts, schools, and households is for research purposes only and will be kept private to the full extent allowed by law. Responses will be grouped with those of other study participants, and no individual schools, districts, or students will be identified. We will inform parents of the study and our privacy practices. Any selected parent or student can choose not to participate in the study. We are not conducting audits or monitoring visits. Participation in the study will not affect meal reimbursements to participating districts and schools or school meal program benefits to participating households.

# SFA Director Cost Interview Preparation Forms

## INTERVIEWER INSTRUCTIONS:

### Central Food Service Staff Roster

- Complete column 1 (Title/Position), column 2 (Time charged to School Foodservice account), column 3 (Number of staff), and column 7 (Total Central Food Service hrs/week), as well as the Central Food Service Staff Allocation Grid (columns 9 through 16) with the SFA Director.
- Give the Central Food Service Staff Roster, with columns 1, 2, 3, and 7 completed, to the SFA Director or Business Manager so they can record the salary information and hours worked.

### Cafeteria/Kitchen Staff Roster

- Complete column 1 (Title/Position) and column 7 (Food Service Percent) during the School Nutrition Manager Cost Interview.
- Give the Cafeteria/Kitchen Staff Roster, with columns 1 and 7 completed, to the SFA Director or Business Manager so they can record the salary information and hours worked

### School Administrative Staff Roster

- Complete column 1 (Title/Position) during the School Principal Interview.
- Give the School Administrative Staff Roster, with column 1 completed, to the SFA Director or Business Manager so they can record the salary information and hours worked.

**Central Food Service Staff Roster**

[INSTRUCTIONS FOR SFA DIRECTOR]

For each of the following types of staff, please tell me - Does the school foodservice department employ this type of staff? Please include all types of central foodservice staff whose time is charged to the school foodservice account – and only these types of staff.

*(Check the appropriate response for each type of staff. All types of central foodservice staff that are charged to the SFA—and only these types of staff—should be noted.)*

CENTRAL STAFF GRID  Type of Staff	Employed by SFA?	
	Yes	No
a. SFA (School Food Authority) Director	<input type="checkbox"/>	<input type="checkbox"/>
b. Administrative Staff	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintenance Staff	<input type="checkbox"/>	<input type="checkbox"/>
d. Warehouse Staff	<input type="checkbox"/>	<input type="checkbox"/>
e. Drivers (include ALL drivers)	<input type="checkbox"/>	<input type="checkbox"/>
f. Nutritionists	<input type="checkbox"/>	<input type="checkbox"/>
g. Staff supervising multiple kitchens (e.g. Regional managers)	<input type="checkbox"/>	<input type="checkbox"/>

Now we are going to create a staff roster that will help us to analyze the direct labor cost for your central food service staff. I will ask you to list the different job titles or positions of all central staff, listing regular and temporary staff separately. Again, please include any staff on the Food Service payroll.

Do not include anyone who works primarily in a school or school kitchen.

Do not include anyone who works primarily in a central kitchen; in other words, a kitchen where food is prepared to be sent off-site only, and does not serve food on-site.

Please include all Drivers, even if they may be considered school specific.

**INTERVIEWER NOTE: Run through all staff with a Yes checked above and populate the staff roster. Also, collect data for columns (1), (2), (3), and (7).**

**Central Food Service Staff Roster**

[INSTRUCTIONS FOR BUSINESS MANAGER ON COLLECTING SALARY INFORMATION]

The purpose of this roster is to collect enough salary information to calculate what one hour of staff time costs per person, title or position.

For each position listed under column (1), please record (4) the average salary/wage of that position and the basis paid (see categories below), (5) the total paid hours per week and (6) total paid weeks per year worked. If column (7) is blank, please record the total hours per week spent on central food service (as opposed to school-level food service or other non-food service related activities). Finally, please indicate (8) whether the employee is regular staff who receives full fringe benefits or other staff (includes contracted and temporary staff who do not receive full fringe benefits). **If there is variation in salary among staff in the same category, please indicate the average (midpoint) salary for this position.** If you are unable to estimate an average (midpoint) salary, please use the extra space to list each staff member individually.

(1) Title/Position	(2) All time charged to SFA	(3) Number of Staff	(4) Salary/Wage		(5) Total Paid Hours/Week	(6) Total Paid Weeks/Year	(7) Total Central Food Service Hours / Week	(8) Status	
								Regular	Other
1. Food Service clerk	Yes	1	\$ 15,000 per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly		20	44	20	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**If an employee performs a one-time activity, record the hours as paid hours per week in column 4 and 1 week per year in column 5, if necessary. For example, 4 hours per year = 4 paid hours per week, 1 paid week / year.**

(1) Title/Position	(2) All time charged to SFA	(3) Number of Staff	(4) Salary/Wage		(5) Total Paid Hours/Week	(6) Total Paid Weeks/Year	(7) Total Central Food Service Hours / Week	(8) Status	
								Regular	Other
1.			\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly					<input type="checkbox"/>	<input type="checkbox"/>
2.			\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly					<input type="checkbox"/>	<input type="checkbox"/>
3.			\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly					<input type="checkbox"/>	<input type="checkbox"/>

**Central Food Service Staff Allocation Grid**

For each position, please tell me the **percentage of time** spent on activities below over the school year. For each task we're looking for the percent of the person's Central Food Service hours spent on this task, so that the total of all tasks equals 100% of their Central Food Service time. For a more detailed description of activities included in each category, please see the **Food Service Function List** included in this packet. **Do not include work in a school or school kitchen.** *Note: each row should add up to 100 percent*

- **Breakfast Production:** Direct production and/ or service of breakfast; collecting money, meal tickets, or other payments; and cleaning up after breakfast.
- **Lunch Production:** Direct production and/ or serving of lunch; collecting money, meal tickets, or other payments; and cleaning up after lunch.
- **Breakfast and Lunch Production:** Simultaneous production of breakfast and lunch, as described above (such as baking foods offered at breakfast and lunch).
- **Fresh Fruit and Vegetable Program (FFVP)/After-school Snack Production:** Direct production and/ or serving of FFVP or after-school snacks; collecting money, meal tickets, or other payments; and cleaning up after snacks.
- **Other Meal Production:** Direct production and/ or serving of meals other than breakfast, lunch, or FFVP/after-school snacks. Includes preparing, shipping and/or serving catered meals not counted as reimbursable meals by this SFA.
- **Nutrition education and promotion:** Activities by foodservice personnel to promote healthy eating and participation in school meals. Includes related communications, events, planning, and training, as well as school wellness policy development and monitoring.
- **Food Service Administration:** Preparing, distributing and processing applications; conducting income verification; updating student status and records; ordering and purchasing food and supplies; planning, budgeting and management for food service program; menu planning and nutritional analysis; and record keeping, accounting and data processing for food service program.
- **Other Non-Production Activities:** Cleaning, maintenance, and security of food service space and equipment; receiving, storing and/or transporting food and supplies; maintenance of vehicles and other equipment used in storage and transportation.

(9) Breakfast Production %	(10) Lunch Production %	(11) Breakfast and Lunch Production %	(12) FFVP/After- school Snack Production %	(13) Other Meal Production %	(14) Nutrition education and promotion %	(15) Administration %	(16) Other- Non-Production %	Central Food Service Total (Should =100%)
1.								= 100%
2.								= 100%
3.								= 100%



(1) Title/Position	(2) All time charged to SFA	(3) Number of Staff	(4) Salary/Wage		(5) Total Paid Hours/Week	(6) Total Paid Weeks/Year	(7) Total Central Food Service Hours / Week	(8) Status	
			Regular	Other					
4.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
5.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
6.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
7.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
4.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
9.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
10.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
11.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>
12.		_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	<input type="checkbox"/> Month <input type="checkbox"/> Year <input type="checkbox"/> Other:				<input type="checkbox"/>	<input type="checkbox"/>

(9) Breakfast Production %	(10) Lunch Production %	(11) Breakfast and Lunch Production %	(12) FFVP/After- school Snack Production %	(13) Other Meal Production %	(14) Nutrition education and promotion %	(15) Administat ion %	(16) Other- Non-Production %	Central Food Service Total (Should =100%)
4.								= 100%
5.								= 100%
6.								= 100%
7.								= 100%
8.								= 100%
9.								= 100%
10.								= 100%
11.								= 100%
12.								= 100%

## Food Service Function List for Central Food Service Staff Allocation Grid (Numbers match columns on grid)

### 9. Breakfast Production

- Making ready, preparing and serving food.
- Collecting money, meal tickets, or other payments at breakfast.
- Cleaning up after breakfast (kitchen and serving area).
- Any other work that involves direct production for breakfast.

### 10. Lunch Production

- Making ready, preparing and serving food.
- Collecting money, meal tickets, or other payments at lunch.
- Cleaning up after lunch (kitchen and serving area).
- Any other work that involves direct production for lunch.

### 11. Breakfast and Lunch Production

- Making ready, preparing and serving food for both breakfast and lunch.
- Collecting money, meal tickets, or other payments for both breakfast and lunch (if done at the same time).
- Cleaning up after breakfast and lunch (if done at the same time).
- Any other work that involves direct production for both breakfast and lunch.

### 12. FFVP/After-school Snack Production

- Making ready, preparing and serving foods for snacks.
- Collecting money, meal tickets, or other payments for snacks.
- Cleaning up after snacks (kitchen and serving area).

### 13. Other Meal Production

- Making ready, preparing and serving or shipping catered meals (for special dinners at school, Meals on Wheels, senior citizen centers, Head Start or other child care programs, etc.).
- Any other work that involves direct production for meals other than breakfast, lunch, and FFVP/after-school snacks.

### 14. Nutrition education and promotion (includes messages about healthy eating and participating in school meals)

- Placing displays, banners, or other visual messages in school facilities
- Demonstrations or events to promote healthy eating
- Distributing materials to students or parents (newsletters, recipes, etc.)
- Training for school personnel for nutrition education/promotion
- Meetings of teams or advisory groups to plan and assess nutrition education/promotion activities (at school or elsewhere)
- Planting, maintaining, and harvesting school gardens
- Involving students in planning the menu, naming menu items, or taste-testing new items
- Nutrition education/promotion activities included in classroom curricula
- Developing and monitoring school wellness policies
- Other activities related to Team Nutrition, Healthier US School Challenge, or other Federal/State nutrition education/promotion programs

### 15. Food Service Administration

- Ordering and purchasing food and supplies.
- Planning, budgeting and management for food service program.
- Menu planning and nutritional analysis.
- Record-keeping, accounting and data processing for food service program.
- Maintaining student payment accounts for meals.
- Preparing and distributing applications.
- Obtaining and processing data for direct certification.
- Processing applications.
- Selecting verification sample.
- Conducting verification of income.
- Updating student certification status and records.

*(Continued on next page)*

### 16. Other Non-Production Activities

- Cleaning and maintenance of buildings and other fixed assets used in food service (kitchens, warehouse space, and administrative space).
- Security, refuse, extermination and other services related to buildings and other fixed assets used in food service.

- Food service equipment maintenance.
- Receiving and storing food and supplies.
- Preparing and loading deliveries of food and supplies from a central storage point to production sites.
- Transporting food and supplies to production sites.
- Transporting prepared food from production kitchens to satellite kitchens.
- Maintenance of vehicles and other equipment used in storage and transportation.

**Instructions for Cafeteria/Kitchen Staff Roster**

The purpose of this roster is to collect enough salary information to calculate what one hour of staff time costs per person, title or position.

For each position listed under column (1), please record (2) the number of staff members in that position, (3) the average salary/wage of that position and the basis paid (see categories below), (4) the total paid hours per week and (5) total paid weeks per year worked, (6) whether the employee is regular staff who receives full fringe benefits or other staff (includes contracted and temporary staff who do not receive full fringe benefits), and finally (7) the percent of their time they spend on food service activities (including all types of meals and non-production tasks related to foodservice operations. Do not use decimals—for example, write “50” for 50 percent.) **If there is variation in salary among staff in the same category, please indicate the average (midpoint) salary for this position.** If you are unable to estimate an average (midpoint) salary, please use the extra space to list each staff member individually.

(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/ Week	(5) Total Paid Weeks/ Year	(6) Status		(7) Food Service Percent
						Regular	Other	
1. Assistant Cook	<u>  1  </u>	<input type="checkbox"/> Hour <input type="checkbox"/> Week <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly	\$ <u>15,000</u> per <input type="checkbox"/> Month <input checked="" type="checkbox"/> Year <input type="checkbox"/> Other: _____	30	40	①	2	100%

**If an employee performs a one-time activity, record the hours as paid hours per week in column 4 and 1 week per year in column 5, if necessary. For example, 4 hours per year = 4 paid hours per week, 1 paid week / year.**

**Cafeteria/Kitchen Staff Roster**

**Cafeteria/Kitchen:** \_\_\_\_\_ **Page** \_\_\_ **of** \_\_\_

(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/ Week	(5) Total Paid Weeks/ Year	(6) Status		(7) Food Service Percent
						Regular	Other	
1.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
2.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
3.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
4.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
5.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	

**Cafeteria/Kitchen Staff Roster**

**Cafeteria/Kitchen:** \_\_\_\_\_ **Page** \_\_\_ **of** \_\_\_

(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/ Week	(5) Total Paid Weeks/ Year	(6) Status		(7) Food Service Percent
						Regular	Other	
1.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
2.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
3.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
4.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
5.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	

**Cafeteria/Kitchen Staff Roster**

**Cafeteria/Kitchen:** \_\_\_\_\_ **Page** \_\_\_ **of** \_\_\_

(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/ Week	(5) Total Paid Weeks/ Year	(6) Status		(7) Food Service Percent
						Regular	Other	
1.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
2.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
3.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
4.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	
5.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				1	2	



**Cafeteria/Kitchen Staff Roster**

**Cafeteria/Kitchen:** \_\_\_\_\_ **Page** \_\_\_ **of** \_\_\_

(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/ Week	(5) Total Paid Weeks/ Year	(6) Status		(7) Food Service Percent
						Regular	Other	
1.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
2.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
3.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
4.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
5.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	

**Cafeteria/Kitchen Staff Roster**

**Cafeteria/Kitchen:** \_\_\_\_\_ **Page** \_\_\_ **of** \_\_\_

(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/ Week	(5) Total Paid Weeks/ Year	(6) Status		(7) Food Service Percent
						Regular	Other	
1.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
2.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
3.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
4.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	
5.	_____	\$ _____ per <input type="checkbox"/> Hour <input type="checkbox"/> Month <input type="checkbox"/> Week <input type="checkbox"/> Year <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Other: <input type="checkbox"/> Semi-monthly				<input type="checkbox"/>	<input type="checkbox"/>	

**Instructions for School Administrative Staff Roster**

The purpose of this roster is to collect enough salary information to calculate what one hour of staff time costs for each person, title or position.

For each position listed under column 1, please record (2) the number of staff members in that position, (3) the average salary/wage of that position and the basis paid, (4) the total paid hours per week and (5) total paid weeks per year. Indicate the total leave time hours per year including paid sick, vacation, and holiday time (6). **If there is variation in salary among staff in the same category, please indicate the average (midpoint) salary for this position. An example is given below.** If you are unable to estimate an average (midpoint) salary, please use the extra space to list each staff member individually.

(1)	(2)	(3)	(4)	(5)	(6)
Title/Position	Number of Staff	Salary/Wage	Total Paid Hours/Week	Total Paid Weeks/Year	Total Paid Leave Time Hours/Year (e.g., paid sick, vacation, and holiday time)
1. Assistant Principal	1	\$50,000 per year	40 hrs/wk	48 wks/yr	160 hrs/yr

**School Administrative Staff Roster**

**School:** \_\_\_\_\_

**Page** \_\_\_ **of** \_\_\_

School Administrative Staff Roster						
(1) Title/Position	(2) Number of Staff	(3) Salary/Wage		(4) Total Paid Hours/Week	(5) Total Paid Weeks/Year	(6) Total Paid Leave Time Hours/Year (e.g., paid sick, vacation, and holiday time)
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***Prepared by Mathematica Policy Research and Abt Associates***

# SCHOOL FOOD AUTHORITY DIRECTOR INTERVIEW

## HANDOUT 1: CENTRAL FOODSERVICE ACTIVITIES

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### Central Food Service Staff Allocation Grid

For each Central Food Service title/position, please indicate the **percentage of time** spent on activities below over the school year. For each task we're looking for the percent of the person's Central Food Service hours spent on this task, so that the total of all tasks equals 100% of their Central Food Service time.

- **Breakfast Production:** Direct production and/ or service of breakfast; collecting money, meal tickets, or other payments; and cleaning up after breakfast.
- **Lunch Production:** Direct production and/ or serving of lunch; collecting money, meal tickets, or other payments; and cleaning up after lunch.
- **Breakfast and Lunch Production:** Simultaneous production of breakfast and lunch, as described above (such as baking foods offered at breakfast and lunch).
- **Fresh Fruit and Vegetable Program (FFVP)/After-school Snack Production:** Direct production and/ or serving of FFVP or after-school snacks; collecting money, meal tickets, or other payments; and cleaning up after snacks.
- **Other Meal Production:** Direct production and/ or serving of meals other than breakfast, lunch, or FFVP/after-school snacks. Includes preparing, shipping and/or serving catered meals not counted as reimbursable meals by this SFA.
- **Nutrition education and promotion:** Activities by foodservice personnel to promote healthy eating and participation in school meals. Includes related communications, events, planning, and training, as well as school wellness policy development and monitoring.
- **Food Service Administration:** Preparing, distributing and processing applications; conducting income verification; updating student status and records; ordering and purchasing food and supplies; planning, budgeting and management for food service program; menu planning and nutritional analysis; and record keeping, accounting and data processing for food service program.
- **Other Non-Production Activities:** Cleaning, maintenance, and security of food service space and equipment; receiving, storing and/or transporting food and supplies; maintenance of vehicles and other equipment used in storage and transportation.

# SCHOOL FOOD AUTHORITY DIRECTOR INTERVIEW

## HANDOUT 2 – List of Foods

### LIST OF FOODS FOR SFA FOOD COST WORKSHEET AND INSTRUCTIONS

#### **Major Food Suppliers**

- Pre-plated Meals
- Canned Goods/Staples
- Frozen Fruits/Vegetables
- Frozen Meats/Poultry/Seafood/Entrees
- Refrigerated Products (other than dairy/juice)

#### **Specialty Food Suppliers**

- Bread
- Candy
- Chips
- Cookies
- Entrees from Specialty Vendors (sandwiches, pizza, tacos, etc.)
- Ice Cream
- Soda/Other Beverages
- Juice
- Milk/Dairy
- Snack Cakes
- Tortillas
- Vending Supplies
- Other (List foods)

#### **USDA Foods**

- "Brown box" commodities
- Processed products containing USDA Foods - State processing agreements
- Processed products containing USDA Foods - SFA processing agreements
- Processed products containing USDA Foods - National processing agreements

#### **DOD Fresh**

- Foods that are obtained using USDA foods entitlement
- Foods purchased for the school lunch and breakfast program

# SCHOOL FOOD AUTHORITY DIRECTOR INTERVIEW

## HANDOUT 3 – Vendor Documentation Directions

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### VENDOR DOCUMENTS

For each vendor and food type we have listed in the SFA Cost Worksheet, we would like enough documentation to calculate a UNIT PRICE for each food item.

We are especially interested in any foods that were AVAILABLE TO BE SERVED during the target week. This includes food in inventory, and foods purchased close to the target week.

To do this, we are asking for the following, if available:

**Summary:** a report with price information on all foods purchased

**Invoice:** information for food purchased or delivered at a particular time. Multiple invoices may be needed for a single vendor

**Other:** includes bid lists or contracts with prices for foods, or inventory reports with foods from multiple vendors

When possible, documents should include:

- **Product name**
- **Brand**
- **Unit size**
- **Unit price – or – Total Cost & Number of Cases**

For example:

- 2 cases of 6 #10 cans of Joe's Crushed Tomatoes  
Price per case = \$10.00
- 2 x 10 lb box of fresh peaches  
Total price for 2 boxes = \$25.00

**REMEMBER:**

**THE GOAL IS TO PROVIDE ENOUGH INFORMATION TO CALCULATE PRICE PER UNIT.**

*Prepared by Mathematica Policy Research and Abt Associates*