E4. GROUP 3—SFA DIRECTOR/LEA BUSINESS MANAGER OFF-BUDGET DISTRICT STAFF INTERVIEW GUIDE

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Expiration Date: XX/XX/20XX

USDA/Food and Nutrition Service
School Nutrition and Meal Cost Study
Off-Budget District Staff Interview Guide

State: _____

SFA ID #: _____

SFA Name: _[INSERT SFA NAME HERE]_____

SFA Director Name: _____

SFA Director Phone: _____

SFA Director email: _____

Respondents:

_____ _____ _____
Name   Title   Phone

_____ _____ _____

_____ _____ _____

INTRODUCTION

Thank you for participating in the School Nutrition and Meal Cost Study. We do appreciate it. What we're trying to accomplish today is to gather information on the full costs and revenues of your School Food Authority, that is, the school district or other educational agency that has an agreement with the State to operate the National School Lunch Program. Should you have any questions about this study, please call 855-###-#### at Abt Associates, Inc.

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

OFF-BUDGET STAFF INTERVIEW

(This guide should be completed with the School District Business Manager or Chief Finance Officer and the SFA Director, preferably together. Copy information on who does what from Support Function Summary Grid in SFA Director Pre-Visit Questionnaire to Column A in the Support Function Cost Grid. Then write in "IC" for functions covered by indirect cost rate from SEA Indirect Cost Survey or SFA Indirect Cost Questionnaire to Support Function Cost Grid.)

In this part of the interview, we will talk about the costs of functions that support food service operations. I may ask you to estimate the costs of support tasks that are not included in the foodservice financial statement. We will start by reviewing who provides functions that support food service operations in this SFA and how they are handled in SFA and school district accounting.

Support Function Cost Grid Instructions

In a grid similar to this one, the SFA director has already indicated which organization(s) provide various functions in support of food service operations in this SFA. Those responses have been copied to column A of this grid. Now, I would like to confirm how costs associated with each support function are handled in SFA and school district accounting.

For each function, I want to know whether costs are treated as direct costs, indirect costs, or handled some other way. I will use information from the [SEA/SFA] about functions included in the district's indirect cost rate. I will also take into account what you have already told me about whether indirect costs are charged to the foodservice account for this SFA. The purpose of this grid is to identify the support function costs that are not charged as direct costs and not included in the school district's indirect cost rate.

To begin, you identified that the _____ provides services for **accounting, budget, finance** and **payroll**. *(If included in indirect cost rate, ask)* According to my information, these services are part of the costs included in the school district's indirect cost rate. Is that correct? *(Correct grid if needed. Leave as is if respondent does not know. If not included in indirect cost rate, ask:)* Are this organization's costs associated with **accounting, budget, finance** and **payroll** charged directly to the SFSA? *(If yes, code as DS. If no, ask:)*, Then these costs are not charged to the SFSA and not part of the district's indirect costs. Is that correct? *(If yes code as OT. Use column B to indicate how each cost is handled, and code cost handling as follows:)*

- DS: Direct charge to SFSA
- IC: Included in school district's indirect cost rate [or other indirect cost allocation plan] (whether charged to foodservice or not)
- OT: Other method (unreported cost)

Definitions for Support Function Cost Grid

Programs are activities or services, such as instruction and food service, that have identifiable direct costs. These direct costs may be charged to grants or other special-purpose accounts, or to the school district's general fund.

Indirect costs are overhead-type costs that benefit the organization as a whole, such as the costs of human resources, accounting, payroll, and facilities maintenance units. *(See instructions in SFA Indirect Cost Questionnaire for the following.)* For the purposes of this study, the indirect costs for your school district are those that are included in the [indirect cost rate/other cost allocation plan].

The support functions are defined as follows:

"Accounting, budget, finance, and payroll" includes tasks to process payments to and from the school district, maintain financial records, manage cash, and produce financial reports.

"Data processing operations and programming" includes all support for mainframe, server, and client computers, and for communications networks (voice and data).

"Administration of personnel, benefits, and human resources" includes recruiting, hiring, enrollment/disenrollment in benefit plans, and other human resource (HR) administration functions. This does not include the costs of non-HR personnel or the cost of employee benefits (health/dental insurance, pension/retirement, tuition assistance etc.).

"Purchasing and contracting" includes solicitation and review of bids for purchases and contracts, preparation and negotiation of purchasing agreements and contracts, processing purchase requests and purchase orders, and managing contracts (other than processing of contractor invoices).

"General administration and policy" includes the Superintendent and School Board, and other administration not listed elsewhere.

"School board" includes salaries or other compensation to board members, and support staff assigned to school board.

"Custodial and janitorial" means routine cleaning, storage, setting up/rearranging furniture, and other work performed by staff or contractors whose primary work is routine cleaning, storage, and setting up/rearranging furniture.

"Building operations and maintenance" means services of this type not provided by custodial/janitorial staff, particularly more skilled services (such as heating/ventilation/air conditioning maintenance or repair).

"Equipment and vehicle operations and maintenance" includes management of motor pools, routine maintenance and repair of vehicles, and routine maintenance and report of equipment.

"Refuse disposal, pest control, other sanitation" refers to when these services are not performed as part of "custodial and janitorial" or "building operation and maintenance" services.

"Security" includes tasks to ensure the safety of students, district personnel, and district property.

"Storage and transportation of goods" refers to when these services are not performed as part of "custodial and janitorial" or "building operation and maintenance" services.

"Providing and maintaining uniforms" includes obtaining, distributing, and cleaning uniforms for district personnel.

"Medical/health services and supplies" refers to school-based health services such as a school nurse, traditional first aid, administration of medications, screening services (vision, hearing), counseling, mental health services, etc.

Support Function Cost Grid

Column B codes: DS = direct SFA charge; IC = included in indirect cost rate/other cost allocation plan; OT = other (off-budget) costs

Function	Organization Responsible for Task						N/A	Comment
	Food Service Department		**School District (Other)**		**Non-School District**			
	A. **Responsible?**	**B.** **How** **handled**	**A.** **Responsible?**	**B.** **How** **handled**	**A.** **Responsible?**	**B.** **How** **handled**		
1. Accounting, budget, finance and payroll	☐	_____	☐	_____	☐	_____	☐	
2. Data processing operations and programming	☐	_____	☐	_____	☐	_____	☐	
3. Administration of personnel, benefits and human resources	☐	_____	☐	_____	☐	_____	☐	
4. Purchasing and contracting	☐	_____	☐	_____	☐	_____	☐	
5. General administration and policy	☐	_____	☐	_____	☐	_____	☐	
6. Custodial and janitorial	☐	_____	☐	_____	☐	_____	☐	
7. Building operations and maintenance	☐	_____	☐	_____	☐	_____	☐	
8. Equipment and vehicle operations and maintenance	☐	_____	☐	_____	☐	_____	☐	
9. Refuse disposal, pest control and other sanitation	☐	_____	☐	_____	☐	_____	☐	
10. Security	☐	_____	☐	_____	☐	_____	☐	
11. Storage and transportation of goods	☐	_____	☐	_____	☐	_____	☐	
12. Providing and maintaining uniforms	☐	_____	☐	_____	☐	_____	☐	
13. Medical/health services and supplies	☐	_____	☐	_____	☐	_____	☐	

Off-Budget Staff Roster Introduction

Now I would like to get information on the jobs and costs of the school district staff and employees of other agencies who provide the support functions we have just discussed. I want to list staff whose costs we have identified as "off-budget" or unreported. *(These are the costs of functions coded as "OT" in the Support Function Cost Grid.)* These are the staff costs that are neither charged directly to the food service account nor included in the indirect costs identified by the school district. These could be school district staff or other government agency staff. **We will not discuss any costs incurred at the school level—these will be picked up by interviews with the principals of the sampled schools.** Staff costs that are included in the district's indirect costs will not be treated as "off-budget" or unreported, even if indirect costs are not charged to the school food service account.

If there are any staff who help prepare or serve meals but are not charged to the food service account, or any food service staff whose time is not fully charged to the food service account, I need this information for them as well. This may include Food Service Directors or other food service staff who are based in schools and spend some of their time on central administrative tasks, which are not paid for by food service. *(Check whether any possible off-budget staff were listed on the Central Food Service Staff Roster and find out whether any time paid by district and not food service account is actual off-budget time for food service.)*

Starting with the staff who perform [first function with unreported costs], please give me a list of their job titles or positions. *(Record on roster. Repeat for each function with unreported costs. Do not repeat a job title/position if the person does more than one function. When complete, ask the question below.)*

Have we listed all the staff who help with food service and represent "off-budget" or unreported costs? *(Add staff as needed, then proceed to instructions on next page.)*

Instructions: List (2) the job titles or positions of all central staff who are involved with activities listed as "OT" on the Support Function Cost Grid.

For each position listed under column 2, please record (3) the appropriate unit; in column (4) the number of staff members in that position; (5) the average salary/wage of that position and the basis paid; (6) the total paid hours per week; and 7) total paid weeks per year. Indicate the total leave time hours per year including paid sick, vacation, and holiday time (8). If there is variation in salary among staff in the same category, please indicate the average (midpoint) salary for this position.

Use staff initials in column 1 if listing several people with the same title separately. If more than 4 people with the same title, paid hours/week, paid weeks/year, and total leave hours per year, list the title, calculate the average salary, and leave the initials blank.

Off-Budget District Staff Roster

(1) Staff Initials	(2) Title	(3) Unit (check the appropriate unit)	(4) Number of Staff	(5) Salary/Wage	(6) Total Paid Hours/Week	(7) Total Paid Weeks/ Year	(8) Total Leave Time Hours/Year (e.g., paid sick, vacation, and holiday time)
	1.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	2.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	3.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	4.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr

For each position listed on the first roster, please also tell me the **percentage of off-budget food service time** spent on the functions listed on this sheet. *(Give function list on page #10 to respondent. Note: Each row should add up to 100%.)*

(If unable to estimate percentage for one or more functions, put "PG" in the column [that is, "see process grid"] and complete a process grid

(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 %	(17) Food Service Total %
1.								
2.								
3.								
4.								

Off-Budget District Staff Roster

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)
	5.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____		_____hrs/wk	_____wks/yr	_____hrs/yr
	6.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____		_____hrs/wk	_____wks/yr	_____hrs/yr
	7.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____		_____hrs/wk	_____wks/yr	_____hrs/yr
	8.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____		_____hrs/wk	_____wks/yr	_____hrs/yr
	9.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____		_____hrs/wk	_____wks/yr	_____hrs/yr
	10.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____		_____hrs/wk	_____wks/yr	_____hrs/yr

(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 %	(17) Food Service Total %
5.								
6.								
7.								
8.								
9.								
10.								

Off-Budget District Staff Roster							
(1) **Staff Initials**	**(2)** **Title**	**(3)** **Unit (circle the appropriate unit)**	**(4)** **Number of Staff**	**(5)** **Salary/Wage**	**(6)** **Total Paid Hours/Week**	**(7)** **Total Paid Weeks/Year**	**(8)** **Total Leave Time Hours/Year** (e.g., paid sick, vacation, and holiday time)
	11.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	12.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	13.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	14.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	15.	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	16	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr
	17	☐ Food Service Department ☐ School/District (other) ☐ Non-school District	_____	$_____ per ☐ Hour ☐ Month ☐ Week ☐ Year ☐ Bi-weekly ☐ Other: ☐ Semi-monthly _____	_____hrs/wk	_____wks/yr	_____hrs/yr

Off-Budget Staff Time Allocation Grid (continued)

(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 %	(17) Food Service Total %
11.								
12.								
13.								
14.								
15.								
16.								
17.								

Food Service Function List for Off-Budget Staff Allocation Grid

Column

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.
   - Supervising students during meals

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.
    - Supervising students during meals

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. **Fresh fruit and vegetable program (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**
    - Accounting, budget, finance, and payroll
    - Data processing operations and programming
    - Administration of personnel, benefits, and human resources
    - Purchasing and contracting
    - General administration and policy
    - Food service management and administration:
      - o Menu planning and nutritional analysis.
      - o Maintaining student payment accounts for meals.
      - o Preparing and distributing applications for free/ reduced-price meals.

- o Obtaining and processing data for direct certification.
- o Processing applications for free/reduced-price meals.
- o Selecting verification sample from applications for free/reduced-price meals.
- o Conducting verification of applications for free/reduced-price meals.
- o Updating student certification status and records.
- o Counting and claiming reimbursable meals

16. Other Non-Production Activities
- Custodial, janitorial, building operations, and maintenance of facilities i.e., cleaning and maintenance of buildings and other fixed assets used in food service (kitchens, warehouse space, and administrative space).
- Food service equipment maintenance.
- Maintenance and operation of vehicles and other equipment used in storage and transportation.
- Refuse disposal, pest control, security, and other services related to buildings and other fixed assets used in food service.
- Storage and transportation of goods:
  - o Receiving and storing food and supplies.
  - o Preparing and loading deliveries of food and supplies from a central storage point to production sites.
  - o Transporting food and supplies to production sites.
  - o Transporting prepared food from production kitchens to satellite kitchens.
- Providing and maintaining uniforms

Process Grid for Off-Budget Staff—Instructions

To help you estimate the time spent by [TYPE OF STAFF] on food service support, I will ask you some questions about their activities. I'll need to do this for each type of support activity involving [TYPE OF STAFF].

What is the first type of support activity involving [TYPE OF STAFF]? What function is this for? *(Record function from Food Service Function List at top of process grid as indicated.)* First tell me what tasks are involved in this activity. *(List tasks in column a. Refer to bullets on Function List for prompts))*

(Complete columns b-d for each step) Who does this step (that is, what type of employee)? If this is a step that is done many times, tell me how long it takes to do the step once and then how often it's done. If it is a one-time or infrequent step, you can just tell me the time spent per year by this type of employee on the step. *(Repeat for each step until the process grid is complete.)*

(Complete row of the process grid for each support activity involving this type of staff. Start a new grid if staff type does more than one function. When rows are complete for this type of staff, ask:) Are there any other food service support functions or activities for this type of staff that we have missed? Are there any that we counted more than once?

(Repeat for each type of staff on Off-Budget Staff Roster for whom a process grid is needed.)

Process Grid for Off Budget Staff: Function:					
(a) **Describe applicable tasks**	**(b)** **What types of employees do this task (i.e., title, position, etc.)?** *(refer to Staff Rosters and enter initials or row number)*	**(c)** **How many employees of this type do this task?**	**(d)** **How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year?** *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks (a)	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* (b)	How many employees of this type do this task? (c)	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)* Hours per Period	Number of Periods
4.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
5.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
6.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
7.			_____hrs per	D W M Y For:_____ Other:_____ D W M

Off-Budget District Staff Interview Guide, pg. 18

Process Grid for Off Budget Staff: Function:					
(a) **Describe applicable tasks**	**(b)** **What types of employees do this task (i.e., title, position, etc.)?** *(refer to Staff Rosters and enter initials or row number)*	**(c)** **How many employees of this type do this task?**	**(d)** **How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year?** *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
1.			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks **(a)**	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* **(b)**	How many employees of this type do this task? **(c)**	**(d)** How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
4.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
5.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
6.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
7.			_____hrs per	D W M Y Other:_____	For:_____ D W M

Off-Budget District Staff Interview Guide, pg. 20

Process Grid for Off Budget Staff: Function:					
(a)	**(b)**	**(c)**	**(d)**		
	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	**How many employees of this type do this task?**	**How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year?** *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
Describe applicable tasks			**Hours per Period**		**Number of Periods**
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*	
			Hours per Period	**Number of Periods**
4.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
5.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
6.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
7.			_____hrs per	D W M Y For:_____ Other:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks **(a)**	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* **(b)**	How many employees of this type do this task? **(c)**	**(d)** How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
4.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
5.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
6.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
7.			_____hrs per	D W M Y Other:_____	For:_____ D W M

Off-Budget District Staff Interview Guide, pg. 24

Process Grid for Off Budget Staff: Function:

Describe applicable tasks (a)	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* (b)	How many employees of this type do this task? (c)	How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)* (d)		
			Hours per Period		Number of Periods
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:							
(a) **Describe applicable tasks**	**(b)** **What types of employees do this task (i.e., title, position, etc.)?** *(refer to Staff Rosters and enter initials or row number)*	**(c)** **How many employees of this type do this task?**	**(d)** **How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year?** *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*				
			Hours per Period			**Number of Periods**	
4.			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
5.			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
6.			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
			_____ hrs per	D W M Y Other:_____		For:_____ D W M	
7.			_____ hrs per	D W M Y Other:_____		For:_____ D W M	

Off-Budget District Staff Interview Guide, pg. 26

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*	
			Hours per Period	**Number of Periods**
1.			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
2.			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
3.			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M
			_____hrs per	D W M Y Other:_____
				For:_____ D W M

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*	
			Hours per Period	**Number of Periods**
4.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
5.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
6.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
7.			_____hrs per	D W M Y For:_____ Other:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks **(a)**	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* **(b)**	How many employees of this type do this task? **(c)**	How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)* **(d)**		
			Hours per Period		**Number of Periods**
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff:	Function:		
(a) Describe applicable tasks	**(b)** What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	**(c)** How many employees of this type do this task?	**(d)** How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*

(a)	(b)	(c)	Hours per Period	Number of Periods
4.			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
5.			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
6.			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
			_____hrs per D W M Y Other:_____	For:_____ D W M
7.			_____hrs per D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	How many employees of this type do this task?	Hours per Period	Number of Periods
(a)	**(b)**	**(c)**	**(d)** How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*	
1.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
2.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
3.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M

Off-Budget District Staff Interview Guide, pg. 31

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*	
			Hours per Period	**Number of Periods**
4.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
5.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
6.			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
			_____hrs per	D W M Y For:_____ Other:_____ D W M
7.			_____hrs per	D W M Y For:_____ Other:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks **(a)**	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* **(b)**	How many employees of this type do this task? **(c)**	**(d)** How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*	
			Hours per Period	**Number of Periods**
4.			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
5.			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
6.			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
			_____ hrs per Other:_____	D W M Y For:_____ D W M
7.			_____ hrs per Other:_____	D W M Y For:_____ D W M

Process Grid for Off Budget Staff: Function:

Describe applicable tasks (a)	What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)* (b)	How many employees of this type do this task? (c)	Hours per Period (d)		Number of Periods
1.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
2.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
3.			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M
			_____hrs per	D W M Y Other:_____	For:_____ D W M

The (d) column header: **How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year?** *(if hours per week are not available, fill in hours and number of periods, and circle type of period)* — with sub-columns **Hours per Period** and **Number of Periods**.

Process Grid for Off Budget Staff: Function:

(a) Describe applicable tasks	(b) What types of employees do this task (i.e., title, position, etc.)? *(refer to Staff Rosters and enter initials or row number)*	(c) How many employees of this type do this task?	(d) How many hours per week does each person of this type spend on this task during the July 2014 – June 2015 program year? *(if hours per week are not available, fill in hours and number of periods, and circle type of period)*		
			Hours per Period		**Number of Periods**
4.			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
5.			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
6.			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
			_____ hrs per	D W M Y Other:_____	For:_____ D W M
7.			_____ hrs per	D W M Y Other:_____	For:_____ D W M

END OF SURVEY.

Thank you for completing the Off-Budget District Staff interview. We may contact you later if we have follow-up questions.

Prepared by Mathematica Policy Research and Abt Associates