



New Bedford Public Schools Food
and Nutrition Services
Financial Cash Balance and Culinary
and Nutrition Center Plan

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Executive Summary

As part of the transition of administrative management and oversight of the New Bedford Public Schools Food and Nutrition Services (NBPS FNS), a review of cash balances was completed. As a result of this, the net cash balance of the funds for this program is higher than the net cash resources allowed for the school foodservice revolving account. Program funds in the foodservice non-profit school foodservices account may be used only for the improvement and operation of the school food services program. As such, in accordance with 7 CFR 210.19 (a), New Bedford looks to improve the food quality of the meals program serving the children of New Bedford and take other related action designed to improve the nonprofit school food service. New Bedford Public Schools Child Nutrition Programs looks to engage in a robust improvement plan for the school nutrition program including:

- relocating the central meal preparation site from the basement of the administration building to an appropriate facility able to service schools throughout the city,
- initiating a professional development plan for all members of the New Bedford Public Schools Food and Nutrition Services,
- completing the hiring of staff members to fully staff the operations and management of the NBPS FNS,
- collaborating with community organizations to initiate strategies to increase the Farm to School activities,
- completing the upgrade of the computer systems including hardware and software used by the school nutrition program,
- increasing the data analysis tools of the NBPS FNS, and
- anticipating financial implications of contractual negotiations

In November 2019, the City of New Bedford issued an RFP for the purchase/lease of a 5,000 sq. ft. building or land, located within the city limits of New Bedford, MA. At the end of the RFP there were no proposals submitted. This led to the hiring of an Owner's Project Manager (OPM) to assess the space needs of the Food Service Operations. These services will assist and guide an efficient full review of the needs of the school nutrition program's needs. From those meetings it was determined that a much larger existing building or property of at least 15,000 sq. ft. would be needed to accommodate the expansion of the Food Service Department Operations. Working with the OPM, locally-based Architectural Consulting Group (ACG), a revised RFP was facilitated and is to be advertised upon approval from the New Bedford City Council.

With municipal approval, the building infrastructure improvements will be funded by the city of New Bedford via a bond to secure the property. The Food Service Department would utilize funds from program operations to support the expansion plan and pay back the bond through a rent/lease agreement over 20 years. Current student participation and Federal and state reimbursements under the Community Eligibility Option (CEP) of the child nutrition programs provides continuous on-going revenue to the non-profit school food service account. The NBPS FNS Programs has outlined the expansion plan in the Description of the Business Section; student breakfast participation increased by 6% and lunch by 12% from school years 17-18 to 18-19 and

program revenue has INCREASED over the past 3 years. It is anticipated that sustained program participation increases will continue.

The goal of the NBPS FNS is to prevent hunger from negatively affecting student success while increasing the quality, sustainability and efficiency of the USDA Child Nutrition Programs. During uncertain times, the Center has continued to service the children of New Bedford extending services even when there are unanticipated school closures. In the summer months, the NBPS FNS supports the seasonal Summer Food Service Program operated by the New Bedford Parks department.

The New Bedford Child Nutrition Program currently provides meals for 14,000+ students in 33 sites. Of those sites only 13 have full kitchens with the ability to prepare complete meals. The remaining 20 sites rely on the full kitchens to prepare some of the daily food items and send them along with other products to complete the meal service. The NBPS CNC would be outfitted to produce for **3 times** the current student lunch meal participation of 3,000 meals per day prepared by the cafeteria kitchens. The current student breakfast participation is **64% (8,406 per day)** and student lunch participation is **78% (10,376 per day)** based on an average daily student attendance of **93%**. The goal is to increase student participation in both programs to **90% (increase by 3,493 for breakfast and 1,523 for lunch or 5,016 daily meals) over three years**. The dinner meals programs have also been identified as opportunities for student meal growth. The initial goal in these programs is to increase student meal participation by identifying additional sites in the district that are not utilizing the program. We are currently serving 288 supper meals per day or 2% of the student district enrollment at 3 sites. This is far below the average of the 62% enrollment identified as at risk in our district. There are Childcare Programs and the Summer Food Service Programs in the district that have also been identified as a potential growth opportunity but are not included in the initial financial analysis and reports. The NBPS CNC will be in the design, development, and construction phase through **June of 2021**; operation is scheduled to begin in **July 2021**.

The New Bedford Public Schools Culinary & Nutrition Center (NBPS CNC) as a central kitchen is designed to service the school nutrition programs of the 21st century will be relatively new to Southeastern Massachusetts and will change the quality of the food service operation in New Bedford for many generations.

Highlights

Mission Statement

We are committed to providing healthy nutritious meals to the students of the New Bedford Public School District. Our staffs are dedicated to our students' well-being and education experience in collaboration with our district education professionals. Our goal is playing an active and important role for every student that will enhance their educational experience to be successful.

Keys to Success

The success of the NBPS CNC is attributed to the leadership of the City of New Bedford, New Bedford City Council, New Bedford Public Schools and partnerships including: MA Department of Elementary & Secondary Education, United States Department of Agriculture, Eos Foundation, Marion Institute, Coastal Foodshed, Save Our Schools in New Bedford, Southcoast Health, New England Dairy and Food Council, Partners for a Healthier Community, and the various local farmers.

Summary of Financial Status

There are four student meal and revenue growth opportunities that have been initially identified (breakfast, lunch, dinner and summer). The CNC is being designed for **3 times** the current NBPS FNS student meal participation. The goal is to increase student meal participation to the goals outlined above in three years; 2021-2024.

Federal and state reimbursements for the National School Lunch Program (NSLP), School Breakfast Program (SBP) and the Child and Adult Care Food Program (CACFP) are based on National Average Payments for the Federal reimbursements. The state reimbursement is \$0.055 per meal served, plus additional funds because New Bedford Public Schools are mandated to serve breakfast meals due to the percentage of meals served to free students, which is \$0.095. Beginning in the school year, New Bedford Public Schools initiated participation in the Community Eligibility Option for the NSLP and SBP reimbursements. For the at-risk supper program operated by the school nutrition program, all meals served are at the free meal reimbursement rate. For the school year 2019-20, the free school lunch meal reimbursement is \$3.48 per meal, free breakfast reimbursement is \$2.20, each lunch receives an additional \$0.02 based on the percentage of free meals served. The supper meal is reimbursed at \$3.41. The federal rates are based on the federal Consumer Price Index (CPI) for Foods Away from Home and are adjusted annually. For the school year 2020-2021, the rates will be released around July 1, 2020. Last year, the increase in rates reflected a 2.94% increase in the CPI Foods Away from Home Urban Index.

The NBPS FNS Program also participates in the Federal Fresh Fruit and Vegetable Program. This is a grant-based program encouraging schools to promote increased consumption of fruits and vegetables to students. In SY 2019-20, New Bedford received \$49,117. There is the possibility to increase these funds in SY 2020-21. As a partner with the City of New Bedford's Park and

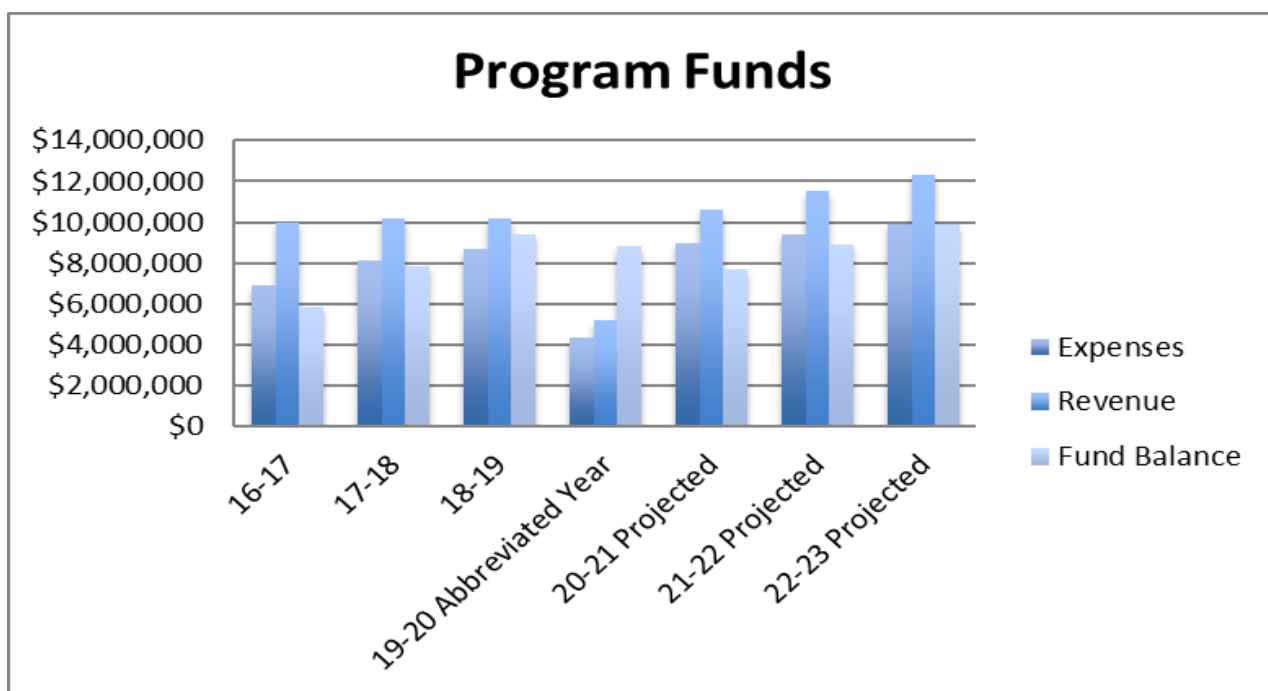
Recreation Summer Program, the school nutrition program prepares and delivers meals for the Parks and Recreation Program. There are funds received for this program and recorded as part of the revenue/expense totals.

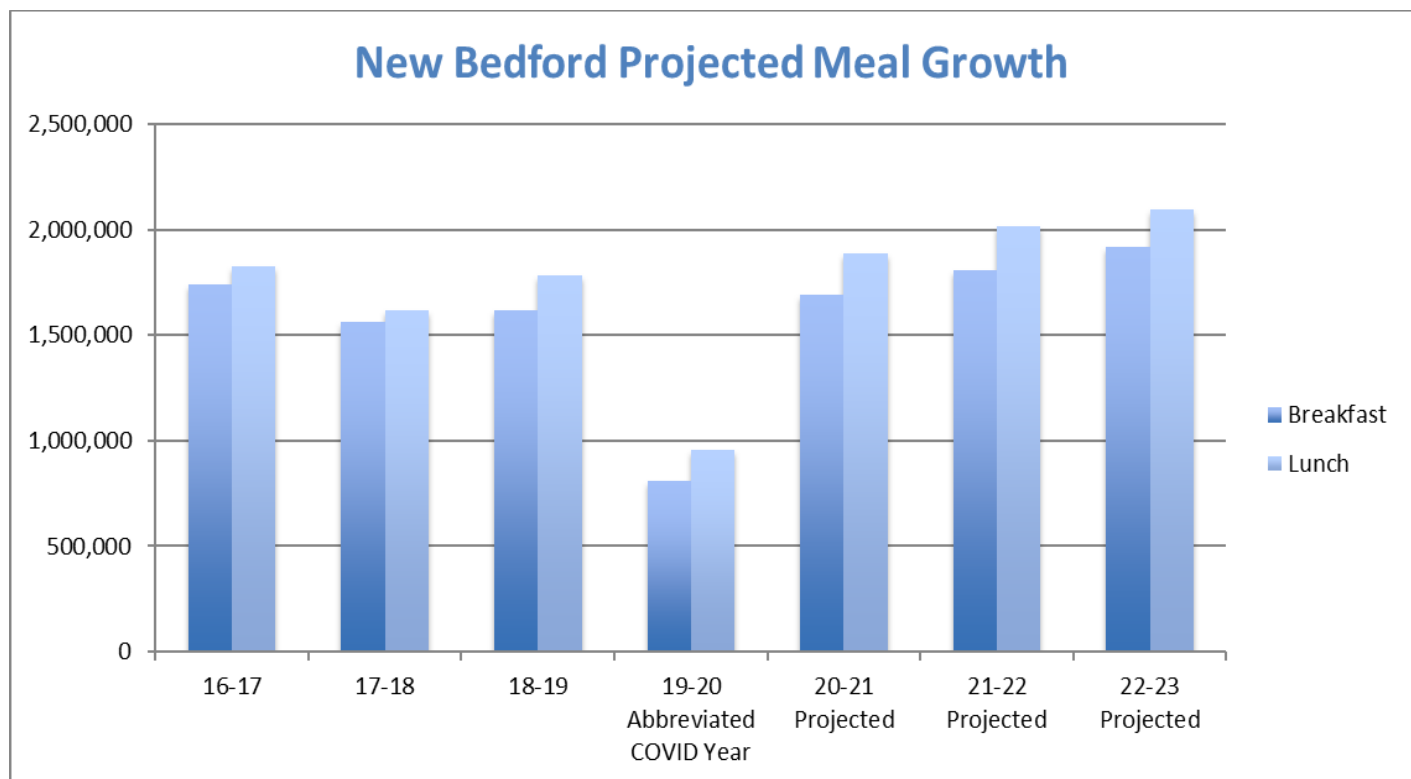
Program Information and Financial Profit and Loss Statements follow:

School year	2017-2018	2018-2019	2019-2020*	2020-2021 Projected	2021-2022 Projected	2022-2023 Projected
Expenses	\$ 8,145,006	\$ 8,679,884	\$4,339,942	\$8,940,280	\$9,374,274	\$9,895,067
Revenue	\$ 10,149,552	\$ 10,211,854	\$5,183,220	\$10,625,463	\$11,525,104	12,305,548
Year-End Fund Balance	\$ 7,861,702	\$ 9,393,680	\$8,793,680	\$7,693,680	\$8,893,680	\$9,893,680

*Denotes abbreviated school year due to COVID-19.

[Note: Projected expenses for additional costs related to the Culinary and Nutrition Center have been factored into the 2020-2021 year.]





This growth chart looks at the existing breakfast and lunch programs. The At-Risk Supper Meals program is expected to have growth depending on districtwide after school programs.

Culinary Center Objectives by Timeline

Site RFP Solicitation for Proposal	July 31, 2020
Proposal Opening	September 2020
Design Development	October 2020
Construction Documents	November 2020
Construction Bidding	December 2020
City Review & Contract Award	January 2021
Ribbon Cutting Ceremony	February 2021
Construction and Renovations	February 2021
Staff Training and Development	April 2021 – June 2021
Opening	July 2021

Description of Business

The NBPS CNC provides the ability to address student hunger while increasing the quality, sustainability and efficiency of the USDA Child Nutrition Program and Child and Adult Care Feeding Program in New Bedford, Massachusetts.

The NBPS CNC will be designed to support the NBPS FNS Program Expansion Plan. The plan also includes, but is not limited to, producing and packaging food components to support Breakfast in the Classroom, School Lunch, Dinner, and Summer Meals, centralizing catering services, cold and dry food storage, supporting the Farm to School Program (local farm partnerships, school gardens, composting, and produce processing), local purchasing and sustainability, implementing an employee and student Culinary Arts Training Program in partnership with our NBPS culinary program, vending services, supporting the Federal Emergency Management Agency as a resource, should another disaster occur in Southeastern MA and the senior meals program.

The NBPS CNC will be innovative in Southeastern Massachusetts.

Company Ownership/Legal Entity

The NBPS CNC is owned by the City of New Bedford.

Location

The location of the new NBPS CNC will be a 15,000+ square foot multi-purpose facility located in New Bedford, MA. Located in a business development area, it should be centrally located with easy access to major service roads and highways. Exact site location will be determined by proposals submitted under the RFP process.

Interior

The NBPS CNC will include the following:

1. Office space
2. Production kitchen
3. Cook & chill kitchen
4. Catering kitchen
5. Test/training kitchen/room
6. Cutting & packaging room
7. Fresh produce processing room
8. Cold food storage
9. Dry food storage
10. Maintenance & repair room
11. Product receiving & distribution
12. Student culinary kitchen and café

Exterior

The NBPS CNC will have the capacity to:

1. Receive perishable and non-perishable food products directly into the warehouse area of the facility.
2. Offer off-street parking for staff and related business activities, including professional development training.

Hours of Operation

Initially, the NBPS CNC will operate Monday-Friday from 6:00 AM–5:00 PM. Additional weekday hours and Saturday and Sunday hours will be added as the business expands.

Products and Services

The products and services of the NBPS CNC will be designed to increase the quality, sustainability and efficiency of the USDA Child and Nutrition Program and Child and Adult Care Feeding Program in New Bedford, Massachusetts by providing the following:

Production and cook and chill system: Protein menu components, sauces, dressings, and soups; replacing the School Satellite Program that has used other school sites to prepare and send products throughout the district to schools that lack the proper cooking and preparing equipment.

Processing Room: Fresh fruits and vegetables processing; supporting all the School Programs

Packaging Room: Ready-to-eat hot and cold items to increase quality and food safety.

Receiving and storage to increase capacity by 300%, reducing storage issues throughout the district.

The NBPS CNC will also include a test kitchen and training room for recipe testing and employee training and development, cold/dry storage to improve efficiency and reduce cost, a catering kitchen and vending services to expand those operations, and a repair maintenance and IT staff member to also improve efficiency and reduce cost.

Professional Development

With the improved food service operation and revitalizing the food and nutrition program, it will be essential to have an integrated professional development program for the various positions and responsibilities of the personnel. Using resources from the Institute of Child Nutrition and Massachusetts Department of Elementary and Secondary Education, as well as other industry resources, NBPS CNC will develop an integrated, well-rounded professional development program. The program will be designed to provide on-going training and education to the NBPS FNS personnel.

The NBPS CNC will provide the infrastructure to accomplish the food service expansion plan and increase the quality, sustainability and efficiency of the program. The NBPS CNC will not replace all cooking in the cafeteria schools, but is being designed to support the 20 non-cooking schools. The NBPS CNC could also have an impact on future new school buildings, designed with a much smaller cafeteria. The program includes extensive staff training in the preparation and service of meals with fewer processed components, increased whole grains, and reduced salt, sugar and fat. NBPS CNC is designed to produce most menu components that are then transported and “finished” on site at the schools with and without full kitchens. The result is a fresher and more appealing entrée for the students providing consistency within the menu. These programs will increase the quality of the food provided and result in increased student satisfaction and meal participation.

Staffing Needs

The New Bedford team will be supported by filling all employee vacancies, identifying new positions and utilizing content specialists and consultants. All management positions will be posted, and the most qualified candidate selected in collaboration with Human Capital Services (HCS).

The NBPS CNC will be managed by seasoned industry professionals who provide the highest quality products and services. Clients are assigned a specific manager who will receive and process orders and serve as the customers’ single point of contact.

Resumes of key New Bedford Administrators and the NBPS CNC Organizational Chart are located in Appendix 5.

Computer Equipment and Software

The NBPS CNC and throughout all school meal sites, the computer hardware and software need upgrades. NBPS CNC looks to complete the installation of electronic point of sale systems in the remaining 18 schools that serve meals. As many schools are older, the installations are impacted by space and utility availability. Ultimately, NBPS CNC would like to have all schools online for meal counting and claiming processes and to utilize the state’s security portal to upload the monthly claim for reimbursement. Inventory management and purchasing is a complex process that NBPS CNC would like to improve using electronic resources. For purposes of the tracking of personnel and professional standards compliance confirmation, an updated data format would be more efficient.

Data Analysis

The NBPS CNC became a reality primarily due to the need to improve:

- the quality of products and space to support the NBPS FNS Programs,
- products that are nutritionally compliant, price appropriate, palatable to the students, AND
- incorporate fresh, local sourcing.

Under the current USDA school meal programs, we are required to implement a Breakfast in the Classroom and or Grab n Go model in all New Bedford Public Schools by the end of FY2020. In operating the NBPS CNC, it is critical to review and analyze food trends and acceptability of new menu items. The CNC will need to have analysis completed on menu offerings as well as the various components of managing a food service program including inventory management, production controls, recipe development and standardizations, food safety critical control point information and other informative analysis. The NBPS CNC will provide recipe components to support all of the school food service programs.

Contractual Needs

With the transition and improvements to the NBPS CNC program, there will be procedures and other activities that will have financial implications to the revenue account. In bringing the program into the 21st century, program personnel will need support to engage in the changes to the food services operations.

Appendices

1. Architectural Design
2. Operations and Logistics Plan
3. Culinary Project Budget Summary
4. Equipment List by Department
5. Resumes of Key New Bedford Administrators, and the CNC Organizational Chart
6. Culinary and Nutrition Center Brochure
7. Profit and Loss Statements for 2018-2020

1. Architectural Design

Available after the Request for Proposal has been awarded.

2. Operations and Logistics Plan

The CNC will be a new facility that will provide the essential needs to prepare and deliver healthy and nutritious meals to the students of the New Bedford Public School District.

The proposed facility will provide 5 times the storage capacity to meet the inventory and production demands that are deteriorating at our current location in the Paul Rodrigues Administration Building (PRAB) site. While PRAB has been a workhorse location for many years, it is strained with its limitations of space, capacity and efficiency. Deliveries are through a side window and conveyor belt setup. Each delivery needs to be broken down by hand and passed through the window to the PRAB basement then be re-packaged and assembled for storage. Storage and delivery processes will be upgraded and use equipment with temperature control systems.

Our objectives will be to increase our inventory capacity within the district and take pressure off the school sites that do not currently have the space to do so. We will be able to bring in more bulk commodity items and distribute these more efficiently to the schools. USDA Foods (commodities) are offered through the Commonwealth. The ability to acquire more foods at a competitive price will provide cost savings and support food quality and variety as well.

With the dedicated space as a Culinary and Nutrition Center, the NBPSFNS department will be able to improve the variety of meals available to students throughout the district. Upgrading the facility from the PRAB basement provides the opportunity to equip the Culinary and Nutrition Center with state-of-the-art quantity food service equipment and have food storage capacity on-site and readily available.

Depending on when the Center is permitted to open for operations, it is envisioned that the operations will be phased into service. The first phase would be to move food preparation activities out of the PRAB basement. This move will be coordinated with school schedules and staff training on equipment usage. There will need to be a transition time from when the new facility is operational and when PRAB operations can be shut down. There might be an overlapping period of time for the two facilities. There is substantial inventory at the PRAB location that will need to be transferred to the new Culinary and Nutrition Center. At the Culinary Center, a new software inventory tracking system will be implemented to manage the inventory in the center and across the district. Using this system, food storage locations will be separated into perishable and non-perishable food items. Perishable foods will be stored in walk-in freezers

and refrigerators with the ability to separate inventory depending on use, by means of bar coding and scanning. Refrigeration equipment will be designed to have a temperature reporting system and alarm in case of power loss or other incident that would jeopardize the inventory or cause other loss to the inventory. In addition, the design will permit expanded space and equipment to address emergency feeding needs that occur at unanticipated times.

Upon opening operations, the kitchen preparation area will be used for the preparation of breakfast and lunch meals for students across New Bedford that are in schools without fully equipped kitchen areas. The design will provide efficient operations and be in a facility that is compliant with health and safety regulations. Using a culinary lab for demonstration and training purposes, the facility will be able to provide support for enhanced skills and competencies of employees.

When fully operational, the NBPS CNC will provide additional opportunities for employment of New Bedford residents. With a central location handy to public transit, the Center will have additional duties and expanded operations to address. The warehouse operations area for storage and distribution of foods will need skilled staff in inventory and warehouse operations. Anticipated increases in meals served daily will result in the need for additional skilled food service employees.

In school year 2019-2020, the food services department expanded the at-risk meal program serving supper meals to students after the school day. This is an area that may be expanded and reach additional schools across the city. This expansion, as well as expansion to service children in the city during the summer months, will provide additional services as the Summer Program has been designated nationally as an underutilized program. In addition to completing this outreach to additional areas of the city, program revenue will increase as well. The At-Risk Meal and Summer Food Service Programs are both federally-funded and state-supported.

Our mission for the NBPS CNC will be to enhance food and nutrition available to all students in a state-of-the-art facility. The goal of the NBPS CNC is to prevent hunger from negatively affecting student success while increasing the quality, sustainability and efficiency of the NBPS school meal programs.

3. Culinary Project Budget Summary

BUILDING CONSTRUCTION AND DESIGN BUDGET

Site Work	Construct depressed loading dock	\$30,000.00
Paving	Needs only touch up and patching	\$10,000.00
Structural repairs	Repointing select areas	\$35,000.00
Windows and Doors	Doors and windows	\$50,000.00
Interior plumbing	Floor drains, waste lines, water supply lines	\$85,000.00
HVAC	New a/c and heat system	\$120,000.00
Electrical	600 amp service, general wiring	\$130,000.00
Fire Protection	Revamp existing working system	\$60,000.00
Generator	Backup generator for freezer and cooler	\$25,000.00
Energy saving	Added insulation	\$35,000.00
Abatement	Remove hazardous construction materials	\$75,000.00
Utility upgrades	As required	\$50,000.00
Interior	Fit-up partitioning, office space	\$170,000.00
Finishers	Drywall, durable surfaces, painting	\$140,000.00
Flooring	Epoxy coatings and VCT/Carpet as required	\$80,000.00
Contingency	Miscellaneous	\$35,000.00
TOTAL CONSTRUCTION COST		\$1,130,000.00
Land acquisition cost		\$1,000,000.00
Architect / engineering		\$100,000.00
OPM Fees / monitoring		\$100,000.00
Design contingency 5%		\$55,000.00
TOTAL ACQUISITION AND CONSTRUCTION COSTS		\$2,385,000.00
TOTAL EQUIPMENT LIST ESTIMATES		\$1,070,850.00
TOTAL PROJECT ESTIMATED BUDGET		<u>\$3,455,850.00</u>

4. Equipment List by Department

NBPS CNC EQUIPMENT LIST BUDGET ESTIMATES *

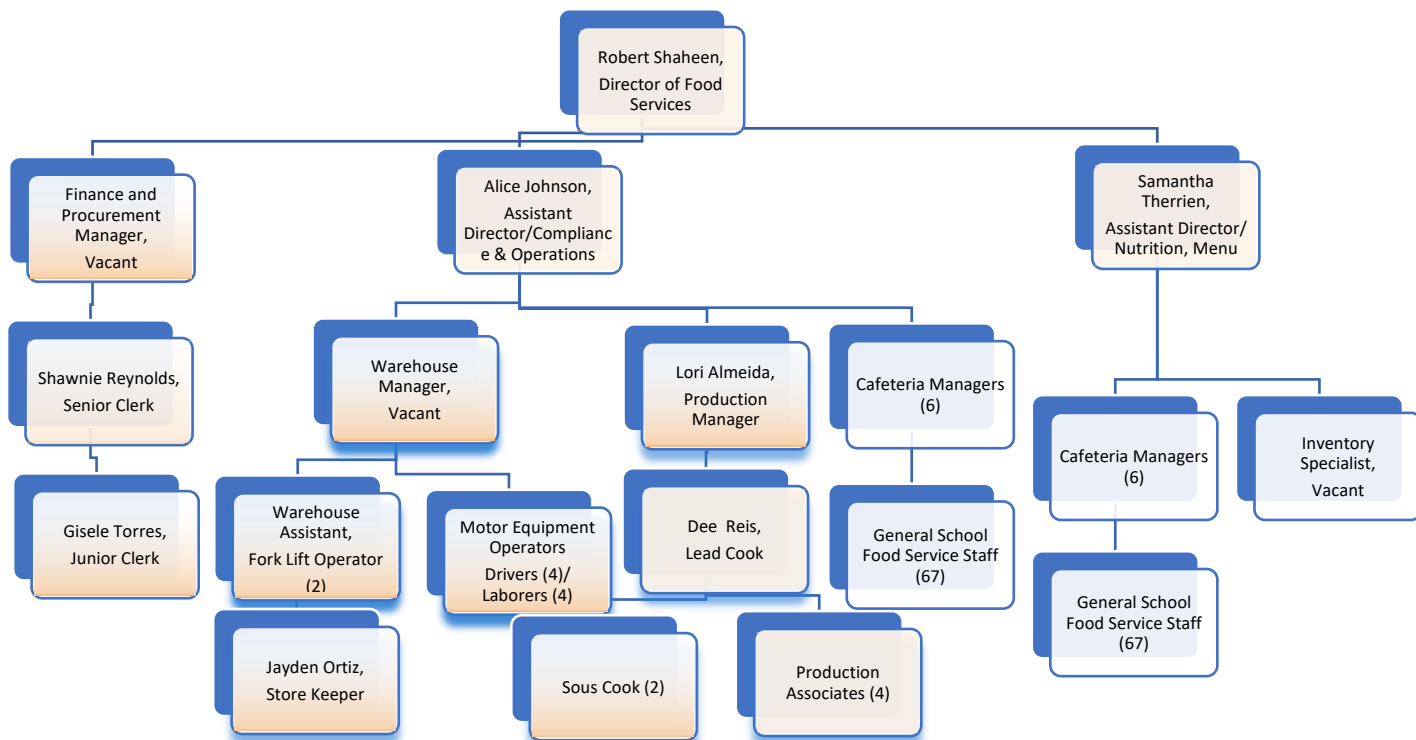
	Qty	Unit Cost	Total Cost
Receiving Area			
Fork Lift	2	\$20,000.00	\$40,000.00
Pallet Jack	2	\$7,000.00	\$14,000.00
Charging Station	4	\$750.00	\$3,000.00
Platform Carts	4	\$700.00	\$2,800.00
Hand Trucks	4	\$250.00	\$1,000.00
Work Stations	3	\$250.00	\$750.00
Walk in Cooler 1500 sq ft	1	\$150,000.00	\$150,000.00
Racking	50	\$80.00	\$4,000.00
Walk in Freezer 1500 sq ft	1	\$150,000.00	\$150,000.00
Racking	50	\$80.00	\$4,000.00
Dry Storage			
Racking	200	\$80.00	\$16,000.00
Produce Prep			
Prep Sink	2	\$250.00	\$500.00
Produce Wash	1	\$2,000.00	\$2,000.00
Fruit Veggie Cut	2	\$30,000.00	\$60,000.00
Prep Tables	4	\$250.00	\$1,000.00
Conveyor Packaging	2	\$2,500.00	\$5,000.00
IQF Freezer	1	\$2,500.00	\$2,500.00
Prep Area			
Prep Tables	8	\$250.00	\$2,000.00
Blast Chiller	2	\$15,000.00	\$30,000.00
Combi Oven	4	\$16,000.00	\$64,000.00
Rack Oven	2	\$20,000.00	\$40,000.00
Kettle	4	\$10,000.00	\$40,000.00
Steamer	4	\$12,000.00	\$48,000.00
Bag Sealer	2	\$500.00	\$1,000.00
Prep Sink	4	\$250.00	\$1,000.00
Dish Machine	1	\$20,000.00	\$20,000.00
Mixer	2	\$15,000.00	\$30,000.00
Cooler Reach in	2	\$10,000.00	\$20,000.00
Freezer Reach in	2	\$10,000.00	\$20,000.00
Admin Office			
Work Stations	8	\$4,000.00	\$32,000.00

Computer	8	\$2,500.00	\$20,000.00
Printers	2	\$2,500.00	\$5,000.00
Copy Machine	2	\$250.00	\$500.00
Monitor vehicle GPS	1	\$500.00	\$500.00
Closed Circuit System	1	\$500.00	\$500.00
Culinary Training Lab			
Seating	150	\$50.00	\$7,500.00
Tables	10	\$150.00	\$1,500.00
Test Kitchen			
Combi Oven	1	\$16,000.00	\$16,000.00
Burner/Stove Top	1	\$2,500.00	\$2,500.00
Video	1	\$500.00	\$500.00
Projector	1	\$1,000.00	\$1,000.00
Screen	1	\$500.00	\$500.00
TV	4	\$500.00	\$2,000.00
Computer	1	\$300.00	\$300.00
Sound System	1	\$1,000.00	\$1,000.00
Prep Sink	1	\$500.00	\$500.00
Hand Sink	1	\$500.00	\$500.00
Delivery			
Box Trucks	2	\$85,000.00	\$170,000.00
Heated Carts	20	\$800.00	\$16,000.00
Smallwares / Supplies / Kitchen Utensils			\$20,000.00
Total Costs			\$1,070,850.00

*Other major systems have been incorporated in the Architectural Design documents.

5. Resumes of Key New Bedford School Food Services Department Administrators and CNC Organizational Chart

New Bedford Public Schools School Food and Nutrition Services Organization Chart Including the Proposed Culinary and Nutrition Center (Culinary Center staffing is shaded in orange)



Robert Shaheen

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Bridgewater, MA 02324
508.846.9484
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PROFILE

Food Service Director and Warehouse Manager utilizing exceptional skills in food service and personnel management.

EXPERIENCE

Food Service Director, New Bedford Public Schools June 2019 – Present

- Oversee 33 meal sites serving 14,000+ students
- Train and develop Manager Staff to comply with all State and Federal Standards
- Programs operated in district:
 - Community Eligibility Provision Program
 - School Breakfast Program
 - School Lunch Program
 - After School Snack Program
 - Child and Adult Care Food Program
 - Summer Feeding Program

Assistant Food Service Director, New Bedford Public Schools July 2018 – June 2019

- Automate operational functions of the Food Service Department
- Assist and develop program operations policies and procedures

Food Service Director, Wareham Public Schools March 2015 – July 2018

- Director of 4 schools in the district managing 20 employees

South Shore Collaborative Chair 2017 – 2018

School Nutrition Association Legislative Action Committee Chair 2018

School Nutrition Association Delegate 2017

Cafeteria Manager, East Bridgewater High School 2014 – 2015

General Manager, Friendly's Ice Cream, Plymouth, MA 2013 – 2014

General Manager, Panera Bread, West Roxbury, MA 2010 – 2013

Owner Operator, Bristolian Pizzeria, Bristol, RI 2008 – 2010

Warehouse Manager, Harte Hanks Marketing, Bridgewater, MA 2001 – 2007

EDUCATION

Westfield State University, Westfield, MA – Bachelor's Degree, Finance and Business

CERTIFICATIONS

ServSafe,

Allergen Awareness,

HACCP Certified Manager,

Framingham State University, Framingham, MA – Certificate in Excellence in School Nutrition Programs

Massachusetts Certified Public Publishing Official Programs

- Public Contracting Overview
- Supplies and Services Contracting
- Design and Contracts

Alice Johnson

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Experience

Assistant Director of Compliance

Jul 2019 - Present

New Bedford Public Schools Food and Nutrition Services

- Assist the Director in all aspects of daily operations of the department.
- Provide on-site and remote training to department employees on state and federal regulations for the National School Breakfast Program, including Breakfast in the Classroom, and National School Lunch Program.
- Provide technical assistance to managers to increase operational efficiency and organization of each meal site.
- Work closely with Human Capital Services and the Unions regarding all personnel issues within the department.
- Assist in ordering USDA Foods and fresh produce ensuring correct quantities of product are ordered.

Cafeteria Manager - Central Kitchen

Jan 2011 - Jul

2019

New Bedford Public Schools Food and Nutrition Services

- Managed Central Kitchen staff to ensure quality, nutritious, compliant meals were prepared according to ServSafe practices.
- Managed MEOs/laborers to ensure safe handling and timely delivery to 6 satellite sites.
- Assisted the Director and Assistant Director with day-to-day operations.
- Assisted with development of a 4-week cycle menu for breakfast, lunch, supper, snack.
- Trained staff on compliance with state and federal school nutrition regulations.
- Developed standard operating procedures for the department.
- Developed nutritional reference book of all menu items available for staff, nurses, and parents to use for dietary restrictions.
- Created an ordering system to track all supplies and chemicals to better manage inventory.
- Developed an MSDS chemical product reference book for all sites.
- Created all necessary documentation for the start of each new school year for all sites.
- Set up bread accounts with vendors to create a cohesive and timely delivery schedule.
- Responsible for ordering all smallwares, supplies and chemicals.
- Maintained all Board of Health inspections for the department.
- Tracked required professional development certifications of all staff.
- Served as vendor contact to troubleshoot delivery problems for the department.
- Entered student allergen information, pricing and menu changes into POS system.
- Responsible for manual direct certification into Virtual Gateway to retrieve exact matches.
- Placed weekly food and bread orders for 7 schools throughout the district.
- Maintained production records and bank deposit information for 7 schools.

- Tracked monthly inventory.

Summer Lunch

- Managed the summer lunch program for the Parks and Recreation Department.
- Gathered applicants information and collaborated with the Assistant Director in the hiring and scheduling process.
- Worked closely with the Assistant Director, Parks and Recreation supervisors, and program coordinators to ensure programs needs were met at all locations.

Concession Stand

- Managed NBHS Whalers football concession stand after-hours.

Cafeteria Manager - Keith Middle School

Sep 2002 - Jan 2008

New Bedford Public Schools Food and Nutrition Services

- Managed staff to ensure efficient and safe meal preparation.
- Worked closely with the principal during the transition of the newly-constructed building.
- Continued to train, supervise and evaluate all kitchen staff using the new equipment.
- Implemented the LunchBox System and continued to help train all food service staff.
- Set up LunchBox training to train cashiers from other meal sites.
- Piloted the successful "imove" program for the NBPS by organizing a raffle program to promote healthy meals.
- Tested recipes from the program sponsor to create a 6-week cycle menu that successfully competed with the food service menu.

Cook - Pulaski Elementary School

Mar 2001 - Sep 2002

New Bedford Public Schools Food and Nutrition Services

Assistant Cook - Gomes Elementary School

Oct 1999 - Mar 2001

New Bedford Public Schools Food and Nutrition Services

Cafeteria Helper - Keith Middle School

Sep 1988 - Oct 1999

New Bedford Public Schools Food and Nutrition Services

Certifications/Trainings

- ServSafe Certification 2018
- John Stalker Institute of Food and Nutrition 2018
- Allergy Awareness Training 2018
- John Stalker Institute of Food and Nutrition Summer Institute 2012
- National School Lunch Program 2009
- NBPS PDP Certificate 2009
- NBPS Microsoft Excel Workshop 2008
- NBPS Microsoft Word and Excel 2004-2005
- UMass Extension Nutrition Education Program 2003

Samantha Therrien, MS, RDN, LDN

24 Front Street Swansea, MA 02777
774 488 9946 samtherrien@aol.com

EDUCATION

Framingham State University Master of Science in Food and Nutrition Specialization in Coordinated Program in Dietetics	Aug 2018
Bridgewater State University Bachelor of Communication Studies	Aug 2013
Bristol Community College Associate in the Arts	Aug 2011

EXPERIENCE

Assistant Director, Food and Nutrition Services New Bedford Public Schools	Sep 2019 – Present New Bedford, MA
<ul style="list-style-type: none">• Assist in the general management of the school nutrition program at 33 sites• Develop menus for each grade group and meal program to encourage student participation• Conduct nutrient analysis of menus using Mosaic menu planning to ensure compliance with all state and federal regulations• Coordinate medically necessary dietary accommodations with students, parents/guardians, nurses and school nutrition staff• Assist in the oversight of food orders to ensure compliant products are purchased• Create standardized recipes for use in kitchens across the district• Develop and oversee testing of new recipes• Provide training and technical assistance to staff• Manage the department's social media accounts and website, including online menus with nutrient analysis information	
Registered Dietitian – Food Service Manager Sodexo – Providence College Dining Services	Oct 2018 – Sep 2019 Providence, RI
<ul style="list-style-type: none">• Coordinated medically necessary dietary accommodations with students, the culinary team, and Student Disability Services• Counseled students on therapeutic diets and safe campus dining with food allergies and celiac disease• Managed foodservice environment enforcing safety policies and procedures• Managed employees ensuring safe, high quality food was produced	
Summer Meals Nutrition Intern Brockton Public Schools	Jun 2018 – Aug 2018 Brockton, MA
<ul style="list-style-type: none">• Coordinated with district Registered Dietitian to design and implement	

an 8-week nutrition, gardening and cooking curriculum, which targeted middle school students at two housing complexes

- Measured the success of the program at increasing participation rates

Graduate Assistant

The John C. Stalker Institute of Food and Nutrition

Sep 2016 – May 2018
Framingham, MA

- Worked on various components of a Massachusetts Child and Adult Care Food Programs grant
- Edited and formatted instructor and participant guides for professional development workshops for school nutrition professionals
- Conducted voiceovers for an online nutrition education module

Clinical Dietetic Intern

Sturdy Memorial Hospital

2018
Attleboro, MA

- Counseled patients on therapeutic diets
- Utilized standard patient documentation procedures within electronic medical records
- Consulted with physicians and medical staff

Foodservice Management Intern

Foxborough Public Schools

2017
Foxborough, MA

- Performed entry-level duties of a school foodservice director
- Managed a school kitchen for two weeks
- Conducted nutrient analyses of recipes
- Provided training to kitchen managers

School Nutrition Intern

Hanover Public Schools

2017
Hanover, MA

- Designed and taught age-appropriate nutrition lesson plans

Community Nutrition Intern

Umass Extension Southeast Division

2017
Raynham, MA

- Implemented nutrition education lessons to various audiences
- Designed a nutrition-themed workshop for parents
- Conducted food demonstrations

Blog Writer and Social Media Manager

John C. Stalker Institute of Food and Nutrition

Sep 2015 – Aug 2016
Framingham, MA

- Generated appropriate content for blog and social media audience using Hootsuite, Facebook, Twitter, LinkedIn, Pinterest and Wordpress
- Edited and formatted instructor guides for Workshops to Go

CERTIFICATIONS AND SKILLS

- Registered Dietitian Nutritionist
- Licensed Dietitian Nutritionist in Massachusetts
- ServSafe Food Protection Manager Certified
- 6. Culinary & Nutrition Center Brochure



OBJECTIVES BY TIMELINE

JULY 31, 2020	Site RFP Solicitation for Proposal
SEPTEMBER 2020	Proposal Opening
OCTOBER 2020	Design Development
NOVEMBER 2020	Construction Documents
DECEMBER 2020	Construction Bidding
JANUARY 2021	City Review and Contract Award
FEBRUARY 2021	Ribbon Cutting Ceremony Construction and Renovations
APRIL - JUNE 2021	Staff Training and Development
JULY 2021	Opening

PROJECT GOAL

The goal of the NBPS Culinary & Nutrition Center (CNC) is to prevent hunger from negatively affecting student success while increasing the quality, sustainability and efficiency of the NBPS school meal programs.



CULINARY & NUTRITION CENTER PLAN

New Bedford Public Schools



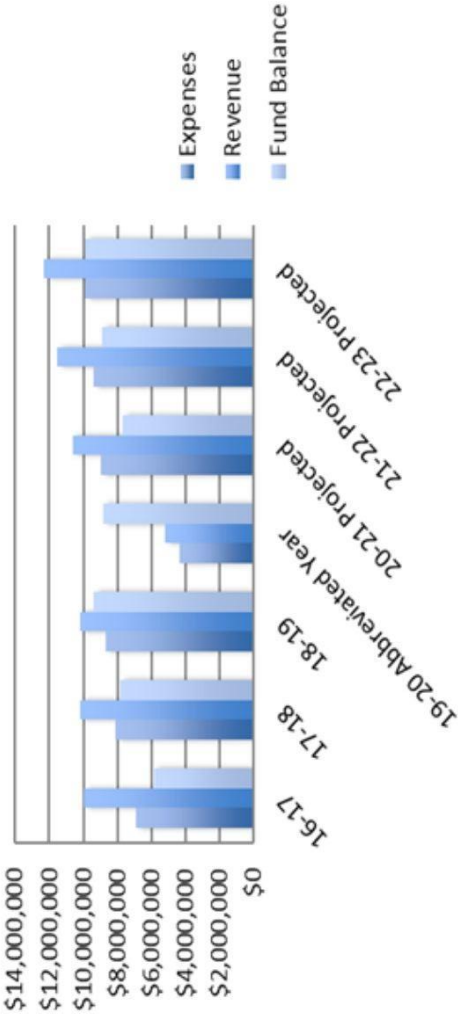
Rob Shaheen
NBPSFNS Director
rshaheen@newbedfordschools.org
508-997-4511 x14257
455 County Street
New Bedford, MA 02740

PROJECT OVERVIEW

NBPS Food and Nutrition Services (NBPSFNS) looks to improve the food quality of the meal programs serving the city's children by engaging in a robust plan that includes:

- Relocating the central meal preparation site from the basement of the current administration building to an appropriate facility able to service schools throughout the city,
- Initiating a professional development plan for all members of the NBPSFNS,
- Completing the hiring of employees to fully staff the NBPSFNS operations,
- Collaborating with community organizations to initiate strategies to increase the Farm to School activities,
- Completing the upgrade of computer systems used by the NBPSFNS,
- Increasing the data analysis tools of the NBPSFNS, and
- Anticipating financial implications of contractual negotiations

Program Funds



CULINARY & NUTRITION CENTER

- Increase central production to serve 11,899 breakfasts and 11,899 lunches per day from the CNC.

THE GOAL IS TO INCREASE STUDENT PARTICIPATION IN BOTH PROGRAMS TO 90% OVER THREE YEARS.

Current	Goal
64% (8,406 per day)*	90% (11,899 per day)
78% (10,376 per day)*	90% (11,899 per day)
23,798 total meals, an increase of 5,016 meals daily.	

*Current student participation based on average daily student attendance of 93%.

7. Profit and Loss Statements for 2018-2020

FY 17/18

Revenue (Source)	July	August	September	October	November	December	January	February	March	April	May	June	Year-to-Date
Local Sources:													
Student Meal Sales													\$ -
Adult Meal Sales		\$167	\$2,934	\$3,265	\$3,099	\$2,448	\$2,818	\$2,668	\$3,038	\$2,798	\$3,373	\$2,090	\$28,698
A La Carte		\$1,066	\$23,442	\$28,362	\$22,791	\$18,455	\$21,418	\$18,361	\$22,935	\$21,909	\$29,094	\$13,293	\$221,126
Catering													\$0
Interest													\$0
Federal Sources		\$98,203	\$1,027,920	\$1,115,915	\$941,272	\$797,726	\$915,419	\$809,514	\$994,130	\$853,589	\$1,179,502	\$706,602	\$9,439,792
State Sources		\$83,403	\$11,838	\$12,846	\$10,635	\$9,267	\$10,740	\$9,295	\$11,387	\$9,918	\$81,964	\$7,815	\$259,108
Miscellaneous	\$13,142	\$2,976	\$353	\$374	\$677	\$176,959	\$956	\$1,351	\$129	\$303	\$2,216	\$1,392	\$200,828
Fund Transfer-In	#####												\$5,857,156
Total Revenue	\$13,142	\$185,815	\$1,066,487	\$1,160,762	\$978,641	\$1,004,854	\$951,351	\$841,189	\$1,031,619	\$888,517	\$1,302,690	\$731,182	\$10,149,552
Expenditures													
Salaries & Wages	\$63,737	\$58,530	\$360,830	\$299,081	\$275,356	\$354,102	\$235,685	\$300,184	\$376,159	\$248,618	\$293,286	\$412,193	\$3,277,761
Employee Benefits									\$311,317				\$311,317
Purchased Services			\$4,767	\$24,443	\$15,064	\$5,858	\$7,057	\$7,107	\$10,530	\$17,180	\$5,991	\$18,343	\$116,339
Property Services													\$0
Food Costs		\$96,359	\$270,250	\$397,398	\$384,225	\$676,508	\$424,502	\$130,848	\$449,311	\$380,122	\$267,917	\$545,067	\$4,022,507
Supplies		\$16,486	\$43,777	\$23,666	\$18,690	\$11,440	\$9,042	\$12,717	\$10,949	\$19,691	\$5,361	\$24,829	\$196,648
Miscellaneous					\$3,000								\$3,000
Capital Assets			\$702	\$103,727	\$3,322	\$4,790	\$ -	\$ -	\$1,662	\$186		\$37,190	\$151,578
Medical W/C		\$3,531	\$12,830	\$12,048	\$3,648	\$3,246	\$14,091	\$6,712		\$457	\$3,128	\$4,812	\$64,503
Meal Taxes												\$1,352	\$1,352
Fund Transfer-Out													\$ -
Total Expenditures	\$63,737	\$174,906	\$693,156	\$860,362	\$703,305	\$1,055,944	\$690,377	\$457,568	\$1,159,928	\$666,254	\$575,683	\$1,043,786	\$8,145,006
Net Profit/(Loss)	-\$50,595	\$10,909	\$373,331	\$300,400	\$275,336	-\$51,090	\$260,974	\$383,621	-\$128,309	\$222,263	\$727,007	-\$312,604	\$2,004,546
Fund Balance													\$7,861,702

FY 18/19

Revenue (Source)	July	August	September	October	November	December	January	February	March	April	May	June	Year-to-Date
Local Sources													
Student Meal Sales	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ -
Adult Meal Sales	\$0.00	\$256.75	\$2,900.26	\$3,746.04	\$3,621.11	\$2,616.00	\$3,314.41	\$2,320.27	\$3,600.17	\$3,052.33	\$3,290.71	\$0.00	\$28,718.05
A La Carte	\$0.00	\$0.00	\$2,239.79	\$51,255.29	\$21,869.38	\$7,229.93	\$43,586.80	\$18,793.88	\$28,060.08	\$23,324.87	\$36,649.15	\$11,347.19	\$244,356.26
Catering													\$0.00
Interest													\$0.00
Federal Sources	\$0.00	\$778,877.17	\$0.00	\$0.00	\$2,262,423.46	\$0.00	\$916,152.11	\$776,432.06	\$1,036,305.63	\$735,847.73	\$1,990,990.51	\$1,148,589.20	\$9,645,611.87
State Sources	\$0.00	\$11,703.07	\$0.00	\$0.00	\$26,484.60	\$0.00	\$10,588.80	\$9,110.16	\$12,187.38	\$8,655.18	\$22,482.72	\$13,362.72	\$114,574.63
Miscellaneous	\$0.00	\$0.00	\$0.00	\$3,770.37	\$746.99	\$785.29	\$552.84	\$167,273.57	\$2,133.27	\$0.00	\$1,743.18	\$1,588.20	\$178,593.71
Fund Transfer-In	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue	\$0.00	\$790,836.99	\$5,140.05	\$58,771.70	\$2,315,145.54	\$10,631.12	\$974,194.96	\$973,929.94	\$1,082,286.53	\$770,880.11	\$2,055,156.27	\$1,174,881.31	\$10,211,854.52
Expenditures	July	August	September	October	November	December	January	February	March	April	May	June	Year-to-Date
Salaries & Wages	\$47,868.60	\$56,525.04	\$234,917.65	\$304,421.47	\$484,554.50	\$329,316.18	\$266,960.84	\$288,966.60	\$254,719.59	\$303,151.59	\$426,718.73	\$403,962.28	\$3,402,883.07
Employee Medical	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$71,232.21	\$0.00	\$251,416.65	\$0.00	\$237,555.33	\$0.00	\$195,331.32	\$755,595.51
Contract Services	\$0.00	\$7,500.48	\$30,214.67	\$21,091.11	\$24,111.34	\$8,506.20	\$27,792.03	\$13,697.79	\$19,335.25	\$6,093.19	\$6,524.65	\$13,547.72	\$178,414.44
Dishwasher	\$0.00	\$0.00	\$943.95	\$0.00	\$2,553.18	\$0.00	\$755.00	\$3,886.60	\$564.30	\$0.00	\$966.42	\$0.00	\$9,889.45
Non-Perish		\$6,256.64	\$15,476.80	\$16,345.33	\$13,885.82	\$14,135.22	\$14,615.54	\$10,084.20	\$20,138.30	\$18,326.16	\$11,718.33	\$17,908.57	\$158,890.91
Perishables	\$0.00	\$1,469.10	\$257,569.67	\$601,306.54	\$323,612.19	\$317,620.17	\$291,226.25	\$220,547.75	\$285,105.99	\$338,318.12	\$236,402.83	\$192,691.85	\$3,065,270.28
Milk	\$0.00	\$0.00	\$37,984.24	\$79,397.72	\$36,458.73	\$46,267.80	\$40,727.07	\$25,834.80	\$43,992.76	\$32,617.88	\$56,335.54	\$26,639.76	\$426,166.30
Bread	\$0.00	\$0.00	\$18,838.95	\$22,727.66	\$16,914.10	\$15,232.72	\$18,165.16	\$6,866.17	\$18,249.56	\$22,913.61	\$14,632.37	\$11,324.52	\$165,864.82
Supplies	\$0.00	\$52.50	\$16,293.06	\$10,535.30	\$25,106.54	\$6,386.64	\$11,616.48	\$8,635.00	\$7,026.96	\$1,565.80	\$1,736.38	\$1,254.86	\$90,205.52
Miscellaneous/Other	\$0.00	\$19.65	\$278.18	\$337.88	\$7,136.04	\$3,073.50	\$320.00	\$2,442.20	\$2,596.00	\$6,840.33	\$2,965.52	\$3,899.45	\$29,806.75
Capital Assets/ Equip	\$0.00	\$2,437.73	\$49,257.43	\$36,183.22	\$4,834.14	\$17,510.33	\$6,446.46	\$13,301.09	\$9,338.89	\$20,154.03	\$69,873.38	\$29,132.99	\$260,468.69
Medical WIC	\$0.00	\$11,916.92	\$10,451.08	\$6,742.60	\$16,771.52	\$4,946.78	\$4,984.73	\$39,482.03	\$2,448.34	\$22,894.73	\$1,368.50	\$12,596.52	\$134,713.75
Meal Taxes	\$0.00	\$0.00	\$16.76	\$189.54	\$244.94	\$236.64	\$212.13	\$216.71	\$151.73	\$235.41	\$199.56	\$334.49	\$2,037.91
Fund Transfer-Out	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$47,868.60	\$86,178.07	\$672,242.44	\$1,099,778.37	\$956,183.04	\$834,524.39	\$685,821.69	\$885,397.59	\$663,667.67	\$1,010,766.16	\$828,442.21	\$908,624.13	\$8,679,884.38
Net Profit/(Loss)	(\$47,868.60)	\$66,790.32	(\$10,312.07)	(\$1,060,718.74)	\$308,243.76	(\$515,648.51)	(\$227,276.34)	(\$138,733.89)	\$278,884.97	\$39,988.90	\$1,265,712.96	\$1,531,970.14	\$1,531,970.14
Fund Balance	\$7,813,833.40	\$8,518,492.32	\$7,851,389.93	\$6,810,993.26	\$8,189,945.76	\$7,346,662.49	\$7,634,425.76	\$7,722,868.11	\$8,141,586.97	\$7,901,700.90	\$9,127,414.96	\$9,393,672.14	\$9,393,672.14

FY 19-20

Revenue (Source)	July	August	September	Year-to-Date	October	November	December	Year-to-Date	January	February	March	Year-to-Date
Federal Sources	\$468.55	\$118,671.72	\$1,096,488.18	\$1,214,691.35	\$1,227,230.30	\$895,170.52	\$779,892.66	\$4,116,984.83	\$993,010.86	\$631,596.50	\$631,326.09	\$6,572,918.28
State Sources	\$6.54	\$1,188.72	\$11,175.07	\$12,357.25	\$12,453.98	\$9,026.71	\$8,227.12	\$42,085.06	\$10,272.24	\$8,537.16		\$60,874.46
State Sources Adjustments	\$0.00	\$66,181.73	\$0.00	\$66,181.73	\$0.00	\$0.00	\$0.00	\$66,181.73	\$0.00	\$0.00		\$0.00
Federal Sources CACFP	\$0.00	\$6,238.89	\$10,982.62	\$17,221.51	\$19,991.95	\$17,387.63	\$13,495.75	\$68,096.84	\$19,010.77	\$18,930.95	\$6,500.00	\$112,538.56
Other Gov Rev FFV	\$0.00	\$0.00	\$3,529.92	\$3,529.92	\$7,900.62	\$5,765.68	\$4,096.97	\$21,293.19	\$4,772.46	\$3,160.92	\$2,786.25	\$32,012.82
Concession Stand	\$0.00	\$0.00	\$884.27	\$884.27	\$0.00	\$0.00	\$0.00	\$884.27	\$0.00	\$0.00	\$0.00	\$884.27
Adult Sales	\$0.00	\$230.76	\$2,046.88	\$2,277.64	\$2,889.90	\$2,408.11	\$2,013.53	\$9,589.18	\$1,930.23	\$1,519.83		\$13,039.24
Student Sales	\$0.00	\$1,547.36	\$19,442.76	\$20,990.12	\$23,722.30	\$16,442.24	\$13,138.28	\$74,292.94	\$17,595.96	\$16,780.39	\$7,209.32	\$115,878.61
Service Transfers to Groc	\$0.00	\$0.00	\$0.00	\$0.00	\$2,727.41	\$0.00	\$0.00	\$2,727.41	\$0.00	\$1,053.24	\$535.65	\$4,316.30
Catering	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,327.95	\$1,848.40	\$6,176.35
Miscellaneous	\$688.69	\$0.00	\$1,640.33	\$2,329.02	\$2,150.90	\$0.00	\$0.00	\$2,150.90	\$0.00	\$228.86	\$61.01	\$2,440.77
SFSP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$155,226.08	\$0.00	\$155,226.08
Interest	\$133.27	\$128.93	\$256.25	\$518.45	\$55.94	\$35.76	\$0.00	\$610.15				\$610.15
Total Revenue	\$346.87	\$194,188.11	\$1,146,446.28	\$1,340,981.26	\$1,299,123.30	\$946,236.65	\$820,864.31	\$4,407,205.52	\$1,046,592.52	\$1,041,361.88	\$650,266.72	\$7,145,426.64
Expenditures	July	August	September	Year-to-Date	October	November	December	Year-to-Date	January	February	March	Year-to-Date
Salaries & Wages	\$35,254.37	\$38,107.02	\$216,327.52	\$289,688.91	\$448,325.12	\$338,169.33	\$318,104.00	\$1,394,287.36	\$241,033.28	\$305,278.67	\$322,377.27	\$2,262,976.58
Salaries & Wages CACFP	\$0.00	\$0.00	\$0.00	\$0.00				\$0.00				\$0.00
Workers Comp Salaries	\$10,690.34	\$9,606.36	\$9,553.21	\$29,849.91	\$14,855.42	\$8,353.41	\$5,632.61	\$58,691.35	\$0.00	\$5,337.38	\$7,317.74	\$71,346.47
Concession Salaries and Wages	\$0.00	\$0.00	\$0.00	\$0.00	\$280.00	\$0.00	\$0.00	\$280.00	\$0.00	\$0.00	\$0.00	\$280.00
District Medical	\$0.00	\$0.00	\$37,929.39	\$37,929.39	\$0.00	\$0.00	\$211,619.76	\$249,549.15	\$0.00	\$0.00	\$0.00	\$249,549.15
Contract Services	\$0.00	\$8,646.21	\$37,743.37	\$46,389.58	\$5,318.53	\$22,217.23	\$26,101.48	\$100,026.82	\$13,160.97	\$4,394.31	\$72,368.51	\$189,950.61
Clothing Allowance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$20,353.15	\$7,725.63	\$28,078.78	\$9,197.31	\$5,790.65	\$16,329.63	\$59,396.37	\$105,012.44	\$2,665.86	\$9,570.40	\$176,645.07
Non Perishables	\$0.00	\$7,626.58	\$16,377.02	\$24,003.60	\$17,155.69	\$0.00	\$43,576.31	\$84,735.60	\$15,575.29	\$12,145.98	\$22,057.76	\$134,514.63
Dishwasher	\$0.00	\$0.00	\$399.80	\$399.80	\$7,072.96	\$2,092.27	\$1,347.78	\$10,912.81	\$1,809.14	\$3,591.12	\$1,534.26	\$17,847.33
Office Supplies	\$0.00	\$40,981.34	\$80,992.36	\$121,973.70	\$82,410.29	\$104,003.09	\$25,096.10	\$333,483.18	\$12,984.32	\$3,641.16	\$3,620.91	\$353,729.57
Produce	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$546.82	\$194.81	\$841.63				\$841.63
Grocery CACFP	\$0.00	\$25,892.91	\$505,358.77	\$531,251.68	\$293,179.21	\$472,267.04	\$345,760.55	\$1,642,458.48	\$175,613.41	\$371,948.42	\$326,708.89	\$2,516,729.20
Grocery Concession	\$0.00	\$0.00	\$3,565.11	\$3,565.11	\$0.00	\$4,464.26	\$3,259.21	\$11,288.58	\$4,823.94	\$0.00		\$16,112.52
Milk	\$0.00	\$16,001.74	\$77,084.09	\$93,085.83	\$70,649.69	\$89,899.34	\$53,956.45	\$307,591.31	\$61,414.81	\$58,738.95	\$58,226.67	\$485,971.74
Milk CACFP	\$0.00	\$0.00	\$903.30	\$903.30	\$1,644.30	\$1,430.10	\$1,110.00	\$5,087.70	\$1,562.70			\$6,650.40
Bread	\$0.00	\$4,510.07	\$12,087.73	\$16,597.80	\$10,627.24	\$11,092.20	\$7,285.49	\$45,602.73	\$9,124.79	\$11,155.66	\$6,257.16	\$72,140.34
Bread CACFP	\$0.00	\$0.00	\$0.00	\$0.00	\$46.50	\$62.92	\$137.58	\$247.00	\$87.42			\$334.42
Bread Concession	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$1,800.00	\$1,994.72	\$1,210.73	\$5,005.45	\$1,451.30	\$2,171.89	\$2,745.56	\$11,374.20	\$864.70	\$520.36	\$2,181.14	\$14,940.40
Workers Comp Settlements	\$0.00	\$24,000.00	\$25,000.00	\$49,000.00	\$0.00		\$1,590.67	\$50,590.67	\$0.00	\$7,999.50	\$13,706.16	\$72,296.33
Workers Comp	\$0.00	\$9,323.11	\$5,450.18	\$14,773.29	\$3,341.26		\$6,497.00	\$24,611.55	\$715.10	\$930.59	\$1,797.15	\$28,054.39
Equipment	\$0.00	\$19,277.73	\$13,519.83	\$32,797.56	\$13,524.58	\$24,486.36	\$3,330.00	\$74,138.50	\$24,510.12	\$16,692.21	\$8,856.69	\$124,197.52
Meal Tax (month its for)	\$0.00	\$15.07	\$135.01	\$150.08	\$190.02	\$158.31	\$132.31	\$630.72	\$126.90	\$99.88	\$69.49	\$926.99
Fund Transfer-Out	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenditures	\$47,744.71	\$226,336.01	\$1,051,363.05	\$1,325,443.77	\$979,269.42	\$1,087,305.22	\$1,073,807.30	\$4,465,825.71	\$668,419.33	\$805,140.05	\$856,650.20	\$6,796,035.29
Net Profit (Loss)	-\$47,397.84	-\$32,147.90	\$95,083.23	\$15,537.49	\$319,853.88	-\$141,068.57	-\$252,942.99	-\$58,620.19	\$378,173.19	\$236,221.83	-\$206,383.48	\$349,391.35
Balance	\$9,346,274.30	\$9,314,126.40	\$9,409,209.63	\$9,409,209.63	\$9,744,601.00	\$9,603,532.43	\$9,350,589.44	\$9,350,589.44	\$9,728,762.63	\$9,964,984.46	\$9,758,600.98	\$9,758,600.98