



# **El Dorado County Office of Education**

## **Food Service Review**

August 5, 2008

Joel D. Montero  
Chief Executive Officer





August 5, 2008

Vicki Barber, Ed.D., Superintendent  
El Dorado County Office of Education  
6767 Green Valley Road  
Placerville, CA 95667

Dear Superintendent Barber:

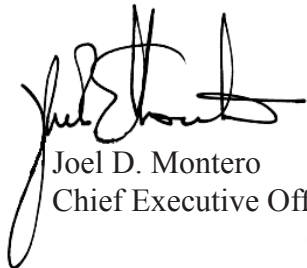
In February 2008, the Fiscal Crisis and Management Assistance Team (FCMAT) entered into an agreement with the El Dorado County Office of Education for FCMAT to perform the following:

1. Conduct a review of the COE's food service program, including services to the Child Development, Court and Community Schools, Head Start, and catering for COE functions. Provide recommendations for the following core elements:
  - a. Staffing configuration
  - b. Compliance issues
  - c. Operational and cost effectiveness

FCMAT visited the county office May 19-20, 2008 to collect data, conduct interviews and review documents. This report is the result of that effort.

Thank you for allowing us to serve you, and please give our regards to all the employees of the El Dorado County Office of Education.

Sincerely,



Joel D. Montero  
Chief Executive Officer

FCMAT

Joel D. Montero, Chief Executive Officer

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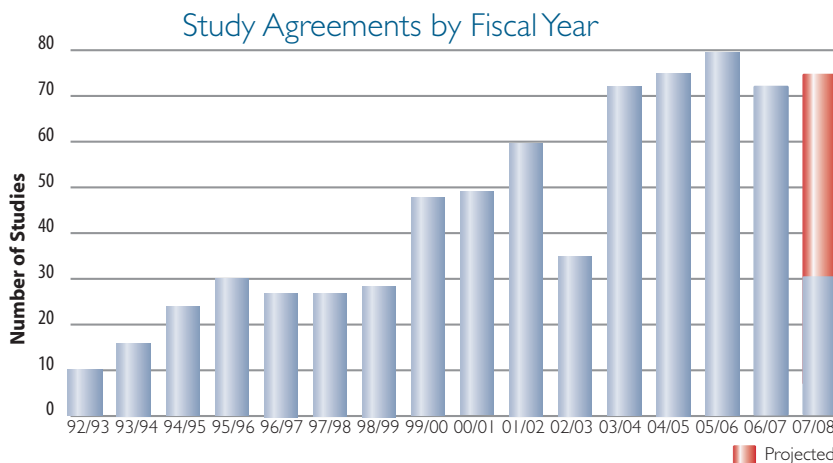
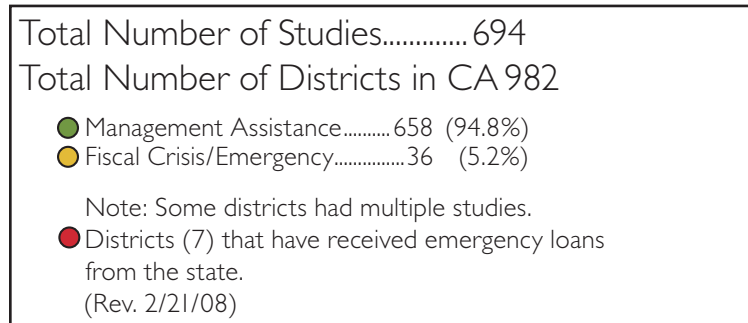
# Foreword

## FCMAT Background

The Fiscal Crisis and Management Assistance Team (FCMAT) was created by legislation in accordance with Assembly Bill 1200 in 1992 as a service to assist local educational agencies in complying with fiscal accountability standards.

AB 1200 was established from a need to ensure that local educational agencies throughout California were adequately prepared to meet and sustain their financial obligations. AB 1200 is also a statewide plan for county offices of education and school districts to work together on a local level to improve fiscal procedures and accountability standards. The legislation expanded the role of the county office in monitoring school districts under certain fiscal constraints to ensure these districts could meet their financial commitments on a multiyear basis. AB 2756 provides specific responsibilities to FCMAT with regard to districts that have received emergency state loans. These include comprehensive assessments in five major operational areas and periodic reports that identify the district's progress on the improvement plans.

Since 1992, FCMAT has been engaged to perform nearly 700 reviews for local educational agencies, including school districts, county offices of education, charter schools and community colleges. Services range from fiscal crisis intervention to management review and assistance. FCMAT also provides professional development training. The Kern County Superintendent of Schools is the administrative agent for FCMAT. The agency is guided under the leadership of Joel D. Montero, Chief Executive Officer, with funding derived through appropriations in the state budget and a modest fee schedule for charges to requesting agencies.







# Introduction

## Background

The El Dorado County Office of Education (EDCOE) is located in the foothills of the Sierra Nevada Mountains 40 miles east of Sacramento in Placerville. The child development programs operated by the county office include the Children's Center and School Age Child Centers, State Preschool, Head Start, Early Head Start, and Cal-SAFE.

In January 2008, the county office contacted the Fiscal Crisis and Management Assistance Team (FCMAT) to request a review of the food service program, which is a component part of the child development program. A study agreement for FCMAT services was approved by the county office and returned to FCMAT in April. The agreement requested FCMAT to complete the following:

1. Conduct a review of the COE's food service program, including services to the child development, court and community schools, Head Start, and catering for COE functions. Provide recommendations for the following core elements:
  - a. Staffing configuration
  - b. Compliance issues
  - c. Operational and cost effectiveness

## Study Team

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## Study Guidelines

FCMAT visited the county office on May 19-20, 2008. This report is the result of these activities and is divided into the following sections:

- I. Executive Summary
- II. Program Operations and Compliance
- III. Food Safety
- IV. Staffing
- V. Food Production
- VI. Classroom Safety
- VII. Appendices



# Executive Summary

The child development programs operated by the El Dorado County Office of Education report to the Division of Instructional Services and Student Programs. The food service program operates under the general direction of the Executive Director of Child Development Programs. The Food Service Supervisor is responsible for food service operations and supervision of four full-time equivalent (FTE) cook positions. After 20 years of care and dedication to the county office and its food services program, the supervisor has announced that she will retire in December 2008. Brenda Morgan is a much-beloved person who will be greatly missed by all.

The food service program provides meals and snacks for the Child Care Food Program (CCFP) to students enrolled in Preschool, Head Start, Child Care, and Latchkey programs. Lunches are provided to Charter Community School students participating in the National School Lunch Program (NSLP).

The Coordinated Review Effort completed in 2006 reported five areas in which the food service program was out of compliance. Progress on the corrective action plan was initiated. However, follow-up training and on-site observations by the supervisor were postponed due to the supervisor's injury. The five areas listed in the CRE included the following:

:

- There were errors in counting and claiming meals for reimbursement;
- An incomplete number of food items was offered, resulting in overclaiming the number of meals served;
- Written meal count and collection procedures were incomplete;
- An incorrect method of sampling was used to verify meal applications;
- Food specification information was incomplete, Wellness Policy policy and monthly menus were not posted as required, and there were deficiencies in meeting menu nutritional requirements.

Charter School NSLP meal applications are approved and verified by the charter school Secretary. CCFP meal approvals are processed in the child development office. Processing of NSLP meal applications and CCFP meal approvals should be centralized in one location.

The food service program ended the 2006-07 fiscal year with a positive balance and is projected to end the 2007-08 year with a \$9,000 balance. Increasing costs are expected to narrow the gap between revenues and expenditures and could result in the program just breaking even in 2008-09. Expenditures for the NSLP and CCFP programs are not coded with separate resource codes, making it difficult to analyze the food costs for each program. Food and supplies inventory data was not available. Expenses for the Lunch Box and catering programs are not tracked separately. Quarterly income and expense worksheets should be prepared for each program.

An online catering request system would streamline processing. The departments should be provided with e-mail confirmations that include an estimate of cost. The processing of catering invoices should be expedited.

Communications and supervision in the food service program could be improved. Regular meetings should be scheduled between the Executive Director and supervisor to discuss progress and implementation of the corrective action plan.

The county office should consider the fiscal impact of combining all the food service programs under the National School Lunch Program. If this change is made, the staff members responsible for approving meal applications, completing reimbursement claims, and verifying meal application information should attend annual mandatory training.

Child development programs operate under two separate food programs, the National School Lunch Program, which requires strict adherence to HACCP standards, and the Child Care Food Program, which does not have the same requirement. The review team observed several instances in which raw or cooked food temperatures were not monitored or properly maintained prior to serving. Employees involved in preparing or serving food items should always comply with food handling requirements.

The food service program operates with five FTE employees. After the on-site portion of this review was completed, the team was notified that the Food Service Supervisor plans to retire in December 2008. During the past two years, the supervisor was frequently absent because of family concerns and a job-related injury.

The Lunch Box program provides a service and option for employees of the county office. The catering program is able to respond to the needs of county office programs and departments that hold workshops and meetings throughout the year. However, staff responsibilities for preparing student meals are directly affected by the volume of catering requests and the operation of the Lunch Box program for three days a week. If the county office eliminated the Lunch Box or catering service and focused only on serving students in the child development and charter school programs, the number of labor hours could be reduced.

The Shasta County Office of Education operates a food service program similar to El Dorado County Office and provided copies of its job descriptions for this report. The head of El Dorado County Office's food service program also provided responses to 14 operational questions. The questions and responses are included in a separate section of this report and can be compared to El Dorado County Office operations. The job descriptions and organizational structure of the El Dorado County Office program should be re-evaluated before filling the vacancy created by the supervisor's retirement in December 2008. At a minimum, .2 FTE of clerical support time should be added to the program.

Menu options are limited at the secondary charter school level, which contributes to low student participation levels. Customer surveys and taste tests should be conducted to identify items that could be added to the menus, increasing participation and revenues. Similar surveys and tasting opportunities should be applied to the Lunch Box and catering programs.

Food portions should be monitored more closely, and guidelines for adult meals in child development programs should be followed. Competitive bids or requests for pricing should become part of annual budget procedures to maximize spending power.

An equipment replacement schedule should be developed with a focus on new equipment that is efficient and easy to use.

Classroom safety is the top priority. Child safety gates and childproof locks should be installed in the Placerville Center and other sites that have open classroom configurations.

During the exit meeting with members of the county office administration, FCMAT was asked to provide any available information on forming a food services consortium for small school districts. FCMAT does not maintain information in this area, however, several districts in a nearby county were involved in this type of consortium. Although the number of district has declined to only two, these districts continue to share the cost of the services of a single Food Service Director. The value of having experienced director is beneficial to the food service programs operated by the districts, but the cost can be greater than a small district budget can comfortably support, and a general fund contribution may be required.

If an opportunity to develop a consortium is considered in El Dorado County, it will be important in the early stages of discussion to conduct a fiscal analysis of the level of member district participation that would be needed to sustain overall cost savings.



# Findings and Recommendations

## Program Operations and Compliance

The El Dorado County Office of Education provides meals and snack services to students enrolled in child development programs at county office and school district sites. In addition, meal service is available to staff members at the main county office location three days a week. The serving area is called the Lunch Box, and catering services are available for special meetings and functions.

After 20 years of care and dedication to the county office and its food services program, the supervisor has announced that she will retire in December 2008. Brenda Morgan is a much-beloved person who will be greatly missed by all.

The Charter Community School, located in the county office's complex, provides instruction for five students in grades four through six and 100 students in grades seven through 12. The charter school participates in the National School Lunch Program (NSLP). Approximately 40 students participate in the lunch program each school day. The charter school piloted the School Breakfast Program several years ago, but discontinued it because of low participation from students. The food service staff knows the nutritional benefits of eating breakfast and expressed an interest in the possibility of serving breakfast during a mid-morning break.

The Child Care Food Program (CCFP) provides breakfast, lunch and snacks to children up to 12 years of age who are enrolled in the state preschool, Head Start, General Child Care, Early Head Start, and Latchkey programs. Some participating sites do not request or receive all three options. At some classrooms located on the school district campus, lunch is usually provided by district's food service program through a memorandum of understanding with the county office. The county office's food service program provides breakfasts and/or snacks when they are not available from the districts. The food service program prepares approximately 150 lunches a day at Ken Lowry Center, and approximately 300 meals a day are prepared at the Placerville Children's Center. The Food Service Supervisor was unsure of the number of breakfasts and snacks served each day.

The meal count for students enrolled in either the child care or Head Start programs is recorded by the teachers or aides in each classroom. Meals are served family style in the CCFP. Errors in meal counting and claiming procedures were reported in the Coordinated Review Effort (CRE) Administrative Review audit in 2006. The county office developed and submitted a corrective action plan to change certain procedures and offer staff training. Progress on the corrective action plan was initiated. However, follow-up training and on-site observations by the supervisor were postponed due to the supervisor's injury. If the corrective action plan has not eliminated the previously reported errors, fiscal sanctions could occur.

Meal applications for the child care programs are reviewed and approved by the child development staff at the Ken Lowry center as part of the student's enrollment packet. The Food Service Supervisor randomly selects and reviews a percentage of the applications. Approximately 50 applications were reviewed for accuracy in the current year. Charter School NSLP meal applications are approved and verified by charter school Secretary. The processing of NSLP meal applications and CCFP meal approvals should be centralized in one location.

Site meal count information is sent to an Account Technician in the county office's business office who prepares reimbursement claims for NSLP and CCFP each month. The business office staff is also responsible for compiling and posting charges for catering activities, and comparing revenue and expenditure trends to the current budget. The business office staff develops the annual food service budget with input from the supervisor.

The food service program ended the 2006-07 fiscal year with a positive balance and is projected to end the 2007-08 year with a \$9,000 balance. The program is also projected to break even in 2008-09. The general fund does not provide additional financial support to the program, however, the Director of Internal Business indicated that the amount of administrative time spent on the program is not fully charged to the food service budget. The previous CRE audit required the county office to separate the costs for each program to ensure reimbursement funds are used appropriately. FCMAT found it difficult to determine whether this practice is being followed.

The team also had difficulty in determining the actual costs for food, supplies, and other expenses because the NSLP, CCFP, and adult meal expenses are not tracked by program in the financial system reports. Food and supply inventory reports were not available. The Lunch Box operates three days a week at the county office complex and provides an option for employees to purchase lunch without leaving. Expenses for the Lunch Box and catering programs are not tracked separately, but it is believed that the programs are self-supporting.

The cooks at the Ken Lowry Center prepare food for the Lunch Box and catering events. Staff members from several of the departments who order food for meetings and special events complimented the quality of the homemade foods and the flexibility of the cooks in making last-minute changes. Catering activities generate an annual income of approximately \$80,000. Overall, the departments utilizing this service are pleased with the food and service. Several improvements were suggested, including receiving request confirmations and cost estimates, and being billed in a timelier manner. There is sometimes a noticeable difference in portion sizes, at times resulting in an overabundance of some foods and not enough of others.

Although the Food Service Supervisor did not anticipate any unforeseen financial issues for the 2007-08 fiscal year, food and fuel costs will increase in 2008-09. Options being considered to offset the increased costs include potential increases in meal prices at the



Lunch Box and charter school, and re-evaluating catering prices. Making food available for staff members to eat together is viewed as an integral part of the community and county office relationship supported by the administration.

The CRE dated November 2006 found the following areas to be out of compliance:

- There were errors in counting and claiming meals for reimbursement;
- An incomplete number of food items was offered, resulting in overclaiming the number of meals served;
- Written meal count and collection procedures were incomplete;
- The method of sampling used to verify meal applications was incorrect;
- Food specification information was incomplete,
- The Wellness Policy and monthly menus were not posted in required areas;
- Menu analysis indicated deficiencies regarding nutritional requirements.

The staff assured FCMAT that all the corrective action plans were implemented. The team requested additional information to confirm the changes are ongoing.

## Recommendations

*The county office should:*

1. Consider preparing quarterly income and expense sheets for the NSLP, CCFP, and Lunch Box/catering programs, which would help determine the viability of each program.
2. Consider implementing monthly or at least quarterly food and supply inventory reports to control projected rising costs.
3. Consider tracking food, labor, and expense costs for the Lunch Box and catering programs separately from other food service programs.
4. Work with the Information Technology Department to develop and implement an online catering order system that would include choices of menu items, and provide a return e-mail confirmation of the event information with an estimated cost.
5. Continue to work to reduce the turnaround time for billing for catering charges.
6. Conduct an annual customer satisfaction survey to check for customer satisfaction and concerns and follow through to implement new requests when possible.
7. Develop and use standardized recipes for menu items used in catering. Food costs could be calculated and attached to each recipe for budgetary purposes.

8. Review current meal count procedures at all sites and standardize roster formats, procedures, and time lines.
9. Continue to ensure meal count procedures by the on-site staff are completed correctly.
10. Consider centralizing NSLP meal applications and CCFP meal approvals to ensure accuracy and a consistent flow of information.
11. Schedule a regular meeting between the Food Service Supervisor and the Executive Director of Child Development Programs to discuss progress and the implementation of the corrective action plans.
12. Direct the Food Service Supervisor to schedule unannounced site visits in addition to the three required by the CCFP regulations. The CCFP Facilities Review form should be used as an observation guide. A link to this form is included in the appendix section of this report.
13. Direct the Food Service Supervisor to contact the CRE Audit Reviewer at (209-948-7250) for guidance and support in resolving the five areas that were found to be out of compliance.
14. Consider scheduling the Food Service Supervisor and other staff members responsible for approving meal applications, completing reimbursement claims, and verifying meal application information for annual mandatory training for NSLP. The template for developing a food safety program document is included in the appendix section of this report.
15. Consider operating a pilot breakfast program at the charter school and offering breakfast during the mid-morning break.
16. Determine whether it would be advantageous to combine all the county office food programs under National School Lunch Program by comparing current reimbursement income with projected income from NSLP, considering the increase in commodity entitlement and the reduction of duplicate paperwork, and operating under only one set of program requirements.

## Food Safety

FCMAT was provided with a copy of the Child Development Programs Hazard Analysis Critical Control Point (HACCP) Policy. This one-page policy briefly outlines four areas: standard operating procedures, standardized recipes, critical control points, and food safety inspections. HACCP requirements are not met by this simple policy.

Child development programs operate under two separate food programs, the National School Lunch Program, which requires strict adherence to HACCP standards, and the Child Care Food Program, which does not.

During a site visit to the Ken Lowry Center, an uncovered pan of uncooked meat was left unattended on the kitchen counter. After observing several classrooms, FCMAT study team members returned to the kitchen, and the pan had not been covered or moved to the refrigerator or stove for preparation. The staff later indicated that the meat was subsequently baked in the oven for next day service for either catering or the Lunch Box program.

During classroom observations in the Ken Lowry Center, lunch items that included chicken and vegetables were left in the open, uncovered, and without benefit of heat or cooling to maintain adequate temperatures. The staff indicated that because children were still taking their naps, the lunch would be served after the students awakened. The staff did not check the temperature of the food before serving students.

Food is transported from the Ken Lowry and Placerville kitchens to program sites up to 30 minutes away. Items are packed in thermal containers with cold packs and labeled for the appropriate site. The containers are placed directly in a transport vehicle without the benefit of a heating or cooling cabinet. The team observed a delivery in which food items were transferred to a cardboard box before being taken to the classroom for storage in the refrigerator. According to the staff, food temperatures are not consistently checked at the packing or receiving sites. These practices do not conform to HACCP and food safety requirements.

Charter school lunch items are picked up by students and transported from the kitchen to the charter school across the parking lot on a rolling cart. Students dish the meals onto plates in the gymnasium's weight room, and other students line up outside to be served. The weight room has no heating equipment.

## Recommendations

*The county office should:*

1. Implement HACCP in the Child Care Food Program at the Ken Lowry Center so that the standards required in the National School Lunch Program serving charter students are followed for all meals produced in the Lowry site kitchen.

2. Instruct the staff to use the insulated containers at all times during transport to maintain required food temperature.
3. Review requirements for HACCP standard operating procedures as outlined in the Food Service Management Institute materials. A link to this information is provided in the appendix section of this report.
4. Revise current policies to include standard operating procedures, record-keeping documentation and corrective action plans as required by the National School Lunch Program.
5. Regularly train and review HACCP procedures with the staff.
6. Visit sites and observe implementation of the standard operating procedures.
7. As necessary, purchase instant read, oven, and refrigerator/freezer thermometers and train the staff in their use.
8. Post and use temperature logs at each site and on transported food containers.

## Staffing

Staffing in the food program consists of the following five full-time equivalent positions:

- One Food Service Supervisor, eight hours, 12 months
- One Cook, eight hours, 12 months
- One Cook, eight hours, 11 months
- Two cooks, eight hours, 10 months

After the on-site portion of the review, the team was notified that the Food Service Supervisor plans to retire in December, 2008.

According to budget information provided to the team by the business office, the food service program income for the 2006-07 fiscal year was \$312,358, and the total cost of salaries and benefits was \$219,982, equivalent to a 70.4% labor cost. The department is not charged for the portion of time used by the child development classroom staff to serve and tally meal counts at the sites. In the industry, labor costs in food service programs should range from 40% to 52%.

Over the last two years, the supervisor was frequently absent because of family concerns. The supervisor works 12 hours per week on limited duty as a result of a job-related injury. During her absences, the cooks scheduled personnel, ordered food, performed minor problem solving, and completed other responsibilities under the direction of the Child Development Executive Director. In the past, the supervisor received clerical assistance from the office staff. However, the position's hours were reduced, and the clerical duties were transferred to the supervisor.

A job description for a lead cook position has been developed and was approved by the Personnel Commission, but has yet to be filled. If a manager position is created with responsibilities for staff supervision and evaluation, the lead cook position would not be needed.

The cooks recognize that although the purpose of the program is to provide meals and snacks to students, the revenues generated by the Lunch Box and catering events provide the financial support necessary to maintain a self-supporting operation. If the county office eliminated the Lunch Box or catering service and focused only on serving students in the child development and charter school programs, the number of labor hours in the food service program could be reduced.

The food service program staff had agreed that the four cooks would rotate stations every three months. The stations are designated as entrée, baker, salad/produce/Lunch Box cashier, and Placerville kitchen. However, the rotation schedule has not been consistently applied for all staff members. During the supervisor's extended absence, the cooks reportedly determined which staff members performed various duties.

The Shasta County Office of Education food service and child development programs are similar to those at the county office. The team contacted the Shasta County Office Manager of Health and Nutrition Services to obtain information on the program. The specific questions asked by the team and the e-mail responses from Michelle Larsen, RN and provided below and may be helpful in evaluating changes that could be applied to the El Dorado County Office program:

1. Is your COE food service program a separate department or a component part of the child development program?  
*Our Food Service Department is a part of Nutrition Services and is under the Early Childhood Services Department. We feed our preschool, alternative education, and special education students.*
2. Describe the organizational structure of the food service program, using titles and FTE in each classification.  
*Assistant Superintendent of Early Childhood Services is my supervisor, 1FTE-Nutrition Services Manager (myself), .5FTE contracted ECS Supervisor, 1FTE ECS Specialist (collects all paperwork and does site visits and trainings for CACFP and NSL), 1 FTE Lead Cook, 2.5 FTE Cooks, .5 FTE food service worker.*
3. How many full preparation kitchen or heat and serve kitchens do you operate, and how many sites do you serve?  
*We have one central kitchen and we deliver to 14 sites plus serving the site where the central kitchen is located. At four sites students are dished out food like a typical cafeteria would serve out food (NSL sites bigger students). At nine sites plus the central kitchen site we pack our meals for family style meals. We prepare for 27 preschool classrooms. One site is provided with sack lunches*
4. Does your program participate in the National School Lunch program?  
*NSL and CACFP for the preschool.*
5. What programs other than those in child development do you provide meals (court/community schools, charter schools, etc.)?  
*Four court/community schools and one charter school.*
6. Do you provide meals for any other LEAs?  
*Not at this time.*
7. Do any LEAs provide meals for Shasta COE child development classes located on their sites?  
*We have three preschools that serve and claim the student meals, not included in above.*

8. Is the staff of the food service program included in the classified bargaining agreement, and if so, what is the name of the classified unit?  
*Yes the Specialist, Lead Cook, Cook, Food Service Worker are all part of the California School Employee Association (CSEA) bargaining unit.*
9. Could you provide FCMAT with copies of the food service job descriptions and salary schedules as examples that we can include in our report for El Dorado COE? Salary schedules are on the Shastacoe.org Web site under Human Resources on the right hand side it has the CSEA Contract 2006-2008 around page 52.  
*(The job descriptions are included in the appendix of this report).*
10. Are food items served as family style meals in the child development programs prepared and delivered each day for serving on that day? If so, who does the deliveries and is the vehicle used to deliver the meals owned by the food service or child development programs?  
*We do serve family style for breakfast and snack for the full day preschools. Food is delivered weekly and the site prepares and serves the food. Lunch is delivered daily. Our part day program only receives lunch that we deliver. We have two vans that deliver the food, which is done by the cooks and food service worker. The site fills out an order form weekly and sends it to the kitchen. The lead cook will go over the orders and then order the food from our suppliers. Weekly, our food service worker will fill each order and then deliver it to them. The class will either use a breakfast and snack menu that is already made up or they will create their own menu. They prepare menu production worksheets and turn them in monthly to our ECS specialist who reviews them and makes sure all the components are there for a reimbursable meal. Lunch meal production worksheets are prepared by the Lead Cook. All vehicles are owned by food service.*
11. What is your average number of meals served monthly, for breakfast and lunch?  
*A recent monthly count for CACFP was 6,424 for lunches and 2,036 for breakfasts. NSL counts were 4,736 for lunch and 2,818 for breakfast.*
12. Under your current enrollment, what is your number of participants eligible for free meals, reduced price meals, and base-rate meals?  
*Free is 696, reduced is 151, base is 186, and free and reduced percentage is 82%.*
13. Do you provide snacks as well?  
*Snacks are provided to two after school sites (NSL) and an afternoon snack is provided to the full day preschools (CACFP) in 15 classes.*

## 14. What meal pattern are you using?

*Food Based is used for CACFP and under NSL we use traditional with Offer vs. Serve. Next year we will follow a SHAPE meal plan.*

## Recommendations

*The county office should:*

1. Re-evaluate the duties of the Food Service Supervisor before replacing the current supervisor after she retires. Consider creating a manager position with responsibilities for staff supervision and evaluation; developing menu options; completing required paperwork including production worksheets, food and supply orders; conducting site visitations to monitor required procedures and meal service; ensuring compliance in the areas of food safety and sanitation; and kitchen oversight and training.
2. Consider adding a .2 FTE clerical position to assist the supervisor with accounts payable, required program record-keeping, meal applications, verification, and coordination with the business office.
3. Determine whether the Lunch Box and catering services are vital to the county office and community.
4. Determine whether the Lunch Box and catering services are self-supporting or at least break even.
5. Expand the Lunch Box to daily service, and modify the menu to better serve the requests of the employees who choose to purchase lunches.
6. Consider including responsibilities for the Lunch Box and catering programs in a job description for the manager.
7. Increase participation at the charter school through innovative menus and the addition of the breakfast program.
8. Re-evaluate the current level of labor hours for food production during the school year and determine whether a reduction in the number of FTE during the summer months is possible.
9. Establish a more formal organizational structure in the food service program.
10. Develop specific duties for each of the four cooking stations.



11. Encourage the Supervisor to attend workshops provided by such organizations as California Association of School Business Officials (CASBO), California School Nutrition Association (Cal-SNA), and Department of Education Nutrition Services Division and participate in peer group organizations such as CASBO Sacramento Section Child Nutrition R&D Committee and the Mother Lode Supervisory Chapter of Cal-SNA.
12. Facilitate and foster better communications between staff members in the food service program. The county office should establish a stronger communications links between the supervisor and the business office and classrooms to better support fiscal accountability and customer service.



## Food Production

The Food Service Supervisor has developed a five-week cycle menu. The number of high school students that participate in the lunch program is reportedly low because of limited menu options.

The county office Nutrition Specialist evaluates the menus for nutrition content and special meal requirements. The specialist provides the kitchen with a list of special dietary needs and restrictions for each classroom. The information is updated on an as-needed basis.

Meals are usually cooked from scratch rather than being preprepared for reheating and serving. Meals are prepared at the Ken Lowry and Placerville kitchens. The staff greatly prefers home-cooked foods to frozen entrees and breads, however, neither site used standardized recipes for food preparation. A Cook indicated that she had worked with the supervisor to update the recipe book. Staff members were unable to provide meal pattern and correct food portion information. If requirements related to portions and meal patterns are not followed appropriately and are reported as errors in a follow-up state audit, fiscal sanctions could be applied. Transport sheets and information itemizing the numbers of servings and portions were sometimes unavailable at sites.

During observations, a large pan of baked chicken remained in a classroom after students finished their lunch. Five adults ate the same lunch as students. The supervisor indicated that an amount greater than required may be sent to the classroom to ensure there is sufficient food for students and staff members. Program guidelines allow for providing two adult meals and one tasting meal in addition to the students servings at lunch.

Food items are purchased from a variety of vendors without a competitive bid process or requests for quotation. The supervisor makes telephone calls for pricing on an as-needed basis and continues to use the same vendors every year. At least once a week, the food service staff shops for items at local grocery stores and membership outlets like Costco and Sam's Club.

Additional bun pans are needed for food production. Although the dishwasher in the Lowry kitchen is relatively new, staff members have difficulty loading and unloading the under-the-counter unit. A new laptop computer placed in the Lowry kitchen earlier this year provides e-mail access for catering requests and facilitates meal planning.

## Recommendation

*The county office should:*

1. Survey and conduct taste tests with charter school students to develop a menu with their requests in mind.
2. Provide the nutrition specialist and site staff with copies of the Medical Statement to Request Special Meals and/or Accommodations. A link to this statement is included in the appendix section of this report.
3. Provide additional training to the staff in the following areas:
  - Using standardized recipes to prepare food items
  - Identifying the appropriate meal pattern for the age group of students served
  - Using the appropriate scoops, ladles, and scales for portion servings
  - Providing heating and cooking information to sites receiving meals
4. Discontinue the practice of overproducing food. If meal counts are inaccurate, the county office should work with sites to determine the correct amounts to prepare.
5. Adhere to the proper local guidelines of providing adult meals to only two adults in the classroom or develop a policy to provide meals to all classroom adults at no cost.
6. Work with the county office Purchasing Department to develop requests for pricing for milk, bakery, and grocery high use items.
7. Create an equipment replacement schedule with a focus on new equipment that is efficient and easy to use.

## Classroom Safety

While visiting the Placerville center, the team observed a child opening the door to the refrigerator to retrieve an ice pack without the presence of an adult. The open classroom is adjacent to the kitchen, and there are no barriers to restrict entrance to the cooking area. Commercial refrigerators are located in the rear area of the classroom. A child could easily enter the area if the cook is busy outside the kitchen area.

## Recommendations

*The county office should:*

1. Install a childproof gate between the classroom and kitchen area.
2. Attach childproof locks on all refrigerators and cabinets.



## *Appendices*

- A. Pertinent Web Links
- B. Job Descriptions
- C. Other Documents
- D. Study Agreement





## *Links to References Included in the Report*

**CDE Child and Adult Care Food Program (CACFP) Web site:**

<http://www.cde.ca.gov/ls/nu/cc/>

**Information Sheet #2: Availability of Food Safety Materials:**

<http://www.cde.ca.gov/ls/nu/sn/gis02.asp>

**CACFP Forms: Medical Statement to Request Special Meals and/or Accommodations:**

<http://www.cde.ca.gov/ls/nu/cc/fm.asp>

**Meal Patterns for Older Children:**

<http://www.cde.ca.gov/ls/nu/he/oldchmlpat.asp>

**Mandatory Direct Certification:**

<http://www.cde.ca.gov/ls/nu/sn/iadirectcert.asp>

**HACCP and SOP information:**

<http://www.fns.usda.gov/cnd/CNlabeling/Food-Safety/HACCPGuidance.pdf>

**Annual mandatory training for directors Bulletin # USDA-SNP-03-2007:**

<http://www.cde.ca.gov/ls/nu/sn/iasnpmantrain.asp>



(Provided by the Shasta County Office of Education to FCMAT)

**POSITION: COOK**

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***APPLICANTS MUST BE ABLE TO PASS A PHYSICAL ASSESSMENT EXAM AND MUST PASS DEPARTMENT OF JUSTICE (DOJ) FINGERPRINT CLEARANCE.***

**SALARY RANGE: Range 7,**

**BASIC FUNCTION:**

Under the direction of the assigned Supervisor and the Manager of Nutrition Services, prepare, cook, heat and serve hot and cold menu items to students and staff; maintain the kitchen and food service areas in a safe, clean and orderly condition; clean equipment and kitchen appliances; deliver meals to sites, as assigned.

**REPRESENTATIVE DUTIES:**

**ESSENTIAL DUTIES:**

Prepare and cook various types of hot and cold menu items in quantities according to menus, recipes, and number of persons to be served; monitor proper temperature of foods; assure compliance with safety and sanitation regulations.

Set-up, count, stock and serve food service items; check expiration dates and discard containers as needed; package food for distribution to various District sites.

Assure compliance with federal and State meal pattern requirements for students; taste foods to assure foods are properly seasoned.

Clean serving counters, tables, chairs, food containers and other food service equipment and areas; assist with washing and drying dishes and utensils as needed.

Perform general cleaning duties such as mopping, sweeping, emptying trash receptacles, refilling supply of paper towels and cleaning fluids as needed.

Maintain records of meals and beverages served, produced and transportation; prepare and maintain records and reports including daily temperature.

Operate a variety of equipment and machines used in a cafeteria and kitchen; maintain records of invoices, records and correspondence.

Conduct periodic inventory and maintain routine records, utilize proper methods of handling foods to be stored, and disposing of unused food.

Wash and scrub pots, pans and other equipment using approved chemicals and cleaning agents according to directions; properly store cooking utensils.

Sweep area and maintain a safe environment; follow safety procedures and ask for assistance when exerting, lifting, pulling or pushing 50 pounds or more.

Load and drive van to deliver food to various sites; maintain van and transport equipment in a clean and orderly fashion.

Serve food to students; remain current in new ideas in cooking and actively involved in upgrading the food with regard to taste, appearance and nutritional value.

**OTHER DUTIES:**

Assist with the training of new food service employees and student workers as assigned.

Assist with food preparation and service at special events as assigned.

Assist in the receiving, inspecting, wrapping and storing of food, supplies and materials.

Assist in inventory control and in the requisitioning of food, supplies and materials.

Perform related duties as assigned.

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Standard kitchen equipment, utensils and measurements.

Nutritional requirements of various ages of children and adults.

Sanitation practices related to preparing, handling and serving food.

Basic math and cashiering skills.

Basic record-keeping techniques.

Basic computer skills.

Rules and regulations pertaining to health and safety in the cafeteria.

Interpersonal skills using tact, patience and courtesy.

Principles of training and providing work direction.

Storage and rotation of perishable food.

Basic food preparation including washing, cutting and assembling food items and ingredients.

Safe work practices.

Weighing and measuring devices used in cooking.

Methods of preparing foods and serving food in large quantities.

**ABILITY TO:**

Operate food service equipment safely and efficiently.

Follow health and sanitation requirements.

Maintain food service equipment and areas in a clean and sanitary condition.

Wash, cut, slice, grate, mix and assemble food items and ingredients.

Assure that food items are prepared, served and stored properly.

Establish and maintain cooperative and effective working relationships with others.  
Meet schedules and time lines.  
Understand and follow written or oral directions.  
Maintain records related to assigned activities.  
Learn to operate kitchen equipment used in quantity food preparation.  
Prepare and serve food in accordance with health and sanitation regulations.  
Follow, adjust and extend recipes.  
Prepare appetizing and nutritionally balanced meals.  
Read, interpret and follow rules, regulations, policies, and procedures including applicable health and sanitation requirements.  
Learn computer keyboarding skills and data entry skills.  
Learn United States Department of Agriculture (USDA) regulations.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: sufficient training and experience to demonstrate the knowledge and abilities listed above and one year experience in the preparation and serving of food in large quantities.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license.  
Incumbents must possess or have the ability to obtain a Safe Food Handlers certification within sixty days of employment.

**WORKING CONDITIONS:**

**ENVIRONMENT:**

Indoor work environment.  
Driving a vehicle to conduct work.

**PHYSICAL DEMANDS:**

Dexterity of hands and fingers to operate kitchen utensils and equipment.  
Reaching overhead, above the shoulders and horizontally to reach for ingredients.  
Sitting and standing for extended periods of time.  
Bending, stooping, kneeling and crouching to retrieve food and kitchen items.  
Seeing to read recipes and directions.  
Hearing and speaking to exchange information.  
Frequent lifting, carrying, pushing or pulling moderately heavy objects weighing up to 30 pounds.  
Occasional lifting, carrying, pushing or pulling moderately heavy objects weighing up to 40 pounds.

**HAZARDS:**

Working around machinery having moving parts.  
Exposure to cleaning chemicals.  
Exposure to very hot foods, equipment and metal objects.

**(Provided by the Shasta County Office of Education to FCMAT)**

**CLASS TITLE: LEAD COOK**

**BASIC FUNCTION:**

In addition to the duties of Head Cook, work under the direction of an assigned Supervisor and/or the Manager of Nutrition Services, develop and implement operating procedures and practices to comply with United States Department of Agriculture (USDA) and Food Services program objectives; monitor and prepare reports relating to kitchen operations; monitor and follow-up on kitchen concerns at all sites that prepare and/or serve meals to students.

**REPRESENTATIVE DUTIES:**

**ESSENTIAL DUTIES:**

Train and provide work direction and guidance to assigned personnel at central site and off-site kitchens; assign employee duties and review work to assure accuracy, completeness and compliance with established specifications; provide input concerning employee selection and performance evaluations as requested by supervisor.

Communicate with personnel and various outside agencies to exchange information and resolve issues or concerns in regards to kitchen operations.

Organize and prepare catering events that are ordered from outside agencies or groups

Under the direction of the Supervisor, research available products and interview vendors to establish and maintain sources of supplies and guarantee best quality for lowest price.

Monitor, track and follow-up on site safety concerns, environmental health inspections, mandatory certifications relating to food services, van and equipment maintenance.

Receive and prepare end of year inventory report submitted for all sites to the Business Services Department.

Correspond and confer with State and Federal School Lunch representatives.

Develop and implement operating procedures and practices to meet USDA and department objectives.

Arrange for substitute personnel as directed by supervisor.

Direct and assist in staff trainings and staff meetings.

**OTHER DUTIES:**

Perform related duties as assigned.

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Principles and methods of quantity food service preparation, cooking, baking, serving and storage.  
Sanitation and safety practices related to preparing, handling, cooking, baking and serving food.  
Nutritional requirements of various ages of children and adults.  
Principles and practices of training and providing work guidance and direction.  
Sanitation practices related to preparing, handling and serving food.  
Math and cashiering skills.  
Basic record-keeping techniques.  
Rules and regulations pertaining to health and safety in the cafeteria.  
Interpersonal skills using tact, patience and courtesy.  
Storage and rotation of perishable food.  
Food preparation including washing, cutting, cooking and assembling food items and ingredients.  
USDA Guidelines and regulations.  
Methods of adjusting and extending recipes and proper substitutions.  
Terminology, techniques, ingredients, equivalent measures and abbreviations used in cooking.  
Standard kitchen equipment, utensils and measurements.  
Inventory practices and procedures.  
Oral and written communication skills.  
Team skills.  
Portion control techniques.  
Proper lifting techniques.  
Basic computer skills and data entry.  
Keyboarding skills and abilities.

**ABILITY TO:**

Train and provide work direction and guidance to assigned personnel.  
Provide input to supervisor concerning employee selection and performance evaluations.  
Learn, interpret, apply and explain policies, procedures, rules and regulations related to assigned activities.  
Prepare attractive, appetizing and nutritious meals for students and staff.  
Follow, adjust and extend recipes.  
Determine appropriate quantity of food items for cooking.  
Follow and assure compliance with health and sanitation requirements.  
Store and rotate food supplies in storage areas according to established procedures.  
Conduct daily inventories and estimate appropriate amounts of food items and supplies.  
Communicate effectively both orally and in writing.  
Work independently with little direction.  
Operate food service equipment safely and efficiently.  
Learn and follow health and sanitation requirements.  
Maintain food service equipment and areas in a clean and sanitary condition.  
Wash, cut, slice, grate, mix and assemble food items and ingredients.  
Assure that food items are prepared, served and stored properly.  
Establish and maintain cooperative and effective working relationships with others.  
Meet schedules and time lines.  
Understand and follow written or oral directions.  
Maintain records.  
Operate personal computer.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: graduation from high school and five years' directly relevant and increasingly responsible experience in the preparation of food in large quantities including two years' performing cooking duties involving following and extending recipes.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license.

Incumbents must possess or have the ability to obtain a Safe Food Handlers certification within sixty days of employment.

**WORKING CONDITIONS:**

**ENVIRONMENT:**

Indoor work environment.

Driving a vehicle to conduct work.

Subject to heat from ovens.

**PHYSICAL DEMANDS:**

Standing for extended periods of time.

Dexterity of hands and fingers to operate kitchen utensils, appliances, equipment and machinery.

Reaching overhead, above the shoulders and horizontally to reach for ingredients.

Sitting and standing for extended periods of time.

Bending, stooping, kneeling and crouching to retrieve food and kitchen items.

Seeing to read recipes and directions.

Hearing and speaking to exchange information.

Frequent lifting, carrying, pushing or pulling moderately heavy objects weighing up to 30 pounds.

Occasional lifting, carrying, pushing or pulling moderately heavy objects weighing up to 40 pounds.

**HAZARDS:**

Heat from ovens.

Exposure to very hot foods, equipment, and metal objects.

Working around knives, slicers or other sharp objects.

Exposure to cleaning chemicals and fumes.

Working around appliances, equipment and machinery having moving parts.



(Provided by the Shasta County Office of Education to FCMAT)

**POSITION:           FOOD SERVICE WORKER**

***APPLICANTS MUST BE ABLE TO PASS A PHYSICAL ASSESSMENT EXAM AND A DEPARTMENT OF JUSTICE (DOJ) FINGERPRINT CLEARANCE***

**RANGE: 5,**

**BASIC FUNCTION:**

Assist in quantity preparation and serving of foods at an assigned school site; maintain food service facilities, equipment and utensils in a clean and sanitary condition.

**REPRESENTATIVE DUTIES:**

**ESSENTIAL DUTIES:**

Assist in preparation of foods and beverages at an assigned school site; assemble various ingredients; heat, package and wrap food items according to established procedures and portion control standards; deliver prepared foods.

Maintain food service facilities, equipment and utensils in a clean and sanitary condition; clean serving counters, tables, food containers and food service equipment; operate dish washers and wash trays, pots, pans, plates, utensils and other serving equipment as assigned.

Stock shelves for inventory including food items and paper goods; assist in the receipt, storage and rotation of food items and supplies in storage areas; assist with record keeping for food deliveries.

Utilize a computer to perform entry-level transactions and input data as assigned.

Assist in preparation of assigned foods for distribution; mix, slice, grate and chop food items; open cans; replenish containers as necessary; assemble sack lunches as assigned.

Communicate with staff to exchange information.

Operate standard food service equipment such as slicers, ovens, can openers, food carts and warmers.

Load and drive van to deliver food to various sites; maintain van and transport equipment in a clean and orderly fashion.

Assist in inventory control of food, supplies and materials.

Assist in maintaining various routine records related to assigned activities as required.

Sweep area and maintain a safe environment; follow safety procedures and ask for assistance when exerting, lifting, pulling or pushing 50 pounds or more.

**OTHER DUTIES:**

Perform related duties as assigned.

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Basic food preparation including washing, cutting and assembling food items and ingredients.

Sanitation and safety practices related to preparing, handling and serving food.

Standard kitchen equipment, utensils and measurements.

Safe work practices.

Oral and written communication skills.

Basic math.

Proper lifting techniques.

Basic record-keeping techniques.

**ABILITY TO:**

Assist in quantity preparation and serving of foods at an assigned school site.

Maintain food service facilities, equipment and utensils in a clean and sanitary condition.

Learn to perform entry-level computer transactions as required.

Operate standard kitchen equipment safely and efficiently.

Follow health and sanitation requirements.

Wash, cut, slice, grate and assemble food items.

Communicate effectively both orally and in writing.

Work cooperatively with others.

Understand and follow oral and written instructions.

Make basic math computations.

Assist with routine records maintenance related to work performed.

Ability to drive a vehicle safely over a variety of normal and hazardous road conditions.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: High school diploma or G.E.D. equivalent.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license

**WORKING CONDITIONS:**

**ENVIRONMENT:**

Food service environment.

Subject to heat from ovens.

Indoor environment.  
Driving a vehicle.

**PHYSICAL DEMANDS:**

Standing for extended periods of time.  
Hearing and speaking to exchange information.  
Lifting, carrying, pushing or pulling moderately heavy objects as assigned by position.  
Dexterity of hands and fingers to operate food service equipment.  
Reaching overhead, above shoulders and horizontally.  
Bending at the waist, kneeling or crouching.  
Seeing to monitor food quality and quantity.  
Lifting, carrying, pushing or pulling moderately heavy objects weighing up to 40 pounds.

**HAZARDS:**

Heat from ovens.  
Exposure to very hot foods, equipment, and metal objects.  
Working around knives, slicers or other sharp objects.  
Exposure to cleaning chemicals and fumes.

**(Provided by the Shasta County Office of Education to FCMAT)**

**POSITION TITLE: EARLY CHILDHOOD SPECIALIST**

*APPLICANTS MUST BE ABLE TO PASS A PHYSICAL ASSESSMENT EXAM AND MUST PASS DEPARTMENT OF JUSTICE (DOJ) FINGERPRINT CLEARANCE*

**APPLICANTS SELECTED FOR AN INTERVIEW MUST FIRST PASS THE EARLY CHILDHOOD SPECIALIST EXAM ADMINISTERED BY THE SHASTA COUNTY OFFICE OF EDUCATION**

**SALARY: Range 13,**

**BASIC FUNCTION:**

Under the direction of an assigned supervisor, perform a variety of duties related to Child Development services and programs such as referral, orientation, eligibility, payment processing, bookkeeping and general office functions; assist in monitoring program activities; provide information, training and technical assistance to parents, teachers and child care providers.

**REPRESENTATIVE DUTIES:**

**ESSENTIAL DUTIES:**

Perform a variety of duties related to Child Development services and programs such as referral, orientation, eligibility, payment processing, bookkeeping and general office functions; monitor, assess and adjust activities in response to child and family needs; collaborate with outside agencies in meeting family child care needs.

Provide information, training and technical assistance to parents, teachers, child care providers, potential clients and others; participate in the training of staff, parents and providers regarding assigned programs and services; explain related standards, requirements, policies and procedures.

Assist service agencies in developing and maintaining linkages with community groups and public agencies; act as a resource regarding child care education needs and issues such as licensing and the availability of community child care services.

Prepare, maintain and update a variety of records, reports, documents and files related to clients, eligibility, families, providers and assigned programs and activities; compile financial and statistical data for claims and reports in accordance with established procedures and timelines.

Receive and account for program monies and track, monitor and balance monthly fees and reimbursements; reconcile with daily enrollment and meal eligibility as required; perform mathematical computations; input data into assigned computerized database.

Assure program-related paperwork and forms involving parents and providers is completed sufficiently to determine eligibility for assigned program enrollment and ongoing eligibility;

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maintain confidentiality of family and provider income and eligibility records.

Assemble, check, proofread and review a variety of data for the completion of governmental reports; participate in formulating new policies and procedures related to specific programs and based on State and federal regulatory materials.

Perform a variety of tasks related to the coordination of client and provider services and prioritize work assignments; make home and site in-service and monitoring visits as required by the position.

Conduct in-services and workshops related to assigned programs, services and activities as directed; prepare and disseminate materials for workshops and special events.

Distribute, collect, evaluate, process and verify the accuracy and completeness of a variety of documents, forms and applications related to assigned programs and services.

Communicate with staff, faculty, child care providers, parents, outside agencies and the public to exchange information and resolve issues or concerns; prepare and distribute a variety of correspondence as needed.

Operate a variety of office equipment including a copier, fax machine, computer and assigned software; drive a vehicle to conduct work.

Attend and participate in various meetings and community events as assigned; schedule and coordinate enrollment of students and providers as directed.

Assist with identifying fraudulent activities related to County Office child care programs as directed.

**OTHER DUTIES:**

Communicate in English and a designated second language in support of assigned programs and services as assigned by the position; provide oral and written translation between teachers, parents, staff, outside agencies and others as required; translate notes, letters and other materials as needed.

Perform related duties as assigned.

**CASE WORKER:**

Enroll parents and families in appropriate child care services provided by the County Office in accordance with State and federal regulations; determine, monitor and follow up on family eligibility for services; research and identify child care options; coordinate child care schedules; maintain and update assigned caseload.

Interview families to determine eligibility for subsidized child care and identify child care and social service needs and issues; advise parents concerning alternative child care options and the selection of an appropriate child care provider to meet the specific needs of individual families as assigned; provide referrals as appropriate; determine and assist families with arranging child care schedules.

Perform mathematical computations, review financial and statistical data in order to meet monthly,

quarterly and annual timelines for claims and reports; calculate payments to child care providers; process monthly vouchers, calculate timesheets and maintain client files; assure accuracy of fees; evaluate family income for comparison with the family fee schedule; notify families and providers of the established billing and payment process.

Maintain various records regarding case work in coordination with tracking, monitoring and balancing monthly fees and reimbursements with daily enrollments; assure proper payment of authorized child care schedules.

Compile, assemble and process a variety of data, information, records, documents and forms related to family eligibility; verify income, need for care and other family information; conduct re-certifications of family eligibility according to established policies and guidelines.

Maintain and apply knowledge of State and federal regulations the current Regional Market Rate survey as updated; explain payment limits and their implications to families and providers.

Provide child development and social services resource information to clients; assist families with various child care options including subsidized and non-subsidized child care, parent choice programs, center-based child care, and licensed and license-exempt child care.

Review child care payment vouchers for proper signatures and coding as assigned; compare contracted schedules to actual usage; research and correct discrepancies; compare authorized schedules with vouchers to assure correct payment; calculate voucher payments.

Implement Trustline process for CalWORKS; explain the Trustline application process and maintain required Trustline documentation.

Evaluate caseload for possible fraud and refer related issues to supervisor as appropriate; report suspected cases of child abuse in compliance with mandated reporting requirements.

### **NUTRITION SERVICES OPTION:**

Promote healthy eating habits for young children through education, workshops, monthly meetings and newsletters; review menus, verify completeness and assure compliance with USDA regulations and other requirements.

Review and process applications, menus and attendance records; process and calculate meal counts, claims and reimbursement rates for classrooms at school sites; verify child enrollment, attendance and licensing for reimbursement claims.

Conduct home and school site visits to observe meal service and assure compliance with State and federal regulations; identify deficiencies and refer major compliance issue to appropriate personnel as needed.

Review applications and certify eligibility for free and reduced price meals for students enrolled in State Preschool and Special Education programs served by the County Office in accordance with established rules and guidelines; verify accuracy of related applicant information including income.

Present materials and information to children concerning healthy eating habits; promote physical activity among students; provide demonstrations and examples as appropriate.

**RESOURCE AND REFERRAL OPTION:**

Provide educational resources and child care referrals; refer families to child care providers in accordance with individual needs; maintain and update client and provider appointments and current eligibility and referral list; assist with resource and referral workshops as required.

Provide a variety of materials and resources to community child care providers; assist child care providers and families by supplying information regarding resource materials, toys and books available through the County Office Resource and Referral Lending Library.

Conduct orientations for prospective child care providers as required; present, explain and provide information concerning related resources, materials, standards, guidelines, policies and procedures; prepare and distribute certification documents following orientations.

Maintain the County Office Lending Library; check materials in and out of the library; conduct regular and periodic inventories and maintain related data and records.

Receive, verify, prepare, track, process, duplicate and distribute child care provider applications and reports; maintain child care information for distribution to the public; assist in preparing newsletters and various other informational materials concerning child care services.

Maintain alternative payment caseload regarding appropriate program grant as assigned.

Advise child care providers concerning educational activities as assigned.

**KNOWLEDGE AND ABILITIES:****KNOWLEDGE OF:**

Modern office practices, procedures and equipment.

Basic interviewing and advisement techniques.

Policies and objectives of assigned program and activities.

Basic child development information and parent education techniques.

General operation of a computer and office software.

Financial and statistical record-keeping techniques.

Research methods.

Report preparation techniques.

Correct English usage, grammar, spelling, punctuation and vocabulary.

County Office organization, operations, policies and objectives.

Applicable laws, codes, rules and regulations related to assigned activities.

Interpersonal skills using tact, patience and courtesy.

Telephone techniques and etiquette.

Mathematical calculations.

**ABILITY TO:**

Perform a variety of duties related to Child Development services and programs such as referral,

orientation, eligibility, payment processing, bookkeeping and general office functions.  
Provide information, training and technical assistance to others.  
Maintain records and prepare reports.  
Maintain current knowledge of program rules, regulations, requirements and restrictions.  
Distribute, collect, evaluate, process and verify the accuracy and completeness of a variety of documents, forms and applications related to assigned programs and services.  
Interpret, apply and explain various laws, rules, regulations, policies and procedures.  
Make mathematical computations.  
Answer telephones and greet the public courteously.  
Compose correspondence and written materials independently.  
Communicate effectively both orally and in writing.  
Establish and maintain cooperative and effective working relationships with others.  
Operate a variety of office equipment including a computer and general office software applications.  
Complete work with many interruptions.  
Meet schedules and time lines.  
Work independently with little direction.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: graduation from high school and four years of increasingly responsible experience in office and support work in a related field.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license.

**WORKING CONDITIONS:****ENVIRONMENT:**

Office environment.  
Constant interruptions.  
Driving a vehicle to conduct work.

**PHYSICAL DEMANDS:**

Dexterity of hands and fingers to operate a computer keyboard.  
Hearing and speaking to exchange information in person or on the telephone.  
Seeing to read a variety of materials.  
Sitting for extended periods of time.  
Bending at the waist, kneeling or crouching to file and retrieve materials.  
Reaching overhead, above the shoulders and horizontally.



**(Provided by the Shasta County Office of Education to FCMAT)**

**CLASS TITLE: EARLY CHILDHOOD SERVICES SUPERVISOR**

**EMPLOYEES WORKING IN THIS CLASSIFICATION MAY BE ASSIGNED TO THE FOLLOWING PROGRAM AREAS:**

- **Alternative Payment and Certificate Programs**
- **Health and Nutrition Programs**
- **Resource and Referral Programs**

**BASIC FUNCTION:**

Under the direction of the Director III-Early Childhood Services, organize and direct the activities and administration of Early Childhood Services programs and contracts with various public agencies; act as representative for Shasta County Office of Education at community events; serve as resource for information and technical matters; manage assigned personnel.

**REPRESENTATIVE DUTIES:**

**ESSENTIAL DUTIES:**

Organize and direct the activities and administration of Early Childhood Services programs and contracts; participate in the development and implementation of departmental policies and procedures; monitor and review current practices to determine areas of need.

Act as a representative for Shasta County Office of Education at community events.

Work with parents and providers providing direct services for child care referrals, local community resource referral, program information, program eligibility and processing.

Participate in the interview & selection process of staff; manage, train and evaluate staff on program rules and policies; develop training materials; maintain current knowledge of regulations and assure compliance with eligibility requirements; participate in and provide technical expertise and assistance in case reviews and resolution of difficult situations.

Prepare and maintain a variety of reports, records and files related to assigned activities and personnel; prepare reports and projects for various public agencies for a variety of child care programs and contracts.

Monitor expenditures of State and federal funds to ensure program compliance.

Communicate with administrators, personnel and outside organizations to coordinate activities, resolve issues and conflicts and exchange information.

Operate a computer and assigned software programs; operate other office equipment as assigned;

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drive to various sites to conduct work.

Attend a variety of meetings as assigned; serve on assigned advisory committees.

**OTHER DUTIES:**

Maintain current knowledge of legislative updates, child care resources and information, and new program regulations.

Make recommendations regarding expenditures and monitor expenditures of State and federal funds for child care programs; provide information to program managers for budget preparation as needed.

Provide data for long-term planning in the child care programs.

Perform related duties as assigned.

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Early Childhood Education principles, practices and policies.

Program funding terms and conditions.

Department of Social Services child care program regulations.

Community care licensing requirements.

Family dynamics related to employment, health and other risk factors.

Child care provider community and resources.

Oral and written communication skills.

Principles and practices of supervision and training.

Applicable laws, codes, regulations, contracts, policies and procedures.

Interpersonal skills using tact, patience and courtesy.

Operation of a computer and assigned software.

**ABILITY TO:**

Organize and direct the activities and administration of Early Childhood Services programs and contracts with a variety of public agencies.

Serve as resource for information and technical matters.

Interpret complex regulatory material and make presentations to train staff.

Work with a diverse population with multiple needs.

Select, train, evaluate and manage the performance of assigned staff.

Communicate effectively both orally and in writing.

Interpret, apply and explain rules, regulations, contracts, policies and procedures.

Establish and maintain cooperative and effective working relationships with others.

Operate a computer and assigned office equipment.

Analyze situations accurately and adopt an effective course of action.

Meet schedules and time lines.

Work independently with little direction.

Plan and organize work.

Prepare records and reports related to assigned activities.

Maintain current knowledge of regulations, laws and other matters regarding assigned activities.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: bachelor's degree in early childhood education or related field and four years of increasingly responsible experience in early childhood education programs or related field.

**LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license.

**WORKING CONDITIONS:**

**ENVIRONMENT:**

Office environment.

Constant interruptions.

Driving a vehicle to conduct work.

**PHYSICAL DEMANDS:**

Hearing and speaking to exchange information and make presentations.

Dexterity of hands and fingers to operate a computer keyboard.

Seeing to read a variety of materials.

Bending at the waist, kneeling or crouching to file materials.

**(Provided by the Shasta County Office of Education to FCMAT)**

**CLASS TITLE: Early Childhood Services Manager**

**BASIC FUNCTION:**

Under the direction of the Director III-Early Childhood Services, plan, organize and direct the programs of Early Childhood Services, manage contracts with various public agencies and groups, manage the processing of forms; prepare applications, manage budgets, prepare and analyze program information, manage the performance of assigned personnel.

**REPRESENTATIVE DUTIES:**

**ESSENTIAL DUTIES:**

Plan, organize, manage and direct programs of Early Childhood Services that provide services to students, families, child care providers and the community; oversee services for child care centers and preschools operated by Early Childhood Services.

Develop, prepare and manage program budgets; analyze and review budgetary and financial data; control and authorize expenditures in accordance with established limitations; initiate invoices for supplies; prepare bids for goods and services as appropriate; prepare grant applications and manage grants.

Plan and approve on-going supply purchases for the ECS programs and supplies for the office; research and recommend for purchase various pieces of equipment and products; oversee and maintain contracts.

Analyze and audit eligibility forms for accuracy and prepare claims for reimbursements for assigned programs; develop program objectives and work with staff in the implementation of programs.

Interview and select employees; train and evaluate the performance of assigned staff; recommend transfers, reassignment, disciplinary actions and termination.

Provide technical expertise, information and assistance to the Director regarding assigned functions; assist in the formulation and development of policies, procedures and programs; interpret and implement Federal and State regulations regarding programs and develop and revise procedures as needed.

Work with parents and providers providing direct services for child care referrals, local community resource referral, program information, program eligibility and processing.

Direct the preparation and maintenance of a variety of narrative and statistical reports, records and files related to assigned activities and personnel; prepare reports and provide budget data for long-term planning, for programs and for administrators; prepare detailed reports regarding program income and expenses.

Plan and provide in-service training for staff, parents, and child care providers including homes and centers. Provide services and training for other SCOE programs.

Prepare program applications for participation in various programs.

Communicate with other administrators, personnel and outside organizations to coordinate activities and programs, resolve issues and conflicts and exchange information.

Attend and conduct a variety of meetings as assigned, Act as representative for Shasta County Office of Education at community events.

Operate a computer and assigned software programs; operate other office equipment as assigned; drive a vehicle to conduct work as assigned; operate various equipment.

**OTHER DUTIES:**

Maintain current knowledge of legislative updates, child care resources and information, and new program regulations.

Prepare public notices and press releases for the ECS programs; provide oral interviews regarding programs for the media as requested.

Perform related duties as assigned.

**KNOWLEDGE AND ABILITIES:**

**KNOWLEDGE OF:**

Early Childhood Education principles, practices and policies.

Applicable laws, codes, regulations, policies and procedures.

Technical program requirements including program funding terms and conditions.

Planning, organizing and managing of programs and services.

Principles and practices of management.

Budget preparation and control. Cost accounting and budgeting.

Early Childhood Education resources.

Oral and written communication skills. Including presentation development and delivery techniques.

Interpersonal skills using tact, patience and courtesy.

Team skills.

Records management.

Operation of a computer and assigned software.

**ABILITY TO:**

Plan, develop, organize and manage the programs and services provided by Early Childhood Services.

Serve as resource for information and technical matters.

Prepare and manage applications, budgets and grants; prepare and/or analyze program information and reimbursement for assigned programs.

Develop, interpret, apply and explain rules, regulations, contracts, policies and procedures.  
Work with a diverse population with multiple needs.  
Select, train and evaluate the performance of assigned staff.  
Analyze situations accurately and adopt an effective course of action.  
Maintain current knowledge of program regulatory changes and trends in the field.  
Communicate effectively both orally and in writing.  
Establish and maintain cooperative and effective working relationships with others.  
Plan and organize work.  
Develop, prepare and manage comprehensive narrative and statistical reports and files related to assigned activities.  
Work independently with little direction.  
Meet schedules and time lines.  
Operate a computer and assigned office equipment.

### **EDUCATION AND EXPERIENCE:**

Any combination equivalent to: bachelor's degree or related field and four years' increasingly responsible experience in educational programs or social services. Experience in Early Childhood Services preferred.

### **LICENSES AND OTHER REQUIREMENTS:**

Valid California driver's license.

### **WORKING CONDITIONS:**

#### **ENVIRONMENT:**

Office environment  
Constant interruptions.  
Driving a vehicle to conduct work.

#### **PHYSICAL DEMANDS:**

Hearing and speaking to exchange information and make presentations.  
Dexterity of hands and fingers to operate a computer keyboard.  
Seeing to read a variety of materials.  
Bending at the waist, kneeling or crouching to file materials.

# Template for Developing a School Food Safety Program



**The National Food Service Management Institute**  
The University of Mississippi  
ET66-05(PW-Print)

**2006**

**Suggested Reference Citation:**

U.S. Department of Agriculture, Food and Nutrition Service, & National Food Service Management Institute. (2006). Developing a school food safety program participant's workbook. University, MS: Author.

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June 2006

The *Developing a School Food Safety Program* training materials were written to accompany the U. S. Department of Agriculture's *Guidance for School Food Authorities: Developing a School Food Safety Program Based on the Process Approach to HACCP Principles*. The *Guidance for School Food Authorities* resource is available at <http://www.fns.usda.gov>. The National Food Service Management Institute developed these materials in cooperation with the USDA Food and Nutrition Service's Child Nutrition Division and the Food Safety Unit. USDA recommends the Process Approach because it gives you flexibility to create a food safety program specific to your foodservice operation.

The Process Approach was originally developed by the Food and Drug Administration (FDA) for retail food establishments. Follow your State and local public health requirements and your school district policies and procedures.



## Food Safety Plan

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

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

This program was developed (Date) \_\_\_\_\_ by  
(Name) \_\_\_\_\_ (Title) \_\_\_\_\_,  
for the (Name of District) \_\_\_\_\_  
and is intended for use at the (School) \_\_\_\_\_.

The program follows the USDA guidance on developing a food safety program based on the  
Process Approach. All standards in this plan are based on the  
(Year, State or Local Food Code) \_\_\_\_\_, \_\_\_\_\_

## School Foodservice Staff

**Directions:** Identify the name of the foodservice staff and their positions.

Name	Position
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
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_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Date \_\_\_\_\_

**Foodservice Equipment Inventory**

**Directions:** Identify the type and quantity of foodservice equipment located in your facility.

Type	Quantity
Mixer, floor	_____
Mixer, counter	_____
Food Processor	_____
Refrigerator	_____
Freezer	_____
Milk Cooler	_____
Ice machine	_____
Oven, Convection	_____
Holding Unit, cold	_____
Holding Unit, hot	_____
Dishmachine	_____
2" Steam Table Pans	_____
Food Bar	_____
Tilting Skillet (Braiser)	_____
Steamer	_____

Foodservice Equipment Inventory

**Directions:** Identify the type and quantity of foodservice equipment located in your facility.

Type

Quantity

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## Categorize Menu Items According to Food Preparation Processes

### Menu Items

**Directions:** Identify where your recipes and monthly menus will be located and the length of time they will be kept on file.

Recipes in the foodservice office are located \_\_\_\_\_ (Where) and will be kept on file for \_\_\_\_\_.

Monthly menus are located \_\_\_\_\_ and will be kept on file for \_\_\_\_\_.

### The Process Approach

The (Name of School) \_\_\_\_\_ will assign each menu item using Process #1 – No Cook Preparation Process Worksheet, Process #2 – Same Day Service Preparation Process Worksheet, and Process #3—Complex Food Preparation Process Worksheet. The Worksheets will be posted (Location) \_\_\_\_\_ and a copy will be kept on file (Location) \_\_\_\_\_. Changes to the menu items will be reflected in the worksheet on a continuous basis.

All foodservice personnel, including permanent and substitute employees, will be given an overview of the Process Approach. Periodic refresher training for employees will be provided (Frequency) \_\_\_\_\_.

An easily accessible copy of an explanation of the Process Approach taken from the USDA Guidance document will be available (Location) \_\_\_\_\_.

**Process #1 – No Cook**  
**Keep food at or below 41 °F Degrees.**

Menu Item	Recipe Number	Controlling Hazards for Process #1
		<b>Temperature controls:</b> <ul style="list-style-type: none"><li>• Cold holding</li></ul> <b>SOPs:</b> <ul style="list-style-type: none"><li>• Personal hygiene</li><li>• Washing fresh fruits and vegetables</li><li>• Limiting time in the temperature danger zone</li><li>• Verifying receiving temperatures of food</li><li>• Date marking of ready-to-eat food</li></ul>





**Process #2 – Same Day Service****Cook to correct temperature. Hold and serve at 135 °F or above.**

Menu Item	Recipe Number	Temperature	Controlling Hazards for Process #2
		Cooking	
			<b>Temperature controls:</b> <ul style="list-style-type: none"> <li>• Cooking</li> <li>• Hot holding</li> </ul> <b>SOPs:</b> <ul style="list-style-type: none"> <li>• Personal hygiene</li> <li>• Limiting time in the temperature danger zone</li> <li>• Verifying receiving temperatures of food</li> <li>• Proper storage of food</li> </ul>



**Process #3 – Complex Food Preparation**  
**Limit time in the Danger Zone (41 °F – 135 °F)**

Menu Item	Recipe Number	Temperature			Controlling Hazards for Process #3
		Cooking	Cooling	Reheating	
					<b>Temperature controls:</b> <ul style="list-style-type: none"> <li>• Cooking</li> <li>• Cooling</li> <li>• Hot holding</li> <li>• Reheating, if applicable</li> <li>• Cold holding</li> </ul> <b>SOPs:</b> <ul style="list-style-type: none"> <li>• Personal hygiene</li> <li>• Limiting time in the temperature danger zone</li> <li>• Verifying receiving temperatures of food</li> <li>• Proper storage of food</li> </ul>



## Standard Operating Procedures (SOPs)

The (Name of School) \_\_\_\_\_ food safety SOPs are checked below. Employees will be trained to follow all applicable food safety SOPs. A complete set of the food safety SOPs will be attached to this food safety program.

### Facility-Wide SOPs

- \_\_\_\_\_ Cleaning and Sanitizing Food Contact Surfaces
- \_\_\_\_\_ Controlling Time and Temperature During Preparation
- \_\_\_\_\_ Date Marking and Ready-to-Eat, Potentially Hazardous Food
- \_\_\_\_\_ Employee Health Policy
- \_\_\_\_\_ Handling a Food Recall
- \_\_\_\_\_ Personal Hygiene
- \_\_\_\_\_ Preventing Contamination at Food Bars
- \_\_\_\_\_ Preventing Cross-Contamination During Storage and Preparation
- \_\_\_\_\_ Receiving Deliveries
- \_\_\_\_\_ Serving Food
- \_\_\_\_\_ Storing and Using Poisonous or Toxic Chemicals
- \_\_\_\_\_ Using and Calibrating Thermometers
- \_\_\_\_\_ Using Suitable Utensils When Handling Ready-to-Eat Foods
- \_\_\_\_\_ Using Time Alone as a Public Health Control to Limit Bacteria Growth in Potentially Hazardous Foods
- \_\_\_\_\_ Washing Fruits and Vegetables

### Specific SOPs to the Food Preparation Process

- \_\_\_\_\_ Cooking Potentially Hazardous Foods
- \_\_\_\_\_ Cooling Potentially Hazardous Foods
- \_\_\_\_\_ Holding Hot and Cold Potentially Hazardous Foods
- \_\_\_\_\_ Reheating Potentially Hazardous Foods
- \_\_\_\_\_ Preventing Cross-Contamination During Storage and Preparation
- \_\_\_\_\_ Transporting Food to Remote Sites (Satellite Kitchens)

## Monitoring

The foodservice manager at each site will be responsible for ensuring assigned foodservice staff are properly controlling hazards at the required frequency and are documenting required records.

The manager will also be responsible for monitoring the overall performance of standard operating procedures. (Specific details regarding monitoring are addressed in each SOP.)

Monitoring will be a constant consideration. However, the manager will use the Food Safety Checklist to formally monitor foodservice staff (Frequency) \_\_\_\_\_.

The checklist form is included in this food safety plan.

Foodservice staff is responsible for controlling hazards during food preparation as well as the practices and procedures defined in the standard operating procedures (SOPs).

## Correcting Problems

The (Name of School) \_\_\_\_\_ will be responsible for developing solutions to problems. These solutions will be reviewed and updated (Frequency) \_\_\_\_\_. Foodservice staff will be responsible for documenting problems and solutions during the food preparation processes as well as any actions taken while performing standard operating procedures.

Employees and substitute staff will be trained on a continual basis in making the right decisions and the importance of finding and fixing problems. A list of common solutions to problems will be attached to this food safety plan and also may be included in standard operating procedures.

[illegible]



## Recordkeeping

All foodservice staff will be held responsible for recordkeeping duties as assigned. Overall, the foodservice manager will be responsible for making sure that critical information is being recorded and that records are filed in the proper place. Employees and substitute staff will be trained on recordkeeping. Recordkeeping procedures are outlined below and also may be included in standard operating procedures.

### Recordkeeping Procedure

- All pertinent information on temperatures, times, and actions taken to correct problems will be kept on clip boards in the kitchen for easy use.
- All applicable forms for daily records will be replaced on a weekly basis or sooner, if necessary.
- In the case of weekly records, forms will be replaced on a monthly basis.
- All completed forms will be filed in the manager's office.
- The foodservice manager is responsible for making sure that all forms are updated, available for use, and filed properly after completion.
- The foodservice manager is also responsible for educating all foodservice personnel on the use and importance of recording critical information.

## Recordkeeping

### DOCUMENTATION (RECORDS)

### DOCUMENTATION SCHEDULE

#### **Food Production Records**

End Point Cooking Temperature

\_\_\_\_\_

Time and Temperature for Holding

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### **Equipment Temperature Records**

Receiving Logs

\_\_\_\_\_

Freezer Log

\_\_\_\_\_

Cooler Log

\_\_\_\_\_

Thermometer Calibration

\_\_\_\_\_

Storage Room Logs

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### **Review Records**

Food Safety Checklist

\_\_\_\_\_

Manager's Checklist

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### **Training Logs**

\_\_\_\_\_

#### **Correcting Problems Records**

\_\_\_\_\_

## Reviewing and Revising the Food Safety Program

The school foodservice manager will review the school food safety program at the beginning of each school year and when any significant changes occur in the operation. The Food Safety Program Review Checklist included in this document will be used for the review.

Source: U. S. Department of Agriculture, Food and Nutrition Service. (June 2005). *Guidance for school food authorities: Developing a school foodservice program based on the process approach to HACCP principles*.

## Food Safety Program Review Checklist

### 1. Documents to review

- \_\_\_ Standard Operating Procedures
- \_\_\_ Food Preparation Process Charts
- \_\_\_ Control Measures in the Process Approach
- \_\_\_ Correcting Problems

### 2. Monitoring recordkeeping. Choose at random one week from the previous four weeks.

Type of Record (SOP, Temperature Log, Correcting Problems, etc.)	Monitoring Frequency and Procedure (How often? Initialed and dated? Etc.)	Record Location (Where is record kept?)

Describe the strengths or weaknesses with the current monitoring or recordkeeping methods.

Who is responsible for verifying that the required records are being completed and properly maintained?

Describe the training that has been provided to support the food safety program.

Do the managers and staff demonstrate knowledge of the plan?

Have there been any changes to the menu or operation (new equipment, etc.)?

Was the plan modified because of these changes?

**United States  
Department of  
Agriculture**

Food and  
Nutrition  
Service

3101 Park  
Center Drive  
Alexandria, VA  
22302-1500

MEMO CODE: SP 23-2008, CACFP 07-2008, SFSP 06-2008

DATE: May 16, 2008

SUBJECT: Automatic Eligibility for Free Meal Benefits Extended to All  
Children Enrolled in Head Start

TO: State Agencies  
Child Nutrition Programs  
All States

Regional Directors  
Special Nutrition Programs  
All Regions

This memorandum provides guidance regarding amendments to the Richard B. Russell National School Lunch Act (NSLA) that extend automatic eligibility for free meal benefits, including free milk, to all children enrolled in Head Start and participating in child nutrition programs.

On December 12, 2007, the President signed The Improving Head Start for School Readiness Act of 2007 (Public Law 110-134) which contains several significant revisions to the Head Start program, including amendments to the eligibility criteria in section 645 of the Head Start Act (42 U.S.C. 9840). Public Law 110-134 also amends sections 9(b)(12)(A)(iii) and 17(c)(5) of the NSLA to correspond with the new eligibility criteria.

Head Start serves primarily children from families with household incomes at or below the Federal poverty level. However a small proportion of children in families with household incomes above the poverty level may be served. In the past, only those children who were income eligible for Head Start were considered automatically eligible for free meals in the child nutrition programs.

Public Law 110-134 makes any child enrolled in Head Start automatically eligible for free meals without further application or eligibility determination. Therefore, even a child who is not from a household with an income at or below the poverty level is automatically eligible for free meals if they are enrolled in Head Start.

Institutions and school food authorities (SFA) may now establish eligibility of all Head Start enrollees through documentation provided by the Head Start program. We will be updating the relevant eligibility guidance to reflect this change.

State Agencies  
Regional Directors  
Page 2

All reimbursable meals served to children enrolled in Head Start may be claimed at the free rate. Institutions and SFAs may submit revised claims to claim all reimbursable meals served to Head Start enrollees that were not previously claimed at the free rate. All such reimbursable meals served on December 12, 2007, and beyond may be claimed. In order to retroactively claim meals at the free rate, SFAs must refund any money they received from the families of Head Start children who were not previously eligible for free meals. States should amend their FNS-10, FNS-44 and SF-269 reports, as necessary.

The new eligibility criteria also applies to children in State-funded pre-kindergarten programs which have been provided waivers under the authority of the memorandum dated July 22, 1999, *Automatic Eligibility of State-Funded Pre-Kindergarten Participants for Free Meals in the Child and Adult Care Food Program (CACFP), the National School Lunch Program (NSLP), and the School Breakfast Program (SBP)*. SFAs and institutions that have received waivers, and have the same or stricter income eligibility standards than Head Start, may also revise claims dating back to December 12, 2007, for those children enrolled in their programs who were not previously eligible for free meals.

Please work with Head Start and other institutions and SFAs in your States to fully implement these amendments. State agencies should direct any questions concerning this guidance to their Regional offices.

CYNTHIA LONG  
Director  
Child Nutrition Division

# FCMAT

FISCAL CRISIS & MANAGEMENT  
ASSISTANCE TEAM

CSIS California School Information Services

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## FISCAL CRISIS & MANAGEMENT ASSISTANCE TEAM STUDY AGREEMENT February 14, 2008

The FISCAL CRISIS AND MANAGEMENT ASSISTANCE TEAM (FCMAT), hereinafter referred to as the Team, and the El Dorado County Office of Education, hereinafter referred to as the COE, mutually agree as follows:

### 1. BASIS OF AGREEMENT

The Team provides a variety of services to school districts and county offices of education upon request. The COE has requested that the Team provide for the assignment of professionals to study specific aspects of the County operations. These professionals may include staff of the Team, County Offices of Education, the California State Department of Education, school districts, or private contractors. All work shall be performed in accordance with the terms and conditions of this Agreement.

### 2. SCOPE OF THE WORK

#### A. Scope and Objectives of the Study

The scope and objectives of this study are to:

- 1) Conduct a review of the COE's food service program, including services to the Child Development, Court and Community Schools, Head Start, and catering for COE functions. Provide recommendations for the following core elements:
  - a. Staffing configuration
  - b. Compliance issues
  - c. Operational and cost effectiveness

#### B. Services and Products to be Provided

- 1) Orientation Meeting - The Team will conduct an orientation session at the COE to brief COE management and supervisory personnel on the procedures of the Team and on the purpose and schedule of the study.
- 2) On-site Review - The Team will conduct an on-site review at the COE office and at school sites if necessary.
- 3) Progress Reports - The Team will hold an exit meeting at the conclusion of the on-site review to inform the COE of significant findings and recommendations to that point.

- 4) Exit Letter - The Team will issue an exit letter approximately 10 days after the exit meeting detailing significant findings and recommendations to date and memorializing the topics discussed in the exit meeting.
- 5) Draft Reports - Sufficient copies of a preliminary draft report will be delivered to the COE administration for review and comment.
- 6) Final Report - Sufficient copies of the final study report will be delivered to the COE following completion of the review.
- 7) Follow-Up Support – Six months after the completion of the study, FCMAT will return to the COE, if requested, to confirm the COE's progress in implementing the recommendations included in the report, at no cost. Status of the recommendations will be documented to the COE in a FCMAT Management Letter.

3. PROJECT PERSONNEL

The study team will be supervised by Anthony L. Bridges, Deputy Executive Officer Fiscal Crisis and Management Assistance Team, Kern County Superintendent of Schools Office. The study team may also include:

- A. Barbara Dean, FCMAT Deputy Administrative Officer
- B. Susan Murai, FCMAT Food Service Consultant
- C. Jo Ann Smith, FCMAT Food Service Consultant

Other equally qualified consultants will be substituted in the event one of the above noted individuals is unable to participate in the study.

4. PROJECT COSTS

The cost for studies requested pursuant to E.C. 42127.8(d)(1) shall be:

- A. \$500.00 per day for each Team Member while on site, conducting fieldwork at other locations, preparing and presenting reports, or participating in meetings.
- B. All out-of-pocket expenses, including travel, meals, lodging, etc. Based on the scope of work identified in section 2 A, estimated total cost is \$8,000. The COE will be invoiced at actual costs, with 50% of the estimated cost due following the completion of the on-site review and the remaining amount due upon acceptance of the final report by the COE.
- C. Any change to the scope will affect the estimate of total cost.

Payments for FCMAT services are payable to Kern County Superintendent of Schools-Administrative Agent.



5. RESPONSIBILITIES OF THE COE

- A. The COE will provide office and conference room space while on-site reviews are in progress.
- B. The COE will provide the following (if requested):
  - 1) A map of the local area
  - 2) Existing policies, regulations and prior reports addressing the study request
  - 3) Current organizational charts
  - 4) Current and four (4) prior year's audit reports
  - 5) Any documents requested on a supplemental listing
- C. The COE Administration will review a preliminary draft copy of the study. Any comments regarding the accuracy of the data presented in the report or the practicability of the recommendations will be reviewed with the Team prior to completion of the final report.

Pursuant to EC 45125.1(c), representatives of FCMAT will have limited contact with COE pupils. The COE shall take appropriate steps to comply with EC 45125.1(c).

6. PROJECT SCHEDULE

The following schedule outlines the planned completion dates for key study milestones:

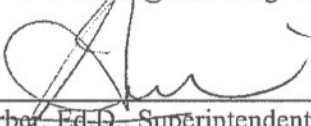
Orientation:	May 13, 2008
Staff Interviews:	May 13-14, 2008
Exit Interviews:	May 14, 2008
Preliminary Report Submitted:	June 25, 2008
Final Report Submitted:	to be determined
Board Presentation:	to be determined
Follow-Up Support:	If requested

7. CONTACT PERSON

Please print name of contact person: Francie Heim, Deputy Superintendent

Telephone 530 295-2221 FAX

Internet Address fheim@edcoe.org

  
\_\_\_\_\_  
Vicki L. Barber, Ed.D., Superintendent Date  
El Dorado County Office of Education *Francie Heim*

*Barbara Dean*  
\_\_\_\_\_  
Barbara Dean, Deputy Administrative Officer Date  
Fiscal Crisis and Management Assistance Team February 14, 2008