



Policies Promoting Racial Equity & Social Justice:

CASE STUDY SY2017-18 AMHERST-PELHAM SCHOOLS FOOD SERVICES

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ARPS Food Services Overview

3 districts (Amherst, Pelham, and Amherst-Pelham Regional School District)

2,700 students across 7 schools

All three districts participate in the National School Lunch, Breakfast, and Summer Programs

Free and Reduced Rates: 45% (Amherst), 32% (Regional), 24% (Pelham)

Over 275,000 meals served annually

\$380,000 annual food and beverage budget

*Now a self-operated child nutrition program

Background

2004 - Food service operations was managed by outside contractors since early 2000s (Chartwells, Whitsons)

2016 - Student & community surveys were conducted; overwhelming takeaway that improvement was needed in a many different areas

In response to student & parent concerns, a community visioning summit was held (parents, teachers, school committee, staff) to create a plan for the future of the food service program

School Committee considered all of the feedback and data over several months

In Spring of 2017, School Committee voted to bring food service program back in-house for the 2017-18 school year; New FSD hired to oversee and execute the transition

Program Goal Areas

Developed by community visioning group:

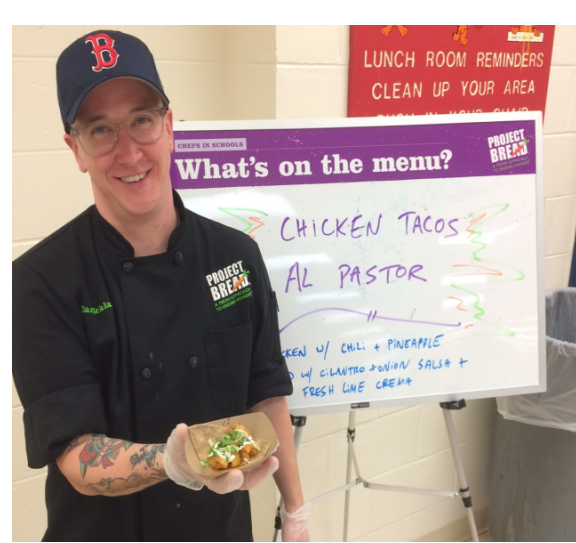
- Taste
- Scratch cooking
- Quality
- Menu options/variety
- Innovation
- Plants/animal ratio
- Participation
- Wait times
- Community engagement
- Nutrition education
- Increase local and organic purchasing



Program Goal Areas – Indicators & Measuring

Indicators	Goal Description	FY17 Baseline	Fiscal Year 2018		Fiscal Year 2019	
			Goal	Actual	Goal	Actual
1. Taste	Improve the taste of breakfasts and lunches served to students	22% don't eat - taste	20%		17%	
2. Scratch cooking	Increase the quantity of from scratch cooking in all schools	5-20% varies by school	15%		20%	
3. Quality	Improve the quality of breakfasts and lunches served to students	20% students - better food	18%		16%	
4. Menu Options/Variety	Increase the cultural diversity of menu options and increase overall variety	TBD				
5. Innovation	Implement new and exciting initiatives on a periodic basis	TBD				
6. Plants/Animal Ratio	Increase the proportion of plants served in from scratch meals	TBD				
7. Participation	Increase student participation rates in breakfast and lunch	45% average all districts	47%		49%	
8. Wait Times	Reduce wait times at the High School	16% don't eat - long lines	14%		12%	
9. Community Engagement	Implement new strategies for engaging the community in school lunch	TBD				
10. Purchasing	Increase the percentage of organic food served to students	0-2% of food purchases	1%		2%	
11. Purchasing	Increase the percentage of local food served to students	10-20% of food purchases	15%		18%	
12. Nutrition Education	Implement new strategies for educating students on health eating habits	TBD				

THE HOW:



Building the Team



Communication & Promotion



New Exciting Recipes

Amherst Schools Demographics

Enrollment by Race/Ethnicity (2016-17)		
Race	% of District	% of State
African American	9.5	8.9
Asian	14.5	6.7
Hispanic	22.8	19.4
Native American	0.1	0.2
White	45.8	61.3
Native Hawaiian, Pacific Islander	0.0	0.1
Multi-Race, Non-Hispanic	7.2	3.4

Food Service Demographics & Communications

In SY2016 - 2017:

- 96% food service staff were non persons of color
- This wasn't reflective of our district goals of diversity; we realized we needed to make some changes
- Menus, recipes, e-mails, announcements, training manuals, kitchen task lists, union contract, etc. were all English language only
- Applying online (through School Spring) was only way to submit job application; no paper application
- Food Service Director was only person conducting job interviews, no committee, English only
- Professional development sessions were presented in English only

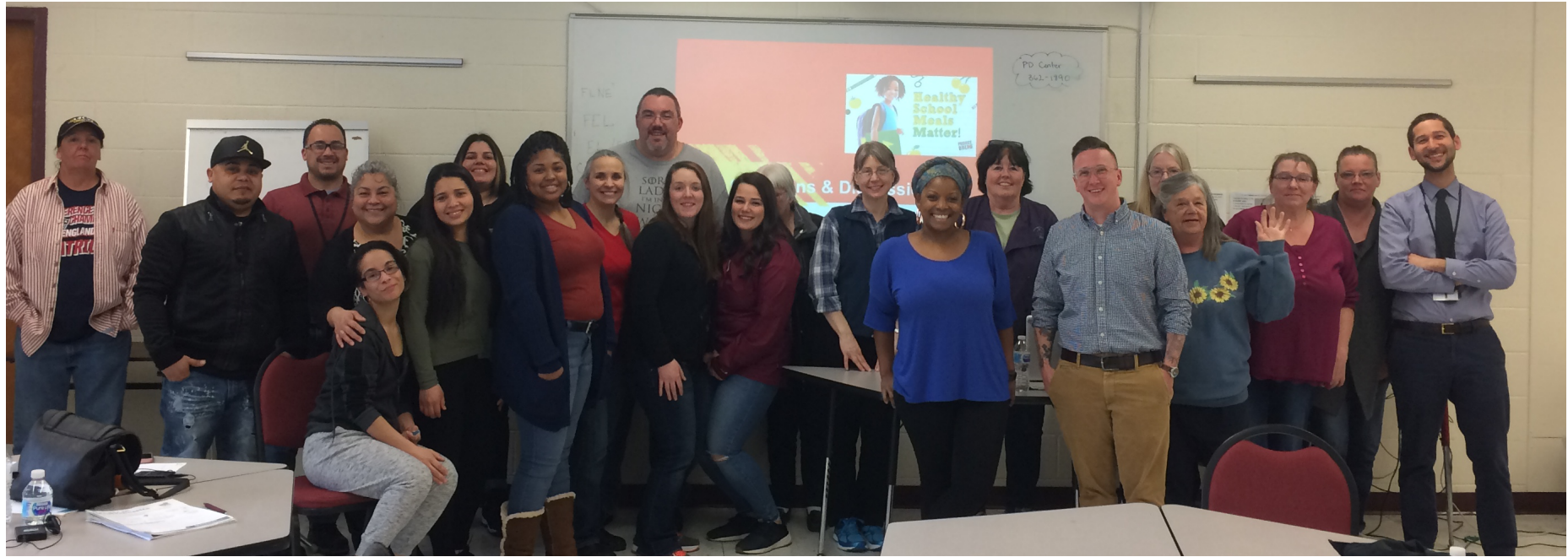
Workforce Development - Results

- Hired 11 new employees (50% new staff) that have made tremendous contributions to the program
- Workforce diversity improved from 5% to 35% staff of color; promoted staff of color (cook positions went from 20% to 60% staff of color) with two internal promotions
- Coordinated translator for Professional Development days; Utilize ear-piece technology to have real-time translation for Spanish-speaking kitchen staff.
- Translated all menus, recipes, e-mails, announcements, training manuals, contracts, etc. into Spanish
- Integrated food service staff into district-wide professional development day, focusing on racial equity and diversity

Ear Piece Technology



Diversity and Inclusion - Results



LUNES	MARTES	MIÉRCOLES	JUEVES	VIERNES
2	3	4	5	6
Emparedado de Queso Derretido a la Parrilla Tazón de sopa de tomate Palitos de apio con inmersión Rebanadas de manzana Frutas	Macarrones con Queso Zanahorias Esmaltadas con Miel Tiras de pimiento con inmersión Pastel de fresas Frutas Surtidas	Popcorn Chicken Mordeduras de pollo deliciosas servidas con maíz y Chili-Roasted Sweet Cuñas de patata Muffin de maíz Craisins; Frutas Surtidas	Shepherd's Pie Hecho desde cero con Carne molida, Puré de papas y maíz dulce Rollo de nudo de trigo integral Peras rebanadas Frutas Surtidas	Rebanada de pizza de queso Ensalada de jardín cubierto con verduras crujientes y garbanzos Copa de frutas Frutas Surtidas
9	10	11	12	13
No hay clases INDIGENOUS PEOPLES DAY	Emparedado de Albóndigas Albóndigas de Turquía con salsa Marinara servido en un rollo de trigo integral Frijoles verdes al vapor Rebanadas de manzana Frutas Surtidas	Desayuno para el almuerzo!! Panqueques de trigo integral con jarabe Cuñas de papas asadas asadas Jugo refrigerado Frutas Surtidas	Tacos de carne Con queso rallado, Lechuga L Tomate, Salsa, crema agria Frijoles y arroz Pera Frutas Surtidas	Pizza de queso con corteza rellena Ensalada de verduras Melocotones en rodajas Frutas Surtidas
16	17	18	19	20
Cheeseburger special Servido con queso americano en un pan de trigo integral Ensalada de jardín con tomates de uva, pepinos y guisantes Melocotones en rodajas Frutas Surtidas	Fajita de pollo Sizzlin' pollo con pimientos y cebollas Frijoles de arroz L Manzana Frutas Surtidas	Chilli hecho en casa Con carne molida y Vegetales, Frijoles Pan de Maíz casero Monedas de zanahoria con inmersión Arándanos en una nube Frutas Surtidas	Papas al Horno Cargadas Papa servida con carne picada, frijoles negros y queso rallado Frijoles verdes de sésamo Rollo de trigo agrietada Pera ; Frutas Surtidas	Rebanada de pizza de queso Ensalada de verduras Vegetales con inmersión Naranja fresca Frutas Surtidas
23	24	25	26	27
Quesadilla de queso Con lechuga rallada, tomate, salsa, crema agria Monedas de zanahoria con inmersión Frijoles negros Copa de frutas Frutas Surtidas	Día de la Serie Mundial!! Salchicha Ballpark Habas Boston cocidas al horno; Patatas Fritas Palomitas Pop-Up Jugo refrigerado Frutas Surtidas Fenway	Nachos de carne cargados Con lechuga y tomate Maíz al vapor Pera Frutas Surtidas	Emparedado de Queso Derretido & Sopa del Jardín de la Escuela Hecho desde cero con Vegetales de los jardines de ARPS Cuñas de pepino con Dip Manzana ; Frutas	Pizza de queso con corteza rellena Ensalada de verduras Copa de frutas Frutas Surtidas
30	31	1	2	3
Cheeseburger Special Servido con queso americano en un pan de trigo integral Ensalada de jardín con tomates de uva, pepinos y guisantes Melocotones en rodajas Frutas Surtidas	Mozzarella Sticks Servido con salsa Marinara Cuñas de pepino con inmersión Tostada de ajo Texas Cidra de manzana Frutas Surtidas	Pollo asado a la parrilla Puré de Papas Rollo de la cena del trigo integral Taza de fresas Frutas Surtidas	Espaguetis y Albóndigas Albóndigas de Turquía servidas con salsa Marinara sobre pastas Brócoli cocido al vapor Peras rebanadas Frutas Surtidas	Rebanada de pizza de queso Ensalada de verduras Craisins Frutas Surtidas



Peras
 Las peras son una delicia, dulce y jugosa! ¡Son también una potencia nutricional! Las peras son altas en vitamina C y fibra..

Precio del Almuerzo: \$3.00
 Cartón de leche : \$0.60

Alternativas de almuerzo
 Sunbutter & Jelly Sandwich, Bagely queso crema, Sandwich de Pavo, Sandwich de jamón, Sandwich de atún o Ensalada

Come local!!
 Apoye su salud y la economía local eligiendo opciones locales en el menú. ¡Sólo busca el símbolo! 
 Siga nuestro Movimiento de Granja a Escuela en www.amherstfood.com

Oct 26 - Vegetales del jardín de la escuela en el menú! 



Nuestros jardines de las escuelas primaria están proporcionando verduras locales para nuestra comida 10/26

USDA es una oportunidad igual proveedor y empleador
 * Los menús pueden contener alérgenos *
 * Menús sujetos a cambios *
 * Variedad de variedades de leche disponibles cada día *

Saying Thanks!

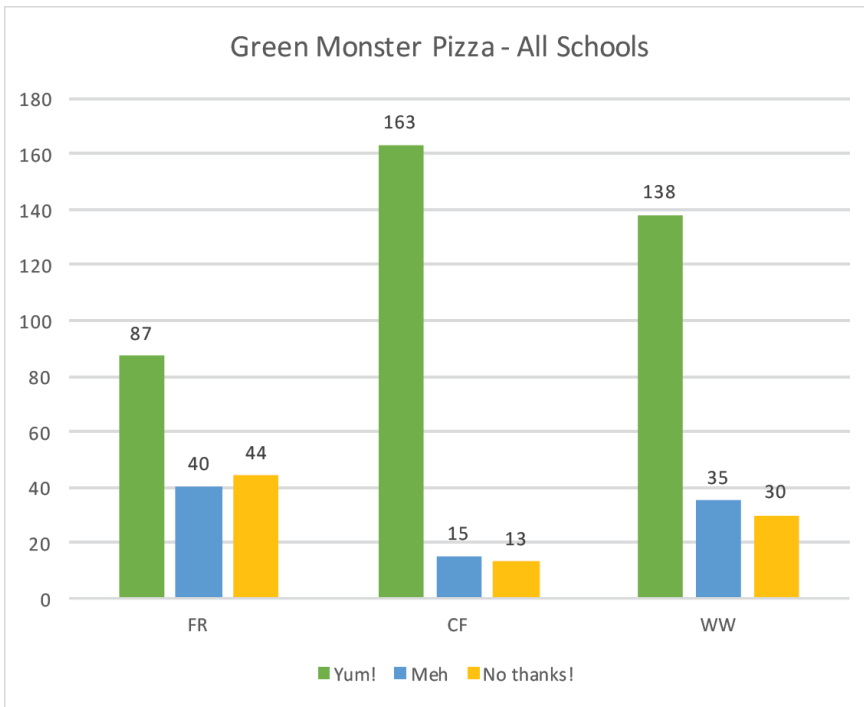
I've been feeling so excited to write you this card lately. I want to tell you how much I've noticed and appreciated your positivity and thoughtfulness. Sending me those scones, saving me those wonderful peach muffins, and giving Bev and I that beautiful salad - I was so impressed and happy! You also were so great in all those workshop with your contributions, smile, and leadership. I'm so impressed with you as a person and manager. Crocker Farm is such an amazing kitchen thanks to YOU! You rock. -Ryan



Program Goal Areas – Year 1 Results

Taste

- Increased focus on using high quality ingredients
- Taste testing performed by Chef Sam (Project Bread)
- Implementation of ten new menu items
- Positive feedback from students on new items



Program Goal Areas – Year 1 Results

Scratch Cooking

- New menu items from Chef Sam
- Implementation of from scratch for existing items when possible (i.e. mash potatoes), smoothies

Quality

- Purchased most of the food through the Collaborative for Education
- Worked with many reputable new vendors like Arnolds Meats

Menu Options/Variety (introduced by Chef Sam)

- Fajita Chicken Sub
- Banh Mi Sandwich
- Cider Glazed Squash
- Chicken Tacos al Pastor
- Spicy Chicken Flatbread
- Chicken Biryani
- Arroz con Gandules
- Broccoli with Garlic and Parmesan
- Cuban Sandwich with Roasted Pork and Remoulade Sauce
- Teriyaki Stir Fry with Chicken or Tofu

Kitchen staff have been trained how to make these menu items and all recipes are posted on AmherstFood.com

Program Goal Areas – Year 1 Results

Increase Local and Organic Purchasing

- Added new local food options to all school menus 4-5 times per week
- Added 10 new local/regional food vendors
- Increased our local/regional food purchasing by ~600% to 28%!

- Czajkowski Farms (Local Produce)
- A Simos and Co. (Local Produce)
- FB Foods (Mass. Applesauce)
- Maine Family Farms (Maine Beef)
- Upstate Farms Coop (NY Yogurt)
- Szawlowski Farms (Local Potatoes)

- North Coast Seafoods (Acadian Redfish)
- Wyman's of Maine (Maine Blueberries)
- Regal Pickles (Worcester Pickles)
- Franklin County CDC (IQF Frozen Local Vegetables)

What is “Local”?

Often we think of “food miles” as the main/only thing to consider with local food.

Physical proximity is a big part of the *why* argument for sourcing local (GHG Emissions)

Real Food Challenge describes “**Local and Community-Based**” as:

- These foods can be traced to nearby farms, ranches, boats, and businesses that are locally-owned and operated. Supporting small- and mid-size food businesses challenges trends towards consolidation in the food industry and supports local economies.

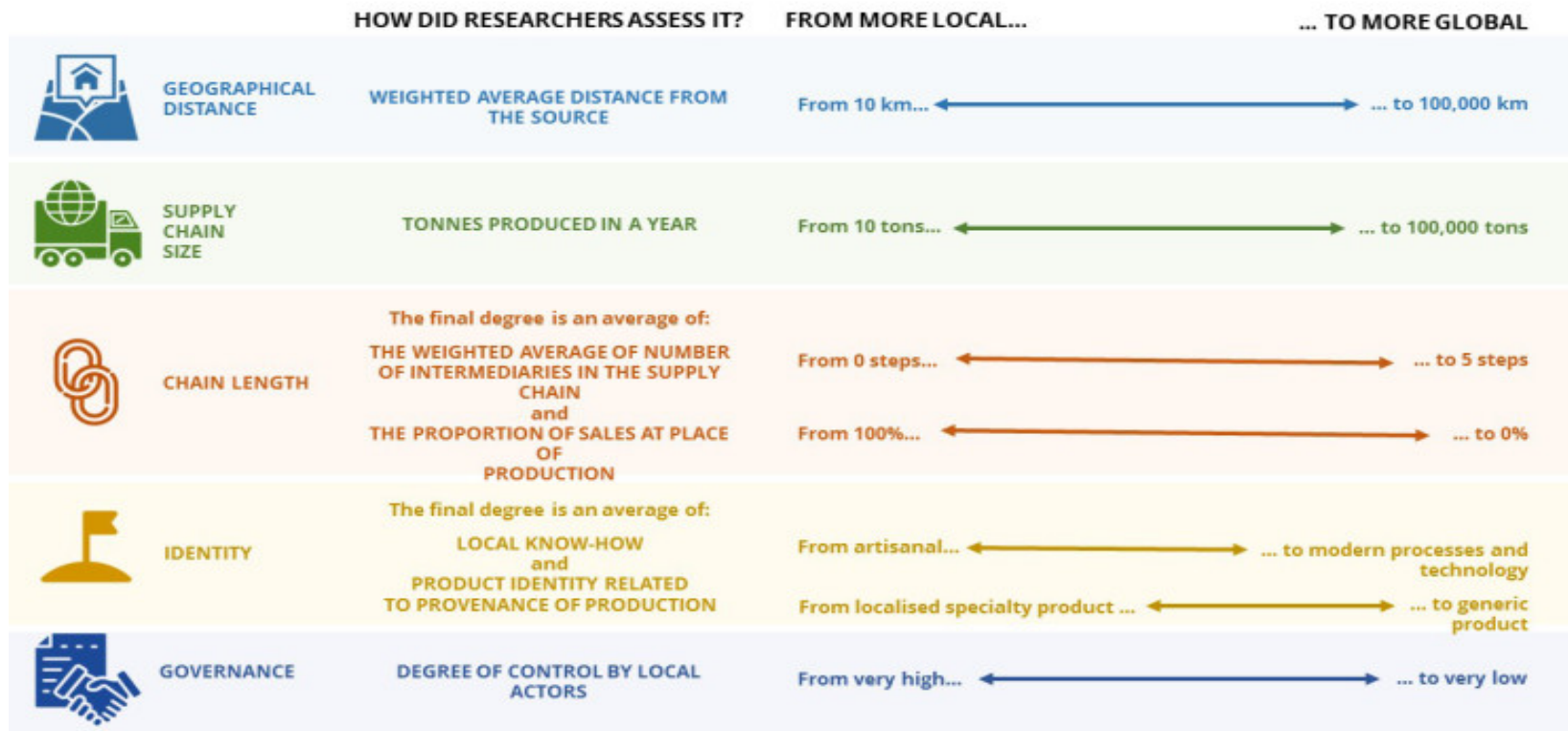
Local is not just Food Miles

Physical factors to consider in local definition:

- **Physical distance** (some states larger than others)
- **Supply chain size** (size of producer; small scale usually equates to more local, vs. mass produced)

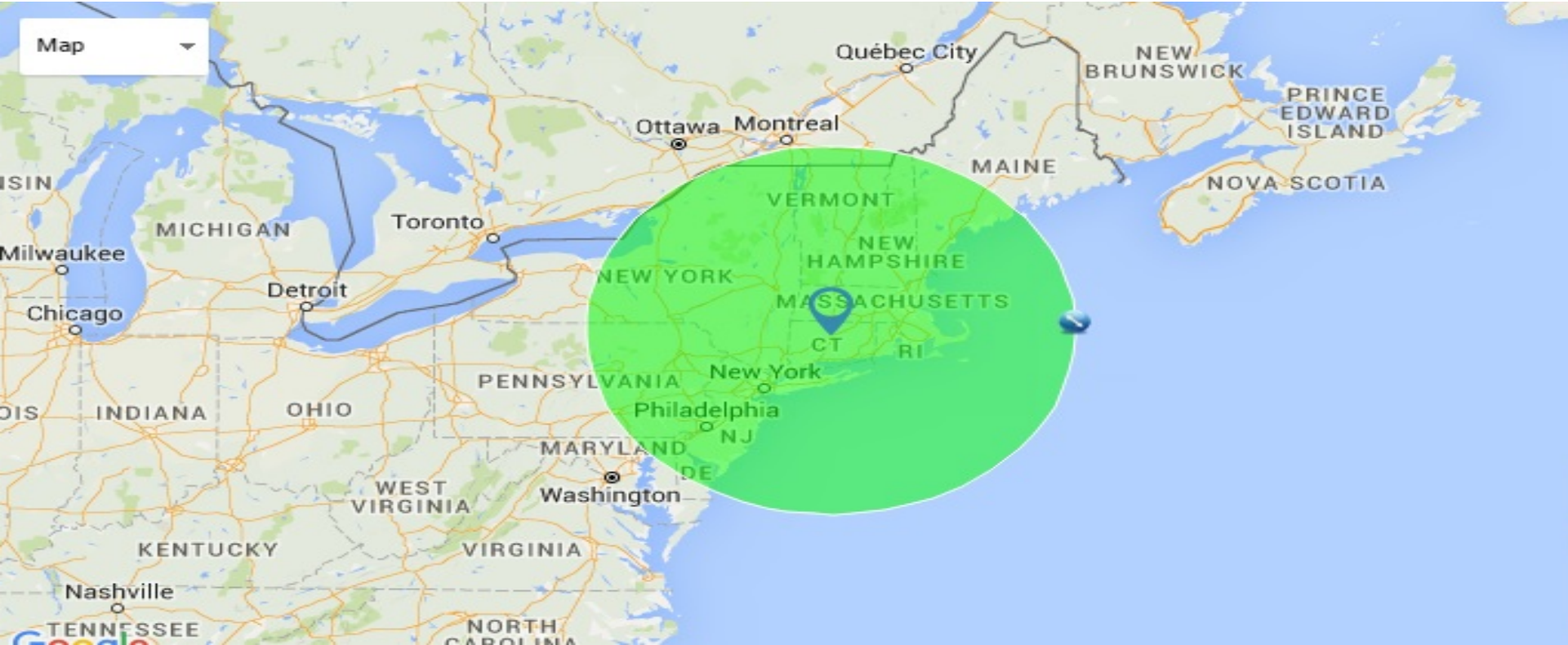
Social factors to consider in local definition:

- **Chain length** (lesser number of intermediaries)
- **Identity** (how food or product was assessed based on its values, heritage, sentimental feeling, or cultural value. This can be measured by two parameters: process (knowledge and techniques) and traditional identity (how the product relates to its place of production).
- **Governance** (degree of control by local actors rather than representatives or intermediaries)



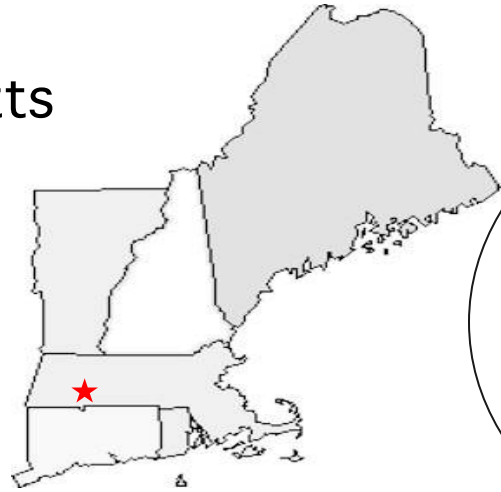
Source: <https://urbanfoodfutures.com/2018/09/27/local/>

Amherst-Pelham Food Services Local Foods Case Study of SY17-18



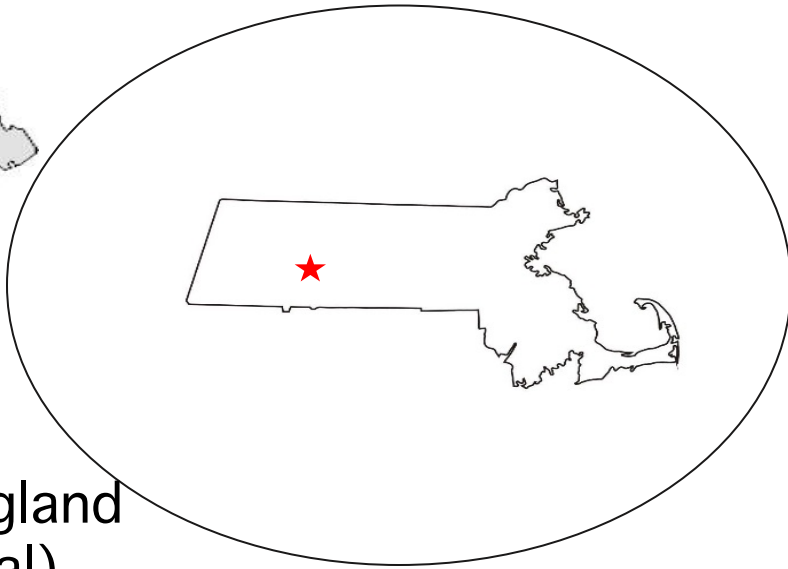
ARPS Food Service - Local/Regional

1st Priority: Massachusetts
(Local)



2nd Priority: New England
(Regional)

And/or within 250 Miles



Step 2) Create a Baseline (Velocity Reports)

Vendor	Total Overall Sales (\$'s Spent)	Total Sales (<u>Local</u> \$'s Spent)	Percentage Local
Milk/Dairy Vendor (13-18%)*	\$52,213.64	\$0.00	**0%
Bread Vendor	\$19,630.00	\$0.00	0%
Meats Vendor	\$3,098.25	\$0.00	0%
Broadline Vendor	\$240,808.34	\$6,570.24	2.73%
Produce Vendor(s)	\$32,098.44	\$1,604.92*	~5%*
TOTALS	\$347,848.67	\$8,175.16	<u>2.4% local</u>

Estimated SY16-17 Numbers Does not include fluid milk in this calculation*

Step 3) Create a Baseline (milk included)

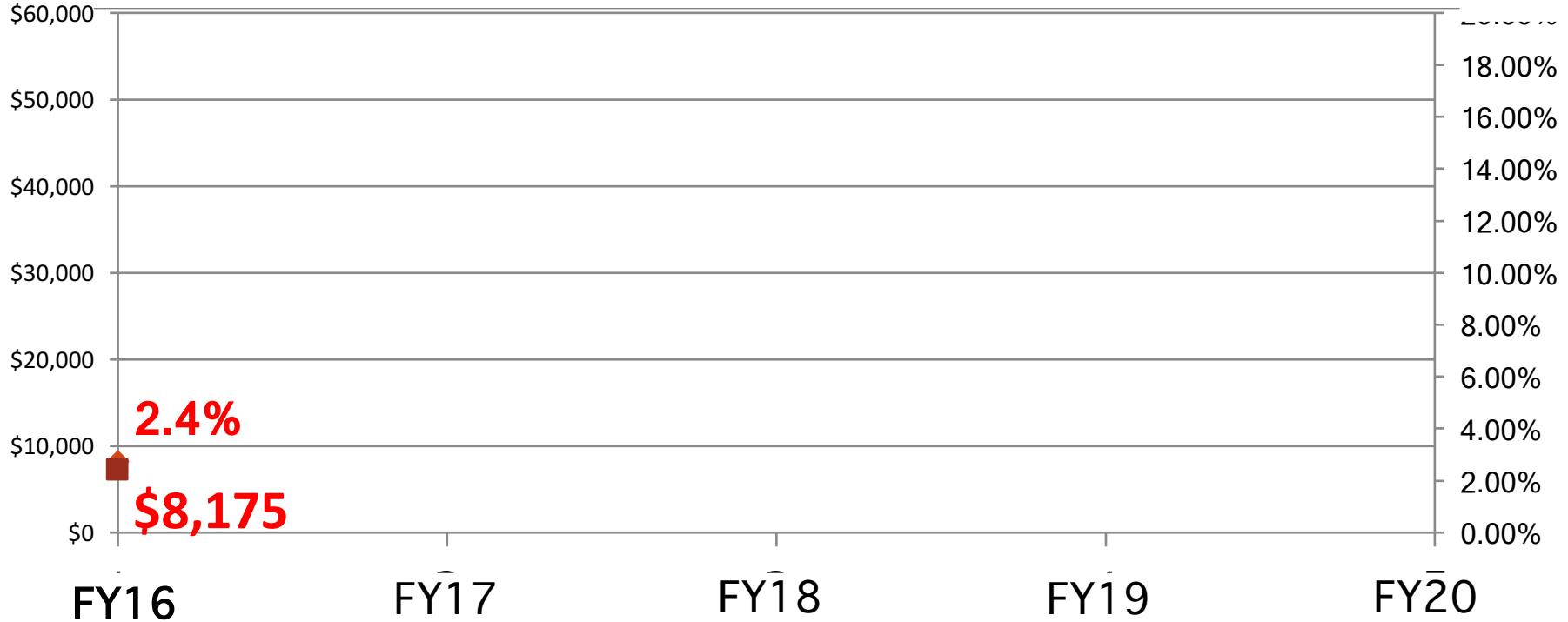
Vendor	Total Overall Sales (\$'s Spent)	Total Sales (<u>Local</u> \$'s Spent)	Percentage Local
Milk/Dairy Vendor (13-18%)*	\$52,213.64	\$50,000.00	96%
Bread Vendor	\$19,630.00	\$0.00	0%
Meats Vendor	\$3,098.25	\$0.00	0%
Broadline Vendor	\$240,808.34	\$6,570.24	2.73%
Produce Vendor(s)	\$32,098.44	\$1,604.92*	~5%*
TOTALS	\$347,848.67	\$58,175.16	<u>16.7% local</u>

***** Including milk skyrockets the amount of "local" to over 20%.**

FY17 Local Food Baseline

◆ \$'s Spent
■ Percentage

Total Local Dollars Spent and Percentage Local in FY16 (excluding milk)



Step 4) 3-Year Local Objective

At a Minimum, Increase Local Food Purchasing:

FY17: \$8,175 (2.4 % baseline estimate)

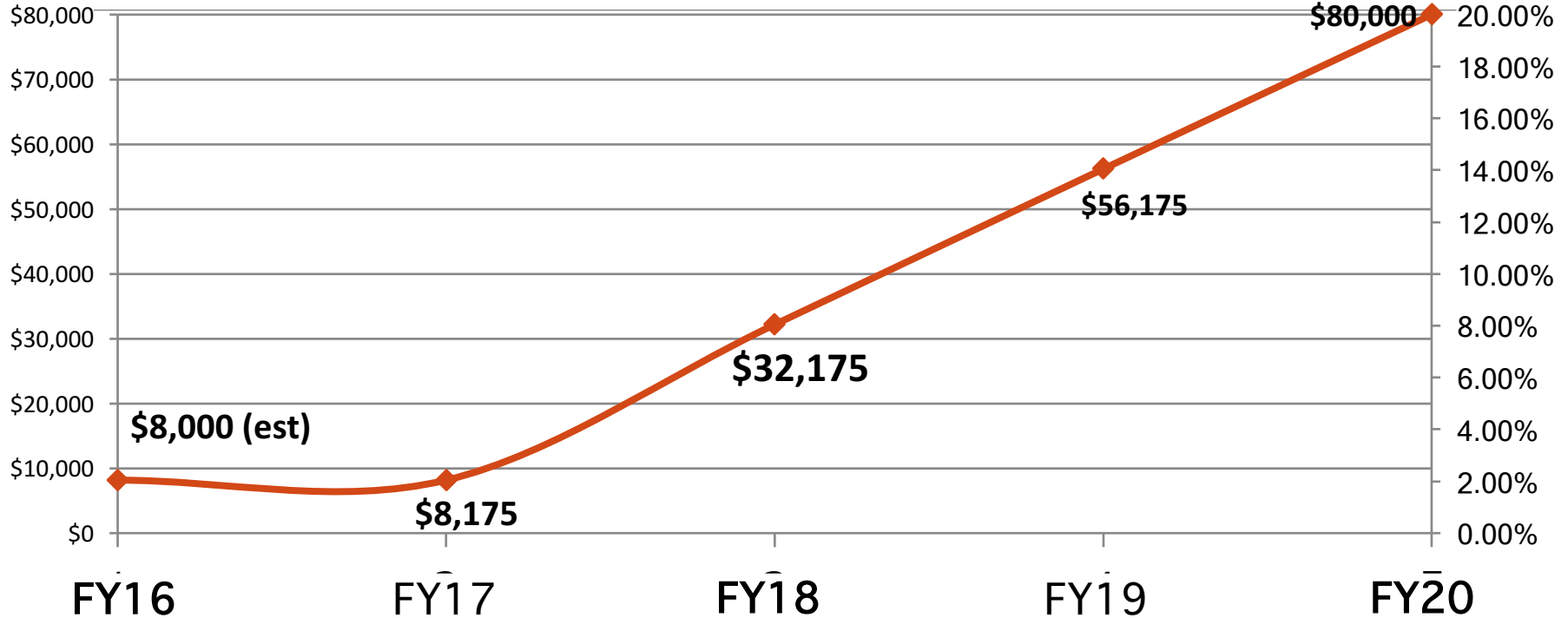
to

FY20: \$80,000 (20% incl. inflation & food costs)

*Average increase needed per year: \$24,000

Local Food Objectives through FY20

Minimum Increase in FY18, FY19, FY20; **\$24,000/Yr.**



Local Food Audit - FY18 Results

Vendor	Items	Total Dollars Spent in FY18	Total Dollars Spent on local/sustainable	Percent Local	
Thurstons	Broadline Distributor	\$ 229,244.46	\$ 4,401.49	2%	
Bimbo Bakeries	Bread	\$ 13,000.00	\$ -	0%	
Simos	Produce	\$ 38,825.06	\$ 3,882.51	10%	
Czajkowski	Produce	\$ 25,200.00	\$ 25,200.00	100%	
FB Foods	Local Applesauce	\$ 2,541.00	\$ 2,541.00	100%	
Arnold's Meats	Meat, Frz Veg., Apple Slices	\$ 30,200.00	\$ 12,400.12	41%	
		\$ 339,010.52	\$ 48,425.12	14.28%	<-- Without Milk
All Star	Milk/Dairy	\$ 37,447.62	\$ 57,642.35	100%	
		\$ 376,458.14	\$ 106,067.47	28.18%	<-- Includes Milk

Step 5) How? Identify Opportunities

Build partnerships with vendors and suppliers who have local/regional products available for wholesale purchasing, at a cost increase of no more than 5-10% above conventional.

Fresh Apples from Hadley, Slices from NY

\$319/week spent on apple slices

Potential increase of **\$11,000** this year alone!

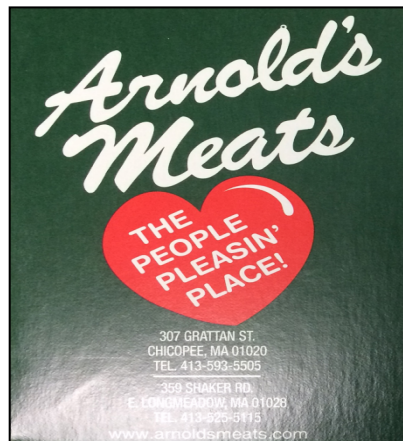


Arnold's Meats - Farm Fresh Burgers

Beef from VT and NY Farms

Mushrooms from Penn.

100% local product



From New England & New York Farms	Local Beef & Mushroom Patties		
<i>Arnold's</i> A+ <i>Meats</i>	NO GROWTH PROMOTANTS ADDED		
	LOCAL BEEF RAISED WITH:		
	✓ NO ANTIBIOTICS		
	✓ NO ADDED HORMONES		
	✓ NO ANIMAL BY-PRODUCTS		
		Ingredients: Beef, Mushrooms 	
Net Wt. 40OZ (2.5 LBS)	-KEEP FROZEN-		



Local Aggregator – Czajkowski Farms

\$40,000 (10%) spent on produce last year

\$10,000 on salad mix alone



NorthCoast Seafoods - Local Fish



More K-12 schools are now sourcing **local** and **underutilized fish** species to lessen our impact on diminishing populations of popular items AND support the local fishing economy.



Identifying Opportunities

Instant mashed potatoes – Opportunity to shift **\$1,500** to local, and save money as well!

Yogurt - switch to NY based **Upstate Farm** yogurt, **\$2,500** toward region

Local french fries – Cooking your own! **Joe Czajkowski, \$2,500**

Apples - Spent **\$5,000** on non-local red delicious apples. Many local farmers carry whole apples and Arnold's carries NY apple slices!

Applesauce --- A local apple sauce vendor, FB Foods, **\$1,000**

Step 6) Menu Integration

Combine Local/Regional with USDA Foods



Chicopee Public Schools Elementary Menu

LUNCH

The February Harvest of the Month is: BUTTERNUT SQUASH
Squash, maize (corn), and beans were staples of the Native American tribes in Massachusetts. The Iroquois called these three plants "Three Sisters" because they help each other grow.
Note: "Farm Fresh" menu items are locally-sourced!

	Wednesday	Thursday	Friday
31	1 Farm Fresh Egg Frittata Farm Fresh Butternut Squash Noodles w/ Parmesan Cheese Rye Bread Craisins Assorted Fruits	2 Spaghetti & Meatballs w/ Marinara Sauce Farm Fresh Carrot Sticks w/ Dip Garlic Bread Blueberries on a Cloud Assorted Fruits	3 Personal Pizza Garden Salad w/ Garbanzo Beans Candied Apples Assorted Fruits
7	8 Ham & Cheese Sandwich Minestrone Soup w/ Spinach & Farm Fresh Butternut Squash Cucumber Wedges	9 Chicopee Snack Pak Crackers w/ Cheese, Baby Carrots & Gold Fish Snack Farm Fresh Apple Slices	10 Big Daddy's Pepperoni Pizza Garden Salad Strawberry Shortcake

MA Farm to School's Harvest of the Month

Combine Local with USDA Foods



Chicopee Public Schools Elementary Menu

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<p>7 Ham & Cheese Sandwich 8 Minestrone Soup w/ Spinach & Farm Fresh Butternut Squash Cucumber Wedges</p>	<p>9 Chicopee Snack Pak Crackers w/ Cheese, Baby Carrots & Gold Fish Snack Farm Fresh Apple Slices</p>	<p>10 Big Daddy's Pepperoni Pizza Garden Salad Strawberry Shortcake</p>

MA Farm to School's Harvest of the Month



Instant Potatoes:
\$0.47/serv (4oz)

Local Mashed Potatoes
from Scratch:
\$0.09/serv (4oz)



**Don't Just Compare Ingredient Prices.
Compare Meal Costs**

Recipe: Local Shepherd's Pie

Product Specs						Recipe Cost				Single Portion Cost
Ingredient	Vendor	Pack Size	Pack Size (total oz)	Case Price	Price/oz	Batch portion	Batch portion (oz)	No. of batch portions (ct)	Single portion (oz)	Single portion ingredient price
Local Ground Beef/ Mushroom Blend	Arnold's Meats	5lb	80	\$16.25	\$0.20	60lb	960	288	3.33	\$0.68
Local Yellow Onions	Czajkowski	50lb	800	\$19.00	\$0.02	2lb	32	288	0.11	\$0.00
Local Red Bliss Potatoes+	Czajkowski	50lb	800	\$18.00	\$0.02	50lb	800	288	2.78	\$0.06
Frozen Corn	USDA/Gov	30lb	480	n/a	n/a	12.85lb	205.6	288	0.71	\$0.01
Cream Style Corn	Thurston Foods	6/10lb cans	636	\$29.47	\$0.05	6 cans	636	288	2.21	\$0.10
						TOTAL SINGLE PORTION PRICE				\$0.85

*Compare \$0.47 Per Portion Cost Of Instant Potatoes with \$0.06 Per Portion Cost of Local Potatoes



**Big E-Style
Baked Potato
Bar**
Potatoes & Fixins
\$0.41/portion



Nonlocal Chopped
Romaine Lettuce:
\$1.97/lb

Local Spring Mix
Lettuce: \$4.00/lb



**Don't Just Compare Ingredient Prices.
Compare Meal Costs**

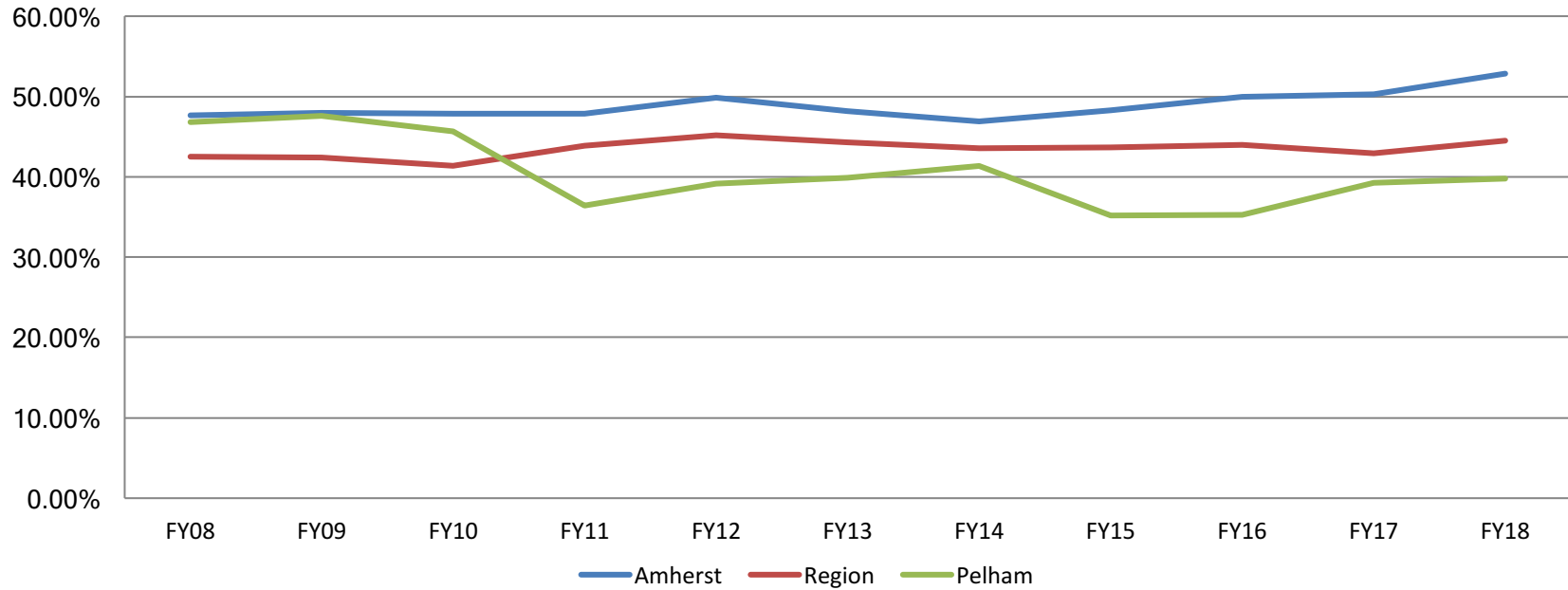
Recipe: Local Beef Tacos

Product Specs						Recipe Cost				Single Portion Cost
Ingredient	Vendor	Pack Size	Pack Size (total oz)	Case Price	Price/oz	Batch portion	Batch portion (oz)	No. of batch portions (ct)	Single portion (oz)	Single portion ingredient price
Local Ground Beef/ Mushroom Blend	Arnold's Meats	5lb	80	\$16.25	\$0.20	3.4oz raw	3.4	1	3.40	\$0.69
Local Lettuce (Little Leaf Farm)	Arnold's Meats	4lb	64	\$1600.00	\$0.25	0.75oz	0.75	1	0.75	\$0.19
FF Tomato	DOD Fresh	-	-	N/A	N/A	2oz	2	1	2	-
WG Taco Shells	Thurston Foods	200ct	n/a	\$10.60	\$0.05/ea	1ct	n/a	1	1ct	\$0.05
Shredded Cheddar	Thurston Foods	4/5lb	320	\$48.77	\$0.15	1oz	1	1	1.00	\$0.15
Salsa	USDA/Gov	6/10lb cans	594	n/a	n/a	2oz	2	1	2.00	\$0.01
Taco Seasoning	Thurston Foods	1/5lb	80	\$14.40	\$0.18	0.25oz	0.25	1	0.25	\$0.05
TOTAL SINGLE PORTION PRICE										\$1.14*

*Compare \$1.14 Per Portion Cost with Target Per Portion Cost of \$1.00-\$1.25

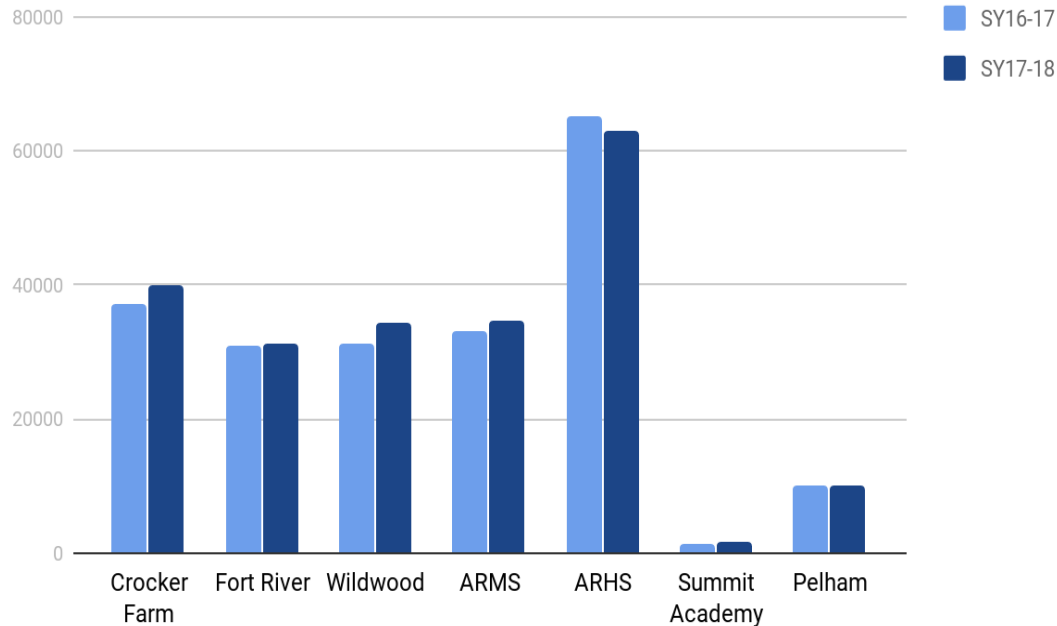
Program Goal Areas - Results

Lunch Participation



Program Goal Areas - Results

Lunch Counts by School



- ARPS Food Service **exceeded our 2% goal** for increasing lunch participation
- **All three districts increased** their lunch participation rates
- Increases occurred despite student attendance decreasing by 3%
- **We served more lunches with fewer kids!**

Grants - \$68,638

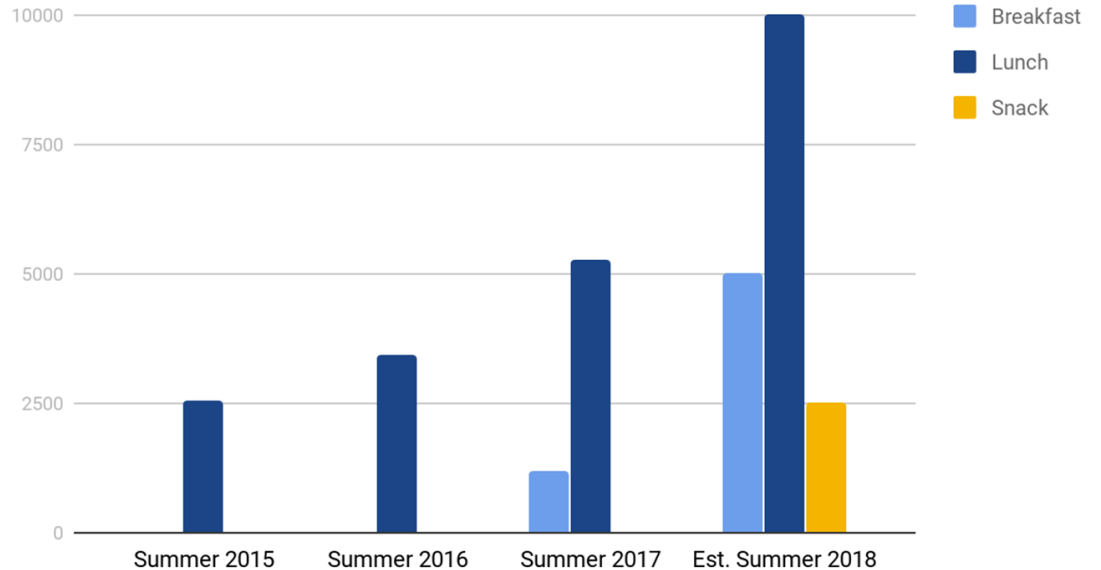
- Project Bread “Chefs in Schools” Program (\$26,000 value)
 - Gave us Chef Sam, will continue for FY19
- MySchoolBucks Grant (\$750)
- Department of Elementary and Secondary Education Summer EATS Grant (\$5,288)
- No Kid Hungry/Share Our Strength Summer Grant (\$5,000)
- Project Bread Summer EATS Grant (\$1,000)
- USDA Farm to School Planning Grant (\$30,600)
 - May lead to larger implementation grant
- **Total: \$68,638**

Expanded Summer Program

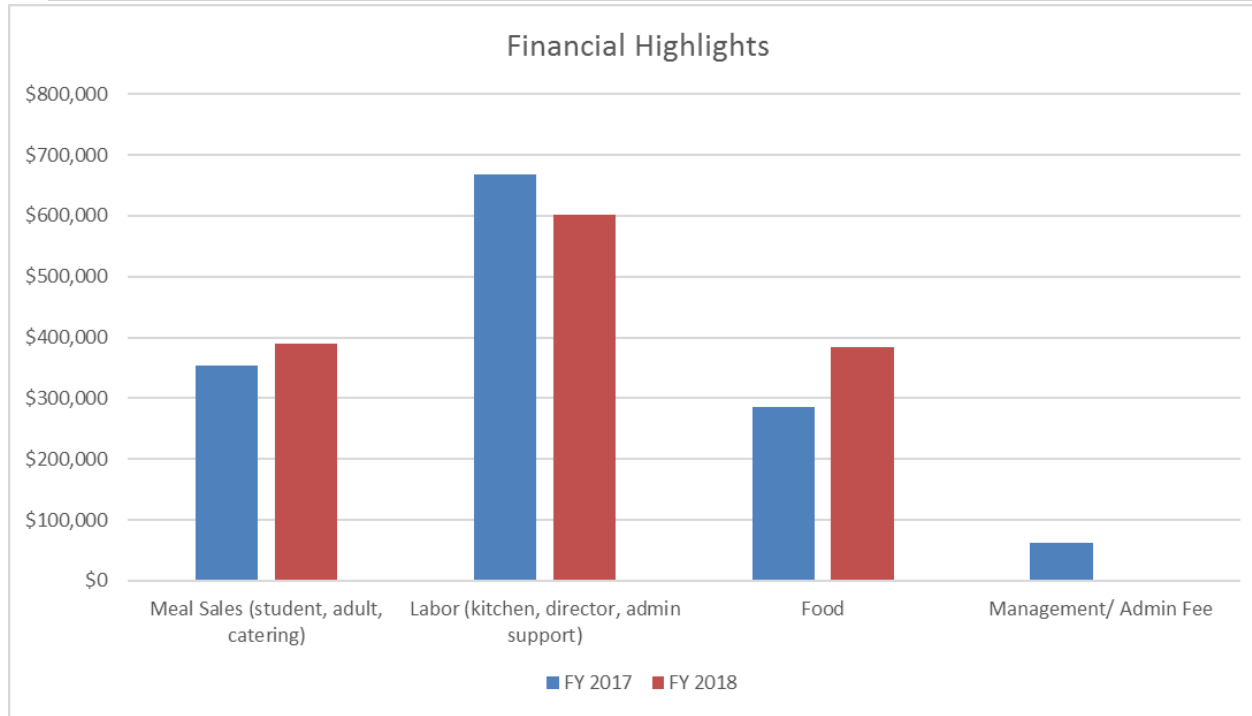
Sites

- High School
- Middle School
- Meadowbrook Apartments (Open)
- Summit Academy
- Fort River *new
- LSSE Sport Camps *new
- Jones Library *new (Open)

Summer Food Service Program



Financials



Food / Labor Percentage
FY17 - 30% / 70%
FY18 - 39% / 61%

System Revenues	FY17	FY18
Meal Sales (student, adult, catering)	\$353,134	\$390,241
Federal Reimbursements	\$529,792	\$545,425
State Reimbursements	\$13,856	\$14,278
Total	<u>\$896,782</u>	<u>\$949,944</u>
System Expenses	FY17	FY18
Labor (kitchen, director, admin support)	\$668,612	\$602,398
Food	\$285,509	\$384,348
Management/ Admin Fee	\$63,040	\$ - 0 -
Other (Technology, tax, equipment, office supplies)	\$103,996	\$117,446
Total	<u>\$1,121,157</u>	<u>\$1,104,192</u>
Surplus (Deficit)	(\$224,375)	(\$154,248)

Thank you!



Contact: Ryan Harb, Harb.Ryan@gmail.com

Equity in Food Services 2018

December 6, 2018

Amherst-Pelham Regional Schools

Ryan Harb, Jennifer Ortiz



OVERVIEW

- Congratulations
- Hiring statistics in comparison to 2017-2018
 - Progression towards District diversity goal

Changes to the hiring process

- Commitment to diversity
- Consistency
- Moving forward
- Assessment



CONGRATULATIONS

Amherst-Pelham Regional School District Rankings

- [Best Places to Teach in Massachusetts](#): 1 of 235
- [Best School Districts in Massachusetts](#): 9 of 218
- [Districts with the Best Teachers in Massachusetts](#): 24 of 238
- [See All Amherst-Pelham Regional School District Rankings](#)

*Niche ranks nearly 100,000 schools and districts based on statistics and millions of opinions from students and parents.



QUESTIONS/CONCERNS

(From the Process Review Committee)

- Commitment to diversity
 - Candidates
 - Committee members
- Consistency of practice and process across the district
 - Timeframes, committee membership etc., communication
- Mechanism to limit implicit bias is decision making process
 - Training, training and more training



GOAL: HIRE & RETAIN DIVERSE STAFF

	Food Service	Business Office	Maint/ Custodial	ARHS	ARMS	Amherst	Administrators
2017-2018	8 of 19 (42.1%)	1	14 of 47 (29.8%)	31 of 171 (18.1%)	24 of 91 (26.4%)	65 of 293 (22.2%) FR 16 of 99 (16.2%) WW 35 of 100 (35%) CF 14 of 94 (14.9%)	7.5 (28.8%)
2018-2019	8 of 21 (38.1%)	2	12 of 43 (27.9%)	43 of 172 (25.0%)	28 of 89 (31.5%)	67 of 286 (23.4%) FR 20 of 97 (20.6%) WW 29 of 93(31.2%) CF 18 of 96 (18.8%)	9 (36%)
% Change	0% (-4.0%)*	50%	(-1.9%)*	(6.9%)	(5.1%)	(1.2%)	(7.2%)*

*Current vacancies exist

Total new staff for 2018-2019 school year 33/103 (32%)



SCENARIO

Three candidates

- All have the same numbers of years of experience in education
- All have the same or similar qualifications
 - Master's degree from ivy league colleges
 - Worked in diverse environments
 - Candidates 1 & 2 moderate Spanish speakers
 - Candidate 3 is a native Spanish speaker
- Similar resumes

Question: Based on the cover letters who would you call in for an interview?



ANSWER: ALL OF THEM

Based on the NEW hiring practices, all are equally qualified therefore, ALL should be offered an opportunity to interview*



CHANGES TO PRACTICES

Review the language used in postings (do they exclude individuals)

Our Family Center works with individuals and families within our district and helps them apply for jobs when they become available.

Creating a paper application for applicants who do not have easy access to the internet or are intimidated to apply on SchoolSpring.

Policy to interview all individuals who identify as a person of color on their application

Having translators available for any interview when English isn't someone's first language; conducting some interviews in Spanish as opposed to English for food service workers.



ADDITIONAL BEST PRACTICES

Our district-wide training on anti-racism, equity, and diversity
All staff are paid to be present during Professional Development Days

Technology utilized for real-time translation for Spanish-speaking staff.
Spanish translators for all menus, recipes, e-mails, announcements, training manuals, etc. into Spanish.

- Prioritize the hiring of bilingual and diverse office staff; we have a person of color as new food service director
- Promote people of color internally into cafeteria management positions



COMMITMENT TO DIVERSITY

Committee Members

- Create a standing committee with core membership (Curriculum Coordinator, Director of Family Engagement, Director of Student Services, Human Resources etc.,)
- Diversify committee members to include other stakeholders (teachers, paraeducators, clerical, custodial, food service etc.)*

Candidates

- Deeper outreach to find Qualified applicants of color
 - Affinity groups
 - Additional advertising outside of SchoolSpring
 - Partner with local universities - UMASS, Mt. Holyoke, AIC
 - Amherst grown - Futures Pathway/Paradigm Shift



MOVING FORWARD

- Provide training for committee members including administration
 - Implicit bias in hiring - ARPS - admin week
 - Implicit Bias training Undoing Racism training with the People's Institute in October
 - Hiring for a Diverse Workforce training -DTWFC -tbd
 - November 6, professional development day
- Provide a task for all positions
 - Teacher - mock lesson
 - Cook - create a menu
 - Clerical - microsoft or google platforms

*Continued discussions during weekly meetings, throughout the school year



ASSESSMENT OF PROCESS

- Evaluations on the process completed by staff, parents/guardians
- Independent observer from Search committee to view implementation
- Continuous revisions as process is implemented
- Communication sent to all staff in the Fall regarding the process



FINAL REMINDER

The hiring process can be difficult to navigate. Therefore, whenever you are in doubt about the process, candidate, or licensure, **contact The Office of Diversity, Equity and Human Resources**. We are here to support you in your work.

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