

Sugar-Sweetened Beverage Community Advisory Board

Regular Meeting

February 8, 2021 ■ 6:30pm-8:30pm

Zoom Teleconference

Please click the link to join the teleconference: <https://us02web.zoom.us/j/84288286924>

Pursuant to the Governor's Executive Order N-29020, all members of Sugar-Sweetened Beverage Community Advisory Board as well as City staff will join the meeting via phone/video conference and no teleconference locations are required.

TO OBSERVE:

<https://us02web.zoom.us/j/84288286924>

Or iPhone one-tap :

US: +16699009128, 84288286924# or +12532158782,,84288286924#

Or Telephone:

Dial (for higher quality, dial a number based on your current location):

US: +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799 or +1 646 558 8656 or +1 301 715 8592
or +1 312 626 6799

Webinar ID: 842 8828 6924

International numbers available: <https://us02web.zoom.us/j/84288286924>

TO COMMENT:

1) To comment by Zoom video conference, you will be prompted to use the "Raise Your Hand" button to request to speak when Public Comment is being taken on the eligible Agenda item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

2) To comment by phone, you will be prompted to "Raise Your Hand" by pressing "* 9" to request to speak when Public Comment is being taken on the eligible Agenda Item. You will then be unmuted, during your turn, and allowed to make public comments. After the allotted time, you will then be re-muted.

ADDITIONAL INSTRUCTIONS:

1) Instructions on how to join a meeting by video conference is available at: <https://support.zoom.us/hc/en-us/articles/201362193%20-%20Joining-a-Meeting#>

2) Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663%20Joining-a-meeting-by-phone>

3) Instructions on how to "Raise Your Hand" is available at: <https://support.zoom.us/hc/en-us/articles/205566129-Raising-your-hand-In-a-webinar>

Public Comment:

The SSB Advisory Board welcomes you to its meetings and your interest is appreciated.

· If you wish to speak before the Board, please fill out a speaker card and hand it to the staff supporting the Board.

· If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.

· If you wish to speak on a matter on the agenda, please approach the Committee when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the SSB Board's jurisdiction may be addressed. Time limitations shall be at the discretion of the Chair.

In compliance with Oakland's policy for people with chemical allergies, please refrain from wearing strongly scented products to meetings. In compliance with the American Disabilities Act, if you need assistance to participate in the meetings for the Sugar-Sweetened Beverages Community Advisory Board, please contact the Human Services Department at 510-238-3088. Notification 48 hours prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. If you have questions regarding this agenda or related materials, please contact our office at the number above.

Sugar-Sweetened Beverage Community Advisory Board

AGENDA

1. Welcome and Call to Order
 - Roll Call, Introductions
 - Announcements
 - Agenda Review and Adoption
2. Open Forum
3. Adoption of Prior Meeting Minutes: January 11, 2021 Action
4. Update from the City Administrator's Office on the Measure HH Revenue Status Informational
5. Update from the Oakland Unified School District on its Central Kitchen Development Informational
6. Update from Colectivo on the Reducing SSB Campaign Informational
7. Board Updates Discussion
 - Committee Meetings Discussion
8. Administrative Update
9. Agenda Items for the Next Board Meeting Informational
10. Adjournment Action

Sugar-Sweetened Beverage Community Advisory Board

MINUTES TO BE APPROVED

Special Meeting (Retreat)

January 11, 2020 ■ 5pm-8:30pm

1. Welcome and Call to Order

- Roll Call, Introductions
- Announcements
- A special moment of silence and reflection on behalf of Sharon Robinson
- Agenda Review and Adoption

The Special Meeting was called to order at 5:14pm.

Board Members present: Pamela Alston, Justin Watkins, Raphael Breines, Julia Liou, Laurie Lawson, Dwayne Aikens, Michelle Wong, Ali Obad

During the introductions, Ali Obad gave some background on himself as the newest member. He is a West Oakland native, went to McClymond's High and has been providing access to food at his grocery store in East Oakland for many years. He truly believes in serving the community.

The Board took a few moments to honor and reflect on Sharon Robinson who passed away on Christmas Eve.

2. Open Forum

Lina Ghanem with Saba Grocers spoke briefly about their report on Cares Act funding and invited the Board to an upcoming event celebrating their work (virtually).

Discussion

Dan Ashbrook with SOS (Meals on Wheels) introduced himself and thanked the board for the community grant funding which allowed them to serve meals to more people which has been critical during the pandemic.

Discussion

Public Comment:

The SSB Advisory Board welcomes you to its meetings and your interest is appreciated.

· If you wish to speak before the Board, please fill out a speaker card and hand it to the staff supporting the Board.

· If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.

· If you wish to speak on a matter on the agenda, please approach the Committee when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the SSB Board's jurisdiction may be addressed. Time limitations shall be at the discretion of the Chair.

In compliance with Oakland's policy for people with chemical allergies, please refrain from wearing strongly scented products to meetings. In compliance with the American Disabilities Act, if you need assistance to participate in the meetings for the Sugar-Sweetened Beverages Community Advisory Board, please contact the Human Services Department at 510-238-3088. Notification 48 hours prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. If you have questions regarding this agenda or related materials, please contact our office at the number above.

Sugar-Sweetened Beverage Community Advisory Board

Kevin Kelly with the Oakland Lacrosse Club spoke about their work in District 5 and their expansion to Districts 6 and 7 and have increased youth participation by 12% from those neighborhoods. They were very excited to hear of continued funding that was approved in July and are very surprised to hear the funding may shift as they have already invested a portion of it. He wanted to advocate that this funding be preserved.

Discussion

Discussion/Action

Discussion

Atziri Rodriguez, Director of School-Based Health with Native American Health Center articulated a similar position, noting that her organization is seeing their clients suffering and in dire need of programming and access to food. NAHC was able to shift funding to provide food for the most vulnerable and also advocated that the organization's grant be preserved and not redirected.

Action

Action

Nakia Woods with the HOPE Collaborative also spoke about their shift to see that the young people they work with still have both programming and access to free food. They have served over 500 residents since the program started and she too hopes their funding can be preserved.

3. Adoption of Prior Meeting Minutes: December 14, 2020

The Minutes were adopted unanimously after some minor typos were identified.

4. Review and Reflection on 2020 and its successes and milestones

Joe DeVries opened the conversation reflecting on the challenges of 2020 including losing a beloved staff member but also noted the City's focus on food security has been a positive. Chairperson Liou shared that 2020 was disrupted but the Board was able to come back together in spite of the pandemic. She noted having a full Board is a great milestone since that has not always been the case. She also acknowledged the progress in marketing and the committee work.

Member Obad noted that with the pandemic hitting he was able to provide free and reduced cost food to many families in need which for him was gratifying to be able to help. Member Watkins also acknowledged the board being able to continue its work and provide some support to organizations as a positive reflection on the work. His observations on the reports from the grantees shows amazing work being done in the midst of challenging circumstances.

Member Lawson noted that even though she missed meeting people face to face, her Communications Committee was able to make progress with Colectivo thanks to Zoom and that work was gratifying and important. Member Alston concurred and noted that being able to continue the work with Colectivo was gratifying.

Sugar-Sweetened Beverage Community Advisory Board

Member Breines pointed out that the measure was from 2016 and this was a year of transition with several original board members leaving but the board has matured and is able to continue to do its work during that transition.

Joe DeVries asked the Board to also consider areas of improvement and Chairperson Liou noted that while many initiatives are underway, they took longer to get moving than she would have liked. Acknowledging the pandemic and its impacts, still would like to see the work move faster. Member Alston said she would like to see more visibility on the work and felt that is an area that needs improvement. Member Watkins pointed out the dissonance between what the Board has recommended and what the city actually did in terms of funding allocations. He notes the community has spoken up about supporting community based organizations and hopes the City Council will be more cognizant of the recommendations moving forward.

5. SWOT (Strengths, Weaknesses, Opportunities, and Threat) Analysis

The Group added their thoughts to the SWOT Analysis Worksheet that was provided ahead of the meeting (attached).

6. Board Goals and Objectives for 2021

Chairperson Liou asked Joe to share-screen the Board's Mission and Guiding Principles document (attached) and the Board took turns reading each part. She asked if any members had any additions or did the board just need to reaffirm these principles.

Member Aikens noted the principles are perfect and align well with the SWOT analysis they just completed. All of the members agreed with this sentiment and decided no changes are needed but the message needs to continue to be articulated to the City Council. Joe DeVries noted the specificity of calling out Dental Health in the principles and Member Alston noted how important dental disease is, as the most chronic childhood disease.

There were two Public Speakers on this item:

Lina Ghanem spoke as well and noted that dental health is a key contributor to absenteeism in school age children.

Atziri Rodriguez noted that at her clinic they have heard that student's routines have been disrupted and since they are doing distance learning, many are not brushing twice a day anymore and the impact is noticeable.

Sugar-Sweetened Beverage Community Advisory Board

Next the Board reviewed the Goals from last year and suggested new additions. The Chair suggested adding a goal of "Reinvesting in Community to invest in Health and Wellness."

In regard to the City Council, Member Aikens asked to add a goal that funding has an earmark that defines the type of things the money should fund (even though it remains in the General Fund).

Member Wong suggested a goal of adding "Capacity Building for the Community by connecting to organizations already focused on capacity building to align resources and add value to their work" to the work.

Member Obad asked about the goal of "Supporting Innovation" and what the thinking was around that goal. Chairperson Liou noted it was designed to recognize the community often has the wisdom to know what it needs and programs should support their creativity.

Member Obad noted that there needs to be better messaging because people do not know what has been done, people need to see the logo and associate it with positive efforts..

Member Lawson recommended updating the committee membership since the board is now full so the committee work can move forward.

The group identified some key actions to meet these goals:

Finalize a logo and conduct better storytelling in the community

Promote work through Social Media

Post info about stores that have healthy options on social media

Move forward with the Colectivo marketing plan

Develop better content for the City's website

Include testimonials and other publications about this work and its success

Strengthen relationship with Parks and Rec to increase impact and add accountability about how the majority of the funds are allocated

Next the Board discussed the committees that will help to reach those goals:

Communications, OPRYD, Research and Evaluation, Finance (which is folded now that regular finance updates are received monthly), and Health and Wellness. Member Aikens suggested a Strategic Partnerships Committee to work with other departments and outside groups that can further the mission.

There were two Public Speakers:

Sugar-Sweetened Beverage Community Advisory Board

Molly DeVinney noted that the City needs to tell the story better, she pointed out that the water stations that were installed in schools are extremely popular but no one knew they were funded by the SSB Tax.

Assata Olugbala asked about prioritized populations, she asked if that prioritization exists. Also, she noted any time a report is submitted, there needs to be an equity statement, so for example, if reporting on hydration stations, it would have an equity statement showing how those resources were distributed equitably.

7. Measure HH Revenue Status, City Budget, and Impact on SSB Projects

Joe DeVries reviewed the monthly revenue report and noted that revenue projections are stable but down from what was budgeted, with a current average of \$715,000 per month which would come out at \$8.85 million, less than the \$9.2 million projected but not a huge gap.

Member Breines asked if the month over month decline is typical and whether we should plan on that. Joe looked at FY19-20 and saw similar declines between July and the end of the calendar year. He did not know if this was a year-over-year drop or if it was impacted by the pandemic. However, these lower revenues would likely cause the next year projections to be lower.

Next, Joe DeVries provided an overview of the City's overall budget crisis, with a current \$62 million deficit and noted the city is taking drastic action including laying off temporary employees, freezing positions, and management taking unpaid leave. He noted that the carryforward funding the Board made allocations on could be in jeopardy. He asked that the Board provide some recommendations to the City on this funding.

The Board Members all agreed that the existing allocations be maintained, noting that they heard from some grantees that funding had already been spent and contracts were in process. The only caveat the Board offered was if an organization was not able to pivot their work due to the pandemic; in such a situation, they could support that funding be redirected.

After some discussion, Member Alston made a motion that the Board recommend the \$2 million in prior allocations be preserved and the motion passed unanimously. There was discussion about upcoming City Council meetings and the Chair urged all members to reach out to their Council office in support of keeping this funding intact. Joe DeVries advised he would update the Board as it became known when Council action might take place.

8. 2021 Calendar

Sugar-Sweetened Beverage Community Advisory Board

The group aligned members on the committees as follows:

Communications and Marketing: Lawson*, Alston, Beines, Obad

Health and Wellness: Alston, Watkins*, Wong, Liou

Strategic Partnerships: Breines, Hammock, Aikens*, Wong

*Signifies committee lead.

9. Agenda Items for the Next Board Meeting

In February, the Board will have: A Financial Update, a Colectivo update, a presentation from OUSD, and Committee Reports.

10. Adjournment

The meeting adjourned at 8:38pm.

SSBT Net Collection Summary (by month)

Fiscal Year	Month	Revenue	YTD
FY 2020-21	Jul-20	\$758,877.17	\$758,877.17
	Aug-20	\$744,944.77	\$1,503,821.94
	Sep-20	\$685,102.58	\$2,188,924.52
	Oct-20	\$671,450.09	\$2,860,374.61
	Nov-20	\$682,748.05	\$3,543,122.66
	Dec-20	\$601,600.47	\$4,144,723.13
	Jan-21	\$0.00	\$4,144,723.13
	Feb-21	\$0.00	\$4,144,723.13
	Mar-21	\$0.00	\$4,144,723.13
	Apr-21	\$0.00	\$4,144,723.13
	May-21	\$0.00	\$4,144,723.13
	Jun-21	\$0.00	\$4,144,723.13

SSBT Reconciliation

Reporting Month	July-20 Pmts	Aug-20 Pmts	Sep-20 Pmts	Oct-20 Pmts	Nov-20 Pmts	Dec-20 Pmts	Jan-21 Pmts	Feb-21 Pmts	Mar-21 Pmts	Apr-21 Pmts	May-21 Pmts	Jun-21 Pmts	Jul-21 Pmts (accrual)
Jul-2020		228,363.46	\$499,174.33	\$6,945.92	\$24,332.10	\$0.00	\$34.10	\$27.26					
Aug-2020		0.00	\$323,644.75	\$356,998.53	\$64,141.82	\$114.00	\$45.67						
Sep-2020				\$228,903.50	\$456,032.07	\$114.59	\$52.42						
Oct-2020					\$631,942.83	\$39,444.54	\$62.72						
Nov-2020						\$357,024.32	\$325,723.73						
Dec-2020								\$601,600.47					
Jan-2021													
Feb-2021													
Mar-2021													
Apr-2021													
May-2021													
Jun-2021													
Total ¹	\$0.00	\$228,363.46	\$822,819.08	\$592,847.95	\$1,176,448.82	\$396,697.45	\$325,918.64	\$601,627.73	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

¹ As shown in Oracle

Detail Balances (OAKLAND OPERATIONS) - 1.1030.08721.41522.1003817.IP59

Balance Type: Actual Currency Type: Total

Period	Currency	PTD	PTD Converted	YTD	YTD Converted
P01-21	USD	0.00		0.00	
P02-21	USD	(228,363.46)		(228,363.46)	
P03-21	USD	(822,819.08)		(1,051,182.54)	
P04-21	USD	(592,847.95)		(1,644,030.49)	
P05-21	USD	(1,176,448.82)		(2,820,479.31)	

Journals (OAKLAND OPERATIONS) - 1.1030.08721.41522.1003817.IP59.P07-21

Balance Type: Actual Currency Type: Total

Batch	Journal Entry	Source	Entered Currency	Line
POS SYSTEI	POS Deposit 04-Ja	POS SYS	USD	25
POS SYSTEI	POS Deposit 07-Ja	POS SYS	USD	4
POS SYSTEI	POS Deposit 13-Ja	POS SYS	USD	13
POS SYSTEI	POS Deposit 15-Ja	POS SYS	USD	15
POS SYSTEI	POS Deposit 28-Ja	POS SYS	USD	34



Executive Summary
Rethinking School Lunch Oakland

Oakland Unified School District
Nutrition Services & Wellness Education
Five-Year Strategic Plan



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students



**CENTER FOR
ECOLITERACY**

INTRODUCTION & BACKGROUND

During the 2010–2011 school year, a team of expert consultants commissioned by the Center for Ecoliteracy, in collaboration with Oakland Unified School District, conducted a [feasibility study](#) of the District’s Nutrition Services program. The purpose of this study, entitled “Rethinking School Lunch Oakland,” was to create a road map for the reform of school food in the District. The specific question to be answered was, “What would comprehensive reform of Nutrition Services look like in order to overcome systemic injustice and improve student health outcomes and academic performance?”

Using the Center for Ecoliteracy’s “Rethinking School Lunch” [planning framework](#), and inspired by former OUSD Superintendent Tony Smith’s belief that “school food reform is not separate from school reform, but is part of the basic work we have to do in order to correct systemic injustice, pursue equality, and give our children the best future possible,” a 5-year strategic plan was proposed to be implemented during the 2011-2016 school years. At that time, *in 2010-2011*, the key recommendations of the plan were:

Facilities (Projected Cost of \$25M)

- Build a 44,000-square foot central kitchen/commissary to receive, prepare, and deliver items to the District’s 97 other kitchens; including facilities for receiving, shipping, storage, food preparation, bulk staging, equipment, washing, waste treatment, training classrooms, and administrative offices
- Develop a 1.5-acre District Farm / Garden to be co-located with the central kitchen/commissary
- Create School-to-Community Kitchens, made available to the public year-round after the school day (including weekends and evenings) for purposes of hunger alleviation; vocational training; emergency preparation; Hospice support; cooking collectives; community food processing; rental space for local enterprises, etc.
- Remove, repair, or replace nonfunctional kitchen equipment; install new equipment; remodel as necessary; supply all school sites with sinks and dishwashers to allow for conversion to permanent five-compartment trays; and upgrade storage areas, floors, walls, and ceilings for 17 Cooking Kitchens, 14 School-Community Kitchens, and 58 Finishing Kitchens (numbers based on current OUSD sites)

Food & Health

- Develop 35 to 40 new seasonal, culturally relevant recipes per year
- Offer fresh local produce in every school, every day and increase scratch-cooking as new facilities permit
- Implement salad bars in every elementary school that does not currently offer them

Wellness Policy

- Convene quarterly meetings with the Oakland School Food Alliance and Nutrition Advisory Committee
- Convene food banks, farmers markets, and urban farming groups
- Increase and sustain the community’s support for funding and programming needs

Teaching and Learning

- Develop food and food-systems curricula aligned with national academic standards
- Select three showcase schools (elementary, middle, high) for cross-discipline professional development
- Establish an infrastructure for food-related high school internships

Dining Experience

- Train all nutrition staff on existing protocols and security procedures
- Provide training to principals as well, incorporating the importance of the adult presence in the lunchroom
- Instruct school principals receiving Fresh Fruit & Vegetable Program funds to implement recess before lunch
- Offer a mid-morning snack of fresh fruit to ensure students remain energized through lunchtime

Procurement

- Purchase 25% of produce from within the three-tier purchasing system developed by Nutrition Services in the first year; increase local purchasing to 35% in the second year
- Finalize draft of Guide for Local Vendors and investigate and implement contracts with local farmers

Waste Management

- Select custodians & other staff from schools currently recycling food waste to cross-train staff at other schools
- Eliminate or reduce purchase of food-related items most prevalent in the waste stream
- Purchase high-volume composters for the central kitchen and for school kitchens producing significant waste

Professional Development

- Offer five cooking classes (three hours each) annually for central kitchen and cooking school-site teams
- Expand classes to include teams from School-to-Community Kitchens as they become ready for cooking

Marketing and Communications

- Target eligible non-participating students & families through outreach, with a goal of 20% participation increase
- Conduct direct mail campaign, coordinated outreach with service organizations, and feedback programs
- Implement an ongoing taste-testing program that includes targeted sampling of scratch-made items

These recommendations were to be implemented with the building of the central kitchen/commissary. Though the Measure J bond issuance was approved in 2012, the construction of the central kitchen/commissary has just recently been completed during the 2020-2021 school year. In order to update the original strategic plan and recommendations, a second evaluation and assessment of the current program was solicited.

The information that follows is an executive summary of the *updated* assessment, community engagement, and recommendations focused into a comprehensive operational and strategic plan that will inform and direct programming and project implementation over the next 5 years (school years 2020-2025).

THE PROCESS: ASSESSMENT, ENGAGEMENT & RECOMMENDATIONS

The Center for Ecoliteracy and Oakland Unified School District commissioned an assessment by LA Fowler Consulting to benchmark Oakland Unified School District's Nutrition Services operations against industry standards and the Council of the Great City Schools. Using the information provided from the initial strategic plan commissioned by the Center for Ecoliteracy, the assessment netted strong recommendations to address challenges with participation, finances, service models, and operational execution, and to ultimately develop an implementation plan for the opening of the Center Kitchen and a comprehensive operational strategy.

A recommendation to include key community organization partners in the strategic planning process was critical to ensure voices were heard and to create a plan that was representative of all communities.

Methodology & Approach

- Program assessment completed in Fall 2019; the assessment reviewed and benchmarked current program operations and educational programming, and will be used to set guidelines and goals for the future
- Community/District Stakeholder meeting convened in January 2020 to set goals and objectives using an iterative process that allowed organization partners to prioritize core values and keys to operational success (below); second meeting scheduled for December 2020
- Development of operational implementation plan to meet priority objectives for fiscal success
- Detailed objectives to provide direction for the 11 Keys to Operational Success
- Development of the Center Implementation Plan, including the Education Center and Instructional Farm
- Development of the Financial Plan, including fundraising objectives

Core Values

In order to level set and establish a constructive and creative strategic planning process, a daylong session was held with District and community organization partners. They reviewed the current assessment details using a set of agreed upon rules of engagement and the following core values, which must be taken into consideration when building the strategic plan on behalf of students:

- Health Equity
- Student Health
- Nutritious Meals
- Local Focus
- Buying Power
- Health Knowledge
- Vital Partnerships
- Positive Experiences
- Role Models
- Sustainability
- Fiscal Responsibility

These values set the course of what is most critical when building the strategic intention statements and action steps for each Key to Operational Success.

The 11 Keys to Operational Success and Recommendations

The school food service industry has identified 11 key areas that are a “must,” or non-negotiable, to ensure ultimate success in operational programming. These key areas address how a well-operated program drives optimal outcomes and provides excellent service to students and the school community.

During the January 2020 convening, community organization partners then determined the districtwide objectives by priority and suggested activities to drive toward the desired outcome. Each of these objectives and priorities supports both current and future outcomes that our community organization partners believe will build a world-class program for the students of OUSD. The priorities, outlined below, are defined based on OUSD needs and are listed in order of prioritization as determined by the community organization partners. Next steps for each key to success include the development of goals, action items, task owners (using the RACI model), and timelines.

Key Priority #1: Professional Development

To demystify our food system, promote holistic wellness, invest in people working in all spaces at all levels, and build community. Recommendations:

- Improve District employee knowledge and understanding of the nutrition program
- Uplift our nutritional and custodial staff to improve morale
- Re-imagine the wellness champion role and other teacher-leader roles to align with the Center vision & mission

Key Priority #2: Teaching and Learning

To integrate Center programming with school sites' instructional goals/methods, offering ongoing support for schools' program development and vision, while integrating youth leadership and training into programs to emphasize the critical impact food has on learning. Recommendations:

- Infuse environment, food, and garden education into the teaching environments and curricula
- Implement faculty and staff professional development programs using existing structures
- Develop curriculums that teachers can and/or already use
- Eliminate barriers to teaching and learning, including the critical role of food in preparing students for learning
- Coordinate ambassadorships, promotions, and internships

Key Priority #3: Marketing and Communications

To build, promote, and sustain a student-driven, community-informed nutrition program that maximizes participation, engagement, access, and equity. Recommendations:

- Maximize participation (e.g., student feedback programs, student advisory council, and staff inclusion)
- Inspire engagement (e.g., PR and media strategic plan; community design and art/murals; partnerships)
- Increase access and equity, utilizing the Center for student-community programming & student-led farmers markets

Key Priority #4: Dining Experience

To provide a positive, inviting, and comfortable atmosphere that elevates the student-centered dining experience and promotes healthy habits and school food. Recommendations:

- Remove operational barriers to meal participation and consumption
- Focus on reflective environments/facilities that protect and nourish
- Execute a consistent, positive dining experience for students and staff
- Encourage a culture of positivity and effective routine

Key Priority #5: Leadership

To create transformative, all-inclusive leadership that meaningfully engages people across all constituencies in the development and implementation of The Center and inspires healthy lifestyle choices, teaching and learning opportunities, collective responsibility, and shared outcomes. Recommendations:

- Identify core leaders (based on equity and inclusion)
- Determine working groups with roles and responsibilities
- Design a governance/relationship structure based on existing decision-making processes (e.g., a governing board)
- Develop leadership plan for Nutrition Services core team
- Identify the different leadership groups and their roles and responsibilities (e.g., board, superintendent, nutrition)

Key Priority #6: Food Culture and Health

To build a comprehensive District environment that evokes diverse food cultures, focuses on modeling healthy eating habits, and integrates the community into the overall program. Recommendations:

- Provide training to all staff that models the District's ideals of food culture, health, and cultural competence
- Involve families, communities, and local guest chefs in the development of recipes and menus
- Build on current engagements using cafeterias as areas for education and dialogue, to expand tastes and allow for student input and leadership
- Address competitive outside foods on campuses

Key Priority #7: Environment

To create opportunities to thoughtfully consider safety and sustainability when making purchasing and execution decisions, especially as the largest contributor of food and waste to the District's waste stream.

Recommendations:

- Track and monitor all waste from the kitchen and cafeteria, and consequently adjust menu and recipes
- Ensure vendor packaging and shipping materials are as sustainable as possible, where budget allows
- Focus on environmental climate resiliency at the Center Instructional Farm
- Teach connections between food and climate
- Create a culture and climate of accountability and practice of personal, occupational, and food safety and at all times

Key Priority #8: Finances

To create a self-sustaining food service program that accomplishes District goals for students and community while returning administrative costs back to the District's General Fund. Recommendations:

- Increase student participation to match (at minimum) districts of similar size / population, thus increasing revenue
- Use the Center Kitchen facility and farm produce as revenue-generating enterprises for the program
- Improve operational efficiencies in staffing by benchmarking to industry staffing levels
- Make necessary initial investments in the Center, including marketing and branding, to meet participation goals
- Offer all available meal programs at all sites (e.g., Breakfast After the Bell, Snack, Supper, and Summer Meals, including alternative service sites and models)
- Improve financial reporting and budget structure to enable fiscal decision-making and adjustments in real-time

Key Priority #9: Procurement and Supply Chain

To supply fresh and culturally appropriate food and supplies for students; find opportunities to impact the local economy through purchasing and capacity-building within the community; and incorporate produce from school gardens and the Center Instructional Farm within the food service program. Recommendations:

- Review and update effective implementation of OUSD local vendor policy
- Identify opportunities to implement Good Food Purchasing Policy
- Build capacity for local distributors, farmers, and vendors within the program
- Implement an enterprise resource planning system (ERP), allowing for proper inventory-menu-ordering controls; spend tracking with vendors by item, manufacturer, and location; and improved forecasting

Key Priority #10: Community Engagement

To create a transparent program that is inclusive, seeks input, and delivers on outcomes that are relevant to key community organization partners. Recommendations:

- Work collaboratively and effectively with local community organizations
- Build parent, student, school, and community advisory committees by region and neighborhood
- Host events open to the community at the Center
- Market nutrition program to community by sharing activities, hosting tastings, and facilitating public classes
- Tie environment, food, and garden curriculum and programming into all areas of education

Key Priority #11: Facilities

To create a program that aligns the Center Kitchen facility operations to school dining spaces, education, and farm promotion, while ensuring fresh high-quality foods are producible within every school-based kitchen.

Recommendations:

- Manage onsite farm, monitoring and measuring education, promotion, and engagement impact on community
- Ensure that new bond expenditures on kitchens and dining spaces align and compliment the capacity and capabilities of the Center Kitchen
- Provide a full needs assessments on all schools, allowing the District to move towards more onsite food preparation and commit to the necessary facility improvements

Introduction to the Strategic Operations Plan

In this strategic operations plan, the 11 Keys to Operational Success are segmented into the following focus areas:

1. The Center Kitchen, Education Center, Instructional Farm, and Garden Operations
2. Districtwide Environment, Food, and Garden Education Programming
3. School-Site Nutrition Services Operations (Staffing, Training, Production, and Compliance)
4. Driving Participation & Engagement (Marketing, Communications, Student Dining Experience, and Community)
5. Finances (Operating a Fiscally Responsible Program)

1. THE CENTER KITCHEN, EDUCATION CENTER, INSTRUCTIONAL FARM, AND GARDEN OPERATIONS

Operational Actions	Relevant Keys to Success
<p>Step 1:</p> <ul style="list-style-type: none"> ● Implement enterprise resource planning system (ERP), Titan. This system will handle inventory, warehouse controls, production/menu planning, distribution/logistics, product data, cost analysis, meal counting and accountability, claims, sales, and accounts. No such system exists in the current operation which operates blindly to all expenses and causes slow cash flow from claims due to the time it takes to process data. (In Progress) ● Training and implementation support to be provided by Titan. This requires significant data entry and additional support to properly install and implement the system. ● District IT department to be engaged in the implementation of this system. System implementation requires a data link to integrate the existing student information. Student data to include personal info, free/reduced status, site, location, grade, etc. 	<p>Marketing & Comms. Finances Procurement & Supply Chain</p>
<p>Step 2:</p> <ul style="list-style-type: none"> ● Onboarding of all staff (administrative, production, warehouse, logistics, and distribution teams) including training on equipment, safety, SOPs, and HACCP at the Center ● Training to be provided by manufacturers 	<p>Professional Development Environment</p>
<p>Step 3:</p> <ul style="list-style-type: none"> ● Menu development ● Production planning and schedules ● Pilot site selection ● Employee and student engagement ● Creation of districtwide communication plan – brand Launch internal/external 	<p>Marketing & Comms Dining Experience Food Culture & Health Community Engagement</p>
<p>Step 4:</p> <ul style="list-style-type: none"> ● Site based rollout of ERP system ● Site based employee training – ERP, brand standards, production, and cooking ● Introduction of uniforms, safety shoes, and continued safety training 	<p>Professional Development Marketing & Comms. Dining Experience Environment Finances Facilities</p>
<p>Step 5:</p> <ul style="list-style-type: none"> ● Education, program, and curriculum assessment and asset mapping ● Identification of key educational programmatic partnerships ● School Site Garden Assessments for program alignment and ● Center Instructional Farm and Garden Assessment ● Development of Environment, Food, and Garden Education collaboration for academic gaps and cafeteria-to-classroom connections ● Development of 3-5 year aligned program implementation plan by Spring 2021 	<p>Professional Development Teaching & Learning Leadership Food Culture & Health Finances Community Engagement Facilities</p>
<p>Step 6:</p> <ul style="list-style-type: none"> ● Finalize Strategic Plan ● Center Pilot – Grand Opening 	<p>Marketing & Comms Dining Experience Leadership Community Engagement</p>

The Opening of the Center Kitchen

OUSD is committed to the opening of the Center Kitchen facility. A comprehensive opening plan is in process. The opening of the Center is critical and requires a step-by-step implementation approach, including process flow maps, execution timelines, piloting schedules, communication plans, and training schedules.

While delays have resulted in a pushed schedule due to building access, organizational restructure, and Covid-19 response, a comprehensive 12-month plan (originally based on a July 1, 2020 kickoff) is still in progress.

Estimated Timeline for Central Kitchen - Fully Operational by September 2021

On Track ■ In Progress ■ Behind ■ Scheduled ■

MONTH 1	MONTH 2	MONTH 3	MONTH 4
Approve staffing	Hire key positions	Complete CK system roll out	Site-based staff training
Begin system data entry	Train CK staff/admin	Pilot menu and production plan	CK grand opening
Develop cycle menus and begin plan for Vendor Food Fair	Develop marketing (including student, parent, and employee engagement) and comms. plans	Continue CK production staff training	Continue implementation of marketing and comms. plans including Student Advisory Council
Develop community engagement plans	Begin community engagement	Continue community engagement	Begin installation of dining brands at pilot sites
Begin funder engagement	Continue funder engagement	Continue funder engagement	Plan first round of site-based dining brand grand openings
MONTH 5	MONTH 6	MONTH 7	MONTH 8
Track and evaluate project outcomes to date	Track and evaluate project outcomes to date	Engage Winter pilot sites	Begin Winter brand installs
Adjust to operational costs and challenges	Adjust to operational costs and challenges	Track and evaluate project outcomes to date	Begin SY 21-22 menu planning
Focus on program execution at all sites	Focus on program execution at all sites	Adjust to operational costs and challenges	Track and evaluate project outcomes to date Continue implementation of marketing and comms. plans
	Conduct Vendor Food Fair and first bi-annual student satisfaction survey	Focus on program execution at all sites	Adjust to operational costs and challenges Analyze student survey results
	Assessment procurement program	Begin preparation for Winter service incl. menu adjustments	Focus on program execution at all sites
MONTH 9	MONTH 10	MONTH 11	MONTH 12
Track and evaluate project outcomes to date	Track and evaluate project outcomes to date	Engage Spring pilot sites for brand installations	Begin Spring brand installs
Adjust to operational costs and challenges	Adjust to operational costs and challenges	Plan Summer menu/production	Focus on Spring break meal service program execution
Focus on program execution at all sites	Focus on program execution at all sites (including Summer)	Conduct Spring training for all staff	Conduct grand opening of Spring dining brand sites
Conduct grand opening of Winter dining brand sites	Conduct Vendor Food Fair	Track and evaluate project outcomes to date	Engage SY 21-22 dining brand pilot sites
Continue community engagement initiatives and begin feedback planning for next SY	Prepare for Spring Break service	Adjust to operational costs and challenges	Issue second bi-annual student satisfaction survey
Plan Spring training for all staff	Prepare for student satisfaction survey	Focus on program execution at all sites	

2. DISTRICTWIDE ENVIRONMENT, FOOD, AND GARDEN EDUCATION PROGRAMMING

The OUSD Health & Wellness Unit out of the Community Schools and Student Services Department (in collaboration with the Academics and Instructional Innovation Department, Linked Learning Department, Nutrition Services and a host of community partners) works to facilitate environment, food, and garden education programming, policies, practices and systems in all OUSD schools. The following all play a role in current environmental, food, and garden education in our schools:

Wellness Policy and Wellness Council - The policy covers areas that include healthy food; physical education; health education; a safe and positive school climate; healthcare and social services; protecting the environment; and more. The policy is currently undergoing a revision rooted in racial equity and justice. The District Wellness Council oversees this work.

Wellness Champion Program - Now in its 11th year, this program supports schools in making a culture shift at their site around health and wellness through site-based Wellness Champions and a Wellness Council, helping the Wellness Policy come to life at each of our school sites.

School Learning Gardens - Learning gardens exist at over 75% of school sites and are supported by the District Garden and Nutrition Coordinator and community partners.

Garden Council - The Garden Council (an integrated team with representatives from the Health & Wellness Department and the Facilities, Construction, and Buildings and Grounds Departments), oversees and supports site-based garden projects to ensure alignment with District policies and to ensure projects can be supported and sustained. Several systems are in place to support garden systems, including a Maintenance Plan for School Gardens, garden improvement, compost / mulch / plant order forms, and a tool lending library. The District Garden and Nutrition Coordinator owns this work.

Garden Stewards - Every school appoints a Garden Liaison that oversees and maintains the garden and builds capacity for teaching and learning in the garden. Depending on each school's context, the Garden Liaison may be a school-funded Garden Educator, a stipend Garden Steward (a Wellness Champion role), or a FoodCorps or Climate Corps member.

FoodCorps and Climate Corps - FoodCorps and Climate Corps Members work in approximately 20 OUSD schools. They support environment, food, and garden education, bringing their unique programming frame, curricula, and expertise.

Science Teacher Leaders (STLs) - Every school site appoints a STL to support science teaching and learning at the site. STLs coordinate distribution of the hands-on curricula, run professional learning for staff, and organize community events.

FOSS Curriculum - FOSS (Full Optic Science Systems) is the school District's adopted science curriculum for grades K-8. FOSS is a Next Generation Science Standards (NGSS)-aligned curriculum grounded in hands-on inquiry. The curriculum fully embeds environmental and outdoor learning.

Environmental and Climate Change Literacy (ECCL) - Spurred by student activism, the School Board passed the Environmental and Climate Change Literacy Policy in the spring of 2019. A working group has been leading community workshops, building partnerships with local organizers and organizations, exploring curriculum, writing grants and uplifting and sharing ECCL-related work on school sites.

Oakland Goes Outdoors (OGO) - OGO aims to provide Oakland youth with greater opportunities to access nature and the outdoors. The program initially focused on middle school students, but is now expanding to serve all students in OUSD.

Linked Learning - Bringing together college-prep academics, technical education, work-based learning, and support services, Linked Learning helps prepare students for success in college, career and life. Several pathways in the District focus on environmental, sustainability and culinary industries.

Community Partners - Many local partners in Oakland partner with OUSD to implement related programming, steward gardens and increase access to healthy food for our students and families.

While not an exhaustive list, these programs showcase OUSD's ongoing efforts to support environmental, food, and garden education. In addition to these centralized supports, historic and current work at each of our schools offer profound examples and best practices for educational programming at The Center. Integrating existing work and innovative new learning opportunities will help fulfill the vision of The Center as a hub for the entire OUSD community to access healthy and local food, sustainability in action, and place-based education.

Advancing Center Instructional Farm, Garden, and Education Programming

During the 2020-2021 school year, the programming team at The Center (in partnership with Big Green, Oakland-based community organizations, and other local partners) will focus on:

- Engaging in a districtwide **asset mapping** of existing staffing, curricula, programming, and partnerships related to environment, food, and garden education
- Holding **community partner engagements** to surface best practices and challenges related to environment, food, and garden education and gather input on opportunities and possibilities for The Center
- Conducting a **districtwide assessment** of learning gardens and systems
- Assessing **status, potential, and possibilities** of the Center Instructional Farm, Garden, and Outdoor Space
- Streamlining and aligning **methodological and tactical approaches** used across the District to unify efforts, leverage partner strengths, and create consistency among all cafeterias, gardens, and outdoor learning spaces
- Identifying **large anchor partner(s) and funder(s)** to support programming and expansion

Development of a 3-year Strategic Plan for All Educational Programming

The work above will result in the development of a 3-year Strategic Plan for Educational Programming at The Center, to be completed by April 2021. The strategic plan will include:

- Results of the Asset Mapping, Engagements, and Assessments
- Mission and Vision
- Programmatic Offerings with Implementation Timeline
- Core Curricula and Partners
- Evaluation and Impact Measures
- Staffing Structure
- Budget

The 2021-2022 school year will focus on expanding established District programming; creating partnerships to expand programming and systems further; aligning the work to the strategic plan; and piloting and evaluating student, staff, and community programming at The Center. It must be recognized that the District currently does not have operational funding to launch these activities. A joint fundraising plan is in development for OUSD, in collaboration with the Center for Ecoliteracy and Big Green, to create this world-class opportunity. The intention is to create a self-sustaining program that is linked with the Nutrition Services program once it is operating efficiently.

Center Instructional Farm & Garden Education Implementation Budget

Budget recommendations of \$2.4 million include:

- Staff Salary & Benefits
- Program and Land (farm and garden) Infrastructure Assessments
- Teacher and Student Stipends & Program Costs
- Programming and Management of Classrooms, Instructional Garden, Greenhouse, and Instructional Farm
- Tools, Supplies, and Other Materials
- Transportation for Student and Community-Based Activities at The Center

3. SCHOOL-SITE NUTRITION SERVICES OPERATIONS (STAFFING, TRAINING, PRODUCTION, AND COMPLIANCE)

Currently, many OUSD food service employees report feeling disconnected from the District's mission, and are oftentimes a forgotten segment of the support the District offers its students. To create a team whose members are motivated and connected, many objectives must be identified and addressed. Aside from the District setting expectations, conducting evaluations, and providing constructive feedback, employees want to belong to a greater cause. Unfortunately, although many school districts' leadership teams perceive food service as a "must-have" function, most do not place targeted focus or intentional emphasis on the program. As a result, food service workers are often not invited to school-site/building staff meetings; are seldom asked to support major building initiatives (when they are not in conflict with meal service times); and are often forgotten during school spirit days. Nutrition staff often do not have an opportunity to share the "latest and greatest in Nutrition Services" with school-site/building staff or parents. These feelings were discussed by the OUSD Nutrition Services team during our community stakeholder discussions. Nutrition staff regularly do not feel treated as professionals by their peers who work alongside them in the school buildings. To improve climate and cultural morale among staff, the following actions are recommended:

- **Employees receive uniforms** that visually validate them as food service professionals and identify the cafeteria manager as the team lead. Logo uniforms give staff another reason to take pride in their work. Safety shoes should also be provided as food service is one of the largest worker's compensation groups for the District.
- **A staff advisory committee** formed for the purposes of soliciting and applying useful feedback to operational changes and programming. When employees realize their feedback is not only desired but also implemented, they genuinely buy-in to the improvement efforts being made within the department, which in turn saves a considerable amount of time during program implementation processes.
- **A student advisory council** formed for the purposes of soliciting and applying useful feedback to improve the dining experience, operational execution, and educational programming. When students realize their feedback is not only desired but also considered extremely necessary, they genuinely buy-in to the program itself as well as the efforts being made to improve their experience; this engagement, in turn, drives satisfaction, participation, engagement, and program innovation. This will be implemented as a large-scale item for the District as a whole, with each school having its own student ambassadors that funnel information to the larger council.
- **Mandated training for employees** including an all-staff back-to-school training on new processes and procedures. This should be conducted in an all-inclusive environment where all in attendance hear the same message, can review and provide feedback, and can be held accountable to the same standards moving forward.
- **Communications tools** including newsletters, social media posts, an updated OUSD Nutrition Services website, and daily announcements for principals about the menus and healthy sound bites from the Nutrition staff.
- **Food Service 101** learning course as a part of school administrators' professional development schedule during their regularly scheduled back-to-school preparation seminars and trainings (at minimum, the presentation could consist of a 15-minute introduction of the Nutrition team, what's new in the program year, and/or how teachers and staff can help influence students to make healthier choices).
- **Greater collaboration between the nutrition and wellness teams** for each site, where the dining manager conducts regular touchbase checkpoints to ensure alignment on nutrition education outcomes.
- **Employee evaluations and discipline** (which are not currently being conducted within the department due to staffing shortages at the administrative level) leaves employees to assume they are performing well, even if their performance does not actually meet expectations. Every employee deserves to be celebrated when they perform well or excel above and beyond expectations. Employees failing to perform job tasks require feedback, discipline, or termination if necessary. Failure to perform these critical evaluation tasks holds the school administration (and students!) hostage to a poorly performing program.
- **The creation of dashboards and sharing of evaluation metrics** with nutrition service employees and school principals to ensure everyone is aligned to the outcomes. Although the program coordinator should be the issuer of the evaluation, Principals should be included in the evaluation process, to promote their awareness of actual food service competencies and outcomes.

4. DRIVING PARTICIPATION & ENGAGEMENT

(MARKETING, COMMUNICATIONS, THE STUDENT DINING EXPERIENCE, AND COMMUNITY)

Increasing program participation *always* begins with student engagement. Students must remain at the center of nutrition-related decision-making – their support and input are necessary for the creation of the program that serves them and meets their needs and desires. Below is an overview of the recommended student engagement activities that will drive insights, innovation, and student satisfaction:

TYPES OF STUDENT ENGAGEMENT ACTIVITIES	INSIGHTS	COMMUNICATION	CUSTOMER SERVICE	PROMOTIONS
	Focus Groups	Digital	Initiatives & Standards	Incentives
	<p><i>Small, equitably represented groups with guided discussion and notetaking. Qualitative outcomes. Can be conducted with or without food/a tasting.</i></p>	<p><i>External:</i> OUSD NS Website School Websites Digital Screens in Schools Email Marketing (e.g., e-newsletters)</p> <p><i>In-Café:</i> Digital Menu Boards</p>	<p><i>Develop new or refresh existing program(s) that encourages regular student-staff verbal engagement/interaction</i></p>	<p><i>Contests</i> <i>Coupons</i> <i>Loyalty Programs</i> <i>Giveaways</i></p>
	Surveys	Social Media	Core Competencies	In-Café Sampling
	<p><i>Web-based and/or paper. Qualitative & quantitative. Larger sample size. Can be taken anywhere (e.g. at POS, school, home, etc.)</i></p>	<p><i>Instagram</i> <i>Twitter</i> <i>YouTube</i> <i>Snapchat</i> <i>Facebook</i></p>	<p><i>Soft Skills (e.g., attentiveness, patience, personalized service, and positivity)</i> <i>Product Knowledge</i> <i>Time Management</i></p> <p><i>Customer Service mantras/mottos</i></p> <p><i>Uniforms with engaging messaging (e.g., buttons, hats, aprons, etc.)</i></p>	<p><i>New Items (e.g., Day Before, Same Day, Try Tomorrow's Breakfast at Lunch Today)</i></p> <p><i>Can be conducted on the serving line and/or away from the serving line/outside the cafeteria</i></p> <p><i>Also opportunity for qualitative & quantitative feedback</i></p>
	Food Fairs	Print		Menu Promotions
	<p><i>Wide student representation. High-level food-based feedback. Vendor engagement.</i></p>	<p><i>Menus</i> <i>Posters and Banners</i> <i>POS Cards</i> <i>Flyers</i> <i>Table Tents</i> <i>Newsletters</i></p>		<p><i>Special Events</i> <i>Holidays</i> <i>Seasonal Celebrations</i> <i>Nutrition Education</i> <i>Culinary Industry Trends</i> <i>Local Trends</i></p>
	Taste Tests	Other		Partnerships
	<p><i>Small groups. In-depth food-based feedback. Highly qualitative.</i></p>	<p><i>PA Announcements</i></p>		<p><i>Athletics, Clubs, Student Council</i></p>
	Advisory Council			
	<p><i>Small group. Highly qualitative. High consistency over time (same respondents for a specified duration of time)</i></p>			

Dining Environment and Menus

In order to move the District to a freshly-produced menu with more local, less processed, student-approved, and high-quality foods, an assessment was completed of each school kitchen facility. Schools were segmented into four service model groups. Each service model group of schools was assessed for cooking capabilities and equipment needs. Bond Measure Y for \$735 million was approved in November 2020 that included resources for equipment and site upgrades needed to execute this area of the strategic plan.

- **Group One: 25 Cooking Sites** - No equipment or investments needed to execute fresh menu innovation.
- **Group Two: 14 Hybrid Sites** - Some cooking possible but not enough to offer a full menu; full service is possible as equipment is onsite. These sites will provide bulk service but items will be prepared at the CK and finished onsite.
- **Group Three: 18 Investment Sites** - These sites require some investments in either equipment, power, or change in footprint to allow bulk service and only bulk warming will be possible.
- **Group Four: 17 Remaining Pre-Pack Sites** - These sites have no ability to add equipment or change service models and will remain pre-packaged food sites; foods to be produced locally to lower the amount of processed foods served.

Promotions, Merchandising, Branding, and Communications

In order to create excitement around menu innovation, promotion must be a key focus area to both students and parents. The recommendation is to add \$40,000 per year to the nutrition budget to implement the creative elements that will engage students' attention and reflect what our students are seeing and responding to in retail environments within the marketplace. This includes appealing recipes and visual promotional materials such as:

- Creative, customizable point-of-service communication materials, such as:
 - Posters in a variety of sizes, made available in ample quantities
 - Quarter-cards for distribution near POS
 - Flyers for posting and for distribution
 - Promotional sampling signage
- Promotion implementation guides for staff (e.g., calendar and instructions)
- Written PA scripts to be read over school intercoms
- Decal clings for sneeze guards, where applicable
- Email marketing campaigns for students, parents, principals & staff
- Social media content for relevant platforms



Effective Food Merchandising and the Customer Experience

- Increased speed of service by making food accessible and easy to identify
- Visual food presentation consistency across all schools, promoting equity
- Increased student participation due to increased customer satisfaction
- Increased competitive advantage by replicating the retail environment students demand outside of school



Merchandising Standards and Staff Training

- Hands-on interactive exercises with food and smallwares
- Web-based learning module with knowledge tests
- Training materials in multiple languages
- Planograms and build diagrams
- Do's and don'ts/how-to guides
- Menu signage templates
- Food garnish standards for all four service models
- Promotion of food brand names and promotional materials on the service line
- Assessment of current packaging for sandwiches, wraps, salads, and grab & go items



Standards should be implemented for all applicable meal programs and all service models including Breakfast After the Bell, lunch, snack, supper, summer meals, and a la carte snacks. Standards will focus heavily on service flow and sequencing; vessels and utensils; replenishment & build down techniques; menu signage; display plates; customizable flavor stations; and sampling standards.

Dining Environment Branding

Today's students expect a dining environment that shows preference towards the lifestyles they live, who they are, and who they hope to become. The look and feel of a dining space are critical components of the student dining experience. In response to student insights and market trends, we worked with *Dentsu McGarry Bowen* (who offered their services on a pro-bono basis) to create an OUSD student-informed, student-approved dining brand that brings a unique look and personality to our cafeterias, education programs, and community identity through imagery and thematic graphic treatments.



The physical dining brand installation elements may include self-adhering wall posters, vinyl murals, hanging mobiles, hanging directional signage, sneeze guard clings, decals, and a menu sign template. The brand should be developed with both efficiency of time and cost effectiveness in mind. Some installations will require new paint on walls; others will not. Some before and after examples of potential dining brand elements are shown below:



Installation Process

Typically, districtwide installations are conducted in a phased approach – a set number of schools installed concurrently, usually in waves of 10-20. Before the first phase is conducted, 2-3 pilot schools are selected as test installs. The test pilots allow us to conduct site layout / blueprint assessments, evaluate hardware selections, and analyze student and staff feedback. Upon revision and approval of all materials and processes in the test pilot phase, larger groups of schools are then selected for future installation phases.



Examples of Dining Brand Installations in Other Districts

Before



After



Communications Planning

It is in the Center's best interest to develop and execute against an annually updated, comprehensive, strategic communications plan that targets all constituents and supports the operation. The plan must consistently implement internal and external communication strategies and tactics that inform, engage, and educate all community organization partners and local stakeholders, while building advocacy for the brand through effective content strategy, distribution, tracking, and evaluation/measurement.

Target Audiences



Types of Communications



Examples of Relevant Communications Content

- Success Storytelling (e.g. best practices, innovation)
- Case Studies and White Papers
- Constituent Testimonials
- Relationship Building and Community Connection

Internal Communications Recommendations (in alignment with OUSD Communications Department)

- Develop an annual internal communications plan to drive awareness and employee advocacy
- Develop, refine, execute, and oversee content development for all existing vehicles for internal communications, including but not limited to public-facing newsletters and advertisements, employee communications tools, and targeted messaging campaigns
- Develop branded, public-facing communications tools, templates, collateral, presentations, and talking points
- Conduct educational video conferences and events for OUSD staff at all levels

External Communications Recommendations (in alignment with OUSD Communications Department)

- Update department website update (copy and design)
- Deploy text message and email opt-in informational campaign for students, parents/guardians, and internal and external community partners and execute on predetermined digital content calendar
- Redesign program logo, tagline, and brand guide (in progress with marketing partner, Dentsu Mcgarrybowen)
- Develop and disseminate calendarized community e-newsletters and community programming updates
- Create public-facing announcement for launch of The Center and new branding at school sites
- Develop external distribution lists by target audience type, to include personal information (name, e-mail address, phone number, relevant school site(s), phone number, etc.)

Community Engagement

The Center seeks to create a transparent program that is inclusive, seeks input, and delivers on outcomes that are relevant and valuable to the communities it serves. Our goal is to strengthen partnerships and implement outreach programs that enrich the lives of OUSD students, families, neighborhoods, and the greater Oakland community.

Recommendations include:

- Form an advisory board and advisory committee with community, student, and parent representation
- Review list of existing partners and activity (outcomes and school sites impacted), assessing all aspects of the partnership for mutual efficacy
- Develop an annual strategic community engagement plan, based on active partnerships, objectives, outcomes, and future goals
- Continue to work collaboratively with community organizations, meeting regularly and maintaining strong connections, especially those in the West Oakland community, which is home to The Center!
- Commit to integrating relevant community partners into planning processes earlier and in meaningful ways
- Coordinate quarterly or annual strategic planning meeting with all existing and confirmed future partners
- Attend community council meetings in all regions and formally present to the councils, when permitted/invited
- Create region-specific parent/guardian outreach plans
- Attend, support, and/or contribute to events hosted by local community partners
- Host events open to the community at the Center
- Host free and/or paid nutrition and garden classes at the Center
- Ensure Nutrition Services dining program, education programs, and community partnerships curriculum and objectives are interconnected with relevant community concerns and goals



5. FINANCES

(OPERATING A FISCALLY RESPONSIBLE PROGRAM)

Managing the finances of a nutrition program requires knowledge of key industry metrics which include costs per meal (food, supplies, labor); student participation rates (by meal part, by site, by service type); revenue per meal; fund balances by program type; expenses as a percentage of total costs; and revenue. These metrics allow for effective program decision-making. Identifying opportunities for improving OUSD finances required the following recommendations to the budget department: revisions of the current process in which information is input, reported, and allocated; the need for more transparency and accuracy in the budget process; and the installation of an enterprise resource system for the department. This will improve the tracking of purchases; inventory; labor by location and allocation to program; meal accountability at sites; and revenue by site and program type. Additionally, participation increase opportunities by site were identified along with what type of implementation (e.g., branding, marketing, communication, engagement, menu, service model, access) were provided in detail for the strategic plan. These increases support the District's food service fund in becoming self-sufficient and allows for an administration resource allocation back to the general fund within a 3-year period.

Recommendations Based on Fiscal Analysis to Reach Cost Neutrality by 2023:

- **Increased revenue by driving 19% participation growth** (breakfast, lunch, supper) over the next 3 years. Participation growth entails site-by-site growth plans, menu upgrades, marketing & branding, and educational programming. The following table* estimates potential revenue based on 3-year participation growth:

Description of Revenue	FY19 Final	FY 20	FY21	Change in NSLP Revenue Reimbursement Due to Increase in Meals Served			
				5% Increase	7% Increase	9% Increase	Breakeven (19% Increase)
Current Food Service Revenue	\$17,447,801	\$18,532,970	\$19,088,959	\$19,785,315	\$20,063,857	\$20,342,399	\$21,735,110
Sugar Tax (highly restricted)			\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
RRMA (highly restricted for one position)			\$107,059	\$107,059	\$107,059	\$107,059	\$107,059
Philanthropy (fundraising/grants/gifts)	N/A	N/A	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000
Total Revenue	\$17,447,801	\$18,532,970	\$20,372,018	\$20,992,450	\$21,346,916	\$21,625,458	\$23,018,169

*All information is based on pre-Covid-19 service projections; some data may have changed

- **5% decrease in supply cost** through reduction in paper costs due to fewer meals being pre-packaged
- **10-12% decrease in waste, inventory loss, and loss of reimbursable meals** through the introduction and use of the Titan ERP system to track and use what is available, while addressing potential shrink or theft (waste in the food service industry averages 3-5%; it is estimated that between the loss in reimbursable meals and poor control systems, OUSD is operating at approximately 10-12% waste)
- **Improved tracking and approval of expenses and purchasing practices** by identifying cost issues early so adjustments can be made (for example, an apple purchased in September is \$0.14; however, in January, when resources run low and NY apples become available, your apple cost may grow to \$0.42; thus, you would remove apples from the menu. Without the Titan ERP system, we would not have this level of visibility in purchasing and costs to make quick adjustments, and we would continue to purchase a \$0.42 apple)
 - o Improved food quality through the Introduction of Good Food Purchasing Program benchmarking – currently OUSD has a GFPP Policy, used to guide local & sustainable purchasing to ensure the highest food quality items for students
- **Improved timeliness of claims to increase cash flow**, thus preventing the General Fund from carrying the department all year, allowing funds to be used elsewhere due to the installation of Titan Point of Sale System
- **Increased labor efficiencies** through the tracking of meals per labor hour to meet industry standards, adjustments to remove labor from sites that do not support the need for full meal service (requiring a modified, no-labor service alternative), and the identification of sites that need additional support with service changes

- **No recommended reductions in food cost**, as it is imperative that increased quality, freshness, and investments in items students want to eat (along with wellness education promoting healthy choices) are necessary to increase participation
- **Recommended program improvements and investments** for strategic plan implementation through fundraising, philanthropy, and increased revenue:
 - o Employee Uniforms and Safety Shoes – \$100,000
 - o School-based Equipment for Bulk Meal Service – \$400,000
 - o Smallwares and Dining Brand Installations – \$770,000* (does not include painting, as is relevant to each site)
 - o Replacement Trucks – \$160,000
 - o Center Farm and Garden Education Implementation – \$2.4 Million

The Center Kitchen and the Food Service Fund

The Center Kitchen should not be considered an opportunity to bring Food Service Fund to breakeven. Its initial investments in utilities, building operation costs, and staffing add more complexity and increased financial obligation to a system that is currently inefficient and operating at a negative balance. Nutrition Services cannot cut its way out of this deficit; it can only grow its way out. These investments are meant to support that necessary growth, while finding and correcting the inefficiencies. Any additional cuts to food services will continue to push the department further into the General Fund. These services are federally mandated, creating a situation where minimum resources are required to provide the service, but quality and execution suffer and drives revenue down.

Additional Revenue Opportunities

In addition to the learning opportunities, OUSD has the opportunity to utilize the Education Center and leverage the down time of the Center kitchen as a revenue generation tool to support the operational costs of the facility. Recommendations for additional revenue sources are:

1. Vend pre-packaged/bulk meals to charter schools and nearby school districts (for the sale of pre-packaged/bulk meals)
2. Vend meals to other city sister agencies such as the park district, Meals on Wheels, and local food banks
3. Community economic development (e.g. sale of produce to small community stores that are in food deserts)

These possibilities within the next 3-5 years should not take precedence over ensuring that the District’s food service program is operating at an optimal level, efficiently and maximized internally. Attempting to focus on this area before food services is efficient may impact the District’s ability to execute to high levels of success.

Strategic Timeline



ACKNOWLEDGEMENTS

The following parties were instrumental in providing information, gathering data, vetting information, presenting data, and hosting meetings and/or engagement activities to support the building of the strategic plan:

Oakland Unified School District Leadership Team

Michelle Oppen, Wellness Coordinator
Cassaundra Reed, Nutrition Services Coordinator
Carmelita Reyes, Senior Director of Strategic Initiatives and Project Manager
Irene Reynolds, Executive Director of Nutrition Services
Curtiss Sarikey, Chief of Staff
Alan Stannish-Rivera, Central Kitchen Coordinator
Preston Thomas, Chief Systems and Services Officer

Center for Ecoliteracy

Karen Brown, Creative Director
Adam Kesselman, Executive Director
Alexa Norstad, Director of Programs
Jessica Simonson, Project Coordinator

The 2018-19 Center Project Committee Members

Alternier Cook, Chair of the Friends of the Hoover Library, Neighbor
Cesar Escalante, Community Liaison, Hoover Elementary
Annette Miller, Hoover Resident Action Council
Wanda Stewart, Hoover Elementary Hawks' Victory Garden and Common Vision
Renia Webb, Community Policing Advisory Board and Hoover Resident Action Council

LA Fowler Consulting, LLC

Leslie Fowler

14 Caliber Consulting, LLC

Keziah Calmese

January 2020 Strategic Planning Meeting Attendees

Nina Arrocena, Mandela Partners	David Isenberg, OUSD Culinary - Bunche Academy
Ray Bermudez, OUSD Community Engagement	Grey Kolevzon, Growing Together
Alex Boskovich, Alameda Co. Food Bank	Sarah Pipping, OUSD STEM Environmental Literature
Lukas Brekke-Miesner, Oakland Kids First	Darian Rodriguez Heyman, Numi
Tighe Brown, Big Green	Rachel Richman, Alameda County ALL IN
Nancy Deming, OUSD Sustainability Manager	Kat Romo OUSD, Wellness/Food Corps
Sarahy Dominguez, Hope Collaborative	Mary Schriener, OUSD Teacher & School Gardens
Mariela Donis, Share Our Strength	Ciara Segura, Mandela Partners
Elizabeth Esparza, Hope Collaborative	Wanda Stewart, Hoover Hawk's Garden/Common Vision
Katie Ettman, SPUR	Marc Tafolla, OUSD Communications
Phil Hicks, Big Green	Brenda Touhy, STEM
Jumoke Hinton-Hodge, OUSD Board Member	Jenny Wang, ACDPH - Nutrition Services
Cristina Gonzalez-Maddux, Big Green	Lydia Yamaguchi, OUSD Wellness

RESOURCES

Reports referenced are sources for industry standard metrics or processes used to compare data.

- [ICN E-Learning Portal](#)
- [RACI Model](#)
- [Council of the Great City Schools Operations Report, 2017-18](#)
- [4 Ways to Keep Foodservice Relevant for Gen Z, June 2017](#)
- [Difference Between Porter's Five Forces and SWOT Analysis, June 2017](#)
- [Millennials Dine Out Around 5 Times a Week, New Study Says, July 2017](#)
- [Institute for Child Nutrition, Practical Solutions for Financial Management Success in Child Nutrition, 2019](#)
- [Gen Z Consumers Want Healthier, More Convenient Food, February 2019](#)
- [Generation Z Food Trends and Eating Habits, November 2019](#)

APPENDIX

- [RSL Oakland Feasibility Study, 2011](#)
- [RSL Oakland Planning Framework, 2011](#)
- [Project Planning, December 2019](#)
- [Strategic Planning Meeting, January 2020](#)
- [Recommended Organizational Chart, February 2020](#)
- [Job Descriptions for Key Roles, February 2020](#)
- [Center for Ecoliteracy "Rethinking School Lunch" Logic Model, March 2020](#)
- [Student Engagement Findings, March 2020](#)
- [Updated Organizational Chart, October 2020](#)

Reducing SSBs Awareness Campaign

Concept Testing: Preliminary Research Findings

City of Oakland Board Meeting
February 8, 2021



Online Survey Overview

Online Survey Goals:

Uncover preliminary insights into SSB consumption habits and gain directional feedback on creative campaign concepts

SURVEY MONKEY SURVEY STRUCTURE

~100

Respondents

OAKLAND

Residents Only

18+

Years Old

2 SECTIONS

A&U | Creative Impact

Attitudes and Usage

47% Drink SSBs 1 - 5x/week

40% Have consumed fruit juice or soda in the past week

57% Are conscious about choosing beverages that are healthy and nutritious

60% Believe that water is the best option for hydration

65% Consuming too much sugar is bad for their health



Creative Impact

Based on the respondents answers to the attitudes and usage section of the survey, they were shown a series of randomized ads. (12 total ads were developed)

We asked each respondent to rate the ads on a scale of 1-5 based on creative impact and whether they inspired behavior change.

Preliminary Creative Insights

- Ads with **strong visuals** and **less words** performed favorably
- Ads with a **clear call to action** strongly motivate behavior change
- Social media slang may not be **universally understood**
- **Provocative** images sparked the strongest reaction



What's Next



Focus groups with SSB Partners
/ Community Members

Final concept selection



Make final creative adjustments

Create assets for use on
individual channels



Work with City of Oakland
communications and media
vendors for placement
(outdoor; web; social media)

What's Outstanding

Budget Reconciliation

- Colectivo 2020 contract is complete, reconciling remaining development hours

Media Recommendation

- Colectivo is working to understand the media costs associated with outdoor campaign activation
 - Free placement available for digital billboards on 580/Bay Bridge and 880/ Coliseum
 - Identifying the recommended budget for neighborhood placements

Digital Activation

- Colectivo is working to understand guidelines and protocols for digital activations
 - Website development
 - Social media channel governance



colectivo

Contact Us:

kimberly@teamcolectivo.com

darren@teamcolectivo.com

diana@teamcolectivo.com

Sugar Tax SWOT Analysis: All members of the advisory board are encouraged to identify a city that has implemented a program similar to the Oakland Sugar Tax Advisory Board and evaluate the program by doing a comparison analysis. [Here](#) is a link to an analysis by the Urban Institute that contains links to several localities that have Sugar Sweetened Beverage taxes that you can explore to see what other cities have done. After evaluating the other programs list in your opinion, the Oakland Advisory program strengths, weaknesses, opportunity for improvement, and threats. This will allow the Oakland Sugar Sweetened Beverage Community Advisory Board to plan efficiently while undergoing an unprecedented public health crisis.

	Strengths	Weakness	Opportunities	Threats
Ali Obad	Recommendations are strong and should be taken seriously.	Decline in revenue, people are making purchases elsewhere, people are still drinking SSBs.	Continue to promote healthy living with children—there is plenty of work to be done!	
Pamela S Alston	Have Vision and Guiding Principles which will help us if/when we need to make changes to what we support We have four clear funding priorities	Effort to pass, we went with a general tax (50% +1 versus a Special tax (66.7% needed) This made it easier to pass but left the money vulnerable		
Julia Liou	Board is committed to seeing the tenor of the measure fulfilled. The community is a trusted source we can work with Connection between food and	Marketing—without it the measure could be repealed due to public disinformation	Strengthen the relationship with the Council Members Work with Colectivo to raise the success stories to the forefront.	Industry is releasing studies/research that shifts blame for diet related disease to individual choice and lack of physical activity.

	health and our incoming leadership seeing that connection—Go Kamala!			Industry associating itself with healing/healthy initiatives to distance themselves from their role. In PA the tax was repealed—people thought it was ineffective due to poor marketing.
Laurie S Lawson	If people by more there would be more revenue (not a positive for the cause)		Promote more SSB resources—a lot of families need a healthier choice: give them a healthy alternative during this pandemic	Budget cuts—City deficit will impact our grantees
Justin Watkins	Having a full, diverse board is great.	Connection to City Council decision making process	New members of City Council provide opportunity to strengthen that relationship and preserve the intention of the funding. Tax payer/voter intent was that more would be allocated to the cause of promoting a reduction in SSB consumption.	Budget deficit is the biggest threat and preserving the support to community partners is crucial.

Raphael Breines	Measure in place, full diverse board, media campaign moving forward, healthy neighborhoods aspect/CBO initiatives	Frustrating to do work and not see those recommendations come to fruition due to external factors (dissidence in recommendations/council)	Tap into community leadership/high profile people that can advocate for the work Policy advocacy Make a stronger connection with OPRYD since so many of the funds go to them—solidify relationship Logo, SWAG, if funding	Funding—the decline in funding is the biggest threat. Not having the recommendations heard by Council
Michael Hammock				
Michelle Wong	<ul style="list-style-type: none"> • SSB Advisory Board: Dedicated committee • Knowledgeable experienced City staff • Strong community partners • It exists!- legislation passed • Sustained source of funding • Broad scope and scale- ability to impact downstream health consequences by funding upstream programs and infrastructure 	<ul style="list-style-type: none"> • Less resources than other places like San Francisco • Misalignment with City Council • Hard year because of COVID • Is it better to spread money around or concentrate in a few deliberate places? 	<ul style="list-style-type: none"> • Learn from other localities about what works/doesn't • Partner with city council • Refresh vision statement and how to strategically prioritize funding • Document success stories and feed to media • Engage community/youth voice in speaking to value of SSB work to community and to council 	<ul style="list-style-type: none"> • Threat to SSB Committee- not work with council and recommendations not taken. • Threat overall- community voice does not feel represented and there is questioning of the SSB tax • Oaklanders don't see tangible evidence of their tax dollars

Dwayne Aikens Jr.	Diversity of Board in profession, lived experience, gender, etc.	Many in the community don't know who we are, what we do. Need more marketing and presence	Outreach to different communities, youth groups, schools, churches Add to Oakland homepage in an easy to understand manner Ensure our funding is distributed using an equity lens, reprioritize distribution (in light of pandemic) equitably	Covid-19 On line sales—cheaper to buy on Amazon
Molly	Seattle used SSB money to give families food vouchers, tough fight but successful. Explore more research of other cities.			