

Successes, Key Strategies and Recommendations

The D.C. Public School Experience in Rolling Out the Afterschool Meal Program at 100 Schools



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A report by D.C. Hunger Solutions



D.C. Hunger Solutions

Ending hunger in the nation's capital

About D.C. Hunger Solutions

D.C. Hunger Solutions, founded in 2002 as an initiative of the Food Research and Action Center (FRAC), works to create a hunger-free community and improve the nutrition, health, economic security, and well-being of low-income people in the District of Columbia. To learn more about D.C. Hunger Solutions, visit www.dchunger.org.

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Executive Summary

Under the Healthy, Hunger-Free Kids Act of 2010, all states can participate in the Afterschool Meal Program. Prior to the passage of this Act, only Washington, DC, and 13 states were authorized to implement this important federal program. The Afterschool Meal Program provides federal funding to qualifying educational and enrichment programs that operate during the school year to serve meals and snacks to children and teens, ages 18 and under.

Overview of this Report

This report overviews the remarkable success of the D.C. Public Schools' (DCPS) implementation of the Afterschool Meal Program—the most expansive roll-out of any large urban public school system in the nation—and highlights participation rates, logistics, successes, winning strategies, and recommendations. Along with providing concrete recommendations to DCPS on improving its Afterschool Meal Program, D.C. Hunger Solutions (an initiative of the Food Research and Action Center) hopes that this report can serve as a guide for other school districts interested in implementing the Afterschool Meal Program.

Key Strategies for Success

The following key strategies helped fuel the tremendous success of DCPS in bringing afterschool meals to 9,240 students on average each day during the 2010–2011 school year and are vital to the future operating success of the Afterschool Meal Program.

As such, DCPS should continue to:

- Cultivate a strong partnership between the Office of Food and Nutrition Services (charged with the administration of the Afterschool Meals Program) and the Out-of-School Time Office (charged with the administration of school-based afterschool programs)
- Foster a positive relationship within each school between the on-site school food service staff and the on-site afterschool program staff
- Communicate with stakeholders through e-newsletters and surveys and conduct trainings to ensure smooth program operations
- Provide educational and enrichment programming for school athletes so they can participate in the Afterschool Meal Program

Recommendation to Strengthen the Afterschool Meals Program

Even with the tremendous success of the year one roll out, there is still room for the program to grow and improve. Recommendations to strengthen the current program include the following:

Grow the program by:

- Drawing more students into afterschool programs by promoting the availability of a full meal
- Reaching more students in afterschool programs with meals (In the 2010-2011 school year, the program reached 9 of 10 students with a meal)



- Exploring opportunities to serve meals during the weekends and holidays during the school year
- Determining if serving afterschool meals and snack would be helpful to students and feasible for afterschool staff
- Sponsoring non-DCPS afterschool programs based at D.C. Department Parks and Recreation centers or community-based organizations so that these smaller afterschool programs can provide meals

Improve program operations by:

- Focusing on accountability systems
- Taking additional steps to increase communication between the Office of Food and Nutrition Services and the Out-Of-School Time Office—both at the District and school levels
- Improving process for afterschool program staff to get food managers certification
- Considering implementation of Offer versus Serve (OVS) to reduce plate waste
- Ensuring that schools have appropriate and secure storage equipment for the afterschool meals
- Using older students to assist afterschool coordinators with Afterschool Meal Program tasks

Continue efforts to improve the appeal and nutrition quality of the meals by:

- Working to improve the appeal of meals
- Collecting student feedback on the meals served

Conclusion

By prioritizing the need to feed children and teens healthy food afterschool, D.C. Public Schools was able to bring the Afterschool Meal Program to all eligible schools and feed 9,240 students on average each day during the 2010–2011 school year. The Afterschool Meal Program brought in approximately \$4.9 million in federal funds, which helped support the overall financial health of the school's food service department. Afterschool program participation increased by 7 percent over the previous school year, with an average of 702 additional students attending afterschool programs each day. DCPS reported that this increase was attributable in part to the serving of suppers.



Introduction

The Afterschool Meal Program



The Afterschool Meal Program provides federal funding for meals and snacks served to children and teens (ages 18 and under) attending afterschool educational or enrichment programs located in low-income areas. Federal funding is available to serve meals and snacks at programs operating after school and on weekends and school holidays during the regular school year. Programs can be operated by schools, public agencies (e.g., parks and recreation departments), and non-profits. To qualify for federal funds under the Afterschool Meal

Program, afterschool programs must be located in a low-income area where 50 percent or more of the students in the local elementary, middle, or high school qualify for free or reduced-price school meals.

Once the afterschool program does so qualify, all children in that program are eligible—there is no requirement to collect information on children’s household income. All of the meals are reimbursed at a flat rate per child per meal. An afterschool program that is serving meals to 50 children could receive about \$24,900 per year in federal nutrition funds. Serving a snack in addition to a meal increases the funding to more than \$31,700 per year. (Calculations are based upon 2011–2012 reimbursement rates and assume 180 days of participation.)

The Afterschool Meal Program helps afterschool programs:

- Provide vital nutrition to students who might not receive an adequate evening meal
- Draw children and teens into programs that keep them safe and engaged, learning and physically active
- Receive federal dollars to pay for the food and administrative costs of serving meals, which frees up money for other program needs currently being spent on food

Since all of the meals and snacks must meet federal nutrition standards, the Afterschool Meal Program also is a key strategy—a fully-funded federal strategy—for addressing childhood obesity.

The meals are based upon four components:

- Milk (low fat or 1 percent)
- Fruits or vegetables (including 100 percent juice)
- Grains
- Protein (such as meat, cheese, or beans)

A lunch or dinner must include all four components plus a second, different serving of fruits or vegetables. A breakfast must include three components: milk, fruits or vegetables, and a grain.¹ A snack must include two of the four components.

History of the Afterschool Meal Program in D.C. Public Schools

Beginning in November 2009, the District of Columbia was one of 14 Afterschool Meal Program pilot states. Encouraged by D.C. Hunger Solutions and the D.C. Office of the State Superintendent of Education, Wellness and Nutrition Services, D.C. Public Schools (DCPS) began implementing the Afterschool Meal Program in spring 2009 for the following reasons:



1. Washington, DC, has a high rate of food insecurity. On average, 77 percent of DCPS students qualify for free or reduced-price meals at the schools targeted for the roll-out of the Afterschool Meal Program.
2. DCPS was already using federal nutrition funds to serve snacks to students participating in afterschool programs. Therefore, serving a meal was a natural transition and one supported by the Office of Out-of-School Time Programs (OST), the office that administers the afterschool programs throughout DCPS.
3. The reimbursement amount for a supper was nearly four times that for a snack, which made the meal program more cost-effective than snacks and significantly increased the amount of federal money coming into the DCPS food service programs.

DCPS began to serve afterschool meals in spring 2010 when the DCPS Office of Food and Nutrition Services (OFNS) ran an afterschool meal pilot program in 17 schools. DCPS elected not to serve a snack in addition to a meal because of logistical concerns caused by tight afterschool program schedules. DCPS pilot schools were chosen because they represented a variety of demographic areas and school types, and they had sufficient storage for the increased food, particularly milk, needed for the Afterschool Meal Program. DCPS projected the schools would serve a total of 1,322 meals per day.

To help identify appealing and healthy menu items during the spring 2010 pilot program, DCPS conducted student surveys and held a student taste test at Ballou Senior High School. The success of the pilot schools bolstered the case for launching the Afterschool Meal Program system wide in school year 2010–2011.

¹ Breakfast can be served at Out-of-School Time programs held on weekends as part of the Afterschool Meals Program.

Afterschool Meal Program Logistics

Taking into consideration lessons learned from the spring 2010 pilot, DCPS began serving suppers system-wide through the Afterschool Meal Program beginning in the fall of 2010. This section overviews the major steps that D.C. Public Schools took in rolling-out the Afterschool Meal Program at 100 of its 123 schools during school year 2010–2011.

Selecting Sites

DCPS elected to provide suppers through the Afterschool Meal Program at every eligible DCPS school in which there was a DCPS-supervised afterschool program and which met the threshold for participation in the Afterschool Meal Program by having more than 50 percent of students eligible for free or reduced-price meals at that school or a neighboring school. DCPS has 123 schools in total. The breakdown of the 123 schools was as follows:

- One hundred schools were identified for participation in the Afterschool Meal Program. At these schools, 77 percent of students on average qualified for free or reduced-price meals. All of these 100 schools had served snacks through the National School Lunch Program (NSLP) Afterschool Snack Program, and 17 participated in the spring 2010 Afterschool Meal Pilot Program. (See the appendix for the complete list of participating schools.)

All schools had supervised afterschool education and enrichment programs—a requirement for participation in the Afterschool Meal Program. Supervised programs included those where the DCPS Office of Out-of-School-Time (OST) funded an afterschool coordinator or schools where a community-based organization administered a program at the school in collaboration with DCPS. The partnership with OST provided a built-in vehicle for proper oversight and control of Afterschool Meal Program operations, as afterschool coordinators were responsible for supervising the Afterschool Meal Program.

- Twenty-three schools did not qualify for the Afterschool Meal Program since they were not schools or were not located near a school with more than 50 percent of students eligible for free or reduced-price meals and/or they did not have afterschool enrichment programs. However, DCPS elected to serve snacks at Oyster Elementary School and Deal Middle School through the NSLP Afterschool Snack Program which provides reimbursement for snacks based on participating child’s eligibility for free or reduced price lunch.

Scheduling Meal Service

All schools that participated in the Afterschool Meal Program offered “Power Hour,” an afterschool academic enrichment program beginning at 3:30 when the official school day ends. Depending on

the school, students may partake in a wide range of afterschool programs in the arts, nutrition, math, science, soccer, or skill building.

OFNS and OST office collaborated to determine the appropriate time to serve afterschool meals. Afterschool programs ran Monday through Friday at most DCPS schools. DCPS schools ended their days at 3:15 p.m., at which time many students reported to classrooms for academic “Power Hour” from 3:30–4:30 p.m. At 4:30 p.m., students then went to the cafeteria to receive their meal (some students brought their meals back to eat in their classroom). Most programs were able to serve all students in about 30 minutes. Once meal service was completed, students attended enrichment activities from 5:00 p.m. until 6:30 p.m., when the afterschool programs ended.

Because OST paid teachers overtime to help with the academic “Power Hour,” an afterschool program available to interested students, the meals needed to be served at 4:30 p.m. If meals were served earlier than 4:30 p.m., teachers had to be paid for the additional time spent waiting for the academic tutoring hour to begin, while students received and ate their suppers.

Operating Procedures

DCPS Afterschool Meal Program provided only cold meals, such as sandwiches and salads. (See the appendix for sample menus.) Providing only cold meals allowed the meal to be served without the presence of food service staff, which saved on labor costs and minimized the work of afterschool coordinators, who were responsible for the distribution of unitized (pre-packaged individual servings) reimbursable meals.



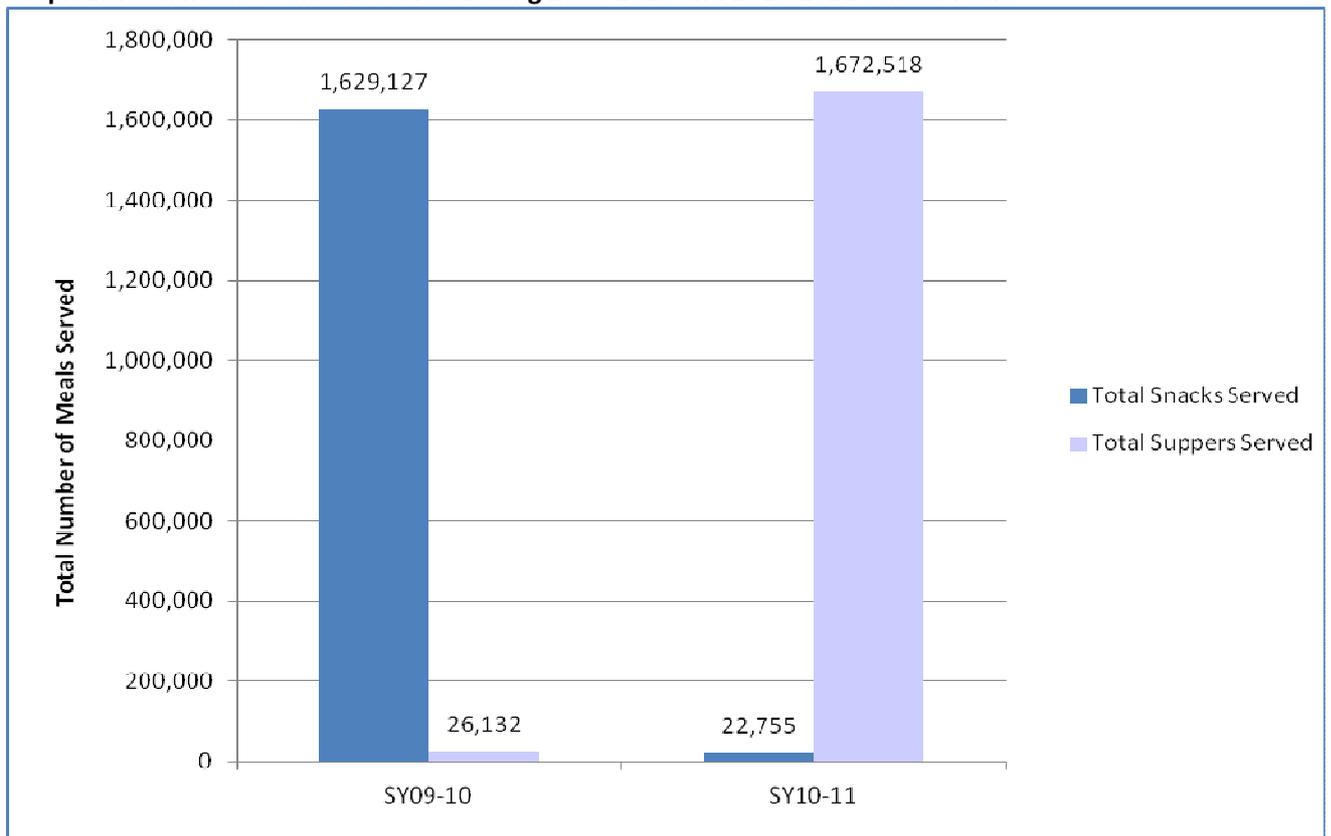
The Afterschool Meal Program followed these general procedures:

1. Throughout the day of meal service, food service workers prepared cold meals and pre-packaged them into individual servings.
2. Before 2:00 p.m. (when most food service workers left for the day), afterschool coordinators met with the food service workers and received the meals, ensured they were properly stored in refrigeration, and signed a receipt for the meals.
3. At the appropriate time (typically 4:30 p.m.), afterschool coordinators distributed meals to students.
4. Afterschool coordinators completed meal count accountability sheets as meals were distributed.
5. Meal accountability sheets were stored in a binder and kept in a location accessible to both food service staff and afterschool program staff.
6. For food safety reasons, unserved meals were discarded at the completion of meal service.
7. The following morning, food service workers picked up and reviewed meal accountability sheets and inputted data into the point-of-service system.

Afterschool Meal Program Participation

Together, the 100 schools that participated in the Afterschool Meal Program served a total of 1,672,518 meals (9,240 meals on average each day) during the 2010–2011 school year. This made DCPS eligible for approximately \$4.98 million in federal funding to feed hungry children. The graph below compares the total number of meals and snacks served in the 2009–2010 and 2010–2011 school years. There were 43,391 more meals served in the 2010–2011 school year than snacks in the 2009–2010 school year.

Graph 1: Total Meals & Snacks Served During 2009-2010 and 2010-2011 School Years*

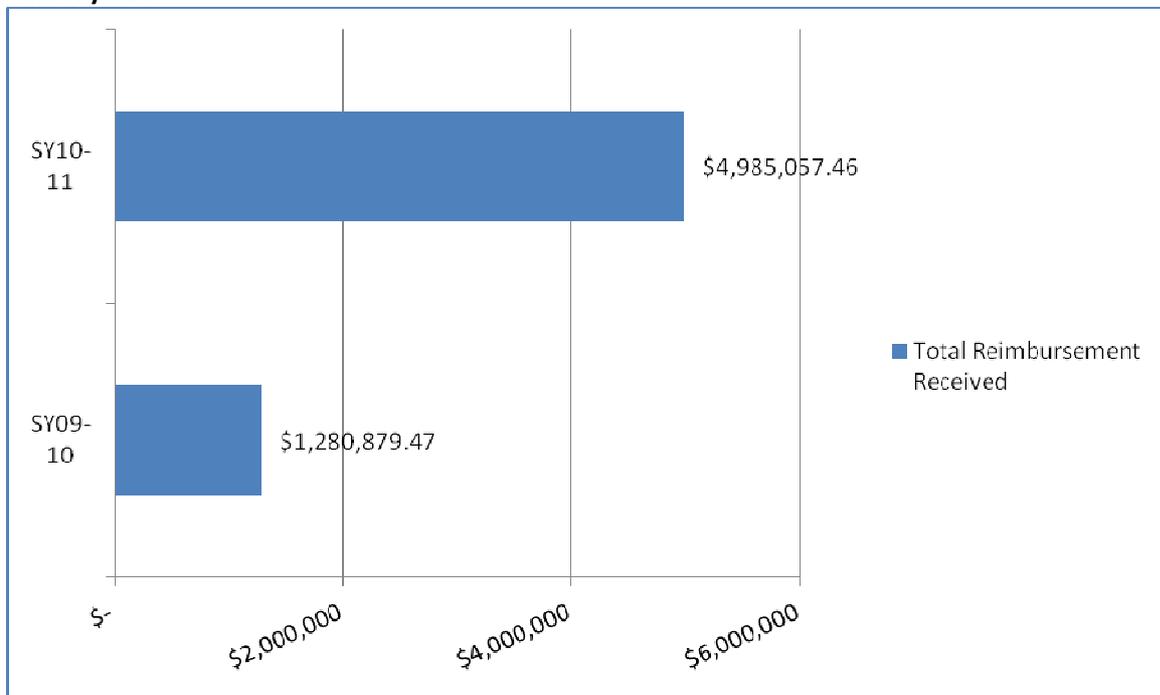


* In the 2009–2010 school year, NSLP snacks were served at all participating schools and meals were served at the 17 pilot school sites in May and June 2010. In the 2010–2011 school year, meals were served in all participating schools except Deal MS and Oyster ES, which served NSLP snacks because they did not qualify for the Afterschool Meal Program.

In the 2009–2010 school year, DCPS received approximately \$1.28 million in federal funding to serve snacks through NSLP. As a result of DCPS (largely) transitioning to the Afterschool Meal Program instead of the NSLP Afterschool Snack Program, DCPS was eligible for \$4.98 million in federal funding—approximately \$3.7 million more in funding over the previous school year. This represents about \$20,400 more in federal funding per day. Graph 2 shows the increased amount of funding received between the 2009–2010 and 2010–2011 school years. The graph was calculated using the following reimbursement rates:

- **2009–2010 school year:** \$0.74 per NSLP snack, \$2.68 per Afterschool Meal (including \$0.2025 cash in lieu of commodities)ⁱ
- **2010–2011 school year:** \$0.74 per NSLP snackⁱⁱ, \$2.72 per Afterschool Meal (including \$0.2025 cash in lieu of commodities)ⁱⁱⁱ

Graph 2: Comparing Federal Afterschool Nutrition Funding for DCPS from 2009–2010 to 2010–2011 school years



Because the schools participating in the Afterschool Meal Program had already been serving afterschool snack, OFNS did not incur significant additional labor costs when transitioning to the Afterschool Meal Program. According to OFNS, this transition only required about 22 additional hours of labor each week to run the program at the 100 participating schools.

DCPS Afterschool Meal Program Successes

The DCPS Afterschool Meal Program experienced the following successes during the 2010–2011 school year:

More than 9,000 students ate meals each day, keeping them energized and better able to participate in afterschool programs

On average, 9,240 students received a complete nutritious meal each day during DCPS afterschool programs. Many of them were students who did not always have access to healthy meals at home.

While all students qualify for free afterschool meals at no cost, the percentage of students living in low-income households illustrates the need for this program. The average free and reduced-price meal rate at the 100 DCPS afterschool meal sites was 77 percent.^{iv} To qualify for free meals, a household of three must have an income below \$23,816 per year and for reduced-price meals, an annual



income of below \$33,874—incomes that make it difficult or impossible for families to consistently put nutritious food on the table. Of those DCPS students who qualify for free and reduced-price meals, the vast majority qualify for free meals. The Afterschool Meal Program provides an important resource—with full federal funding available—to help combat childhood hunger.

The afterschool programs benefit too. Providing federal funding to afterschool programs to serve meals strengthen programs, as nourished children are better able to participate fully in program activities. The meal gives children the energy they need to learn, interact, and fully engage in afterschool program activities.

The number of children and teens participating in afterschool programs increased by seven percent

Offering a meal during afterschool programs drew more students to participate in these programs. This is especially important given that the hours after school are when children and teens often are at highest risk for participating in dangerous activities. Based on data released from OST,

attendance in DCPS afterschool programs increased seven percent from the 2009–2010 school year to the 2010–2011 school year. The average daily attendance in afterschool went from 9,872 in the 2009–2010 to 10,574 in 2010–2011—meaning 702 additional students attended afterschool programs each day, on average.

Afterschool coordinators and OST staff to whom we spoke are confident that at least a portion of this attendance increase is due to the availability of healthy meals as a part of the afterschool program. Anecdotally, some afterschool coordinators reported that certain students would stay afterschool just long enough to receive the meal, and then they would leave. This means that in addition to receiving a meal, those students also benefited from the academic “Power Hour” before the meal was served.

Millions more in federal funding dollars to DCPS

As a result of beginning the Afterschool Meal Program district-wide, DCPS was eligible for approximately \$4.9 million in federal funding (representing an increase of approximately \$20,400 every day). Despite modestly higher labor costs for facilitation of the Afterschool Meal Program, compared to the NSLP Snack Program, the increased reimbursement makes up for the increased costs and still leaves funding remaining for DCPS to use to improve other food service programs. Additionally, providing afterschool programs with federally reimbursable meals can free up funds the programs previously allocated for food. These funds can be used to hire more afterschool program staff, expand enrichment programs to more children, or intensify services and activities.



Winning Strategies in Implementing the Afterschool Meal Program

These following strategies helped fuel the important success of DCPS in bringing afterschool meals to 9,240 students on average each day during the 2010–2011 school year and are vital to the future operating success of the Afterschool Meal Program:

Developing and cultivating a strong partnership between DCPS's Office of Food and Nutrition Services (OFNS) and its Out-of-School Time Office (OST)

A strong partnership between OFNS, sponsor of the Afterschool Meal Program, and OST, administrator of the Afterschool Meal Program, was a precursor and integral component of DCPS's success with the Afterschool Meal Program. Since afterschool coordinators were the main day-to-day operators of the program, a clear line of communication had to be maintained between the afterschool coordinators, OST, and OFNS. Key strategies were: ensuring that afterschool coordinators know who to contact if they have a concern or question about the Afterschool Meal Program; making it easy for the afterschool coordinators to conduct meal counts; and understanding that the Afterschool Meal Program is just one of their many responsibilities.

The afterschool coordinator scorecard is another example of DCPS's important relationship with OST. The scorecard, issued by OST, provides afterschool coordinators with a monthly assessment of their performance. OST and OFNS worked together to make meal service a part of this scorecard. Each month, OFNS provided OST with a list of afterschool sites not turning in daily Afterschool Meal count forms. This was reported to afterschool coordinators on their monthly scorecard, thus creating an accountability measure that was visible to the afterschool coordinator's supervisor in OST as well as OFNS.

Fostering a positive relationship within each school between the on-site school food service staff and the on-site afterschool program staff

Schools with the smoothest Afterschool Meal Programs had positive working relationships and open lines of communication between the on-site food service staff and the on-site DCPS afterschool staff, especially when schools had identified a meal coordinator. The best way to maintain this communication is for the meal coordinator to visit the school kitchen each day to check in with food service staff. Ideally, this check-in takes place when the afterschool coordinators sign off on their receipt of the meals. Any concerns from food service or afterschool staff regarding meals or accountability forms should also be brought up and resolved.

Since afterschool coordinators have many other responsibilities in addition to overseeing the Afterschool Meal Program, the practice of designating one person as the lead afterschool meal

coordinator—rather than having multiple people share the responsibilities—should be adopted by all schools. This worked well in the schools where it happened. The meal coordinator could be an assistant with the afterschool program, a paraprofessional from the school who stays afterschool, or an off-season athletic coach who is typically on campus during afterschool programming. This person would be the main contact for OST regarding any issues with the Afterschool Meal Program. He or she would also meet with school food service staff to pick up meals and ensure that the meal accountability sheet is completed each day. Finally, the meal coordinator must attend training before the start of the school year and periodically during the school year.

Conducting trainings to ensure smooth program operations and communicating with stakeholders through e-newsletters and surveys

To help ensure the success of the meals, OFNS should continue to offer trainings and conduct regular trainings with the afterschool meal program coordinators at each school. A training held at the beginning of the year should focus on the rationale for the Afterschool Meal Program and its importance in combating childhood hunger. It also should cover procedures for running the program, including understanding required meal components and completing accountability forms. Trainings throughout the year should respond to issues that come up frequently during the school year, review pertinent requirements, and answer any questions about afterschool meal operations. Frequent (at least quarterly) trainings are an opportunity to give a face to food services staff, and ensure that afterschool staff members feel supported as they operate the program.

To help reinforce lessons learned at trainings, share information on a regular basis, and collect feedback, OFNS should continue and expand the following strategies:

- **Creating a monthly or bi-monthly e-newsletter for afterschool coordinators:** To make communication even stronger, OFNS should send out a monthly or bi-monthly e-newsletter. The newsletter should include electronic copies of the month’s afterschool meal menu; a featured menu item; any updates regarding record-keeping, meal requirements, or site visits; and other important information for the afterschool staff. DCPS began this practice last year and found that sending an e-newsletter gave afterschool coordinators a chance to check in with each other about their Afterschool Meal Program operations and respond to food services staff regarding any program issues.
- **Surveying stakeholders to collect information on program implementation:** In October 2010, OFNS conducted a survey to collect information on Afterschool Meal Program operations at each school and identify program successes and challenges to inform necessary adjustments for school year 2010–2011. Afterschool coordinators completed the survey online and ideas and feedback garnered led to the following productive changes:
 - Creating an online tracker for afterschool coordinators to report problems with the Afterschool Meal Program
 - Re-training food service workers to ensure that all meals were pre-packaged into individual servings
 - Re-training afterschool coordinators to ensure that all record-keeping was completed and all required meal components were being served

- Encouraging DCPS and food service vendors' dietetic staff to engage with those afterschool sites interested in nutrition education
- Eliminating least favorite foods (e.g., hummus, wraps, bagel sandwiches) from the afterschool meal menu and testing new menu items recommended by afterschool coordinators and students

(For sample questions from the DCPS survey, refer to the appendix.)

Partnering with the Out-of-School Time Office to create enrichment programs so athletes can participate in the Afterschool Meal Program



Athletes are some of the students who need the Afterschool Meal Program the most because of their activity level in practices and games. However, for a program to receive funding to serve meals and snacks, the Afterschool Meal Program requires students to participate in afterschool enrichment activities—varsity and junior varsity sports teams do not qualify. To enable athletes to participate in the Afterschool Meal Program, some DCPS schools started enrichment programs for these students, such as an hour of supervised tutoring and homework help, so they could benefit from both afterschool meals

and learning opportunities. This promising approach should be continued.

Recommendations for the 2011–2012 School Year

DCPS succeeded in supporting the nutrition of 9,240 children in the nation’s capital by rolling out the Afterschool Meal Program to thousands of children and teens each day. No other school district in the country has been able to achieve such a rapid and expansive roll-out. Even so, the Afterschool Meal Program can continue to grow and improve during school year 2011–2012.

The following recommendations can help drive that growth. The recommendations fall into three categories: program growth, program operations, and food improvements.

Program Growth:

Continued Afterschool School Meal Program growth will benefit the nutrition of the more children. Also, serving more meals can help draw more children into afterschool programs since the food may be what attracts some students to afterschool enrichment activities. Finally, serving more meals can benefit the financial health of the DCPS OFNS when the marginal costs of producing additional meals are lower. The following are recommendations to grow the program:

Recommendation for program growth: Draw more students into afterschool programs and reach more students in afterschool programs with meals

Conversations with OST staff revealed that offering suppers helped recruit more students to important afterschool enrichment programming—helping to draw-in about 702 additional students to afterschool programs in school year 2010-2011. DCPS should examine how the serving of suppers can help promote enrollment and attendance at afterschool programs. For instance, DCPS could work with high schools to explore if the advertising of the meals is useful tool for getting more high schools students to stay for afterschool enrichment offerings.

Though it is a great success that approximately 9 out of 10 students attending DCPS afterschool programs participate in the Afterschool Meal Program, based on school year 2010-2011 afterschool enrollment there were still approximately 1,200 students who did not eat meals. OFNS, in collaboration with OST and DCHS, should assess if there are barriers to students accessing meals or if meal accountability is being under-reported at certain sites. If there are barriers to students accessing meals, e.g., they cannot make it to the cafeteria in time, there are not enough meals, they do not like the menu choices, etc., steps should be taken to remove them.

Additionally, DCPS should explore whether there are opportunities to provide meals and snacks to programs that operate at schools during the weekends or during school holidays.

Recommendation for program growth: Work with OST to determine if serving afterschool meals and snack would be helpful to students and feasible for staff

OFNS should work with OST to determine if offering a snack in addition to a meal would be a benefit to the children participating in specific programs or all programs and if DCPS would have the capacity to administer a snack in addition to a supper.

Serving both afterschool meals and snacks was not an option for DCPS in 2010-2011 because 2 ½ hours are required between the end of one meal service and the beginning of another. The earliest that a meal could begin is 3:30pm, thus the earliest that it could end is 4:00pm. This means that a snack could not be served until 6:30pm, which is the time that the afterschool program ends. And, DCPS currently serves suppers at 4:30pm to permit students to participate in “Power Hour”. Under the current rule, a snack could not be served until 7:30pm. Some state Child and Adult Care Food Program (CACFP) agencies have shorter time requirements, thus allowing more students the opportunity to have a healthy snack. OFNS, in collaboration with DCHS, should also work with OSSE to consider eliminating the time requirement between meal services.

There is no evidence that offering both a meal and snack is detrimental to the health and well-being of students. But there is evidence that students who participate in afterschool meals have higher daily intakes of fruit, vegetables, milk and key nutrients like calcium, vitamin A and folate on days they eat federally funded afterschool meals. (See http://frac.org/newsite/wp-content/uploads/2010/04/cnr01_qualityandaccess.pdf.) In addition, by offering both a nutritious meal and snack that is filling, children may be less tempted to eat unhealthy foods on their way home from the afterschool program or at home in the evening. Many students are famished afterschool because they receive lunch so early in the day. Providing a meal and snack also may help control their hunger, allowing them to thrive in the afterschool environment.

Recommendation for program growth: Sponsor afterschool meals for D.C. Department of Parks and Recreation (DPR) and community-based afterschool programs

By becoming a city-wide afterschool meal sponsor, OFNS can play an important role in helping other afterschool programs participate in the Afterschool Meals Program. With its capacity to serve meals to thousands of children each day, DCPS could relatively easily be a provider of meals to non-DCPS afterschool programs throughout the city. By allowing OFNS to serve more meals, the marginal cost of each meal is lowered. DCPS could sponsor community-based afterschool programs (e.g., run by religious groups, community organizations, or local Boys and Girls clubs) that would benefit from the support of a larger entity.

To that end, OFNS is exploring a partnership with D.C. Department of Parks and Recreation (DPR) to provide the meals to children and teens attending afterschool programs at qualifying DPR centers. This partnership would make it possible for DPR to provide meals to hundreds of children each day, draw more children to DPR programs, and support the OFNS Afterschool Meal Program.

Program Operations:

After more than a year of administering the Afterschool Meal Program, DCPS learned some valuable lessons that run the gambit from ensuring sufficient storage to improving accountability about operating the program. The following recommendations provide concrete steps DCPS can take to improve operations:

Recommendation for program operations: Focus on accountability training and improved communication

In order to ensure compliance with the state agency and federal Afterschool Meal Program regulations, both an accurate accounting of the meals distributed and the number of students attending each afterschool program must be taken. Although accountability and communications improved greatly during the 2010–2011 school year, DCPS must continue to prioritize the smooth functioning of its accountability and communication systems. To that end, OFNS and OST should partner to conduct training regularly to ensure that accountability data continue to be accurately collected and that afterschool staff are regularly apprised of operational issues.

With support from D.C. Hunger Solutions and the Office of the State Superintendent of Education (OSSE), OFNS and OST are working to improve the accountability procedures. One promising innovation is that afterschool program attendance data will now be available online. DCPS should consider the following suggestions:

- Review accountability guidelines at regular afterschool coordinator meetings (at least quarterly).
- Conduct unannounced audits of the Afterschool Meal Program files by randomly selecting 10 sites each month and asking them to send (via fax or email) their accountability reports for the previous month. This will help OFNS to understand which sites need additional support and training.
- Have afterschool program coordinators produce their meal program accountability reports throughout the school year, not only during the required annual site visits.

OFNS and OST should keep the binder of accountability forms in a shared, secure location, such as a locked refrigerator, a mailbox in the school main office, or a compartment near the kitchen door. It is strongly recommended that all accountability forms be kept in this binder. Each day completed accountability forms should be added to the binder, ensuring that there is always a paper back-up record in addition to the point-of-service records on the computer.

One way to improve communication between OFNS, OST, and afterschool meal coordinators is to use an online spreadsheet created through a document sharing process, such as Google Docs, to track issues. This real-time sharing mechanism allows afterschool staff to enter issues into a spreadsheet monitored by OFNS staff and rest assured that someone will address the issue quickly. Ideally, both the afterschool office and OFNS can designate someone to track the issues entered into the system and follow up on them to ensure resolution. These individuals should plan to communicate daily about any issues that come up within the day's Afterschool Meal Program operations.



Recommendation for program operations: Ensure Afterschool Program Staff receive food manager certification at the beginning of the school year

With the implementation of a new Afterschool Meal Program—not just for DCPS but the city as a whole—operational issues such as who required food manager certification had to be addressed. The D.C. Department of Health requires that all programs participating in the Afterschool Meal Program must have a certified food handler on site during meal service. This includes sites serving catered, unitized meals from a vendor. During school year 2010-2011, DCPS faced difficulties in developing a system for meeting this requirement.

The D.C. Department of Health (DOH) accepts an original food manager certificate from one of the following food safety testing organization: National Registry of Food Safety Professionals (<http://www.hrtsonline.net/index.html>), Prometric (<http://www.prometric.com/TestTakers/default.htm>), or Restaurant Association Metropolitan Washington (<http://www.ramwtraining.org/>). These courses vary in length, scope, and cost.

DCPS has now developed a workable system for ensuring that each school participating in the afterschool meal program has a certified food handler on site during meal service and has a back-up plan to cover absences of the primary food handler. As such, DCPS requires that selected afterschool meal program staff pass the examination offered by the National Registry of Food Safety Professionals. This online training costs about \$13. Study materials and exam resources are also included. DCPS and DOH have partnered to ensure a smooth process for staff to obtain the city issued Certified Food Handler's Identification Card.

Recommendation for program operations: Consider implementing Offer versus Serve (OVS)

Schools and sponsors that have their meals prepared by a school nutrition department have the option of using Offer versus Serve (OVS) in the Afterschool Meal Program. OVS allows them to offer all of the meal components, but students do not have to take all of the items. This can lower plate waste and food costs. Some schools may decide that having pre-unitized meals is easier since afterschool program administrators simply have to hand out a complete meal rather than ensure that students are offered all components and then select enough components to constitute a reimbursable meal.

DCPS should work with OSSE and DCHS to determine if the offer versus service option may be desirable. OVS cannot be used for snacks; all snacks must include two components in order to qualify for reimbursement. More information on OVS is available on the USDA website: <http://1.usa.gov/pyVJy5>.

Recommendation for program operations: Ensure that schools have appropriate and secure storage equipment for the afterschool meals

OFNS should conduct an inventory at the start of each year to ensure the availability of proper equipment for Afterschool Meal Program service. A best practice for storing meals and ensuring that they are held safely is to have a refrigerator designated only for afterschool meal. Some schools have elected to have such refrigeration located outside of the kitchen area. Both the food service staff and the afterschool coordinator should have a key to this unit.

Recommendation for program operations: Use older students to assist afterschool coordinators with meal distribution

Many afterschool coordinators report that they need assistance in operating the Afterschool Meal Program because of their other responsibilities and inadequate staffing. One simple way to address this is to allow older students who are in the afterschool program to help with the Afterschool Meal Program. DCPS should explore whether student helpers could receive community service credits for this service to the school.

Afterschool coordinators who have used older students to help with their program have found that their meal distribution goes more smoothly because of the additional help. Note: Student helpers cannot be responsible for meal accountability or food handling.

Food Improvements:

The Afterschool Meal Program’s federal guidelines ensure that children are getting healthy food. With the passage of the Healthy Schools Act of 2011 (an Act that builds on the lessons learned from the first year of implementing the Act of 2010), all sites participating in the Afterschool Meal Program must meet enhanced nutrition standards. The following are recommendations as to how DCPS can continue its efforts to improve the quality of the meals:

Recommendation for food improvements: Continue to work to improve the appeal and nutrition quality of the meals and collect student feedback



Because of logistical realities, DCPS currently offers only cold afterschool meals, typically various sandwiches, salads, and fruits. Based on feedback, OFNS adjusted its menu offerings during the 2010–2011 year, and OST staff noticed changes in student’s perceptions of the more “kid-friendly” menu. Items that students did not enjoy included bagel sandwiches, Greek-type salads, and sandwich wraps. Items that students did enjoy included ham and cheese sandwiches, carrot sticks and dressing, and cut fresh fruit. The appendix contains the improved DCPS Afterschool Meal Program menus. OFNS continues to improve the menu and conducted taste tests in summer 2011 to inform future changes.

Creating healthy, appealing menus should be a continued priority. The following suggestions will help OFNS achieve this:

- **Continuing to work with food service vendors to conduct taste tests during meal service at multiple sites** and using the feedback gathered to make changes to the menu. These taste tests should be done at least quarterly throughout the school year.
- **Working with vendors to allow students to submit ideas for menu items that meet the nutrition requirements.** This could be done during a nutrition education activity at an afterschool program, through an online menu submission, via a contest following a student taste test, or in collaboration with OST during their regular afterschool coordinator

meetings. Most importantly, the menu items suggested or approved in a student taste test should be featured on the menu so students know their feedback and input was heard.

- **Working with vendors to perform quality assurance checks to ensure that foods are being packaged and served correctly by food service workers.** Food service vendors might take photographs of the ideal presentation for each menu item and include them with the menus for food service workers to facilitate the proper serving of meals.
- **Assessing the viability of serving different meals to elementary school students from those served to middle and high school students.** This could help DCPS better tailor menus to the tastes of different ages.
- **Piloting hot menu options as a part of the Afterschool Meal Program menu.** Schools would incur added labor costs, as this would require food service workers to stay on site for meal service, but it might help reduce per child food costs if more students were drawn to participate in the program. Hot meals should be served once a week or at selected schools as a pilot project, during which long-term feasibility could be assessed.

Conclusion



According to a recent analysis of Gallup data by the Food Research and Action Center, in 2009–2010, more than 37 percent of households with children in the District reported not having enough money to buy food needed for themselves or their families at some point in the prior 12 months—making the District the “state” with the highest food hardship rate among households with children. The work of DCPS in implementing the Afterschool Meals Program system-wide in just one year represents a promising step in addressing this dismal statistic.

The roll-out of the Afterschool Meal Program to more than 9,200 children and teens each day is a win-win for DCPS and the city. Everyone benefits when children receive a healthy supper while participating in enrichment activities that keep them safe and engaged. Moving forward even more children will benefit as DCPS continues to improve its meal delivery model and increase participation in the Afterschool Meal Program.

Appendix

2010–2011 School Year DCPS Afterschool Meal & Snack Sites, Total Meals Served & Free and Reduced-Price Meal Rates (with Qualifying Boundary School if necessary)

School Name	Total Meals Served	SY09–10FRP Rate	Boundary/Qualifying School
Adams EC	5,025	41.89%	Francis Stevens (71.62%)
Aiton ES	22,426	97.78%	
Amidon ES	12,949	91.95%	
Anacostia SHS	17,407	75.00%	
Ballou SHS	9,675	81.72%	
Bancroft ES	40,364	80.68%	
Banneker SHS	6,472	52.44%	
Barnard ES	34,045	77.43%	
Beers ES	23,653	78.98%	
Brent ES	19,369	28.21%	Jefferson MS (77.81%)
Brightwood ES	25,190	89.91%	
Brookland at Bunker Hill ES	24,714	66.24%	
Brown, Ronald H. MS	5,772	84.39%	
Browne EC	19,890	91.68%	
Bruce-Monroe at Park View ES	25,336	91.92%	
Burroughs ES	17,709	79.88%	
Burrville ES	15,417	81.65%	
Cardozo SHS	4,425	71.28%	
Cleveland ES	14,815	84.07%	
Columbia Heights Education Campus	10,429	85.50%	
Cooke, H.D. ES	22,520	91.10%	
Coolidge SHS	8,602	69.42%	
Davis ES	9,455	91.63%	
<i>Deal MS (served NSLP snack)</i>	<i>15,082</i>	<i>22.73%</i>	
Drew ES	9,580	94.62%	
Dunbar SHS	12,137	70.17%	
Eliot-Hine MS	5,448	89.74%	
Emery ES	18,087	77.86%	



Ferebee-Hope ES	23,966	96.41%	
Francis-Stevens EC	16,109	71.62%	
Garfield ES	15,610	92.40%	
Garrison ES	14,059	89.76%	
Harris, C.W. ES	14,583	86.82%	
Hart MS	8,296	88.48%	
School Name	Total Meals Served	SY09–10FRP Rate	Boundary/Qualifying School
Hendley ES	21,331	99.13%	
Houston ES	16,972	84.15%	
Jefferson MS	4,331	77.81%	
Johnson MS	5,850	85.08%	
Kelly Miller MS	13,005	84.26%	
Kenilworth ES	15,895	91.80%	
Ketcham ES	19,787	92.66%	
Kimball ES	20,311	91.23%	
King ES	19,919	96.34%	
Kramer MS	6,840	88.50%	
LaSalle EC	16,240	83.94%	
Leckie ES	24,156	76.07%	
Ludlow-Taylor ES	19,911	83.66%	
MacFarland MS	8,966	83.33%	
Malcolm X ES	21,353	95.95%	
Mamie D. Lee	2,379	92.13%	
Marshall ES	14,544	68.70%	
Maury ES	11,246	44.10%	Eliot Hine (89.74%)
McKinley Technology HS	7,486	47.65%	Emery (77.86%)
Miner ES	32,937	82.41%	
Moten at Wilkinson ES	15,318	95.64%	
Nalle ES	36,562	92.03%	
Noyes ES	32,780	86.26%	
Orr ES	22,072	89.25%	
Oyster ES	7,673	19.57%	
Patterson ES	15,427	88.89%	
Payne ES	16,734	83.04%	
Peabody & School-within-School	12,457	30.14%	Dunbar (70.17%)
Phelps SHS	4,533	71.97%	
Plummer ES	12,210	90.05%	
Powell ES	20,455	86.86%	
Prospect Learning Center	4,362	89.81%	
Randle - Highlands ES	33,272	74.63%	

Raymond ES	34,007	89.28%	
Reed LC	32,393	84.75%	
River Terrace ES	11,217	92.31%	
Roosevelt SHS	4,488	74.96%	
Ross ES	10,435	38.13%	Francis Stevens (71.62%)
Savoy ES @ Birney	16,361	86.92%	
School Name	Total Meals Served	SY09–10FRP Rate	Boundary/Qualifying School
School Without Walls SHS	4,822	22.13%	Francis Stevens (71.62%)
Seaton ES	19,311	86.19%	
Shaed ES	10,367	81.76%	
Shaw at Garnet-Patterson MS	4,969	84.18%	
Shepherd ES	14,357	32.11%	Coolidge (69.42%)
Simon ES	26,115	86.93%	
Smothers ES	13,460	86.16%	
Sousa MS	9,124	83.52%	
Spingarn SHS	12,752	82.44%	
Stanton ES	22,789	90.30%	
Stuart-Hobson	11,641	46.04%	Dunbar (70.17%)
Takoma EC	19,570	79.54%	
Terrell, M.C./McGogney ES	14,057	92.47%	
Thomas ES	19,841	86.10%	
Thomson ES	31,691	79.00%	
Truesdell ES	23,535	74.17%	
Tubman ES	23,058	93.13%	
Turner at Green ES	24,462	85.98%	
Tyler ES	21,779	59.68%	
Walker-Jones	29,854	85.32%	
Watkins	29,790	28.57%	Eliot Hine (89.74%)
West EC	15,043	71.27%	
Wheatley ES	22,489	85.49%	
Whittier EC	17,314	86.06%	
Wilson, J.O. ES	34,769	87.77%	
Wilson, W. SHS	11,353	41.71%	Francis Stevens (71.62%)
Winston EC	9,456	83.88%	
Woodson at Fletcher Johnson	2,641	77.04%	
<i>Hamilton Center (open 2 months)</i>	33	81.90%	
	1,672,518	77.04%	

*Note Total Meals Served refers to total number of meals served during 181 days in the 2010–2011 school year.



Sample DCPS Afterschool Meal Menus, June 2011

				
<h3>Afterschool Supper Menu</h3>		<h3>June 2011</h3>		
<p>All suppers are FREE & served w/ a meat/meat alternate, grain or bread, vegetable, fruit, & 1% white milk.</p>				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p><i>Are you going to have a healthy summer? Make sure you take advantage of all the great foods available during the summer that are healthy and full of vitamins and minerals. Can you find some of your summer favorites in the word search below?</i></p>		<p>1 Roast Turkey Ranch Sandwich on a Whole Wheat Hoagie w/ Romaine Lettuce</p>	<p>2 Roast Chicken and Cheddar Sandwich on a Whole Wheat Bagel Carrot Sticks w/ Light Ranch Dressing</p>	<p>3 Turkey Ham & Provolone Sandwich on Whole Wheat Bread w/ Romaine & Tomato</p>
		<p>100% Orange Juice 1% Milk</p>	<p>Fresh Orange Wedges 1% Milk</p>	<p>Fresh Pear 1% Milk</p>
<p>6 Oven Roasted Turkey & Cheddar Sandwich on a Whole Wheat Bun Local Broccoli w/ Light Ranch Dressing</p>	<p>7 Grilled Chicken Caesar Romaine Salad w/ Croutons, Whole Wheat Dinner Roll, & Light Italian Dressing</p>	<p>8 Parisian Turkey Ham & Swiss Club on a Whole Wheat Hoagie w/ Romaine, Tomato, and Light French Dressing</p>	<p>9 Honey Mustard Chicken on a Whole Wheat Bun w/ Romaine & Tomato</p>	<p>10 Spring Time Chicken Salad on Whole Wheat Bread w/ Romaine Lettuce</p>
<p>Fresh Apple 1% Milk</p>	<p>100% Orange Juice 1% Milk</p>	<p>Fresh Banana 1% Milk</p>	<p>Chilled Pineapple Cup 1% Milk</p>	<p>Chilled Peach Cup 1% Milk</p>
<p>13 Turkey Ham and Provolone Italian Mini-Sub w/ Romaine & Tomato</p>	<p>14 Barbeque Chicken Salad w/ Romaine Lettuce & Assorted Vegetables Whole Grain Cheddar Goldfish</p>	<p>15 Italian Chicken & Cheese on a Whole Wheat Bun w/ Romaine & Tomato</p>	<p>16 Oven Roasted Turkey & Cheddar Sandwich on a Whole Wheat Bagel Carrot Sticks w/ Light Ranch Dressing</p>	<p>17 Roast Turkey & Turkey Ham on Whole Wheat Bread w/ Romaine & Tomato String Cheese</p>
<p>Chilled Applesauce Cup 1% Milk</p>	<p>100% Orange Juice 1% Milk</p>	<p>Fresh Apple 1% Milk</p>	<p>Chilled Peach Cup 1% Milk</p>	<p>Chilled Applesauce Cup 1% Milk</p>





Washington DC NSLP June Supper Menu

June 2011				
M	T	W	T	F
<u>May 30</u>	<u>May 31</u>	<u>Jun 1</u> - BBQ Turkey and Cheese Wrap with Romaine Lettuce, Creamy BBQ Dressing and Fresh Fruit & Milk	<u>Jun 2</u> - All Natural Turkey and Cheese Sandwich on a Fresh Baked Roll with Green Leaf Lettuce, Mayonnaise on the Side, Sea Salt Pita Chips and Fresh Fruit & Milk	<u>Jun 3</u> - BBQ Turkey and Cheese Wrap with Romaine Lettuce, Creamy BBQ Dressing and Fresh Fruit & Milk
<u>Jun 6</u> - Chicken Caesar Salad with Romaine Lettuce, Caesar Dressing, Individual Whole Grain Cheddar Goldfish Crackers and Fresh Fruit & Milk	<u>Jun 7</u> - Southwest Chicken Wrap with Romaine Lettuce, Taco Salad Dressing and Fresh Fruit & Milk	<u>Jun 8</u> - BBQ Turkey and Cheese Wrap with Romaine Lettuce, Creamy BBQ Dressing and Fresh Fruit & Milk	<u>Jun 9</u> - All Natural Turkey and Cheese Sandwich on a Fresh Baked Roll with Green Leaf Lettuce, Mayonnaise on the Side, Sea Salt Pita Chips and Fresh Fruit & Milk	<u>Jun 10</u> - Picnic Pasta Salad with Chicken and Green Leaf Lettuce, Individual Whole Grain Cheddar Goldfish Crackers and Fresh Fruit & Milk
<u>Jun 13</u> - Sesame Chicken Wrap with Sesame Vinaigrette, Sesame Sticks and Fresh Fruit & milk	<u>Jun 14</u> - Chicken Salad Sandwich with Green Leaf Lettuce, Sea Salt Pita Chips and Fresh Fruit & Milk	<u>Jun 15</u> - All Natural Turkey and Cheese Sandwich on a Fresh Baked Roll with Green Leaf Lettuce, Mayonnaise on the Side, Sea Salt Pita Chips and Fresh Fruit & Milk	<u>Jun 16</u> - BBQ Turkey and Cheese Wrap with Romaine Lettuce, Creamy BBQ Dressing and Fresh Fruit & Milk	<u>Jun 17</u> - Southwest Chicken Wrap with Romaine Lettuce, Taco Salad Dressing and Fresh Fruit & Milk



DISTRICT OF COLUMBIA
PUBLIC SCHOOLS




JUNE 2011 SUPPER MENU










Monday	Tuesday	Wednesday	Thursday	Friday
		1 Turkey Caesar Salad Whole Wheat Roll Parmesan Cream Dressing 100% Grape Juice Skim or 1% Milk	2 Roast Beef & Cheddar On a Whole Wheat Wrap Caesar Salad Sliced Cantaloupe Skim or 1% Milk	3 Tossed Cobb Salad w/ Turkey & Egg Whole Grain Croutons Balsamic Vinaigrette 100% Orange Juice Skim or 1% Milk
6 Sliced Roasted Turkey On Whole Grain Hoagie Carrot Coins Orange Sections Skim or 1% Milk	7 Tuna & Macaroni Salad Whole Wheat Roll Celery Sticks & Dip 100% Orange Juice Skim or 1% Milk	8 Southwest Chicken Strips On a Whole Wheat Wrap Corn & Black Bean Salad Sliced Honeydew Skim or 1% Milk	9 Turkey Caesar Salad Whole Wheat Roll Parmesan Cream Dressing 100% Apple Juice Skim or 1% Milk	10 Chicken & Apple Salad Whole Wheat Roll Spinach Salad Fresh Apple Skim or 1% Milk
13 Tossed Cobb Salad w/ Turkey & Egg Whole Grain Croutons Balsamic Vinaigrette 100% Apple Juice Skim or 1% Milk	14 Chicken & Pasta Salad Roasted Carrots & Broccoli Parmesan Cream Dressing Applesauce Cup Skim or 1% Milk	15 BBQ Chicken Salad Wild Rice Pilaf Romaine Salad 100% Grape Juice Skim or 1% Milk	16 Tuna Salad on Whole Wheat Bread Broccoli Crowns w/ Dip Sliced Cantaloupe Skim or 1% Milk	17 Turkey & Cheddar on a Whole Wheat Hoagie Honey Mustard Sauce Carrot Coins 100% Orange Juice Skim or 1% Milk



Sample Afterschool Meal Accountability Form

DCPS Office of Food and Nutrition Services & Office of Out-Of-School Time														
Daily Afterschool Supper Meal Count Form														
Date:							School:							
Afterschool Coordinator Name:							Menu Served:							
Mark through each number using a slash (/) for each child, ages 2-18 only, who consumed an afterschool supper.														
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40	41	42	43	44	45
46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75
76	77	78	79	80	81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100	101	102	103	104	105
106	107	108	109	110	111	112	113	114	115	116	117	118	119	120
121	122	123	124	125	126	127	128	129	130	131	132	133	134	135
136	137	138	139	140	141	142	143	144	145	146	147	148	149	150
151	152	153	154	155	156	157	158	159	160	161	162	163	164	165
166	167	168	169	170	171	172	173	174	175	176	177	178	179	180
181	182	183	184	185	186	187	188	189	190	191	192	193	194	195
196	197	198	199	200	201	202	203	204	205	206	207	208	209	210
211	212	213	214	215	216	217	218	219	220	221	222	223	224	225
226	227	228	229	230	231	232	233	234	235	236	237	238	239	240
241	242	243	244	245	246	247	248	249	250	251	252	253	254	255
256	257	258	259	260	261	262	263	264	265	266	267	268	269	270
271	272	273	274	275	276	277	278	279	280	281	282	283	284	285
286	287	288	289	290	291	292	293	294	295	296	297	298	299	300
Total suppers served: (last slashed number)				Number of seconds served:				Number of meals wasted:				Notes for the cafeteria lead:		
By signing below, I certify that the above information is true and accurate: _____ Signature of Afterschool Coordinator														



Sample Survey Questions from DCPS Afterschool Meal Survey, October 2010

1. School name
2. Afterschool coordinator name
3. What is the average number of meals that you serve daily?
4. What date did you begin meal service?
5. How long does your complete meal service take (including preparation of space, serving, and clean-up)?
6. How many times have you experienced food not being pre-packaged?
7. How many times have you been missing components from the meals?
8. How many times have the students not enjoyed the food served?
9. Is your cafeteria lead responsive to requests/concerns about the Afterschool Meal Program?
10. Does your cafeteria lead ask you to sign off on the Meal Sign-Off Form daily?
11. Do you maintain a binder with copies of the Meal Count Accountability Forms in the cafeteria?
If not stored in the cafeteria, where do you store it?
12. Do you have enough storage for all your meals? If not, for how many meals do you need additional storage?
13. Rate the following menu items from 1–10 (10 being the best) regarding how much students like the meals. (List menu items that have been served recently.)
14. Is there any other feedback/ideas that you would like to share with Food Services staff?

References

- ⁱ “CACFP Per Meal Rates in Whole or Fractions of Dollars. July 1, 2009–June 30, 2010.” United States Department of Agriculture. <http://www.fns.usda.gov/cnd/care/programbasics/rates/cacf09-10t.pdf>.
- ⁱⁱ “Federal Register Notices.” Vol. 75, No. 137, July 19, 2010. Department of Agriculture Food and Nutrition Service, National School Lunch, Special Milk, and School Breakfast Programs, National Average Payments / Maximum Reimbursement Rates. <http://www.fns.usda.gov/cnd/Governance/notices/naps/NAPs10-11.pdf>.
- ⁱⁱⁱ “CACFP Per Meal Rates in Whole or Fractions of Dollars. July 1, 2010–June 30, 2011.” United States Department of Agriculture. <http://www.fns.usda.gov/cnd/care/programbasics/rates/cacf09-10t.pdf>.
- ^{iv} D.C. Public Schools SY2009–2010 Free and Reduced-Price Meal Rates.