

AGENDA

SPECIAL SCHOOL BOARD MEETING

GADSDEN COUNTY SCHOOL BOARD  
MAX D. WALKER ADMINISTRATION BUILDING  
35 MARTIN LUTHER KING, JR. BLVD.  
QUINCY, FLORIDA

June 25, 2019

4:30 P.M.

THIS MEETING IS OPEN TO THE PUBLIC

1. Call to Order
2. Financial Information
3. Discussion Items
  - a. Cash Flow Projections for General Fund to December 2019 – **SEE PAGE #2**
  - b. Feedback about the District's Food Service Program - **SEE PAGE #4**
4. Educational Items by the Superintendent
5. School Board Requests and Concerns
6. Adjournment

**SUMMARY SHEET**

**RECOMMENDATION TO SUPERINTENDENT FOR SCHOOL BOARD AGENDA**

**AGENDA ITEM NO.** 3a

**DATE OF SCHOOL BOARD WORKSHOP:** June 25, 2019

**TITLE OF AGENDA ITEMS:** Cash Flow Projections for General Fund to December, 2019

**DIVISION:** Finance Department

**PURPOSE AND SUMMARY OF ITEMS:** Information is provided regarding projections for revenue and expenditures for the General Fund to December, 2019.

**PREPARED BY:** Bonnie Wood

**POSITION:** Finance Director

GADDEN COUNTY SCHOOL DISTRICT  
 CASH FLOW PROJECTION - GENERAL FUND  
 June 2019-December 2019

	JUNE 2019	JULY 2019	AUGUST 2019	SEPT. 2019	OCT. 2019	NOV. 2019	DEC. 2019	TOTAL for Period June-Dec. 2019
<i>Beginning Balance</i>	1,552,062.53	1,552,354.94	2,924,093.26	3,461,813.14	3,170,469.28	2,624,173.41	6,677,877.55	1,552,062.53
<b>GENERAL FUND</b>								
<b>SOURCES OF CASH</b>								
Federal Direct Revenue in General Fund	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	4,166.67	29,166.69
Federal Through State including FEMA Reimbursements	-	110,000.00	-	600,000.00	200,000.00	310,000.00	-	1,220,000.00
State Revenue - FEPP, Workforce,	2,189,392.74	2,630,156.38	2,630,156.38	2,630,156.38	2,630,156.38	2,630,156.38	2,630,156.38	17,970,331.00
Local including Property Taxes and Insurance	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	4,500,000.00	2,000,000.00	6,550,000.00
<b>Total Cash Available</b>	3,755,621.94	4,306,677.99	5,568,416.30	6,706,136.19	6,014,792.32	10,068,496.46	11,312,200.59	27,321,560.22
4,000,000.00								4,000,000.00
<b>Utilization of TAN</b>								
<b>Expenditures - General Fund</b>								
Salaries and Benefits	\$ 5,361,344.69	\$ 540,662.42	\$ 1,062,465.59	\$ 2,654,809.18	\$ 2,654,809.18	\$ 2,654,809.18	\$ 2,654,809.18	\$ 17,583,709.42
Contracted Services incl. Charter School	\$ 651,976.00	\$ 651,976.00	\$ 360,085.27	\$ 474,167.55	\$ 474,167.55	\$ 474,167.55	\$ 474,167.55	\$ 3,560,707.47
Energy Services	\$ 141,386.00	\$ 141,386.00	\$ 141,386.00	\$ 141,386.00	\$ 141,386.00	\$ 141,386.00	\$ 141,386.00	\$ 989,702.00
Materials and Supplies	\$ 32,896.13	\$ 32,896.13	\$ 527,002.12	\$ 249,640.00	\$ 104,592.00	\$ 104,592.00	\$ 104,592.00	\$ 1,156,210.38
Capital Outlay	\$ 15,664.18	\$ 15,664.18	\$ 15,664.18	\$ 15,664.18	\$ 15,664.18	\$ 15,664.18	\$ 15,664.18	\$ 109,649.26
<b>TAN Repayment</b>							\$ 4,000,000.00	\$ 4,000,000.00
<b>TAN Interest</b>							\$ 75,000.00	\$ 75,000.00
<b>Total Projected Expenditures</b>	6,203,267.00	1,382,584.73	2,106,603.16	3,535,666.91	3,390,618.91	3,390,618.91	7,465,618.91	27,474,978.53
<b>Ending Balance Carried Forward</b>	1,552,354.94	2,924,093.26	3,461,813.14	3,170,469.28	2,624,173.41	6,677,877.55	3,846,581.69	3,846,581.69

**SUMMARY SHEET**

**RECOMMENDATION TO SUPERINTENDENT FOR SCHOOL BOARD AGENDA**

**AGENDA ITEM NO.** 3b

**DATE OF SCHOOL BOARD WORKSHOP:** June 25, 2019

**TITLE OF AGENDA ITEMS:** Feedback about the District's Food Service Program

**DIVISION:** Finance Department

**PURPOSE AND SUMMARY OF ITEMS:** Information is provided regarding the District's Food Service Program.

**PREPARED BY:** Bonnie Wood

**POSITION:** Finance Director



FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES  
COMMISSIONER NICOLE "NIKKI" FRIED

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May 8, 2019

Bonnie Wood  
20 - Gadsden County School Board  
35 Martin Luther King Jr Blvd  
Quincy, FL 32351

Dear Food Service Director:

While the Florida Department of Agriculture and Consumer Services is not responsible for conducting food safety inspections of school cafeterias, the health and safety of children who receive meals through the National School Lunch Program (NSLP) is a top priority. With the assistance of the Florida Department of Health, the department created a state summary and district summaries of school health inspection report findings to share with districts.

Statewide, during the 2017-2018 school year, there were 4,019 schools operating the NSLP. Of those, 327 schools (8.1%) received at least one unsatisfactory health inspection. Sixty-four schools (1.6%) received two unsatisfactory health inspections and 29 schools (0.7%) received three or more.

In your sponsorship, none of the schools operating the NSLP in school year 2017- 2018 received unsatisfactory health inspections.

Health inspections check the following:

- Ensuring that food is stored, handled and served in a sanitary manner to prevent cross contamination and the spread of food-borne illness.
- Utensils and serving equipment are properly cleaned and sanitized.
- Work areas and equipment are kept clean, safe and sanitized.
- Sanitary facilities are operational, clean and equipped with hand-washing facilities.
- The school building is clean, sanitary and safe for students, faculty and staff.

Bonnie Wood  
20 - Gadsden County School Board  
35 Martin Luther King Jr Blvd  
Quincy, FL 32351

The department provides resources, technical assistance and free ServSafe and SafeStaff training to approved sponsors of the National School Lunch Program. To learn more about these resources or to request a training, contact our office at (800) 504-6609 or via email at [InfoFNW@FreshFromFlorida.com](mailto:InfoFNW@FreshFromFlorida.com).

Sincerely,

A handwritten signature in black ink that reads "Lakeisha T. Hood". The signature is written in a cursive style with a large initial "L".

Lakeisha T. Hood, Director  
Division of Food, Nutrition and Wellness

LTH/ss



# FLORIDA IMPACT

TO END HUNGER

TRUDY NOVICKI  
President/CEO

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FEDERAL ID NUMBER: 59-2859151

May 13, 2019

Ms. Bonnie Wood  
Business and Finance Director  
Gadsden County Schools  
35 MARTIN LUTHER KING JR BLVD  
QUINCY, FL 32351

Dear Bonnie,

As you know, Community Eligibility is a powerful tool to ensure that low-income children in high-poverty neighborhoods have access to healthy meals at school. The Community Eligibility Provision (CEP) is a non-pricing meal service option that removes the burden of collecting household applications to determine eligibility, eliminates the incurrence of unpaid meal debt, and allows access to meals for all students without stigma.

While Florida has had access to CEP since 2013, only 47 of the 66 public school districts in the state are currently participating in the program. **\* As one of the top performers in the state for CEP,** we want to extend our gratitude for taking the time earlier this year to offer your unique perspective regarding which strategies have made your program such a success.

Knowing that students often receive their most complete and nutritious meals at school, we commend you for providing these meals to so many students in your district at no cost. In our state, opportunities to reach more children and youth with CEP are most readily accomplished through models and examples from other districts. This is why we at Florida Impact to End Hunger worked with both our state partner, Florida Dairy Farmers, and our national partner, the Food Research and Action Center (FRAC), to inquire about the benefits and barriers to participation in CEP.

Your contribution to the information highlighted in this report will support other districts in Florida to be able to follow your lead and ensure that all children in Florida have access to high quality, nutritious meals.

**We congratulate your district** for accomplishing such success with this program, as well as for being a role model for other districts throughout the state.

Best regards,

Trudy Novicki, President & CEO  
796-360-9485 • [tnovicki@flimpact.org](mailto:tnovicki@flimpact.org)

*\*Please note: This a correction from the section "Current Participation" on page 2 of the report.*

## Introduction

The Community Eligibility Provision (CEP) allows schools and school districts in high-poverty communities to serve meals at no cost to all students through the existing National School Lunch and School Breakfast Programs, without requiring schools to collect paper applications for free or reduced-price eligibility. This allows school staff to focus more on providing nutritious meals to students, and less on collecting cumbersome paperwork. Schools are reimbursed for these meals using a formula based upon the number of students eligible for other means-tested programs, such as the Supplemental Nutrition Assistance Program (SNAP), rather than on a per-meal served basis.

The provision may be applied to eligible schools (individual or grouped) within a district, or the entire district. Each year, the Florida Department of Agriculture and Consumer Services (FDACS) publishes a list<sup>1</sup> and notifies all local educational agencies that are eligible or almost eligible to participate in CEP, at the school or district level.

To be eligible to participate in CEP, local education authorities and/or schools must meet a minimum level of "identified students" for free meals. Identified students are those eligible for free school meals who are directly certified through SNAP, Temporary Assistance for Needy Families (TANF), the Food Distribution Program on Indian Reservations or Medicaid (in States selected for a USDA pilot program, which includes Florida); children experiencing homelessness and on the district's homeless liaison's list; Head Start children; migrant youth; runaways; foster children on the district's foster liaison's list; and non-applicants approved by local officials. A school or educational agency must have an Identified Student Percentage (ISP) of least 40% of their enrollment to be eligible for CEP.

Under CEP, the USDA utilizes the ISP to calculate the number of meals eligible to be reimbursed at the federal "free" rate. The ISP is multiplied by 1.6 to calculate the percentage of meals to be reimbursed. Therefore, any school with an identified student percentage of 62.5% or higher would have a 100% "free" reimbursement rate for all meals. Between this threshold and the minimum participation requirement of 40% identified students, remaining meals are reimbursed at the federal "paid" rate. For this reason, districts must carefully analyze the cost-benefit ratio of the program before joining. A school with an ISP of 40% may find the program far less financially viable than a school with an ISP of 65%, for example. The identified student percentage, and CEP authorization, is valid for four years before renewal. School districts may renew earlier if they choose. This is most often done following events, such as hurricanes, which significantly impact (usually increase) the numbers of eligible identified students.

**THE BENEFITS OF CEP IMPLEMENTATION ARE WIDESPREAD, ESPECIALLY IN LOW-INCOME COMMUNITIES.** These benefits are not limited to one particular group, but rather can be seen from students to cafeteria staff up to a district's bottom line.

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<sup>1</sup> <https://www.freshfromflorida.com/Food-Nutrition/Nutrition-Programs/National-School-Lunch-Program/Community-Eligibility-Provision>

## CEP OFFERS MANY BENEFITS:

- **FOR SCHOOLS/DISTRICTS:**
  - Eliminates school meal applications
  - Reduces administrative work
  - Increases meal participation
  - Facilitates implementation of alternative meal delivery models
  - Eliminates fees for unpaid meals
- **FOR STUDENTS/PARENTS:**
  - Provides nutritious meals at no cost to all students
  - Eliminates stigma
  - Reduces paperwork

Furthermore, simply increasing participation helps more students get the nourishment they need throughout the school day thereby leading to improved academic performance, attention, and behavior.

## Current Participation

The Community Eligibility Provision (CEP) has been available to schools and districts in select states since 2010, and nationwide since 2014. Today, almost 50% of all CEP-eligible school districts in the United States are participating in the program, and this number continues to grow each year.

Of the 67 public school districts in Florida, 43 are currently participating in CEP during the 2018-2019 school year. Of these, 19 are currently participating in CEP district-wide, and 24 are currently participating in CEP at one or some schools. 63 districts were eligible to implement CEP district-wide in the 2018-2019 school year, with the remaining 4 classified as near-eligible district-wide by FDACS.

## Survey

In Fall 2018, Florida Impact to end Hunger surveyed all 67 school districts on their understanding of and interest in CEP. **40 SCHOOL DISTRICT REPRESENTATIVES RESPONDED TO THE SURVEY, AND THESE ARE SOME OF THE KEY FINDINGS:**

- All 40 respondents were familiar with CEP
- 38 respondents were aware that schools within their district were eligible for CEP
- 22 respondents represented districts utilizing CEP at all schools
- 8 respondents represented districts utilizing CEP at some schools
- 10 respondents represented districts not utilizing CEP

### CASE STUDY: *Gadsden County*

When Gadsden County became the first district in the state to implement CEP back in 2013, they knew immediately that they wanted to go district-wide and provide access to school meals at no cost for all students. Although the majority of their schools had an Identified Student Percentage (ISP) well above the 40% minimum, there were two (a charter school and a magnet school) that fell below. With assistance from FDACS, the district accounting department calculated the best way to "group" each of these schools. The district created two school groups each with a combined ISP over 65%. Since then, new schools have opened and CEP implementation continues district-wide.

**SOME OF THE FREQUENTLY REPORTED BARRIERS TO IMPLEMENTING CEP INCLUDE:**

- Reductions to or loss of Title I funding
- Differences in service between CEP and non-CEP schools

In addition to this survey, Florida Impact to End Hunger conducted interviews of five high-performing districts utilizing CEP. The following sections provide insight from these districts to highlight the benefits of CEP utilization and to address some of the common perceptions and barriers, which are preventing more widespread participation in the program. **REPRESENTATIVES FROM THE SCHOOL DISTRICTS OF THE FOLLOWING FIVE COUNTIES PARTICIPATED IN THESE INTERVIEWS:**

- Calhoun County (CEP district wide in all 5 schools)
- Gadsden County (CEP district wide in all 15 schools)
- Lee County (CEP in 83 public schools out of a total of 120 schools)
- Orange County (CEP in 101 schools out of a total of 213 schools)
- Pinellas County (CEP in 74 schools out of total 149 schools)
- Putnam County (CEP district wide in all 21 schools)

## How School Districts in Florida Get Started

Participating in the Community Eligibility Provision (CEP) is an effort that involves multiple levels of school administration. **THERE ARE MANY REASONS WHY SCHOOLS AND SCHOOL DISTRICTS HAVE DECIDED TO PURSUE THE PROGRAM, SUCH AS:**

- Children eligible for "reduced" rather than "free" meals being unable to pay
- Challenges in keeping up with "free" and "reduced-price" meal applications
- Positive financial impact of federal reimbursements
- Elimination of stigma faced by children relying on "free" or "reduced-price" school meals

The decision to adopt CEP must be made at multiple levels of school and district administration, from school food service employees to school board members and the superintendent. While most districts report not facing significant opposition to CEP, many indicated the need to prove financial benefits associated with the program in order to gain buy-in from key stakeholders. Thus, it is important to consider the financial implications of providing school- or district-wide meals at no cost before beginning the process. For example, schools with relatively high rates of students who pay for school meals may suffer once this revenue stream is removed under CEP.

Many school districts find that the most efficient, and cost-effective, means of implementing CEP is by grouping schools. In this way, the ISP can be manipulated by pairing higher-need schools with lower-need schools to balance them out. This allows schools at which CEP might not be financially viable alone to reach a higher reimbursement rate in a group.

The rollout process can look different from district-to-district. For this reason, many food and nutrition leaders have found it helpful to consult with FDACS as well as other school districts for best practices and lessons learned when deciding how best to begin CEP. Many districts choose to implement the program in a subset of schools the first year before moving district-wide. This layered approach can often take a few years to fully implement. Districts may choose to utilize this time to inform parents

and community members of upcoming changes, especially focusing on expanded access to school meals at no cost.

#### **SOME COMMON COMMUNICATIONS TOOLS INCLUDE:**

- Letters and/or newsletters to parents and/or students
- School announcements
- Newspaper/Television campaigns
- Press releases

Most districts report that they faced no start-up costs to implement the program, while some found cost savings in reduced staff and administrative needs as a result of no longer requiring meal applications. Overall, however, there are few to no changes required to staffing. In some cases, districts have noted that they have reduced staffing needs in district administration, but increased staffing needs to serve meals at school sites.

Title I funds are often a significant concern to district leadership when considering CEP. While these funds often don't change following CEP rollout, in some districts the program either makes more schools eligible for Title I funding or affects school eligibility rankings, which may reduce the amount received by other schools. No changes to funding are experienced at the district level. The direct certification process ensures that the neediest schools still receive the most significant share of Title I funds.

The USDA has published specific guidance<sup>2</sup> on CEP and Title I funds to assist schools and local education authorities. The Department has also published advice<sup>3</sup> on other perceived barriers to CEP implementation.

Some districts rely on school meal applications for more than just meal price classification. Additionally, agencies beyond the district may also rely on this information. As CEP removes the necessity for these applications, some districts have found alternative arrangements to serve as substitutions.

At first, it may be a challenge for schools to accurately predict changes in meal requirements as a result of implementing CEP. This challenge may be manifested as a change in participation, reimbursement/funding, or meal components when accompanying a new delivery model. Alternative delivery models may help predict participation as it is expected that all enrolled students will be

#### **CASE STUDY: *Orange County***

By implementing CEP, the Food Services Department for the Orange County Public School District was able to reduce staffing in the program unit that processes meal applications. Originally staffed with 15 people to handle over 400,000 applications, the team is now comprised of just two staff members who process around 5,000 applications. Additionally, there was a reduction in labor required to review meal applications at the school level. This reduction allows food service staff to re-focus their time and energy on serving meals, rather than being overwhelmed with administrative tasks. Furthermore, the district has now produced a letter that is sent home with every child at a CEP school, indicating that the student is receiving free meals at no charge at the school. This has been widely accepted by outside services which had previously been using meal applications to determine eligibility.

<sup>2</sup> <https://fns-prod.azureedge.net/sites/default/files/cn/SP35-2015av2.pdf>

<sup>3</sup> [https://fns-prod.azureedge.net/sites/default/files/cn/CEP\\_perceivedbarriers.pdf](https://fns-prod.azureedge.net/sites/default/files/cn/CEP_perceivedbarriers.pdf)

eating. In other cases, food service staff must use previous years' data and predict approximate increases. During the first few weeks since implementation, some districts choose to prepare extra meals to accommodate unforeseen increases. Adjustments may be required once participation has stabilized.

By offering school meals at no cost to all students, districts report significant increases in meal participation, especially breakfast. This subsequently results in greater meal reimbursements to the district. This increase in meal participation can be further enhanced by utilizing meal delivery strategies that focus on bringing meals out of the cafeteria and directly to the students.

## Opportunities Beyond the Cafeteria

### ALTERNATIVE DELIVERY MODELS FOR SCHOOL BREAKFAST<sup>4</sup>:

- Grab and go breakfast
- Breakfast after\*the bell
  - Breakfast in the classroom
  - Second chance breakfast

The Community Eligibility Provision is often seen as a critical component for the rollout of novel meal delivery models, such as breakfast in the classroom. By eliminating complex student meal payment systems, meal delivery can be taken out of the traditional cafeteria setting. This is most often seen with breakfast delivery either in the classroom or at a variety of campus locations with grab and go carts. These methods are designed to directly deliver meals to all students, and would either not be possible or not be as efficient or effective without providing the meals at no cost to all students. Many districts face resistance from teachers and other school staff when implementing breakfast in the classroom due to perceptions of increased mess or trash, increased classroom disruption, and decreased instruction time. However, these fears are often unfounded and best practices have been identified and implemented nationwide. In many cases, teachers are able to utilize the meal time to conduct administrative tasks, check homework, or read to the students, for example. Furthermore, some schools empower students to take ownership of their meal, by assisting in set-up or clean-up.<sup>5</sup>

Some districts find that increased meal participation leads to increased food wastage, especially if students do not have enough time to complete the meal. Policies restricting where students can take food often increase this problem. There are many solutions that may help reduce food wastage, such as making menus more appealing to students, implementing offer-versus-serve, or creating a share table for leftover food.<sup>6</sup>

### CASE STUDY: *Pinellas County*

During the 2015-2016 school year, Blanton Elementary School received grant funding for three breakfast carts. This allowed the school to implement grab and go breakfast before school begins at locations where students enter campus. This enabled the school to increase breakfast participation by 150% in just two weeks. The higher reimbursement resulting from increased participation covered the cost of extra hours worked by food service staff. School administration also reported that the 45-50 habitually late students dropped to zero by the end of the first week. Now, other schools across the district have started similar programs. CEP helped make this new program a success by allowing food service staff to focus on serving meals, rather than collecting paperwork or payments.

<sup>4</sup> [http://frac.org/wp-content/uploads/how\\_it\\_works\\_bic\\_fact\\_sheet.pdf](http://frac.org/wp-content/uploads/how_it_works_bic_fact_sheet.pdf)

<sup>5</sup> <http://frac.org/programs/school-breakfast-program>

<sup>6</sup> <http://bestpractices.nokidhungry.org/resource-center/download?id=1tmvj1zdpi688WCJme5975Jtl-4kK10kd>

## Conclusion

The Community Eligibility Provision represents an opportunity for eligible school districts to ensure that all children, no matter their income or background, are receiving a nutritious breakfast and lunch at school at no cost to the student. Furthermore, the program helps reduce the administrative burden of school meals applications while increasing the amount of meal reimbursements received by the district. Despite the clear benefits associated with the program, there are still many districts not taking full advantage of CEP, potentially leaving children to face a challenging day at school without adequate nutrition.

Florida Impact to End Hunger and the Food Research and Action Center are statewide and national non-profit organizations available to provide technical assistance to schools and community-based organizations applying for and participating in the federal child nutrition programs and can refer to additional resources as needed.

## More Information

Florida Impact to End Hunger created this report with sponsorship from Walmart through the Food Research and Action Center and Florida Dairy Farmers.

Florida Impact to End Hunger is dedicated to advancing health equity by ending hunger for all Floridians. We mobilize communities to maximize access to federal, state, and local food and nutrition programs with a focus on Florida's most vulnerable populations.

Since 1979, Florida Impact to End Hunger has helped community leaders preserve and improve federal food and nutrition programs and other anti-poverty programs - including the School Breakfast Program ([www.FloridaSchoolBreakfast.org](http://www.FloridaSchoolBreakfast.org)) when school is in, and the Afterschool Meals Program ([www.FloridaAfterschoolMeals.org](http://www.FloridaAfterschoolMeals.org)) and Summer Food Service Program ([www.SummerBreakSpot.org](http://www.SummerBreakSpot.org)) when school is out.

Questions regarding this booklet can be directed to [staff@flimpact.org](mailto:staff@flimpact.org).