

Hernando County School Food and Nutrition Services

Plan for Progressive Re-Organization. School Year: 2024-2027





Introduction

The reorganization and progression plan for the Food and Nutrition Services Department sets a baseline for moving ahead as well as creates a plan of succession. As the community continues to grow so do the needs of our students and the food and nutrition department.

Food Services is an extension of the educational program in the schools, and it is administered by the United States Department of Agriculture and the Florida Department of Agriculture. It is federally funded and considered a business within the school district as it is self-reliant and does not receive money from the school districts general fund.

Hernando County School district is composed of approximately 24,000 students among twenty-two schools and charter schools. We serve approximately 1.2 million student breakfasts and 2.6 million student lunches annually and those numbers are steadily increasing.

The Food and Nutrition Service department is comprised of district office staff, managers, assistant managers, and food and nutrition assistants (I, II, III). While the primary function of the department is to feed children, that is just one facet of food services. The organizational structure of the district team includes specialty functions such as human resources, finance, leadership, team development, marketing, technology, facilities, and operations as they relate to food service management and operations. In addition, the food and nutrition services department plays a role in the construction and/or renovation of kitchens and serving lines, kitchen equipment including bid specifications, purchasing, preventive maintenance and repair.

We strive to stay ahead of trends and continually research new revenue streams to keep this program both viable and successful. Food and Labor are our two largest expenses, but our employees are the biggest asset we have as we continue to focus on training, leadership development and continuing education.

The reorganization plan assesses the current and future needs of the department, puts into place a plan of succession, and enables us to explore additional streams of revenue, complete more work in-house and improve our ability to remain financially successful.



Mission, Vision, Values of Food and Nutrition Services

One Eighty Café Mission Statement:

“Energizing our community for success with every dining experience.”

One Eighty Café Vision:

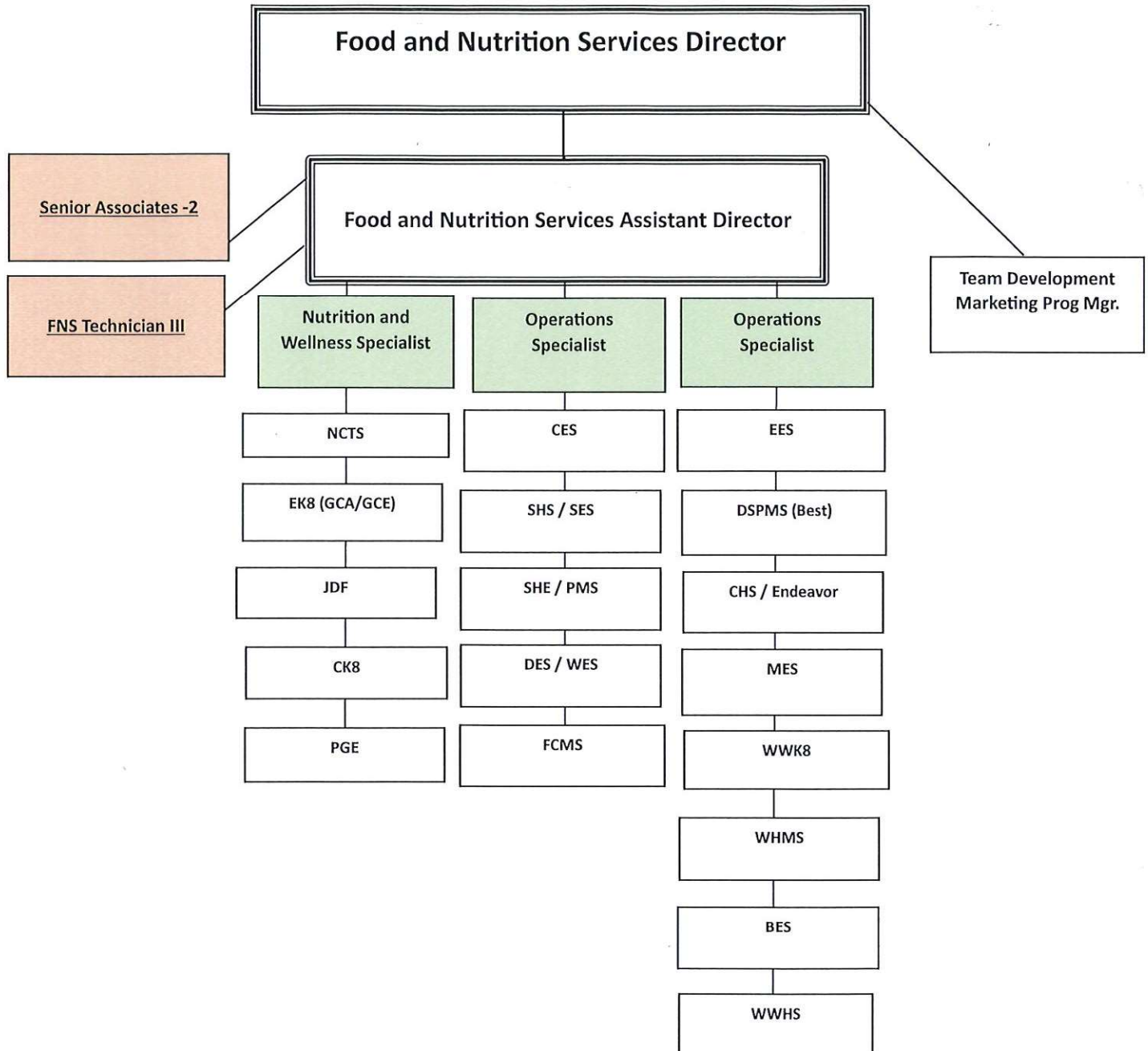
Our vision statement is currently in progress as we work towards providing the best customer service to our students, developing positive relationships with all stakeholders, and upholding our desire to continue empowering, developing, and motivating our team to be the best possible version of themselves while being mindful of the legacy we will leave behind.

One Eight Café Values:

We hold the following values to be primary:

- **Make a difference every day** – We recognize that even small, intentional efforts can have a significant impact. We aspire to create a ripple effect of positive transformations, making a difference every day in the lives of our students.
- **Passion for great food**- We believe that food is not merely sustenance, but a source of joy, connection, and inspiration. Great food has the power to bring people together, delight the senses and nourish the soul.
- **Overcome obstacles together**- We recognize that challenges and hurdles are an inevitable part of every journey. We thrive on the collective strength and resilience of our team.
- **Relentlessly seek greatness**- We are committed to continuously pushing boundaries, pursuing excellence, and surpassing expectations. Through all our unwavering determination to excel we unlock our true potential and shape a brighter future for all.
- **Be the example**- By the embodying excellence, integrity, and accountability in all that we do, we aim to create a positive and empowering environment where growth, trust, and collaboration flourish.
- **Share Joy**- We believe in celebrating victories both big and small, acknowledging the efforts and achievements of our team members, and spreading joy throughout our organization and beyond.

Current Organizational Structure 2022-2024





Current Organizational Structure

2022-2024

School Board

The School Board shall comply with all local, state, and federal regulations relating to the Food and Nutrition Program. The Principal and the Director of Food and Nutrition will cooperate in the administration of the Food and Nutrition Program.

Food and Nutrition Services Director

The Food and Nutrition Services Director (FNS Director) will work under the authority delegated by the Superintendent and shall assume the responsibility for setting up and administering the Program that meets the obligations assumed by the School Board.

Food and Nutrition Services Assistant Director

The Food and Nutrition Services Assistant Director (FNS Assistant Director) is responsible for the supervision of assigned district support personnel and acts as the liaison between school support staff and the FNS Director.

FNS Team Development/Marketing Program Manager

The FNS Team Development/Marketing Program Manager is responsible for the areas of training, professional development, program marketing, FNS event coordination, department communications and community relations.

FNS Operations Specialist

The FNS Operations Specialist is responsible for the supervision of assigned kitchen support personnel as well as the interviewing and hiring of FNS cafeteria positions. Additional responsibilities include professional standards, badges, and the summer meal program.

FNS Operations Specialist

The FNS Operations Specialist is responsible for the supervision of assigned kitchen support personnel as well as providing technical assistance within the department and cafeterias, coordinating technology activities with food service software providers, and continually pursuing technological advances that improve efficiencies and effectiveness of the program. Additional responsibilities include creating mechanisms for financial reporting and data collection and addressing software access issues.

FNS Nutrition/Wellness Specialist

The FNS Nutrition/Wellness Specialist is responsible for the supervision of assigned kitchen support personnel as well as assisting with the development and implementation of menus, and to act as liaison between the FNS district office and other organizations to promote nutrition education and wellness.



Additional responsibilities include the coordination of food and supply orders, the management and deployment of production records, assists with food recalls, maintains CLOC, and recipe development.

FNS Senior Associate

The FNS Senior Associate acts as the Benefit Coordinator including extended leaves and workers' compensation. The FNS Senior Associate is also responsible for payroll and assists with coordinating, interviewing, and hiring FNS positions. Additional responsibilities include the end of month revenue report, reappointments, and board agenda items.

FNS Senior Associate

The FNS Senior Associate is responsible for working with departments to ensure accuracy of district finance accounts as well as complete all FNS purchase orders, Invoices and maintain and reconcile P-Cards and transactions. Additional responsibilities include assisting with payroll and maintaining bank supplies.

FNS Technician III

The FNS Technician is responsible for the installation, maintenance, and repair of commercial kitchen equipment as well as general maintenance as it relates to Food and Nutrition Services.

Food and Nutrition Services Manager

The FNS Manager is responsible for the operation of the program(s) at each school site, which includes ensuring all established policies, procedures and regulations (federal, state and local) are followed.

Food and Nutrition Services Assistant Manager

The FNS Assistant Manager will provide technical assistance, guidance, and on-the-job training daily to the Food Service Assistants under the direction and supervision of the Food and Nutrition Manager at the school site.

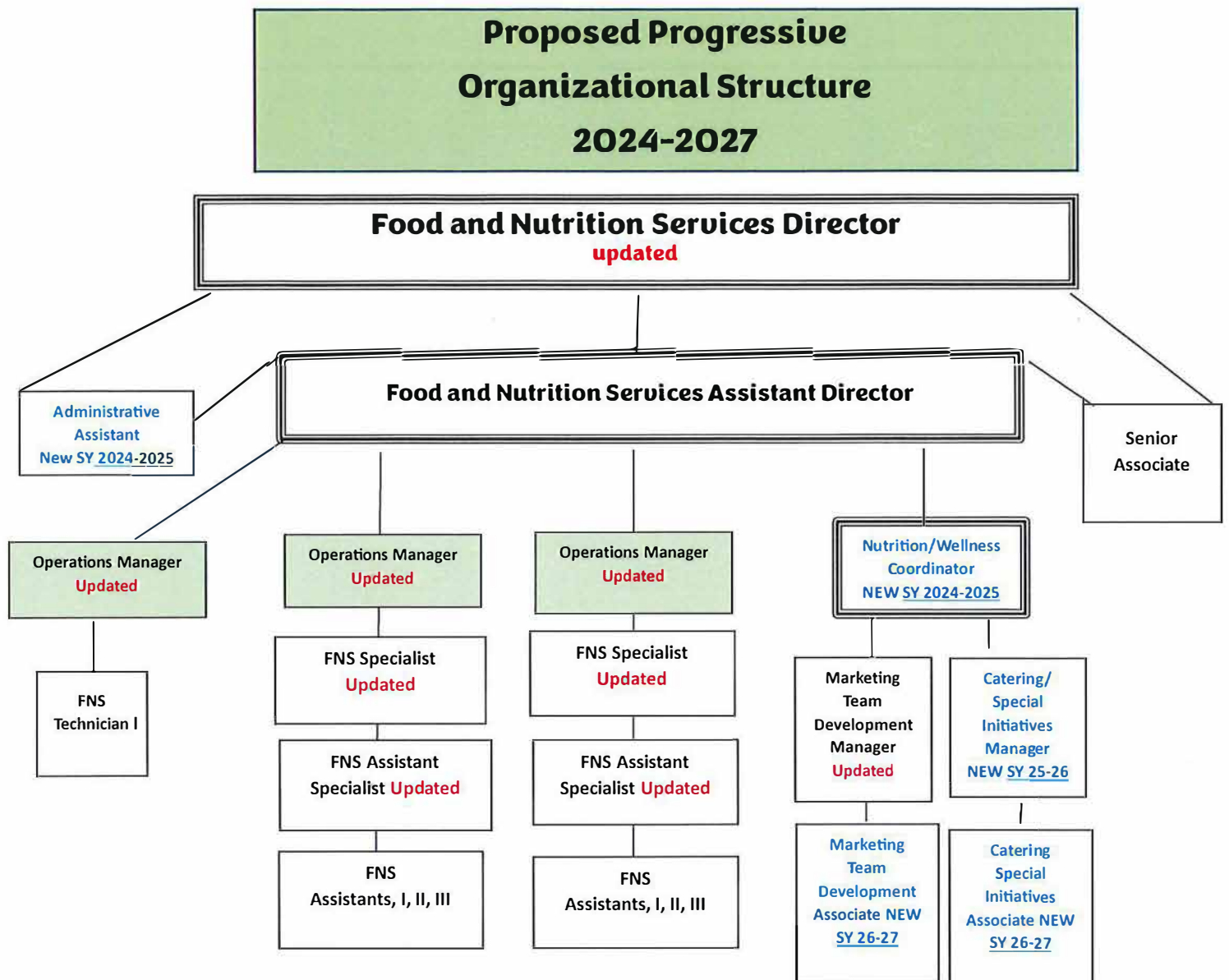
Food and Nutrition Services Assistants I, II and III

FNS Assistants will ensure the delivery of quality service and product to all customers under the direct supervision of the Food and Nutrition Assistant Manager and Food and Nutrition Manager.

Job Descriptions

Copies of all job descriptions can be found on the hernandoschools.org website.

www.hernandoschools.org/departments/hr/job-descriptions





Proposed Progressive Organizational Structure 2024-2027

School Board

The School Board shall comply with all local, state, and federal regulations relating to the Food and Nutrition Program. The Principal and the Director of Food and Nutrition will cooperate in the administration of the Food and Nutrition Program.

Food and Nutrition Services Director (updated)

The Food and Nutrition Services Director (FNS Director) will work under the authority delegated by the Superintendent and shall assume the responsibility for setting up and administering the Program that meets the obligations assumed by the School Board.

Food and Nutrition Services Assistant Director

The Food and Nutrition Services Assistant Director (FNS Assistant Director) is responsible for the supervision of assigned district support personnel and acts as the liaison between school support staff and the FNS Director.

Food and Nutrition Services Nutrition Wellness Coordinator (New) SY 24-25

The FNS Nutrition Wellness Coordinator is a Registered Dietitian and is responsible for the development and implementation of cycle menus. This position also acts as a liaison between FNS district office and other organizations to promote nutrition education and wellness. Additional responsibilities include the coordination of food and supply orders, the management and deployment of production records, assists with food recalls, and maintains CLOC. Responsible for the development and testing of standardized recipes and the maintaining of student allergy forms and menus. Works with food vendors, paper supply, request bid items, forecasting, work with dietetic interns and assist with SOP development and HACCP revisions. Coordinate summer feeding (menus and sites) with Operations Managers. Supervision of the Team Development/Marketing Manager and the Catering/Special Initiatives Manager.

FNS Catering/Special Initiatives Manager (New) Proposed SY 25-26

The FNS Catering/Special Initiatives Manager is responsible for the development and coordination of special projects including catering and vending for the department. This position would work with the RD on planning, coordinating, and developing catering and special event menus as well as the development of catering recipes, forecasting of items and invoicing procedures. Assist in the design, and implementation of catering, marketing, production, and finance materials. Plan, organize and conduct training for food and nutrition staff as it pertains to catering and specialty events in the district. Supervise assigned personnel as well as be responsible for the planning, set up and executing of special events.



FNS Team Development/Marketing Manager (updated)

The FNS Team Development/Marketing Manager is responsible for the areas of employee onboarding/orientation, the development and implementation of training including leadership training academy as well as professional development/ continuing education for FNS employees. Program marketing via social media platforms, department communications and community relations. Participates in school related job fairs and/or functions that promote the FNS program.

FNS Operations Manager (updated)

The FNS Operations Manager is responsible for the supervision assigned kitchen support personnel. Coordinate new Specialist training and onboarding with other operations specialists as well as provide assistance in training Specialists and Associates in all areas of food service. Monitor the maintenance of perpetual inventories of food and supplies in the kitchens. Responsible for the supervision, evaluation, and discipline of the school specialists. Provide hands on daily support in the schools as well as ensuring all standard operating procedures are followed. Assist with work order follow up as well as daily operational issues. Conduct annual food service audits in assigned kitchens. Complete assigned personnel annual and mid-year evaluations. Participate in leadership training as it relates to position.

FNS Operations Manager (updated)

The FNS Operations Manager is responsible for the supervision of assigned support personnel as well as providing technical assistance within the department and cafeterias, coordinating technology activities with food service software providers, and continually pursuing technological advances that improve efficiencies and effectiveness of the program. Additional responsibilities include creating mechanisms for financial reporting and data collection and addressing software access issues. Ensure preventative maintenance and repairs are complete in schools. Follow up of work orders and facilities issues. Assist director with renovation/construction projects as they relate to kitchen equipment purchase. Complete assigned personnel annual and mid-year evaluations. Participate in leadership training as it relates to position.

FNS Operations Manager (formerly nutrition and wellness specialist)

The FNS Operations Manager is responsible for the supervision assigned kitchen support personnel. Coordinate new Specialist training and onboarding with other operations specialists as well as provide assistance in training Specialists and Associates in all areas of food service. Monitor the maintenance of perpetual inventories of food and supplies in the kitchens. Responsible for the supervision, evaluation, and discipline of the school specialists. Provide hands on daily support in the schools as well as ensuring all standard operating procedures are followed. Assist with work order follow up as well as daily operational issues. Conduct annual food service audits in assigned kitchens. Complete assigned personnel annual and mid-year evaluations. Participate in leadership training as it relates to position.



FNS Administrative Assistant - New (formerly senior associate) SY 2024-2025

The FNS Administrative Assistant is responsible for making travel arrangements for staff going to conference as well as assisting the Assistant Director of Food and Nutrition with the coordinating, interviewing, hiring, and uploading paperwork for new hires (entry level positions). Book locations for meetings. The FNS Administrative Assistant is also responsible for the application and monthly financial claim for the National School Lunch, Seamless Summer, and Childcare Food Program, CLOC. Prepare and update annual supper book. This position also acts as back up for payroll, purchase orders and invoices. Additional responsibilities include the end of month revenue report, reappointments, invoicing to vended schools, and board agenda items.

FNS Senior Associate

The FNS Senior Associate is responsible for working with departments to ensure accuracy of district finance accounts as well as complete all FNS purchase orders, invoices and maintain and reconcile P-Cards and transactions. Acts as benefits coordinator including extended leaves and workers compensation. Additional responsibilities include assisting with payroll and maintaining bank supplies.

FNS Technician I, II, III

The FNS Technician is responsible for the installation, maintenance, and repair of commercial kitchen equipment as well as general maintenance as it relates to Food and Nutrition Services. This includes all the maintenance, repair, and preventative maintenance for all refrigerated equipment (pass through's, reach in's, freezers, coolers) as well as all other food service equipment (steam jacketed kettles, skillets, Rationale ovens, Eloma, Cleveland Hydrovection, Blodgett) and the preventative, maintenance, and repair of all. Order parts as needed, spec new equipment, work with other departments and vendors as needed. Document on work orders, respond to work orders in a timely fashion. Repair of all small equipment. Work with hood cleaning company and grease trap company to schedule service. Work with Director on special projects such as construction and renovations of kitchens and serving lines. This position spends 90% of day out in the field working in schools.

Food and Nutrition Services Catering Special Initiatives Associate (Proposed SY 26-27) TBD

The FNS Catering/Special Initiatives Associate is a support position to the Catering/Special Initiatives Manager.

Food and Nutrition Services Marketing Team Development Associate (Proposed SY 26-27) TBD

The FNS Marketing Team Development Associate is a support position to the Marketing Team Development Manager.



Food and Nutrition Services Specialist Updated (formerly Food and Nutrition Manager)

The FNS Team Specialist is responsible for the operation of the program(s) at each school site, which includes ensuring all established policies, procedures, and regulations (federal, state and local) are followed.

Food and Nutrition Services Assistant Specialist Updated (formerly Food and Nutrition Assistant Manager)

The FNS Assistant Specialist will provide technical assistance, guidance, and on-the-job training daily to the Food Service Assistants under the direction and supervision of the Food and Nutrition Senior Team Leader at the school site.

Food and Nutrition Services Assistant, I, II, III

FNS Assistants and Leads will ensure the delivery of quality service and product to all customers under the direct supervision of the Food and Nutrition Senior Team Leader and Team Leader.

Job Descriptions

Copies of all job descriptions, once approved, will be located on the hernandoschools.org website.

www.hernandoschools.org/departments/hr/job-descriptions



New & Updated Positions for 2024-2025

Position	Position Type	New Position	Updated Job Description	2024-2025 SY	Budget Impact w/ Fringe
Nutrition Wellness Coordinator	PTS F	X		Yes	\$101,122.98
Operations Manager (X3)	PTS E		X	Yes	\$9,022.84 ea (\$27,068.53)
Marketing/ Team Development Manager	PTS E		X	Yes	\$0
Specialist	PTS C		X	Yes	\$0
Assistant Specialist	PTS B		X	Yes	\$0
Director of Food Service	Admin		X	Yes	\$0
Administrative Assistant	CFL 9	X		Yes	\$17,801.83

Total Cost: \$ 145,993.34

Elimination of 1-Senior Associate Position (position moving to Administrative Assistant)

Elimination of Nutrition/Wellness Specialist Position (title change to Operations Manager)

Estimated New Positions 2025-2026 SY

Estimated Position	Position Type	New Position	Updated Job Description	2025-2026 SY	Budget Impact w/ Fringe
Catering/Special Initiatives Manager	PTS E	X		Yes	\$92,344.00

Total \$92,344.00

Estimated New Positions 2026-2027 SY

Estimated Position	Position Type	New Position	Updated Job Description	2026-2027 SY	Budget Impact w/ Fringe
Catering/Special Initiatives Associate	Conf F	X		Yes	\$51,253.48
Marketing/Team Development Associate	Conf F	X		Yes	\$51,253.48

Total \$ 102,506.96



Estimated Revenue 2024-2025

- Does not include revenue generated from federal reimbursement, CLOC, Seamless Summer, Snack, and Supper Programs

	2021-2022	2022-2023	2023-2024	2024-2025
Student/Adult Ala Carte Sales	\$329,244	\$433,868	\$325,351.38 (not all data entered for final qtr.) April, May, June	\$400,000 (estimated)
Food & Nutrition Rebates	N/A	\$5000	\$5000	\$5000
GFS 1% Payment Incentive	0		\$250,000	\$250,000
Total	\$329,244	\$438,686	\$580,351.38	\$670,000

- Increase lunch participation by 7-students per day per school (24 - schools) would also increase revenue at current reimbursement rate by **\$131,544** annually.
- Increase breakfast participation by 7-students per day per school (24-schoools) would increase revenue at current reimbursement rate by **\$82,500** annually.

Participation Growth & Meals Served

School Year	Qtr. 3 July, August, September	Qtr. 4 October, November, December	Qtr. 1 January, February, March	Qtr. 2 April, May, June	Totals
2020/2021	499,354	970,972	1,203,231	1,136,297	3,809,848
2021/2022	815,005	1,153,378	1,263,637	911,444	4,143,464
2022/2023	754,575	1,084,690	1,256,984	964,306	4,060,555
2023/2024	756,435	1,342,796	1,272,102	Not yet available	3,371,333
Grand Total	2,825,369	4,551,836	4,995,954	3,012,041	15,385,200

Goals of the Food and Nutrition Department 2024-2027

1. The Food and Nutrition Department has recently implemented the quick pay incentive program with Gordon Food Service (our current food vendor). This gives us 1% savings by paying our invoices within a set number of days. Finance has been instrumental throughout this entire process, and we could not have done this without Joyce and her team. This program will save us approximately **\$250,000 annually** and our goal is to continue this practice.
2. Partner with CTE/Culinary to assist in developing students for future careers in food service and food service management. **(SY 24-25)**
3. We are creating a leadership development program (180 Leadership Academy) for employees that want to move into management as well as developing leadership continuing education for all current specialists (formerly known as kitchen managers). They will intern through training kitchens learning different facets of leadership and operations. **(SY-24-25)**
4. The department has developed and implemented articulate training for all food service employees. These are continuing education modules that are completed monthly. Our goal is to create additional models with related leadership topics to promote the professional growth and development of our entire team. **(SY 24-27)**
5. Explore additional revenue streams that would assist the department in supporting new initiatives, identify opportunities and utilize our resources to their maximum potential while continuing to be financially solvent and responsible. Our goal is to accomplish this through catering, vending and grants. **(SY 24-27)**
6. As the district continues to grow, we are constantly exploring ways we can increase student participation **(SY 24-26)**:
 - Consistent menu items from vendors.
 - Promotion of new menu items, monthly taste testing/pop-ups/special events.
 - Marketing to students who do not participate in meals service (vending/going to where they are).
 - Create a Student Advisory/Menu Council: initiate focus groups for feedback, include council in menu meetings.
 - Expand the current annual student food show event where vendors present potential new menu items to students.
 - Vending reimbursable meals: going to where the students are.

Goals of the Food and Nutrition Department 2024-2027 (cont)

7. Employee Morale Incentives/Retention to highlight, spotlight achievements, celebrate successes and recognition initiatives including implementing employee of the month (SY 24-25).

8. Save money from outsourcing preventative maintenance and repairs of all food service equipment. Invest in training and development for the Food and Nutrition Services Technician to perform more work in house.

Outsourcing	2021-2022 SY		2022-2023 SY		2023-2024 SY (as of 5/1/24)	
	Preventative Maintenance	Repairs	Preventative Maintenance	Repairs	Preventative Maintenance	Repairs
Main Commercial	\$35,965.11		\$24,583.51	\$58,920.63	\$22,048.84	\$42,415.86
Webbs Food Service		\$36,359.02		\$45,346.28		
	Total: \$72,324.13		\$128, 850.42		\$64,464.70	