The Road Ahead
Reusable Tray Service in the Anchorage School District

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Student Nutrition Mission

- Deliver satisfying and nutritious meals
- Support student learning and success in life

**How does reusable tray service align with our mission?**

- Better quality, more appealing
- Students more likely to eat an appealing meal → Nutrition
- Unappealing, uneaten meal → NOtrition
- Positions ASD Child Nutrition Programs to be sustainable
  - Financially AND
  - Environmentally
Agenda

Problem         Challenges        Upfront Costs

Additional Costs        Analyzing results        Taking action

DISCLAIMER: This isn’t OVS, you will be served all 5 agenda items
A short time ago in a school not far away...

- ASD meals were overwrapped
- Elementary Schools: Centrally prepared and overwrapped meals
- Middle Schools: combination of paper tray and pre-plated service
- High Schools: mostly pre-plated
Too Big to Change

- 80 serving schools, 250 staff
- Too many facilities!
- Too much training!
- 30+ years of operating Central Kitchen model
- Too much invested!
- Declining Budget
  - No money to change!
  - Department and District level budget cuts
- Change is scary!
What if we could make ONE change?

- Pilot program at Service High School
- Replaced overwrapped meals and paper trays
- Reusable Trays improved:
  - Quality (taste and texture)
  - Presentation
  - Sustainability
  - Cost?
Single-use v. Reusable Tray

**Single-Use Tray**
- 2-compartment Oven-safe Tray
  - $0.36 each (landed)

**Reusable Tray**
- 6-Compartment Tray
  - $~8.42 each (landed)

**Breakeven units** = \(rac{$8.42}{$0.36} = 23.4\)
The Devil is in the Details

- **Labor Cost**
  - More time to wash dishes
  - Less time pre-plating
  - More staff on serving line

- **Equipment Costs**
  - Dishwashers
  - Racks and shelves

- **Logistics**
  - Serving Line: More staff, fewer hours
  - Drying and Storage of Trays

- **Shrinkage**
  - Trays WILL become ambulatory
Tray’d Up! Is it making a difference?

- After replacing trays, evaluate performance
- Has waste decreased?
- The results are ambiguous
Where did all the students go?

- It appears that participation is DOWN!?
- Despite having a better product
- Easy solution, just perform a multiple linear regression!
It looks like you just spoke in Greek.

Would it be easier to drill down data based on averages?

[Yes] [No]
Drill Down Your Data

- Start at broad level and look at averages
- Look for variances
- Drill into variances, such as a subsection of schools or menus
- Don’t waste time, if you know you won’t take action, don’t waste time analyzing
Drill Down your Data

<table>
<thead>
<tr>
<th>School</th>
<th># Schools</th>
<th>SY 19-20</th>
<th>SY 18-19</th>
<th>Δ</th>
<th>SY 19-20</th>
<th>SY 18-19</th>
<th>Δ</th>
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</thead>
<tbody>
<tr>
<td>Bartlett High School</td>
<td>1</td>
<td>552.56</td>
<td>571.34</td>
<td>(18.77)</td>
<td>41.0%</td>
<td>42.0%</td>
<td>-1.0%</td>
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<tr>
<td>Chugiak High School</td>
<td>1</td>
<td>347.81</td>
<td>172.05</td>
<td>175.76</td>
<td>38.9%</td>
<td>19.2%</td>
<td>19.7%</td>
</tr>
<tr>
<td>Dimond High School</td>
<td>1</td>
<td>272.22</td>
<td>290.62</td>
<td>(27.39)</td>
<td>18.4%</td>
<td>19.9%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Eagle River High School</td>
<td>1</td>
<td>154.65</td>
<td>169.42</td>
<td>(14.77)</td>
<td>18.3%</td>
<td>20.3%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>East High School</td>
<td>1</td>
<td>881.45</td>
<td>845.70</td>
<td>35.75</td>
<td>50.6%</td>
<td>47.8%</td>
<td>2.8%</td>
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<tr>
<td>Service High School</td>
<td>1</td>
<td>214.05</td>
<td>231.17</td>
<td>(17.12)</td>
<td>14.3%</td>
<td>15.1%</td>
<td>-0.8%</td>
</tr>
<tr>
<td>South High School</td>
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<td>141.54</td>
<td>130.21</td>
<td>11.33</td>
<td>10.7%</td>
<td>9.7%</td>
<td>1.1%</td>
</tr>
<tr>
<td>West High School</td>
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<td>354.87</td>
<td>372.03</td>
<td>(17.16)</td>
<td>20.6%</td>
<td>21.1%</td>
<td>-0.6%</td>
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<td>Total High Schools</td>
<td>8</td>
<td>2,919.16</td>
<td>2,791.54</td>
<td>127.62</td>
<td>26.9%</td>
<td>25.4%</td>
<td>1.5%</td>
</tr>
</tbody>
</table>
Taking Action

- Once you have identified possible challenges, take action!
- S.M.A.R.T Goals
  - You have already identified the M in your S.M.A.R.T goals!
  - You just need S, A, R, and T
- Consider marketing
Why Marketing

• Marketing is the backbone of a successful organization
• It is more than just advertising, in fact...
• Marketing is the process of determining consumer desires and delivering the right PRODUCT, for the right PRICE, at the right PLACE, via the right PROMOTION
The 4 P's

- **Product**: The deliverable product or service
- **Place**: The location and method in which the product is conveyed
- **Price**: What the consumer is willing to give in exchange for the product
- **Promotion**: The method in which we tell the consumer we have what they want
Long-Term Evolution

• The transition from disposable to sustainable service in Anchorage will be a long-term evolving process.

• Whether you are considering a similar change or another big change in your own district, the key takeaways are:
  • Put your mission first
  • Decide where you want to be
  • Make a plan, do your research up-front
  • Accept challenges, assess your situation
  • Analyze your situation
  • Take action, look at your 4 P’s

• Reward requires risk
Questions

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