

California's School Nutrition Personnel:

Training and Education Needs Assessment



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Publishing Information

California's School Nutrition Personnel: Training and Education Needs Assessment is a report of the needs assessment project undertaken in 2010 by the Nutrition Services Division, California Department of Education (CDE), its partners, and stakeholders. The report was authored by Mandeep Punia, Nutrition Education Consultant, and edited by Faye Ong. It was designed and prepared for Web posting by Tuyet Truong. The report was published by the California Department of Education, 1430 N Street, Sacramento, CA 95814.

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A Message from the

State Superintendent of Public Instruction

It is my pleasure to share *California's School Nutrition Personnel: Training and Education Needs Assessment* (TENA) report with you on behalf of the California Department of Education (CDE). This report is the culmination of the work of the CDE's Nutrition Services Division (NSD), along with its partners and stakeholders who served on the School Nutrition Program (SNP) TENA committee. The TENA committee identified the training and support needed by SNP personnel so they have the knowledge, skills, and competencies to plan, prepare, and serve nutritious and appealing meals to California's children and youths, within financial and regulatory constraints.

School meals play a significant role in promoting student health and, for many students, the school breakfast or lunch is the only nutritious meal of the day. Research confirms that proper nutrition and physical activity are important predictors of student health, attendance, behavior, and academic performance in school. This is why I launched the Team California for Healthy Kids campaign, which promotes healthy eating and physical activity throughout the day, every day. The CDE is committed to the professional development of SNP personnel to provide healthy meals in schools. The TENA effort has built a sound foundation for the CDE's implementation of the new federal SNP professional standards. The TENA committee's recommendations are already guiding the NSD's training priorities and are an important component of our conversations in strategic integration planning. I urge you to take a close look at the recommendations and collaborate with the CDE, in any way you can, so that we can make a difference in the health and well-being of California's schoolchildren.

I am grateful to the members of the TENA committee for the expert insight, advice, and many volunteer hours they contributed to helping the CDE. I believe this document will truly aid SNP personnel and our partners to further the success of SNP personnel as they strive to provide nutritious and appealing meals that support student health.



Tom Torlakson

State Superintendent of Public Instruction



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Acronyms

Cal-Pro-NET	California Professional Nutrition Education and Training Center
CDE	California Department of Education
CFR	<i>Code of Federal Regulations</i>
CNIPS	Child Nutrition Information and Payment System
CSBA	California School Boards Association
CSNA	California School Nutrition Association
FAQs	Frequently Asked Questions
HHFKA	Healthy, Hunger-Free Kids Act of 2010
LEAN	Leaders Encouraging Activity and Nutrition
NFSMI	National Food Service Management Institute
NSD	Nutrition Services Division
RCCI	Residential Child Care Institution
SHAPE	Shaping Health As Partners in Education
SJSU	San Jose State University
SNA	School Nutrition Association
SNP	School Nutrition Program
SNS	School Nutrition Specialist
TENA	Training and Education Needs Assessment
UCD	University of California, Davis
UCD-CNS	UCD Center for Nutrition in Schools
USDA	U.S. Department of Agriculture



Introduction

The California Department of Education's (CDE's) vision for school nutrition program (SNP) personnel in California's child nutrition programs is to provide a healthy environment for children and youths through leadership and competence in the meal programs.

California schools served more than 578 million lunches and more than 240 million breakfasts to students as part of the National School Lunch Program and School Breakfast Program in the 2011–12 school year.⁷ For each meal served, the school food authorities receive a predetermined amount of reimbursement provided they comply with complex federal regulations. In December 2010, President Obama signed the Healthy, Hunger-Free Kids Act of 2010 (HHFKA),² which mandated numerous changes to the National School Lunch Program and School Breakfast Program. These changes include several provisions to improve fiscal operations, program access, and wellness through healthy school environments, as well as a provision (Section 201) to update the meal patterns and nutrition standards for the National School Lunch Program and School Breakfast Program. The meal pattern changes are in accordance with the science-based recommendations of the Institute of Medicine's report, *School Meals: Building Blocks for Healthy Children*.³

On January 26, 2012, the U.S. Department of Agriculture (USDA) released the Final Rule: Nutrition Standards in the National School Lunch and School Breakfast Programs.⁴ The rule requires school food authorities to increase the availability of fruits, vegetables, whole grains, and fat-free and low-fat fluid milk in school meals; reduce the levels of sodium, saturated fat, and trans fat in meals; and meet the nutritional needs of schoolchildren within their calorie requirements. Although these alterations will improve the healthfulness of food served, they represent significant changes that affect the training, resource, and technical assistance needs of SNP personnel who administer the National School Lunch Program and School Breakfast Program. To successfully follow these regulations, SNP personnel need support in many areas, including meal planning and preparation, marketing, and financial management.

In addition to the regulations, several state and federal initiatives influence the training needs of SNP personnel. The initiatives include obesity prevention and health promotion campaigns such as First Lady Michelle Obama's Let's Move!, the USDA's HealthierUS Schools Challenge, and State Superintendent of Public Instruction Tom Torlakson's Team California for Healthy Kids. Although those programs are voluntary, the participating school food authorities need training and resources for their staff to be successful in providing appealing and nutritious school meals and a healthier school environment.

1. California Department of Education, *Lunch and Breakfast. 2011–12 School Nutrition Program County Profile Report* (Sacramento: California Department of Education). Retrieved from <http://www.cde.ca.gov/ds/sh/sn/documents/coproschool1112.xls> (accessed September 3, 2014).

2. Healthy, Hunger-Free Kids Act of 2010, S. 3307, 111th Con., 2nd Sess. (2010).

3. Institute of Medicine, *School Meals: Building Blocks for Healthy Children* (Washington, DC: The National Academies Press, 2010).

4. Nutrition Standards in the National School Lunch and School Breakfast Programs; Title 7, *Code of Federal Regulations*, parts 210 and 220 [FNS-2007-0038] RIN 0584-AD59; Final Rule, *77 Federal Register* 17 (26 January 2012), pp. 4088–167.

To ensure that the CDE directs the limited available funds toward technical assistance, trainings, and resources that meet the needs of SNP personnel, the Nutrition Services Division (NSD) initiated a Training and Education Needs Assessment (TENA) process with its partners and stakeholders in December 2010. This report summarizes the methodology and the results of the assessment process. Most importantly, it contains a five-year plan (school years 2013–18) developed by the NSD after consideration of the TENA committee’s recommendations. This plan will serve as a guide for the CDE, participating stakeholders, and school food authorities as they plan and provide training, technical assistance, and resources for SNP personnel to build a healthy school environment through leadership and competence in the meal programs.



Method

To achieve the vision of competent SNP personnel providing a healthy environment for children and youths in schools, after school programs, and residential child care institutions (RCCIs), the NSD set a goal to identify quality and timely trainings and educational resources that would support the success and growth of SNP personnel over the next five years.

California has more than 1,200 school districts—ranging in average daily enrollment from less than 2,500 to enrollments exceeding 40,000. They provide the NSD with unique challenges in meeting the diverse training needs of SNP personnel. Realizing the need for stakeholder input and collaboration to both identify priority needs and implement strategies for meeting those needs, the CDE convened the TENA committee in December 2010.

The Training and Education Needs Assessment Committee

The primary role of the TENA committee was to provide comments, advice, and recommendations for action regarding the training and educational resource needs of food service and nutrition education personnel. The NSD selected members of the committee by using two approaches: (1) soliciting applications from food service directors in agencies that sponsor the SNP; and (2) inviting leaders of several key stakeholder/partner organizations. This process ensured member representation by those with firsthand knowledge of staff training needs and others who could collaborate with the CDE to develop and provide access to the needed trainings and resources to SNP personnel. See appendix A for the committee letters and the method for application review.

The NSD selected 10 of the 29 TENA committee members through a competitive application process, which ensured variety in organization type (school districts, after school programs, RCCIs, and charter schools), school district size (small, medium, large, and very large), and geographic location. Of the 19 members from stakeholder organizations appointed by invitation, eight also worked as food service directors in school districts. With 62 percent of members employed in school food service, the committee brought to the table a rich understanding of the training needs of SNP personnel and the barriers they face.

The TENA committee consisted of representatives from the following organizations and groups:

- 🍷 Cal Pro-NET at San Jose State University
- 🍷 Cal Pro-NET at University of California, Davis
- 🍷 California Association of School Business Officials
- 🍷 California Charter Schools Association
- 🍷 California County Superintendents Educational Services Association
- 🍷 California Department of Education, After School Division
- 🍷 California Department of Education, Nutrition Services Division
- 🍷 California Department of Public Health, Network for a Healthy California
- 🍷 California Department of Public Health, Project LEAN
- 🍷 California Healthy Kids Resource Center

- 🍷 California School Nutrition Association
- 🍷 Charter School Development Center
- 🍷 Child Nutrition Advisory Council
- 🍷 Commodity Advisory Committee
- 🍷 Dairy Council of California
- 🍷 School District Food Service representatives
- 🍷 Shaping Health As Partners in Education (SHAPE) Advisory Committee
- 🍷 Small School Districts' Association
- 🍷 UCD-Food Stamp Nutrition Education Program

A complete list of the TENA committee members is in the Acknowledgments section.

Objectives of the Training and Education Needs Assessment Committee

The TENA committee's purpose was to help the NSD to develop a five-year plan that addresses the priority training, resource, and technical assistance needs of child nutrition personnel who work in the National School Lunch Program or School Breakfast Program. The NSD established a short-term objective tied to the immediate training needs for implementing the new meal pattern requirements of the HHFKA by July 1, 2012, and a long-term objective regarding professional development training and resources. The objectives were as follows:

Objective One: By June 1, 2011, the NSD and the TENA committee will identify the training and resources needed to prepare SNP personnel to implement the new federal meal pattern regulations.

Objective Two: By February 1, 2012, the NSD and the TENA committee will identify the priorities for training and the resources needed by SNP personnel for the next five years to help them be successful in their jobs and grow professionally.

Process of Developing Recommendations

The initial planning process included key informant interviews with NSD staff, training coordinators in other states, and professional organizations such as the School Nutrition Association (SNA) and the National Food Service Management Institute (NFSMI). Information gathered on existing staff training and professional development programs and infrastructure, previous needs assessments, and potential factors that could influence the training needs in SNPs was used to prepare a common foundation of understanding among all TENA committee members.

A small NSD planning team met weekly to outline the TENA process and plan each meeting. The overall planning process included opportunities for both internal NSD representatives and external stakeholders to offer input, advice, and expertise. TENA committee members were able to consider relevant background information from many sources: written materials and presentations, information about their own organization and committee representation, and opinions offered and recommendations made through small- and large-group processes. The collective experience and knowledge of TENA committee members were invaluable to this process. (See appendix B for meeting agendas and appendix C for presentation slides.)

The TENA process consisted of two phases, each phase addressing a separate objective.

Phase One

This phase consisted of two Webinars and one in-person meeting. The kickoff Webinar, held on January 31, 2011, provided the TENA committee with information on the NSD’s vision, goal, and objectives for the project; expected roles; and the process (see appendixes D 1–2).

SNP TENA Process Overview

2010

June–September	Key informant interviews and information gathering
September–December	TENA committee member selection

2011

January 31	Kick-off Webinar
February 24	Objective #1: Webinar
May 5 and 6	Objective #1: In-person meeting
July 18	Objective #2: Webinar
November and December	Objective #2: TENA Survey

2012

March 21 and 22	Objective #2: In-person meeting
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The second Webinar took place on February 24, 2011. It provided TENA committee members with a common baseline of understanding regarding the proposed meal pattern changes, definitions of terms (see appendix D3), and factors that may influence the training needs of SNP staff (see appendix E). The NSD staff provided a presentation on the USDA’s Final Rule: Nutrition Standards in the National School Lunch and School Breakfast Programs. Three committee members—food service directors from school districts of different sizes—offered local perspectives on how the proposed changes might affect operations and staff training needs. After the meeting, the NSD staff gathered information on trainings available for SNP staff that could be provided by the CDE and from the organizations represented by TENA committee members.

The first in-person meeting took place in Sacramento on May 5–6, 2011. The goals were to identify training and education needs and provide recommendations related to Objective One. Topics for the first day’s presentations included changes to the National School Lunch Program meal pattern requirements and the trainings and resources provided at no cost to SNP personnel by the NFSMI. TENA committee members then broke into small groups and examined, on the basis of geography, topic, delivery, and target audience, the available trainings and resources. Members identified the strengths, weaknesses, and needs of SNP personnel for training and resources. To put this analysis into perspective, the NSD staff then shared information regarding the CDE’s current training infrastructure for SNP personnel in California (see appendix F).

On the second day of the meeting, TENA committee members developed recommendations for meeting the training, resource, and technical assistance needs of SNP personnel to successfully implement the new National School Lunch Program meal pattern requirements. To achieve this, the NSD staff facilitated an activity structured to first solicit input from individuals, then from pairs, and then from groups of four. This structure allowed the most popular ideas for recommendations to rise to the top. The committee then worked as a large group and divided the recommendations into the following categories: (1) Marketing; (2) Communication; (3) Training, Resources, and Technical Assistance; (4) Support for Professional Development; and (5) Needs Assessment Survey. Then members prioritized the recommendations by large-group consensus.

Finally, the TENA committee participated in an activity to envision what success would look like when their recommendations are implemented. With this inspiration, they worked in small groups and completed a process chart for each recommendation—recording the priority (high or low), the extent to which the recommendation supports meal pattern changes, the potential cost (high or low), feasibility (high or low), potential allies, and possible implementation strategies.

The NSD used the outcome of Phase One to guide the development of a meal pattern training plan and incorporated this information into the needs assessment tools and materials for the second phase of the TENA process.

Phase Two

The TENA committee's second objective was to identify the priorities in training and the resource needs of SNP personnel for the next five years to support their professional success and growth. To accomplish this, the TENA committee members participated in a Webinar on July 18, 2011, and an in-person meeting in Sacramento on March 21–22, 2012.

The second phase also included an important piece of the needs assessment process: a survey that gathered input on training and professional development needs directly from the target audience. The University of California, Davis Center for Nutrition in Schools (UCD-CNS), designed the questionnaire for the TENA survey, with input from the NSD staff and the TENA committee. The objective of the survey was to determine the needs for training, resources, and professional development of child nutrition personnel in schools, after school programs,⁵ and RCCIs. In addition, respondents were surveyed about preferences for training formats and delivery modes. The UCD conducted the survey in November and December 2011. The *Training and Education Needs Assessment Survey: Final Report* (TENA survey) may be downloaded from the UCD-CNS Web page at <http://cns.ucdavis.edu/content/research/tena-survey-report-10-26.pdf> (accessed September 4, 2014).

During the Webinar on July 18, 2011, the TENA committee received information on the key provisions of the HHFKA to understand potential areas of training needed. Committee members also provided input on the proposed questionnaire for the TENA survey.

5. *After school programs* here refer only to those that participate in the National School Lunch Program. Those that participate in the Child and Adult Care Food Program will be surveyed in another study.

The TENA committee convened in Sacramento for the final in-person meeting on March 21–22, 2012, to identify priority needs that would guide the NSD’s training plan. Important background information was provided through presentations on the TENA survey results; the NSD’s current commitments to trainings, resources, and technical assistance; and the USDA’s work to develop professional standards for SNP personnel.

TENA committee members identified training topics and resources that would address unmet needs based on the following items:

- 👉 Recommendations from the TENA committee meeting on May 5–6, 2011 (the starting point)
- 👉 The NSD’s current training and resource commitments (the foundation to build on)
- 👉 The TENA survey results (a needs assessment survey)
- 👉 Members’ personal experience and knowledge

By building small-group consensus, followed by large-group consensus, the TENA committee developed a list of recommendations for the next five years (see appendix G). The recommendations were divided into two categories: **Now** (if they should be accomplished in the first two years) and **Later** (if they should be completed in the subsequent three years), using the following prioritizing guidelines:

- 👉 TENA committee’s recommendations from the meeting on May 6, 2011
- 👉 TENA survey results (2011)
- 👉 Administrative review findings
- 👉 Big rocks first⁶
- 👉 Student experience
- 👉 New regulations
- 👉 What is critical
- 👉 Lunch first
- 👉 Personal knowledge and experience

The committee then identified the items for which the NSD should take the lead role for implementation and those for which it is appropriate for another stakeholder to take the lead.

Finally, the committee members who were willing to make a commitment to assist the CDE with implementation of the TENA committee’s recommendations completed a “**Can give . . .**” form (see appendix H) to indicate ways they could help.

6. “The Big Rocks of Life” is a metaphor used by Dr. Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill, *First Things First* (New York: Simon & Schuster, 1994).



Recommendations

The CDE charged the TENA committee with two objectives—the first focused on implementing the new meal pattern requirements for the National School Lunch Program. The second objective was broader, with a focus on training and resources that support SNP personnel to be successful in their jobs and grow professionally over the next five years.

Recommendations for Objective One

In May 2011, the TENA committee made recommendations and suggested strategies for successful implementation of the new meal pattern at the state and local levels. The recommendations were grouped into five categories:

1. Marketing
2. Communication
3. Expansion of Training, Resources, and Technical Assistance
4. Support for Professional Development Needs
5. Needs Assessment Survey

1. Marketing: Implement a comprehensive marketing plan to support SNPs to improve the perception of school meals and increase participation in the meal program under the new requirements.

Support Marketing Efforts

- 📁 Make marketing materials available to school districts.
 - 🍎 Use existing information and resources and develop models from best practices to market the improved SNPs.
 - 🍎 Research how the changing regulations will affect school meals (use existing trusted sources or science-based information).
 - 🍎 Disseminate marketing materials, such as flyers, brochures, and Students' Nutrition Bill of Rights, to school districts.
- 📁 Identify the target audience (students, parents, administrators) and the three M's (message, method, and messenger).
 - 🍎 Districts may use social media to reach students, but first they need to identify the topics that can be used to reach the students and the groups.
- 📁 Develop a marketing or press kit.
 - 🍎 Develop a DVD/CD of templates with components that school districts can use to fill in the blanks for marketing in their community. The templates should allow the users to tailor them to various media (such as newspapers, magazines, and television) and audiences.
 - 🍎 Provide information about the objectives of the HHFKA and what is being accomplished through the new regulations.

- 🍎 Use the Web sites of school food authorities as a primary communication vehicle to share news about accomplishments and upcoming activities.
- 🍎 Roll out changes with a series of trainings in five different areas of the state as regional hubs. Video conferencing may be used so that remote areas can participate at the same time.

Increase Awareness of Improvements in the School Nutrition Programs

- 👤 Increase parent awareness of positive changes in the SNPs.
 - 🍎 Identify parent leaders to help reach more parents.
 - 🍎 Communicate to parents that their schools have a local school wellness policy.
 - 🍎 Add First Lady Michelle Obama’s Let’s Move! Campaign Web site link to district, partner, and state Web sites.

- 👤 Increase stakeholder awareness by holding events that will attract attention.
 - 🍎 Use National School Lunch Program week at the beginning of the school year as a kickoff for an awareness campaign.
 - 🍎 Increase awareness through a Bring Your Parent/Grandparent to Breakfast Day.
 - 🍎 Use the California School Nutrition Association (CSNA) conference in November to increase awareness.
 - 🍎 Work with various organizations and industry to craft messages specific to stakeholders.
 - 🍎 Engage youths and parents to be advocates for change.
 - 🍎 Have fun and exciting youth video contests.
 - 🍎 Conduct ongoing activities to raise awareness.
 - 🍎 Do something “off the wall” to get attention. For example, “Pamela’s Circus” (i.e., a wellness fair) or show brain scans to demonstrate the connection between physical activity and healthy eating to better test scores as a scientific application to students’ academic success.

- 👤 Raise awareness and recruit partners through California’s Childhood Obesity Conference.
- 👤 Focus on the positive aspects of changes to the child nutrition programs by embracing the change.
- 👤 Use “Ask me to share the story” as the theme for a marketing program.
- 👤 Develop a Students’ Nutrition Bill of Rights; contact partner organizations to solicit suggestions for the wording.
- 👤 Promote use of the CSNA as the “go-to” place for information on school nutrition.
 - 🍎 Think of activities, such as tagline marketing (a slogan or memorable phrase), that get people interested in joining the CSNA, or that provide an incentive.

- 🍎 Identify barriers and limitations to membership and solutions to overcome them.
- 🍎 The CDE, Small School Districts' Association, and the CSNA should work together to promote district-owned CSNA membership.

Increase Commitment to Wellness

- 📁 Develop school wellness teams to increase youth involvement.
 - 🍎 Hold a student video contest on the Students' Nutrition Bill of Rights. For example, "We want to eat these foods, but you don't give us the time to eat them."
 - 🍎 Use students as the actors in video contests. For example, make a video on how to recognize a reimbursable meal under "offer versus serve."
- 📁 Implement an employee wellness program at the work site.
 - 🍎 Make staff wellness a component of local school wellness policies.
 - 🍎 Coordinate all staff members to work together.
 - 🍎 Have a health/wellness director at the site (budget cuts may make this difficult).
 - 🍎 Convey to teachers and parents that the aim is to improve staff health.
 - 🍎 Have the district superintendent promote staff wellness-related competitions between schools.
 - 🍎 Join the Healthy Schools Program, at no cost, through the Alliance for a Healthier Generation.

2. Communication: Develop and improve mechanisms for communicating information needed by school nutrition program personnel.

- 📁 Develop an electronic platform or Web site for downloadable NSD-sponsored administrative information and trainings.
 - 🍎 Investigate what other state agencies are doing as a model for development.
 - 🍎 Link the NSD Web site with other resource models to improve access.
 - 🍎 Link to the revised *School Nutrition Guidance Manual*. Post it online with downloadable modules, linked to Management Bulletins and regulations guidance, and make it searchable by topic.
 - 🍎 Link to downloadable administrative review documents as guidance for SNP personnel.
 - 🍎 Make administrative trainings available online and downloadable.
 - 🍎 Research effective ways to notify sponsors of training.
 - 🍎 Categorize information by program (e.g., After School Meal Supplements [snacks], RCCIs, the Child and Adult Care Food Program At-risk component of the After School meals program, Summer Food Service Program, and the like.)

- 📁 Develop an online central directory for all trainings offered to SNP personnel by all organizations. This directory should include the following elements:
 - 🍎 A procedure to obtain resources and training
 - 🍎 A process to notify sponsors of all trainings
 - 🍎 Ability to sort by topic, target audience, date, and location
 - 🍎 A list of best practices
 - 🍎 Archived trainings for viewing on demand
 - 🍎 A Web site that is accessible to all and well maintained to be current
 - 🍎 Link to the Child Nutrition Information and Payment System (CNIPS) and the California Healthy Kids Resource Center Web site, and so on for improved accessibility

- 📁 Revise the CDE/NSD Web pages so they are more user-friendly.
 - 🍎 Make the Web pages more like a self-help desk.
 - 🍎 Include the *New Director Handbook*, Frequently Asked Questions (FAQs), and sample recipes.

- 📁 Develop a communication program with messages and counterarguments.
 - 🍎 Have consistent messaging throughout the state.
 - 🍎 Develop ideas obtained from a range of partners.
 - 🍎 Develop a plan to communicate the who, where, what, and when of regulations.

- 📁 Take advantage of CNIPS by adding useful information, such as:
 - 🍎 Action alerts: **“Click Here for Required Reading”**
 - 🍎 A reminder link for training classes
 - 🍎 Short newsletters for site or kitchen staff
 - 🍎 Two-week-cycle menus, customer service, and bulletins

- 📁 County offices of education should be on the NSD’s training infrastructure map.
- 📁 Work with the CDE After School Division.

3. ***Expansion of Training, Resources, and Technical Assistance Training***

- 📁 Offer training on the implementation of the new child nutrition program regulations.
- 📁 Provide training for vendors at the CSNA industry conference.
- 📁 Make existing training accessible to vendors.

- 👉 Offer training for RCCIs.
 - 🍎 Develop training specific to RCCIs and deliver trainings by a variety of methods.
 - 🍎 Design training agendas so that RCCIs can get needed information without having to attend the parts that do not apply to them. For example, schedule training on eligibility in the morning so RCCIs can skip that part because it does not apply to them.
- 👉 Determine, by looking at the TENA needs assessment, what is available; then fill in the gaps with what is needed.
- 👉 Provide skill-based training for target groups.
 - 🍎 Use the same training module for everyone to receive the same knowledge but customize training on building skills.
- 👉 Provide basic training on computer use for site staff.
- 👉 Offer regional trainings frequently, possibly at county offices of education.
- 👉 Offer training for all levels, including directors and front-line staff.
- 👉 Use advocacy and reach out to school districts to increase participation in trainings; consider making telephone calls to districts.
- 👉 Consider the following suggestions for developing training:
 - 🍎 Determine the needs (such as topics), target audience (staff positions), location, length, and format.
 - 🍎 Develop a training curriculum.
 - 🍎 Design curriculum for delivery through various methods: regional workshops, one-day training, one- to two-hour training, online, Webinar, train-the-trainer, and 10-, 15-, or 30-minute training modules for front-line staff.
 - 🍎 Consider the language and learning styles of attendees.
 - 🍎 Archive the training sessions for later viewing.
 - 🍎 Add archived training to the centrally located directory.
 - 🍎 Consider offering training and technical assistance at regular intervals, such as “Webinar Wednesdays,” and “Technical Assistance Tuesdays.”
 - 🍎 Offer training modules in the morning and afternoon using an interactive Skype or Webinar format.
 - 🍎 Offer demonstrations, allow for guided practice, and follow up with technical assistance.
- 👉 Consider the following methods of delivering training to help implement the new child nutrition program regulations, including the new meal pattern:
 - 🍎 Conduct one day of in-person training sessions (instead of multiple-day training) one month apart for managers and directors in small school districts.

- 🍎 Use train-the-trainer style trainings or have trainers go to large school districts when the districts host trainings
- 🍎 Offer regional training at large school districts.
- 🍎 Provide PowerPoint presentations for school districts to share with staff.
- 🍎 Provide printable materials and handouts.
- 🍎 Include practice time, questions, and dialogue in the CDE trainings.
- 🍎 Use different methods of delivery for front-line staff and directors to accommodate different learning styles (for example, half-day training, short training modules [10, 15, or 30 minutes], online training or Webinars).
- 👜 Create a reward or incentive system to encourage participation.
 - 🍎 Provide a certificate for each module completed.

Resources

- 👜 Offer the Child Nutrition Program Administration course either online or as a self-study notebook or workbook rather than as a five-day in-person course.
 - 🍎 Use online modules so that information is kept up to date.
 - 🍎 Investigate the feasibility of an online course or developing a printed manual.
 - 🍎 Instead of posting information online or in big binders, create a flip book with quick answers to FAQs.
- 👜 Create a way to share best practices online for all agencies to see.
 - 🍎 This may be accomplished through the California Healthy Kids Resource Center, Brokers of Expertise, iTunes, Facebook, and the like.
- 👜 Revise the *School Nutrition Guidance Manual*.
 - 🍎 Make training modules of the manual accessible online.
 - 🍎 Allow the modules to be searchable by keywords and hyperlinked to Management Bulletins and other regulations guidance.
- 👜 Offer a “Where to Find It” guide for SNP personnel.
- 👜 Provide downloadable administrative review documents for guidance.
- 👜 Include helpful resources on the CDE Web site.
- 👜 Provide a cookbook-style manual on how to train staff.
- 👜 Develop a state-owned standardized system for menu planning.
- 👜 Work with the California School Boards Association (CSBA) to revise wellness and child nutrition policies to match new regulations.

Technical Assistance

- 👤 Develop a regionally based technical assistance support system that is easily accessible.
- 👤 Increase the number of child nutrition consultant full-time equivalent positions so that they have more time to act as consultants, while meeting the administrative review regulations.
- 👤 Clarify how child nutrition consultants will conduct program audits.

4. Support for Professional Development Needs

- 👤 Redefine the career ladder from front-line staff to director.
 - 🍎 Establish job descriptions and provide guidance on finding jobs.
 - 🍎 Establish an internship program promoting positions such as registered dietitian, as well as those with degrees from culinary institutes, all the way to food service manager.
 - 🍎 Establish professional standards for school nutrition personnel.
 - 🍎 Develop creative ways to reward learning new concepts.
 - 🍎 Include certifications in the professional development program.
 - 🍎 Provide a financial incentive for earning certification.
- 👤 Professional development for all staff levels
 - 🍎 Develop statewide criteria for professional development of SNP personnel.
 - 🍎 Tap into available resources of the SNA.

5. Needs Assessment Survey

- 👤 Review the needs assessment to determine what is needed to fill the gaps.
 - 🍎 The TENA committee should identify gaps based on results of the TENA survey.
 - 🍎 Expand the delivery of the needs assessment to school business officials to gain their insights on the training needs of the food service department.
- 👤 Use different approaches to reach the broadest audience possible.
 - 🍎 The CNIPS and Management Bulletins may be possible venues for distribution of the questionnaire.
 - 🍎 The survey may appear as an advertisement in the CSNA *Poppy Seeds* journal.
 - 🍎 Computer kiosks at CSNA conferences may increase participation.
- 👤 Administer the survey in multiple languages—English and Spanish at a minimum.

- 👉 Develop questions that will be as useful as possible in gathering information about needs.
 - 🍎 Use the NFSMI competencies to craft questions.
 - 🍎 Include questions about training delivery mode, how to increase feasibility of in-person training, off-site training, what trainings are being completed, the resources used, and career aspirations.
- 👉 Use a reward or incentive system to encourage participation in the survey.
- 👉 Use advocacy and outreach, such as telephone calls to districts, to increase participation.

Recommendations for Objective Two

In March 2012, the TENA committee developed **recommendations** for training topics and resources to achieve Objective Two. The recommendations were prioritized for implementation into timeframes of either **now**, for the first two school years, or **later**, for the following three school years. The TENA committee also indicated whether the NSD or another partner organization should take the lead role in implementation.

Training Topics with the NSD as Lead

Recommendations for **Now**:

- 👉 The Healthy, Hunger-Free Kids Act of 2010: Reducing sodium and meeting calorie and fat limits
- 👉 Meal planning: Forecasting food production needs, controlling portion size, standardizing and adjusting recipes for quantities needed, evaluating new food products, preparing plant-based meals, incorporating cultural foods into school meals, and offering food or meal choices
- 👉 Meal preparation: Culinary skills, planning for just-in-time food preparation, scratch cooking (including speed scratch or quick scratch), preparing plant-based meals, and preparing foods for students with special dietary needs
- 👉 Training employees
- 👉 Training for specific target audiences: RCCIs, Parent–Teacher Association, and vendors or industry partners

Recommendations for **Later**:

- 👉 Program administration: Disaster plan development and implementation
- 👉 Nutrition and special dietary needs: Child nutrition/basic nutrition, current nutrition issues, food allergies/intolerances, childhood obesity, type 2 diabetes and vegetarianism (The latter two were not a five-year priority, but were kept as one group.)
- 👉 Food safety

Training Topics with NSD's Partner(s) as Lead

The TENA committee recommended that partners of the NSD take the lead role in arranging to provide training for SNP personnel on certain topics in the areas of business, communication, and wellness/healthy school environment.

Recommendations for **Now**:

- 👤 Business topics: Team building, work simplification, policy collaboration
- 👤 Communication: Communicating with parent organizations and working effectively with school administrators and teachers

Recommendations for **Later**:

- 👤 Business topics: Grant writing, staff productivity analysis, managing stressful situations at work, leadership, and evaluating on-the-job performance of workers
- 👤 Communication: Customer service and communicating effectively with workers and all partners
- 👤 Wellness/healthy school environment: Employee wellness and farm-to-school programs

Resources

The TENA committee also made recommendations for resources that would help SNP personnel to create a healthy school environment and grow professionally.

Resources with the NSD as Lead

The TENA committee determined that the NSD should have the lead responsibility for providing the resources named below.

Recommendations for **Now**:

- 👤 Online central information:
 - 🍎 Provide helpful resources on the CDE/NSD Web pages (include funding opportunities).
 - 🍎 Revise the CDE/NSD Web pages to be more user-friendly.
 - 🍎 Use CNIPS effectively (e.g., post reading updates, class reminders, short newsletters for site or kitchen staff, two-week-cycle menus, customer service information, and so on).
 - 🍎 Use Web-based mechanism to share best practices (e.g., Brokers of Expertise, iTunes, Facebook, or California Healthy Kids Resource Center).

- 👜 Other online resources:
 - 🍎 Create a self-paced online course (Child Nutrition Program Administration) or make a hard copy manual available instead of a five-day in-person course.
 - 🍎 Provide a Quick Guide to FAQs for child nutrition directors.
 - 🍎 Revise the *School Nutrition Guidance Manual* to feature online modules, make them searchable by keywords, and hyperlink to Management Bulletins and regulations guidance.
 - 🍎 Downloadable administrative review documents for guidance
 - 🍎 “Where to Find It” guide
 - 🍎 Create a guide to after school program meals (i.e., supper)
- 👜 Nutrition education materials:
 - 🍎 Printed training materials
 - 🍎 Visual aids
 - 🍎 MyPlate materials
 - 🍎 Distribution plan for CDE fruit and vegetable cards for free or at reduced cost
- 👜 Miscellaneous materials/supplies: Cafeteria promotional materials
- 👜 Funding for compensation pay so personnel can attend training
- 👜 Working with partners:
 - 🍎 Work with the CSBA to revise policies on wellness and child nutrition to be consistent with new regulations.
 - 🍎 Develop a communication program in coordination with partners.
- 👜 Other: CDE-owned standardized menu planning system

Resources with the NSD’s Partners as Lead

The TENA committee decided that the NSD’s partners should play the lead role in providing some resources.

Recommendations for **Now**:

- 👜 Other online resources: Provide a guide to seeking outside funding sources.

Recommendations for **Later**:

- 👜 Funding for purchasing food for experiential learning
- 👜 Working with partners: Encourage the use of the CSNA as the “go-to place” for SNP operations and professional development

- 🍷 Wellness:
 - 🍏 Increase commitment to wellness with more student involvement in school wellness teams.
 - 🍏 Make staff wellness a component of local school wellness policies.

Needs That Are Not a Five-Year Priority

Some training topics and resources were identified as a need, but the TENA committee determined that they were not urgent and could wait five years to be implemented.

Training Topics

- 🍷 Program administration: How to write fruit and vegetable specifications and bids for procurement
- 🍷 HHFKA: How to increase the use and consumption of beans and peas
- 🍷 Wellness/healthy school environment: Waste management
- 🍷 Food safety: Hazard Analysis and Critical Control Points

Resources

- 🍷 Staff training manual with a format like a cookbook
- 🍷 Guide to preparing and serving plant-based meals
- 🍷 Nutrition and garden storybooks
- 🍷 Classroom cooking supplies
- 🍷 Garden supplies

Application of Recommendations

The NSD considered the recommendations for Objective One when developing and implementing the new meal pattern training plan and the TENA survey. The recommendations for Objective Two serve as a guide for the CDE and its partners, including school districts, to determine the focus of the work for school years 2013–18. The goal is to meet the training and resource needs of SNP personnel to support their growth and professional development.



Implementation

The CDE recognizes that ongoing collaboration with stakeholders and partners is the key to successfully meeting the training and resource needs of California’s SNP personnel. The NSD plans to continue to identify training opportunities that address the TENA committee’s recommendations, reorganize the training and professional development information on the Web pages, and reach out to partners for future opportunities to collaborate.

The CDE’s five-year plan to address the priority needs is described below.

Training Plan

The NSD developed a five-year training plan that considered the TENA committee’s recommendations, existing training commitments, available resources, and any regulatory workload priorities. For example, a major influence on the NSD’s resources has been the implementation of the HHFKA. The NSD assigned a high priority to TENA recommendations that were in the **now** (i.e., the Years 1–2) priority group and met one or more of the following conditions:

- Support implementation of HHFKA regulations, including the lunch and breakfast meal pattern changes.
- Support ongoing work within the NSD or is easy to implement.
- Fit into the current training that either NSD staff members or existing contractors are designing.
- CDE’s partner is interested in collaborating on this topic.
- The recommendations were appropriate to include in the contracts for the next contract cycle.
- Training on this topic is not readily available from outside sources.

The CDE’s **School Nutrition Program Training Plan (school years 2013–18)** (<http://www.cde.ca.gov/pd/fs/ne/tenaplanchart.asp> [accessed July 13, 2015]) shares the CDE’s training priorities with partners and all stakeholders, including school districts, as they plan and provide training for the school nutrition personnel. It outlines when and how the CDE plans to address the training needs of SNP personnel. The plan includes training that only the CDE offers or plans to offer in the defined time period, either independently or in collaboration with partners. It does not include any training that outside organizations provide without the CDE’s involvement.

The training plan includes the SNA’s key areas for professional development, the category and topic according to the TENA committee’s recommendations, training name, format (e.g., in-person or online), source (CDE staff, CDE’s contractor, or CDE with an outside partner), and the school year(s) in which the training will be available to SNP personnel. Details such as target audience, cost, dates and locations, and registration information will be available through the CDE’s Web site.

Resource Plan

The TENA committee also made recommendations for resources that would help SNP personnel to create a healthy school environment and grow professionally. Although the CDE's first priority is addressing training needs to ensure successful implementation of the HHFKA, resources can also play an important role to support this work.

The CDE's **School Nutrition Program Resource Plan (school years 2013–18)** (<http://www.cde.ca.gov/pd/fs/ne/tenaresplan.asp> [accessed July 13, 2015]) outlines when the NSD plans to implement the TENA committee's recommendations. The implementation timeframe will largely depend on staffing resources and the commitment of collaboration from the CDE's partners.



Next Steps

The importance of professional development based on learning needs cannot be overstated. Ongoing professional development consistent with certification requirements of the SNA is needed, according to the implementation strategies for professional development in the report *School Nutrition . . . by Design!*⁷ Professional standards are, in fact, a key component of the Healthy, Hunger-Free Kids Act of 2010 (HHFKA). The Final Rule: Professional Standards for State and Local School Nutrition Programs Personnel as Required by the HHFKA was released by the USDA on March 2, 2015. The new standards will ensure school nutrition personnel have the knowledge, training, and tools needed to plan, prepare, and purchase healthy products to create nutritious, safe, and enjoyable school meals.

The USDA professional standards establish the minimum hiring standards for the selection of state and local school nutrition program directors. They also require all personnel who manage and operate the National School Lunch and School Breakfast Programs to complete annual education/training as specified. The final rule requires the state agency to provide a minimum of 18 hours of continuing education/training per year to school food authorities (SFAs). Training topics may include, but are not limited to, administrative practices (including applications, certification, verification, meal counting, and meal claiming procedures); the accuracy of approvals for free and reduced-price meals; the identification of reimbursable meals at the point of service; nutrition; health and food safety standards; efficient and effective use of USDA foods; and inventory rotation and control.

California is well prepared to address the training requirements in the professional standards. The Nutrition Services Division of the CDE has developed a five-year plan addressing the TENA committee's recommendations for need-based training and resources for SFAs. The NSD has been implementing the plan and will continue to make progress in collaboration with the TENA committee members and other partners and stakeholders, as appropriate.

7. California Department of Education, *School Nutrition . . . by Design!* (Sacramento: California Department of Education, 2006). Available on the CDE Nutrition Education Resources Web page at <http://www.cde.ca.gov/ls/nu/he/documents/snbd.pdf>.

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- . *Lunch and Breakfast 2011–12: School Nutrition Program County Profile Report*. Retrieved from <http://www.cde.ca.gov/ds/sh/sn/documents/coproschool1112.xls> (accessed September 4, 2014).
- . *Training and Education Needs Assessment Survey: Final Report*. Prepared for University of California, Davis, Center for Nutrition in Schools. Sacramento: California Department of Education, 2012. Available on the UCD-CNS Web site at <http://cns.ucdavis.edu/content/research/tena-survey-report-10-26.pdf> (accessed September 4, 2014).
- Final Rule: Nutrition Standards in the National School Lunch and School Breakfast Programs; 7 *CFR*, Parts 210 and 235. Available at <http://www.fns.usda.gov/nslp/national-school-lunch-program-nslp> and <https://www.federalregister.gov> (accessed April 13, 2015).
- Final Rule: Professional Standards for State and Local School Nutrition Programs Personnel as Required by the Healthy, Hunger-Free Kids Act of 2010; 7 *CFR*, Parts 210 and 235. Available at <http://www.fns.usda.gov/nslp/national-school-lunch-program-nslp> and <https://www.federalregister.gov/articles/2015/03/02/2015-04234/professional-standards-for-state-and-local-school-nutrition-programs-personnel-as-required-by-the>. (accessed April 13, 2015).
- The Healthy, Hunger-Free Kids Act of 2010, S. 3307, 111th Con., 2nd Sess. (2010). Available on the USDA Web page at http://www.fns.usda.gov/cnd/Governance/Legislation/CNR_2010.htm (accessed September 4, 2014).
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- Jones, A.M., M. Punia, S. Young, C. Chase Huegli, and S. Zidenberg-Cherr. "Training Needs of Personnel Employed in Programs Participating in the National School Lunch Program in California." *Journal of Child Nutrition and Management* 37 (1). Available on the School Nutrition Association Web site at <http://schoolnutrition.org/5--News-and-Publications/4--The-Journal-of-Child-Nutrition-and-Management/Spring-2013/Volume-37,-Issue-1,-Spring-2013---Jones;-Punia,-Young,-Huegli,-Zidenberg-Cherr/> (accessed September 4, 2014).



Appendix A
Selection of Training and Education
Needs Assessment Committee Members

Letter Soliciting Applications



CALIFORNIA
DEPARTMENT OF
EDUCATION

JACK O'CONNELL
STATE SUPERINTENDENT OF PUBLIC INSTRUCTION

November 1, 2010

Dear School Food Service Director:

Subject: School Nutrition Programs
Training and Education Needs Assessment Advisory Committee

I am pleased to inform you that the California Department of Education (CDE), Nutrition Services Division (NSD) is convening a Training and Education Needs Assessment (TENA) Advisory Committee for School Nutrition Programs (SNPs). The goal of the TENA is to identify quality and well-timed trainings and educational resources needed by SNP sponsors to support their success and growth over the next three to five years. We are soliciting applicants to serve on this advisory committee.

Currently, several initiatives and federal and state programs have identified schools as vital in reversing the childhood obesity epidemic. These include First Lady Michelle Obama's *Let's Move! Campaign* and the United States Department of Agriculture's *Know Your Farmer, Know Your Food Initiative*, the *HealthierUS School Challenge*, and the Fresh Fruit and Vegetable Program. Both the anticipated implementation of the Reauthorization of the 2009 Child Nutrition Act and the recommendations from the Institute of Medicine report, *School Meals: Building Blocks for Healthy Children*, further support the importance of schools in addressing this health issue. While attention to these initiatives is important to the health of our students, we must also focus on increasing the proficiency of School Food Authorities in administering financially solvent and efficient programs with attention to administrative accuracy and program integrity.

With this in mind, the NSD wants to provide essential training and education to assist districts in meeting the challenge of improving both program operations and children's health. We cannot meet this challenge alone. We are currently soliciting applications from Food Service Directors (or their staff) to be a part of the SNP TENA Advisory Committee. It is critical that we have committee representatives from small, medium, and large school districts in addition to those from rural and urban regions throughout California. You will be joining other key statewide stakeholders representing the California School Nutrition Association, the California Association of School Business Officials, the State Board of Education's Child Nutrition Advisory Council, the Dairy Council, and others.

1430 N STREET, SACRAMENTO, CA 95814-5901 • 916-319-0800 • WWW.CDE.CA.GOV

Colin Miller, MBA, Vice President of Policy
November 1, 2010
Page 2

Individuals who are vocal, enthusiastic, and have at least five years of experience working in school nutrition programs are encouraged to submit their application. Applicants agree to actively participate on this committee for a one-year term beginning in January 2011, and attend one or two webinar meetings and three to four in-person meetings in Sacramento. The NSD will reimburse participant travel and per diem expenses.

If interested, please complete the attached SNP TENA Advisory Committee Application and fax all documents to Mandeep Punia at (916) 322-3749 by December 1, 2010. A required orientation conference call will take place on Monday, January 31, 2011, from 2:30 p.m. to 4:00 p.m. Details for this call will be provided at a later date. The first in-person meeting will take place in Sacramento in March or April, 2011.

If you have any questions or need clarification, please contact Mandeep Punia by phone at (916) 323-6037 or by e-mail at mpunia@cde.ca.gov.

Sincerely,



Phyllis Bramson, Director
Nutrition Services Division

Enclosure: SNP TENA Advisory Committee Application

Advisory Committee Application

The Nutrition Services Division (NSD) has set a goal to identify quality and well-timed trainings and educational resources needed by school nutrition program sponsors to support their success and growth over the next three to five years. To accomplish this goal, we are convening a Training and Education Needs Assessment (TENA) Advisory Committee. The primary purpose of the TENA Advisory Committee is to provide advice, comment, review, and recommendations for action regarding the training and educational needs of school food service and nutrition education personnel.

What is expected?

Advisory committee activities may include study of critical issues, independent research, and reviews of staff reports and recommendations so that the committee is prepared to discuss, formulate, and forward well-developed, thoughtful recommendations to the NSD in a timely manner.

How long will I serve on this committee?

This is a one-year term starting January 2011.

How often will the committee meet and where?

The committee will meet three to four times in-person in Sacramento. In addition there will be up to two Webinar meetings.

To be considered to serve on the TENA Advisory Committee, you must complete the application below and attach a brief bio (or résumé), along with any supporting documents. Return your application package by December 1, 2010 to Mandeep Punia at the fax number or e-mail address at the end of this form.

Name: _____

Position: _____

Name of Agency: _____

Mailing Address: _____

Telephone: _____

E-mail Address: _____

Advisory Committee Application *(continued)*

*Please answer all of the following questions.
You may attach additional pages if you need more room to answer.*

a. What is your interest and motivation for serving as a member?

b. Describe your professional background, education, and/or experience in school nutrition programs and how it will contribute to the goal of the TENA.

c. Please take a moment to explain what your vision is as to how you can serve most effectively on this committee.

Attach your short bio or résumé with this application. Thank you for your time and interest in the TENA Advisory Committee. Please fax or e-mail your completed application by December 1, 2010 to:

Mandeep Punia @ (916) 322-3749
mpunia@cde.ca.gov

TENA Committee Application Review

Purpose of the Review

Ten positions on the TENA committee must be filled with individuals who can provide expert input on the training and educational resources needed by school nutrition program (SNP) personnel. The membership should be diverse in terms of the school district size, geographic location, experience, and other evaluation factors. The number of seats to be filled are as follows:

- 4 - Small school districts (enrollment less than 2,500)
- 2 - Medium school districts (2,500–10,000)
- 1 - Large school districts (10,000 to less than 40,000)
- 1 - Very large school districts (40,000 or more)
- 1 - Residential child care institution (RCCI)
- 1 - Charter schools

Application Solicitation

The NSD e-mailed the application solicitation letter (appendix A1) to every active school nutrition program sponsor, SHAPE (Shaping Health As Partners in Education) list, and ENPU Education Nutrition Policy Unit) listserv.

Eligibility Criteria

Individuals were encouraged to apply if they met the following criteria:

- 👤 Five or more years of school food service experience (as of June 30, 2011)
- 👤 Vocal and enthusiastic
- 👤 Agree to actively participate for one year and attend one to two Webinar meetings and three to four in-person meetings
- 👤 Submission of a résumé or biography and application
- 👤 Timely submission of the application by December 1, 2010

Applicants were evaluated for the following factors if they met the eligibility criteria:

- 👤 School district size (enrollment), geographic region, and type of region (urban/rural)
- 👤 Experience:
 - 🍎 Length and type of school food service experience (supervision and training)
 - 🍎 Other food service experience, including with contract companies
 - 🍎 Leadership in California School Nutrition Association (CSNA), California Association of School Business Officials (CASBO), or other similar organizations

- 🍎 Education level including SNS or SNA certification, degree, and food safety certification
- 🍎 Trainer for Cal-Pro-NET
- 🍎 Current involvement in NSD special project
- 👤 Additional consideration—their stated motivation and vision

Evaluation Process

1. Those who did not meet the eligibility criteria were eliminated.
2. A spreadsheet for the evaluation factors (by size of district) was completed.
3. Two NSD staff members developed their recommendations individually, held discussions, and reached the final recommendations that were approved by the NSD director.

Representation of School Districts

In addition to the 10 selected members from school districts, eight of the invited members who represented specific seats also worked for school districts and brought that knowledge and experience to the committee. They were:

1. Denise Ohm: CSNA president-elect, Enterprise Elementary School District (medium)
2. Andrew Soliz: CSNA president, San Leandro Unified School District (medium)
3. Robert Lewis: CSNA Professional Development, El Monte City School District (large)
4. Wanda Grant: Nutrition Network local representative and School Nutrition Association's western regional director, Palm Springs Unified School District (large)
5. Pamela Lambert, California School Business Officials representative, Escondido Union High School District (large)
6. Anne Gaffney: SHAPE Advisory Board, Elk Grove Unified School District (large)
7. Dominic Machi, Commodity Advisory Committee, San Ramon Valley Unified School District (very large)
8. Leann Onasch: Child Nutrition Advisory Council, Val Verde Unified School District (large)

Letter Inviting Key Stakeholders



CALIFORNIA
DEPARTMENT OF
EDUCATION

JACK O'CONNELL
STATE SUPERINTENDENT OF PUBLIC INSTRUCTION

November 18, 2010

[Name], [Title]
[Address]
[City] [State] [Zip]

Dear (NAME):

**Subject: Invitation Letter for the School Nutrition Programs
Training and Education Needs Assessment Advisory Committee**

I am pleased to invite you to serve on the California Department of Education (CDE), Nutrition Services Division (NSD) Training and Education Needs Assessment (TENA) Advisory Committee for School Nutrition Programs (SNPs). The goal of the TENA is to identify quality and well-timed trainings and educational resources needed by SNP sponsors to support their success and growth over the next three to five years.

Currently, several initiatives and federal and state programs have identified schools as vital in reversing the childhood obesity epidemic. These include First Lady Michelle Obama's *Let's Move! Campaign* and the United States Department of Agriculture's *Know Your Farmer, Know Your Food Initiative*, the *HealthierUS School Challenge*, and the Fresh Fruit and Vegetable Program. Both the anticipated implementation of the Reauthorization of the 2009 Child Nutrition Act and the recommendations from the Institute of Medicine report, *School Meals: Building Blocks for Healthy Children*, further support the importance of schools in addressing this health issue. While attention to these initiatives is important to the health of our students, we must also focus on increasing the proficiency of School Food Authorities in administering financially solvent and efficient programs with attention to administrative accuracy and program integrity.

With this in mind, the NSD wants to provide essential training and education to assist districts in meeting the challenge of improving both program operations and children's health. We cannot meet this challenge alone. Therefore, we are requesting you, or your designee, to join this advisory committee. Your participation is important in shaping the training and educational activities for SNP sponsors over the next three to five years.

1430 N STREET, SACRAMENTO, CA 95814-5901 • 916-319-0800 • WWW.CDE.CA.GOV

November 18, 2010

Page 2

You are invited to submit a commitment form to serve on the SNP TENA Advisory Committee. Your commitment is for a one-year term, starting January 2011, during which we will have one or two webinar meetings and three to four in-person meetings in Sacramento. The NSD will reimburse participant travel and per diem expenses.

Please complete the enclosed SNP TENA Advisory Committee Commitment Form and submit all documents to Mandeep Punia by December 10, 2010. A required orientation conference call will take place on Monday, January 31, 2011, from 2:30 p.m. to 4:00 p.m. Details for this call will be provided at a later date. The first in-person meeting will take place in Sacramento in March or April, 2011.

If you have any questions or need clarification, please contact Mandeep Punia by phone at (916) 323-6037 or by e-mail at mpunia@cde.ca.gov.

Sincerely,



Phyllis Bramson, Director
Nutrition Services Division

Enclosure: SNP TENA Advisory Committee Commitment Form

Commitment Form

The Nutrition Services Division (NSD) has set a goal to identify quality and well-timed trainings and educational resources needed by school nutrition program (SNP) sponsors to support their success and professional development over the next three to five years. To accomplish this goal, we are convening a Training and Education Needs Assessment (TENA) Advisory Committee. The primary purpose of the TENA Advisory Committee is to provide information, comments, review, advice, and recommendations for action regarding the training and educational needs of school food service and nutrition education personnel.

What is expected of the committee members?

Advisory committee activities may include study of critical issues, gathering and providing information about your organization's role relevant to SNP personnel training, reviewing staff reports and making recommendations. These activities will prepare you to discuss, formulate, and forward well-developed, thoughtful recommendations to the NSD in a timely manner.

How long will I serve on this committee?

This is a one-year term starting in January 2011.

How often will the committee meet in-person and where?

The committee will meet three to four times in-person in Sacramento. In addition, there will be up to two Webinar meetings.

If you would like to serve on the TENA Advisory Committee, please complete the commitment form, attach a brief biography (or résumé), and return to Mandeep Punia at the FAX number or e-mail address at the bottom of this form.

Name: _____

Position: _____

Name of Agency: _____

Mailing Address: _____

Telephone: _____

E-mail Address: _____

Attach your short biography or résumé with this commitment form. Thank you for your time and interest in the TENA Advisory Committee.

Fax or e-mail the Commitment Form and supporting documents by December 10, 2010 to:

Mandeep Punia at 916-322-3749
mpunia@cde.ca.gov

Appendix B

Meeting Agendas

School Nutrition Programs Training and Education Needs Assessment Advisory Committee

Kick-Off Meeting Webinar, Monday, January 31, 2011

2:30 p.m. to 4:00 p.m. Pacific Time

Facilitators: Mandeep Punia and Shannan Young

Time	Topic	Presenter	Expected Outcome
2:30 p.m.–2:40 p.m.	Welcome and Agenda Review	Carol Chase	Attendees will know what is planned for this meeting.
2:40 p.m.–2:50 p.m.	Meeting Format with Web Conferencing	Shannan Young	Attendees will know how to participate in the Web conference via a phone line and MS Live; this will prepare everyone for such future meetings.
2:50 p.m.–3:10 p.m.	Introductions	Mandeep Punia	During roll call, on hearing his or her name, each attendee will: <ol style="list-style-type: none"> 1. say “yes”; 2. tell the name of the agency he or she works with; 3. share one interest for being involved with this committee (in 30 seconds or less).
3:10 p.m.–3:20 p.m.	Project Overview	Phyllis Bramson Carol Chase	Attendees will understand what the NSD wants to accomplish with the help of the TENA Advisory Committee.
3:20 p.m.–3:40 p.m.	Process for TENA Project	Mandeep Punia	Attendees will learn how the NSD proposes to work with the Advisory Committee to achieve the stated objectives.
3:40 p.m.–3:55 p.m.	Roles and Expectations	Mandeep Punia	Attendees will gain clarity on their roles and what is expected.
3:55 p.m.–4:00 p.m.	Next Steps	Shannan Young	Attendees will know what is going to happen next and when.

School Nutrition Programs
Training and Education Needs Assessment Advisory Committee
 Webinar Meeting Agenda, Thursday, February 24, 2011
 1:30 p.m. to 3:00 p.m.

Facilitators: Mandeep Punia and Shannan Young

Time	Topic	Presenter	Expected Outcome
1:30 p.m.–1:35 p.m.	Welcome and Agenda Review	Carol Chase	Know what is planned for this meeting.
1:35 p.m.–1:40 p.m.	Meeting Format Review	Shannan Young	Be able to participate successfully in the Web conference via MS Live and a phone line.
1:40 p.m.–1:45 p.m.	Roll Call	Mandeep Punia	Say “yes” on hearing your name.
1:45 p.m.–1:50 p.m.	Icebreaker	Mandeep Punia	Those who wish to share will report briefly about one thing they are doing at work that could help in our training and education needs assessment work.
1:50 p.m.–2:20 p.m.	Presentation on the Proposed Rule—NSLP & SBP Meal Patterns and Nutrition Standards	Louise Casias	Hear an overview of how the new meal pattern and nutrition standards in the Proposed Rule differ from the current requirements and practices in California. (5 minutes for questions)
2:20 p.m.–2:45 p.m.	Impact of the Proposed Rule changes on training and education needs of school nutrition personnel—local perspective	Selected TENA Advisory Committee members	Hear from a few committee members (from small, medium, and large school districts, CSNA, and CASBO) about the potential impact of the Proposed Rule on school nutrition operations and staff training needs at the local level. (up to 5 min per speaker)
2:45 p.m.–2:55 p.m.	Questions, Comments, and Discussion	Mandeep Punia Shannan Young	Be able to clarify issues and share information through comments and discussion.
2:55 p.m.–3:00 p.m.	Next Steps—The Process Adjourn	Shannan Young	Know what will happen next and when.



**Training and Education Needs Assessment
Advisory Committee Meeting
May 5–6, 2011
560 J Street, Room 250 A/B, Sacramento, CA**

Day 1

10:00

Opening

- ☛ Welcome—Sandip Kaur
- ☛ Meeting Structure and Objectives—Carol Chase
- ☛ Participant Introductions—Shannan Young
- ☛ Today's Agenda—Deborah Tamannaie

What's on Your Tray?: The New Federal Meal Patterns

- ☛ Louise Casias

A.M. BREAK

National Food Service Management Institute (NFSMI): Best Bets and Benefits

- ☛ Ashley West, Marketing Specialist, NFSMI

12:30–1:30 LUNCH BREAK

Café Conversations about Strengths & Weaknesses

- ☛ Shannan Young

P.M. BREAK

Speaking of Needs! Group Discussion about Training, Resources, and Technical Assistance

- ☛ Deborah Tamannaie

A Foundation to Build On: Presentation about the NSD Training Infrastructure

- ☛ Carol Chase

Travel Information

- ☛ Mary Smith

4:30

Evaluation and Adjourn

Day 2

9:30

Opening

- ☛ Welcome—Sandip Kaur
- ☛ Participant Introductions—Carol Chase
- ☛ Today's Agenda—Shannan Young

A Fresh Look at Yesterday

- ☛ Review of Day 1 Accomplishments—Shannan Young
- ☛ Gallery Walk—Deborah Tamannaie

Brewing Up the Best: Recommendations of Part 1

- ☛ Shannan Young

Break

Brewing Up the Best: Recommendations of Part 2

- ☛ Shannan Young

12:00–1:00 LUNCH BREAK

First Things First: Prioritizing the Recommendations

- ☛ Deborah Tamannaie

Imagine the Future

- ☛ Shannan Young

P.M. BREAK

Charting the Future

- ☛ Shannan Young

Next Steps

4:30

Evaluation and Adjourn

School Nutrition Programs
Training and Education Needs Assessment Advisory Committee
 Webinar Meeting Agenda, Monday, July 18, 2011
 1:30 p.m. to 3:00 p.m.

Facilitator: Shannan Young

Time	Topic	Presenter	Expected Outcome
1:30 p.m.–1:35 p.m.	Welcome and Agenda Review	Carol Chase	Know what is planned for this meeting.
1:35 p.m.–1:40 p.m.	Meeting Format Review	Shannan Young	Be able to participate successfully in the Web conference via MS Live and a phone line.
	Roll Call		Say “yes” on hearing your name.
1:40 p.m.–2:05 p.m.	Presentation on the Healthy, Hunger-Free Kids Act of 2010	Barry Sackin	Hear an overview of the Healthy, Hunger-Free Kids Act of 2010. (5 minutes for questions)
2:05 p.m.–2:30 p.m.	TENA Survey Overview and Methods	Anna Jones	Hear background information about the TENA survey design and an overview of the methods. (20 minutes for discussion)
2:30 p.m.–2:55 p.m.	TENA Survey Questionnaire	Anna Jones	Hear details about the questionnaire developed for the survey. (20 minutes for discussion)
2:55 p.m.–3:00 p.m.	Next Steps— The Process	Shannan Young	Know what will happen next and when.
	Adjourn		



**Training and Education Needs Assessment
Committee Meeting
March 21–22, 2012
California WIC Program Office
3901 Lennane Drive Sacramento, CA 95834**

Day 1 9:30 A.M.–5:00 P.M.

9:30

Opening

- ☛ Welcome
- ☛ Today's Agenda and Introductions
- ☛ Follow the Yellow Brick Road

And the TENA Survey Says . . .

A Foundation to Build On: NSD
Trainings, Resources, and Technical
Assistance

12:00–1:15 LUNCH BREAK

Planning the Journey:
Five-Year NSD Plan

Travel Information

5:00

Evaluation and Adjourn

Day 2 8:30 A.M.–4:30 P.M.

8:30

Opening

- ☛ Welcome
- ☛ Participant Introductions
- ☛ Today's Agenda

Yesterday's Accomplishments

Planning the Journey: Five-Year Plan
(continued)

12:00–1:00 LUNCH BREAK

Working Together: We Can Make It
Happen

Next Steps

4:30

Evaluation and Adjourn

Appendix C Presentations

Healthy, Hunger-Free Kids Act of 2010

Slide 1

Healthy, Hunger-Free Kids Act of 2010

WHAT'S IT MEAN FOR YOU?

California Department of Education Webinar
July 18, 2011
Barry Sackin, SNS

Slide 2

The New Law

- Improving Nutrition for America's Children Act (HR 5504)
 - Never made it to the floor of the House
- Healthy Hunger-free Kids Act of 2010 (S. 3307)
 - Passed Senate by Unanimous Consent August 5, 2010
 - Adopted in House December 2, 2010 (264-157)
 - Signed into law December 13, 2010 (P.L. 111-296)

Slide 3

Sec. 201 - Performance based reimbursement rate increases for new meal patterns

- USDA is in the process of finalizing new menu planning regulations.
- The Act provides \$50 million/year for two years *after* the interim or final rule is published for training on implementing the new requirements.

Slide 4

Sec. 204 - Local wellness policy implementation

- Requires USDA to establish regulations for local wellness policies and to provide technical assistance to States/schools in consultation with ED & HHS (CDC).
- Authorization to fund (\$3 million).
- Guidance Spring 2011
- Proposed rule Fall 2011

Slide 5

Sec. 207 - Reporting and notification of school performance

- Consolidates CRE and SMI
- Moves from five year to three year cycle
- Proposed menu planning rule, which implements this provision, requires two weeks breakfast and lunch menus to be reviewed for calories, saturated fat, sodium and transfat.
- Requires public posting of results

Slide 6

Sec. 208 - Nutrition standards for all foods sold in schools

- USDA to develop standards
- Proposed rule December 2011
- Final rule Summer 2013

Healthy, Hunger-Free Kids Act of 2010 (continued)

Slide 7

Sec. 209 - Information for the Public on the School Nutrition Environment

- Requires LEAs to report on the school nutrition environment to USDA and to the public, including:
 - information on food safety inspections
 - local wellness policies
 - school meal program participation
 - Nutritional quality of program meals
- Implementation Memo Spring 2011
- Proposed Rule Fall 2011

Slide 8

Sec. 306 - Professional standards for school foodservice

- Requires USDA to establish a program of required education, training and certification for school food service directors; criteria and standards for selection of state directors; and required training and certification for local school food service personnel.
- Establish action plan and form committee to recommend appropriate standards Spring 2011
- Enter into contract for development of training modules, as defined by committee Fall 2011
- Proposed Rule Fall 2012
- Enter into contract for ongoing certification of local directors and personnel 2012
- Final Rule Fall 2013

Slide 9

Questions



National Food Service Management Institute

Slide 1

National Food Service Management Institute

Best Bets and Benefits

Ashley K. West
Marketing Specialist

 National Food Service Management Institute
The University of Mississippi
www.nfsmi.org

Slide 2

NFSMI
The University of Mississippi 



- **Mission:** To provide information and services that promote the continuous improvement of child nutrition programs
- **Vision:** To be the leader in providing education, research, and resources to promote excellence in child nutrition programs

Slide 3

About NFSMI 

- Federally funded national center created by Congress in 1988
- Grants and cooperative agreements from USDA and CDC
- Education, Training, Technical Assistance
- Research

Slide 4

UM and USM Partnership 

- University of Mississippi
 - Administration
 - Education and Training
 - Information Services
- University of Southern Mississippi
 - Applied Research

Slide 5

Types of Training Resources 

- Signature Trainings
- Webinars, Satellite Seminars, Videos
- Newsletters
- Fact Sheets and Posters
- Recipes
- Online Courses

Slide 6

Signature Trainings 

- Breakfast Lunch Training
 - Nutrition 101: A Taste of Food and Fitness (2005)
 - Growing Your Professional Skills (2008)
 - Practical Skills for Preparing Quality Meals (2010)



National Food Service Management Institute (continued)

Slide 7

Signature Trainings

- Building Human Resource Management Skills Training Kits

Slide 8

Signature Trainings

- Cooks for Kids
- Healthy Cooking Across America
- Cooking Green Across America

Slide 9

Signature Trainings

Slide 10

Signature Trainings

Slide 11

Signature Trainings

- Developing a School Food Safety Program
- HACCP-Based Standard Operating Procedures

Slide 12

Signature Trainings

National Food Service Management Institute (continued)

Slide 13

Signature Trainings

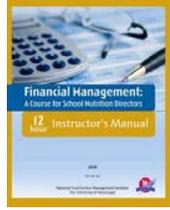
- NFSMI and the USDA's **HealthierUS School Challenge**



Slide 14

Signature Trainings

- Financial Management
- First Choice: A Purchasing Manual for School Food Service
- No Time to Train Series



Slide 15

Signature Trainings

- Wash Your Hands: Educating the School Community
 - Booklet of Classroom Activities
 - Standard Handwashing Procedures
 - 9 Hand Washing Posters
 - 4 minute wordless video



Slide 16

Webinars, Videos, Satellite Seminars

- Expert Committee Recommendations on Childhood Obesity: Where Does CNP Fit?
- Special Foods for Special Kids
- Update on Inborn Errors of Metabolism

Slide 17

Webinars, Videos, Satellite Seminars

- Health Inspections in Schools: Supporting Food Safety
- Local School Wellness Policy: A Team Approach
- Valuing Differences in the Workplace



Slide 18

Newsletters

- Mealtime Memo for Child Care
- NFSMI Insight
- NFSMI Update



National Food Service Management Institute (continued)

Slide 19

Fact Sheets and Posters

- Food Safety Fact Sheets
- Fueling the School-Age Athlete: Healthy Eating Scores!
- Special Nutrition Needs and Fact Sheets



The poster titled "Washing Fruits and Vegetables" provides instructions for safe food handling. It includes bullet points: "Wash hands before handling fresh fruits and vegetables.", "Wash, rinse, sanitize, and air dry all food contact surfaces, equipment, and utensils that will be in contact with fresh fruit.", "Remove any damaged or bruised areas of the fruits and vegetables.", "Serve cut melons within 7 days if held at 41 °F or below.", and "Label, date, and refrigerate fresh cut items." The poster features illustrations of various fruits and vegetables.

Slide 20

Fact Sheets and Posters

- Basics-at-a-Glance Poster
- Child Care Mini-Posters
- Food Safety Mini-Posters



The poster features a thermometer graphic with temperature markers. The top is labeled "140°F" and "DANGER". The bottom is labeled "40°F". The text reads "Keep Hot Foods HOT! Keep Cold Foods COLD!".

Slide 21

Recipes

- More than Mud Pies
- USDA Recipes for Child Care
- USDA Recipes for Schools



The poster titled "More than Mud Pies" shows a group of diverse children standing together, surrounded by various fruits and vegetables. The title is written in a playful, bubbly font.

Slide 22

NFSMI Help Desk

- Free information desk
- Questions sent to appropriate experts
- Resources identified to assist in program area

Slide 23

Online Training

- Free for everyone
- Easy Registration
- Available 24/7
- Self-paced courses
- Earn CEUs and certifications



A photograph of a young woman with long brown hair, smiling and looking at a laptop screen. She is sitting at a desk in what appears to be a kitchen or food service area.

Slide 24

Research



Three research posters are displayed. The left poster is titled "High School Student Satisfaction and Non-Participation Survey Guide". The middle poster is titled "National Food Service Management Institute: The Foundation of Excellence" and lists "Competencies, Knowledge, and Skills for District-Level School Nutrition Professionals in the 21st Century". The right poster is titled "NFSMI Best Practices for Serving Schools with Special Needs and is available through the National Center for Special Education in Schools (NCSSE) website." It also lists "Confidentiality" and "Accommodations".

National Food Service Management Institute *(continued)*

Slide 25

New Initiatives 

- Regional Training Teams/Sites
- Evaluation of Trainers
- More Courses on the Road
- Foundations for Training Excellence
- Chef Training for School Nutrition Programs

Slide 26

New Initiatives *(continued)* 

- National Advisory Board – CACFP
- Providing Printed Materials
- Providing Materials in Spanish
- Tool Kit for New Directors
- Adding USDA Foods into Curriculum
- Quarterly Communications to Regional Offices

Slide 27



**National Food Service
Management Institute**

The University of Mississippi

www.nfsmi.org
800-321-3054

U.S. Department of Agriculture (USDA) Proposed Rule to Update School Lunches and Breakfasts

Slide 1



TOM TORLAKSON
State Superintendent
of Public Instruction

USDA Proposed Rule to Update School Lunches and Breakfasts

Nutrition Services Division
February 24, 2011

1

Slide 2



TOM TORLAKSON
State Superintendent
of Public Instruction

Purpose

- Overview of meal pattern changes
- Impact on agency needs
 - Training
 - Technical Assistance
 - Resources

2

Slide 3



TOM TORLAKSON
State Superintendent
of Public Instruction

Proposed Rule

- Title: *Nutrition Standards in the National School Lunch and School Breakfast Programs*
- Published January 13, 2011
- Federal Register
<http://www.fns.usda.gov/cnd/>
- Comment at www.regulations.gov
- 90-day comment period: 1/13/11 to 4/13/11

3

Slide 4



TOM TORLAKSON
State Superintendent
of Public Instruction

Institute of Medicine Report

- Title - *School Meals: Building Blocks for Healthy Children*
- Released October 2009
- Provides rationale for all recommendations leading to proposed changes

4

Slide 5



TOM TORLAKSON
State Superintendent
of Public Instruction

Institute of Medicine Report

- Briefing, Full Report, and appendices available at:
<http://iom.edu/Reports/2009/School-Meals-Building-Blocks-for-Healthy-Children.aspx>

5

Slide 6



TOM TORLAKSON
State Superintendent
of Public Instruction

Summary of Meal Pattern Changes

- Food-based menu planning only
- Same grade groups for planning lunches and breakfasts
 - (K-5, 6-8, 9-12)
- Fruits and vegetables offered as two separate food components at lunch

6

U.S. Department of Agriculture (USDA) Proposed Rule to Update School Lunches and Breakfasts *(continued)*

Slide 7



Summary of Meal Pattern Changes

- Increase daily servings of fruit at breakfast and lunch
- Increase daily servings of vegetables at lunch
- A weekly requirement of vegetable subgroups (dark green, orange, legumes)
- Daily requirement meat/meat alternate at breakfast

7

Slide 8



Summary of Meal Pattern Changes

- At least half of the grains offered during the school week must be whole grain-rich
- 2 years post implementation, all grains offered must be whole grain-rich

8

Slide 9



Summary of Meal Pattern Changes

- Fat-free (unflavored or flavored) and unflavored low-fat milk only
- Students must select fruit or vegetable for a reimbursable meal at breakfast and lunch

9

Slide 10



Summary of Meal Pattern Changes

- Calories: both minimum and maximum levels
- Saturated fat: remains at 10% of total calories
- Trans Fat: zero grams of trans fat per serving

10

Slide 11



Summary of Meal Pattern Changes

- Sodium:
 - Significant reductions by 10 years post implementation of final rule
 - Intermediate targets

11

Slide 12



Nutrient Analysis

Current	Proposed Rule
<ul style="list-style-type: none"> • NSMP & FBMP options • Agency conducts nutrient analysis if NSMP user • Analysis for calories, protein, total fat, sat fat, vitamin A and C, iron, and calcium 	<ul style="list-style-type: none"> • Only FBMP • Agency not required to conduct nutrient analysis; State is required to do this • Analysis for calories, sat fat, sodium, and trans fat

12

U.S. Department of Agriculture (USDA) Proposed Rule to Update School Lunches and Breakfasts *(continued)*

Slide 13



Administrative Reviews

Current	Proposed Rule
<ul style="list-style-type: none"> • Review every 5 years • State does not review breakfast • Nutrient analysis for lunch only • Analysis for 1 week 	<ul style="list-style-type: none"> • Review every 3 years • State reviews breakfast • Nutrient analysis for breakfast and lunch • Analysis for 2 weeks

13

Slide 14



Sample Breakfast Menu K-8

Current	Proposed Rule
<ul style="list-style-type: none"> • Large muffin (2 grains) • 1/2 cup orange juice • 1 cup 2% reduced fat milk 	<ul style="list-style-type: none"> • Medium muffin (1 1/2 grains) <ul style="list-style-type: none"> – Whole grain-rich • 1/2 cup orange juice • 1 med apple (1/2 c) • 1 cup 1% low fat milk • 1/2 cup yogurt

14

Slide 15



Sample Lunch Menu K-8

Current	Proposed Rule
<ul style="list-style-type: none"> • Bean & cheese burrito • 1/4 cup salsa • 1/4 cup corn • 1/4 cup peach slices • 1 cup 2% reduced fat or 1% low fat chocolate milk 	<ul style="list-style-type: none"> • Bean & cheese burrito <ul style="list-style-type: none"> – lower sodium, whole grain-rich • 1/4 cup salsa • 1/2 cup corn • 1/2 cup peach slices • 1 cup 1% low fat or non-fat chocolate milk

15

Slide 16



USDA's Next Steps

- Review public comments
 - <http://www.regulations.gov>
- Summarize public comments
- Develop interim final/final rule (Winter 2011-2012)
- Implement July 2012
- Revise technical assistance materials
- Work with State Agencies to facilitate implementation

16

Slide 17



Impact to School Food Authorities

- Increase costs
 - Estimate \$.50 breakfast, \$.14 lunch
 - Food and labor costs
- Increase scratch cooking to achieve sodium targets
- Need additional equipment
- Need additional staff training

17

Slide 18



Impact to School Food Authorities

- Decrease in participation due to poor taste acceptance
- Increase in participation due to higher quality
- Decrease in breakfast programs if districts eliminate breakfast due to costs

18

U.S. Department of Agriculture (USDA) Proposed Rule to Update School Lunches and Breakfasts *(continued)*

Slide 19



TOM TORLAKSON
State Superintendent
of Public Instruction

Additional Training Needs

- Changes in meal pattern regulations
- Revised menus and recipes
- Cost effective operations
- Effective use of commodities
- Food preparation

19

Slide 20



TOM TORLAKSON
State Superintendent
of Public Instruction

Additional Training Needs

- Food safety
- Purchasing and storage
- Nutrition education
- Marketing

20

Slide 21



TOM TORLAKSON
State Superintendent
of Public Instruction

Questions?

21

TENA Survey Overview and Methods

Slide 1



UC DAVIS
UNIVERSITY OF CALIFORNIA

TRAINING AND EDUCATION
NEEDS ASSESSMENT SURVEY

Anna Jones July 18, 2011

Slide 2

Outline

- Overview
- Survey Methods
 - Description of methods
 - Discussion
- Questionnaire
 - Discussion

Slide 3

Overview

- Objective
 - Determine the training, professional development, resource, and technical assistance needs of the personnel employed by child nutrition programs
- Survey
 - Will survey directors, managers, supervisors, nutrition specialists, and front-line staff
 - Web-based
 - October through mid-November

Slide 4

Survey Methods

- Tailored design method
 - Best practices
- Maximizing response rate
 - Multiple points of contact
 - Survey salience
 - Helping tendencies
 - Perceptions of scarcity
 - Compliance with legitimate authority
 - Confidentiality
- Compliance with UC Davis Institutional Review Board Policies

Slide 5

Methods: Week 1 – Oct. 10

- Mailed packet
 - Cover letter
 - Information about survey
 - Contact information
 - Link to questionnaire
 - Flyers to distribute to managers and staff

Slide 6

Week 2 – Oct. 17

- Email
 - Information about survey
 - Contact information
 - Link to questionnaire
- Information Alert
 - Information about survey
 - Contact information
 - Link to questionnaire

TENA Survey Overview and Methods (continued)

Slide 7

Week 3 – Oct. 24

- Email
 - ▣ Thank you for districts that have responded
 - ▣ Reminder for those who have not responded
 - ▣ Link to questionnaire

Slide 8

Week 5 – Nov. 7

- Email
 - ▣ Non-respondent districts only
 - ▣ Final reminder to complete the questionnaire
- CSNA Conference
 - ▣ Nov. 10-13
 - ▣ Web link on computers in the cyber cafe

Slide 9

Data analysis

- Data will be analyzed using statistical software
- Breakdown of responses for each question
- Examine differences between groups, e.g:
 - ▣ Do small, medium, large, and very large districts have different needs?
 - ▣ Do directors, managers, and front-line staff differ in their perceived needs?
 - ▣ Do directors perceive the needs of their staff to be different than the staff themselves?

Slide 10

Discussion

- Any issues with the proposed methodology?
- Are flyers a good use of resources?
- Are there other cost-effective ways to reach more front-line staff?

Slide 11

Further questions and feedback:

- ajones@cde.ca.gov
- 916-324-8794

Slide 12

TENA Questionnaire Objective

- Determine the perceived needs of all levels of personnel in child nutrition programs with regards to:
 - ▣ Training
 - ▣ Resources and technical assistance
 - ▣ Professional development

TENA Survey Overview and Methods *(continued)*

Slide 13

Questionnaire Overview

- Questions from previous questionnaires were modified
- New questions based on TENA committee recommendations
- Currently contains 60 questions
 - Not every respondent will answer every question

Slide 14

Questionnaire Areas

- Eight general categories
 1. Work site
 2. Your training needs
 3. Your staff's training needs (directors, managers, supervisors, and nutrition specialists only)
 4. Training opinions and preferences
 5. Nutrition education at your site
 6. Resource and technical assistance needs
 7. Professional development
 8. Questions about you

Slide 15

Discussion

- Are there any questions that should be on the questionnaire but are not?

Slide 16

Discussion

- Are any questions unnecessary?

Slide 17

Discussion

- Is each question related to the survey objective?

Slide 18

Discussion

- The questions are grouped under general categories. Would some questions be more appropriate under other categories?

TENA Survey Overview and Methods *(continued)*

Slide 19

Discussion

- Do any of the questions need better response options?

Slide 20

Discussion

- Do you think any of the questions would be hard for some people to understand?

Slide 21

Discussion

- Do any questions contain words or concepts likely to be unfamiliar to respondents?

Slide 22

Discussion

- Do any questions contain vague words or phrases?

Slide 23

Discussion

- Are any questions awkwardly phrased?

Slide 24

Further questions and feedback:

- ajones@cde.ca.gov
- 916-324-8794
- Please email your completed review tool by July 22nd.

TENA Survey Results

Slide 1

UC DAVIS
UNIVERSITY OF CALIFORNIA

Anna Jones,
PhD Candidate

March 21,
2012

**Training And Education
Needs Assessment Survey**

Slide 2

Outline

- Survey Objective
- Methods
- Results
 - Respondent Characteristics
 - Common Themes
- Survey Results and TENA Committee Recommendations
- Conclusions

Slide 3

TENA Survey Objective

- Determine the perceived needs of all levels of personnel in school nutrition programs, after school programs, and RCCIs with regards to:
 - Training
 - Resources and technical assistance
 - Professional development

Slide 4

Survey Methods

- Web-based, with paper questionnaire available by request
- Multiple points of contacts
 - Initial email
 - Reminder/Thank you email
 - Mailed letter with information flyer
 - Final reminder email
- Survey took place in November and early December, 2011

Slide 5

Questionnaire Areas

- Seven general categories
 1. Work site
 2. Your training needs
 3. Your staff's training needs (directors, managers, supervisors only)
 4. Training opinions and preferences
 5. Resource and technical assistance needs
 6. Professional development
 7. Questions about you

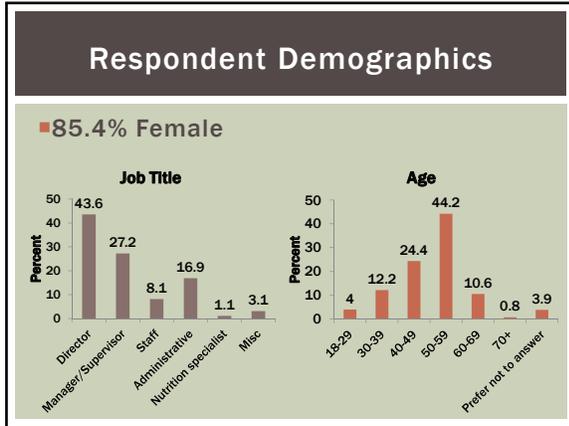
Slide 6

Results

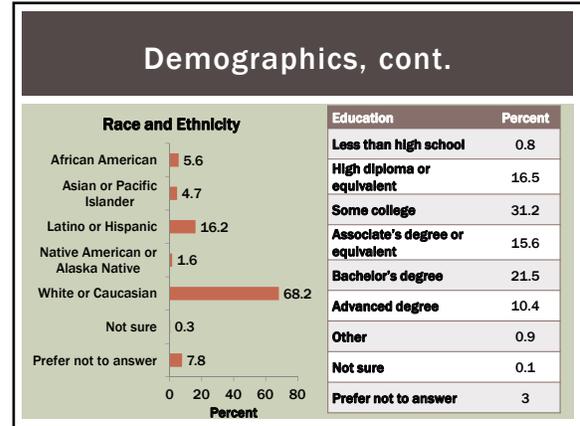
- Survey was sent to 1,490 programs participating in the NSLP
 - Included school districts, RCCIs, after school programs
- 994 respondents started the online survey
 - 739 (74.3 percent) completed the web-based survey
 - 34 completed paper questionnaires
- Most regions were represented as expected
 - Southern region slightly over-represented
 - Coastal region slightly under-represented

TENA Survey Results (continued)

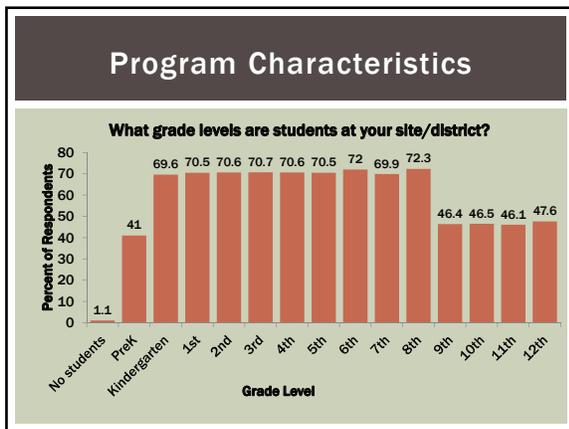
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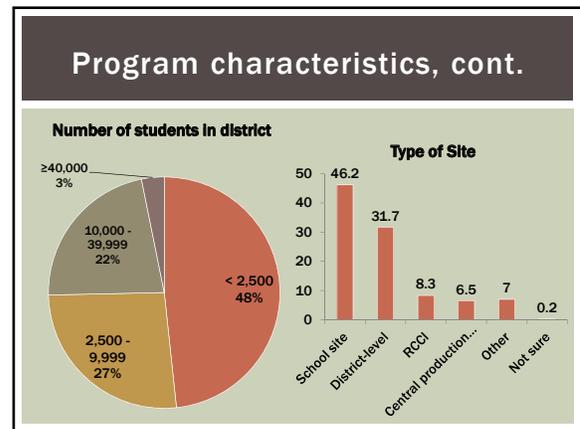
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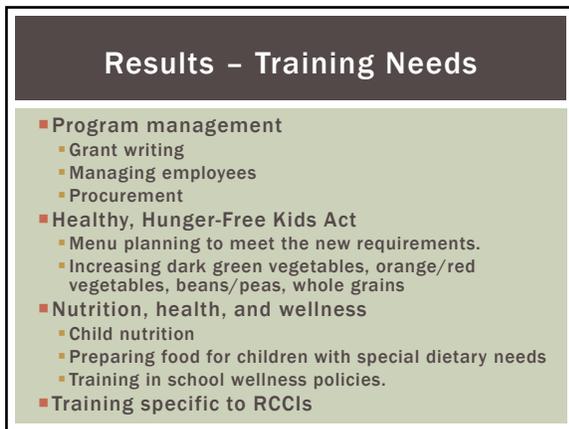
Slide 9



Slide 10



Slide 11



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Training Needs, cont.

Training Topics	Really & Somewhat Needed (%)	Really Needed (%)	Somewhat Needed (%)
Disaster plan development and implementation	69.8	20.2	49.6
Type 2 diabetes	64.9	17.4	47.5
Grant writing	62.9	34.5	28.4
HHFKA Menu planning to meet the new meal requirements	62	23.7	38.3
Food allergies or intolerances in children	61.6	13.6	48
Special dietary needs	60.9	12.7	48.2
Staff productivity analysis	60.5	16.6	43.9
Writing specifications for fruits and vegetables	58.9	16	42.9
HHFKA Cost-effective menus that meet new requirements	58.5	20.7	37.8
Team building	58	13	45

TENA Survey Results (continued)

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Staff Training Needs

- Healthy, Hunger-Free Kids Act
- Nutrition, health, and wellness
- Planning, preparing, and serving meals
 - Planning for just-in-time food preparation
 - Culinary skills
 - Controlling portion sizes.
- Communication and marketing
 - Communicating with teachers, administrators, and parent organizations
 - Marketing healthy meal choices

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Staff Training Needs, cont.

Topic	Really & Somewhat Needed (%)	Really Needed (%)	Somewhat Needed (%)
Current nutrition issues	76.8	25.4	51.4
Special dietary needs	76	27.8	48.2
Type 2 diabetes	75.6	29	46.6
Food allergies or intolerances in children	74.8	27.6	47.2
Child nutrition	72.6	24	48.6
Childhood obesity	72.2	25.4	46.8
Vegetarianism	71.6	22.9	48.7
Basic nutrition principles	71.1	22.5	48.6
Culinary skills	68.6	23.4	45.2
Preparing food for students with special dietary needs	68.1	27.4	40.7

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Training Preferences

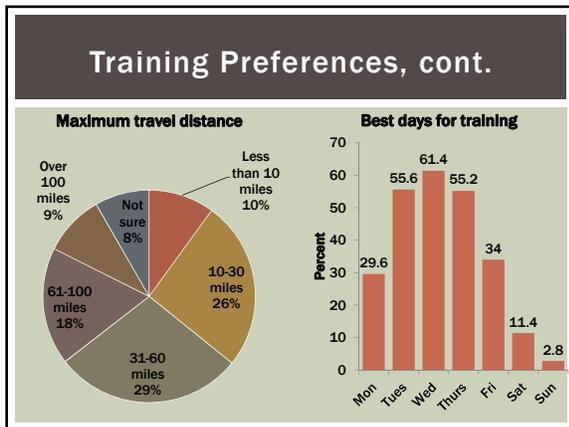
- Respondents were asked to provide information about preferences regarding:
 - Format of training
 - Location type
 - Length of training
 - Travel distance
- Questions about barriers to training were also included

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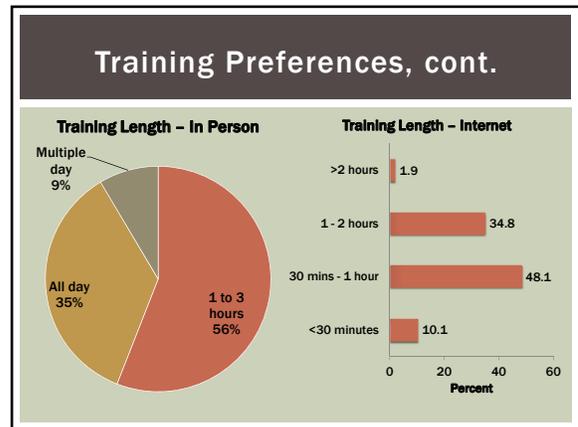
Training Preferences

Training Method	Best Training Method (%)	Willing to Participate (%)
In-person	57.3	86
Internet-based	26	76.3
Conference-based	5.2	55.1
Self-study workbooks	2.5	38.2
Video/DVD Instruction	2.2	43.9
Computer-based not requiring Internet	0.8	35.9
Other	1.7	0.6
Not sure	4.5	2.3

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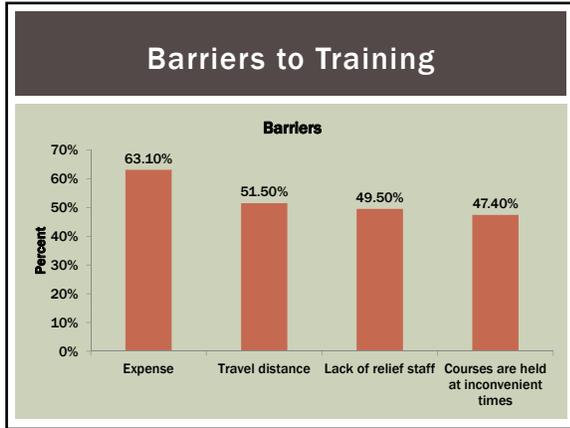


Slide 18



TENA Survey Results (continued)

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Slide 20

- ### Resources
- Information and reference resources
 - Online directory of available trainings
 - Child nutrition director quick guide to frequently asked questions
 - Program management resources
 - Standardized recipes
 - Cafeteria promotional materials
 - Nutrition education resources
 - Funding to purchase food for experiential learning
 - Funding for substitute pay to allow for teacher training

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Resources, cont.

Resource	Really & Somewhat Helpful (%)	Really Helpful (%)	Somewhat Helpful (%)
Online directory of available trainings	95.3	66	29.3
Child nutrition director quick guide to frequently asked questions	94.7	65.8	28.9
Printed training materials	94.5	60.1	34.4
Web-based way to share best practices	92.8	57.7	35.1
Child Nutrition Program Guide for new directors	92.3	62.2	30.1
Searchable database of Management Bulletins	92.2	60.6	31.6
Standardized recipes aligned with new meal pattern	91.9	68	23.9
Cafeteria promotional materials	88.8	58.3	30.5
Funding to purchase food for experiential learning	88.1	60.3	27.8
Funding for substitute pay to release teacher from classroom for nutrition education training	84.8	60.1	24.7

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- ### Barriers
- More than half (62.1%) have been impacted by lack of funding
 - Most common impact was reduction in staff (69.4%)
 - Most common barriers to meal program participation were:
 - Student preferences (66.9%)
 - Students have poor image of school meals (60.5%)

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- ### Professional Development
- About 60% of respondents are interested in moving up the child nutrition career ladder
 - 23% a little interested
 - 38% very interested
 - Encouragements to pursue professional development on own time
 - Tuition paid or partially paid (65.7%)
 - Online classes (61.8%)
 - Higher pay (56.3%)

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- ### Survey Results and TENA Committee Recommendations
- Survey attempted to encompass as many of the TENA committee recommendations as possible
 - Findings of the survey corroborate the recommendations

TENA Survey Results (continued)

Slide 25

Survey Training Needs vs. Recommendations

- TENA Committee:
 - Employee wellness program
 - Staff wellness as a component of school wellness policies
- TENA Survey:
 - Employee wellness training (53.6% overall; 62.2% staff)
 - Developing a strong wellness policy (55.2% overall)
 - Promoting a healthy school environment (55.2% overall; 63.8% staff)

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Survey Training Needs vs. Recommendations, cont.

- TENA Committee:
 - Increase parent awareness
 - Develop messages specific to target audiences
- TENA Survey:
 - Communicating with parent organizations (50.3% staff)
 - Marketing healthy meal choices to students (50.6% overall; 52.6% staff)

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Survey Training Needs vs. Recommendations, cont.

- TENA Committee:
 - Need for customer service, ways to encourage kids to eat menus
 - Creative marketing of menus
- TENA Survey:
 - Customer service (60.8% staff)
 - Marketing healthy meal choices to students (50.6% overall; 52.6% staff)

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Survey Training Needs vs. Recommendations, cont.

- TENA Committee:
 - Training to implement the new CN regulations
- TENA Survey:
 - Menu planning to meet the new requirements (62.0% overall; 60.7% staff)
 - Cost-effective menus that meet the new requirements (50.6% overall)
 - Reducing sodium while maintaining flavor (55.7% overall)

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Survey Training Needs vs. Recommendations, cont.

- TENA Committee:
 - Training to implement the new CN regulations, continued
- TENA Survey:
 - Offer vs. Serve in the new meal pattern (52.8% overall; 61.8% overall)
 - Meeting limits (52.1% overall)
 - Increasing dark green and orange/red vegetables (51.6% percent overall)
 - Increasing dry beans and peas (50.7% overall)

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Survey Training Needs vs. Recommendations, cont.

- TENA Committee:
 - Training available for RCCIs, topics specific to RCCIs
- TENA Survey:
 - Training specific to RCCIs (72.2% of respondents employed in RCCIs)

TENA Survey Results (continued)

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Survey Resources vs. Recommendations

- TENA Committee:
 - Training directory in a central location
 - Have training grid online
- TENA Survey:
 - Online directory of available training (66% "Really helpful"; 29.3% "Somewhat helpful")

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Survey Resources vs. Recommendations, cont.

- TENA Committee:
 - Organize management bulletins in a user-friendly way
- TENA Survey:
 - Searchable database of management bulletins (60.6% "Really helpful"; 31.6% "Somewhat helpful")

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Survey Resources vs. Recommendations, cont.

- TENA Committee:
 - Information for new directors
- TENA Survey:
 - Child nutrition program guide for new directors (62.2% "Really helpful"; 30.1% "Somewhat helpful")

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Survey Resources vs. Recommendations, cont.

- TENA Committee:
 - Child nutrition "Directors for Dummies" manual
- TENA Survey:
 - Revised *School Nutrition Programs Guidance Manual* (57.4% "Really helpful"; 36.2% "Somewhat helpful")
 - Child nutrition director quick guide to frequently asked questions (65.8% "Really helpful"; 28.9% "Somewhat helpful")

Slide 35

Survey Resources vs. Recommendations, cont.

- TENA Committee:
 - Share what is working with districts
 - Create web availability for agencies to share best practices
- TENA Survey:
 - Web-based way to share best practices (57.7% "Really helpful"; 35.1% "Somewhat helpful")

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Survey Professional Development vs. Recommendations

- TENA Committee:
 - Incentives for food service workers to participate in professional development
- TENA Survey:
 - Tuition paid or partially paid (65.7%)
 - Online classes (61.8%)
 - Higher pay (56.3%)

TENA Survey Results *(continued)*

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Conclusions

- The survey was successful in determining the needs of child nutrition personnel.
- There is a clear need for training and resources.
- Many of the recommendations made by the TENA committee were supported by the data from the TENA survey.

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Questions and Comments

For further questions and comments about the TENA survey or survey report:

Ajones@cde.ca.gov

530-752-3387



Appendix D Setting the Stage

Overview of School Nutrition Program Training and Education Needs Assessment Committee

The California Department of Education's Nutrition Services Division (NSD) is convening a Training and Education Needs Assessment (TENA) committee for school nutrition programs (SNP) personnel.

Vision

The SNP personnel in California's child nutrition programs provide a healthy environment for children and youths through leadership and competence in the meal programs.

Goal

Through the TENA, the NSD will identify quality and timely trainings and educational resources that school nutrition program personnel need to support their success and growth over the next three to five years.

Objectives

Objective One: By June 1, 2011, the NSD and the TENA committee members will identify the training and education resources needed to prepare SNP personnel for implementation of the new federal meal pattern regulations.

Objective Two: By February 1, 2012, the NSD and TENA committee members will identify the priority training and education needs of the SNP personnel for the next three to five years to help them be successful and grow professionally.

Membership

The TENA committee consists of representatives from the following organizations:

- 🍷 Cal Pro-NET at San Jose State University
- 🍷 Cal Pro-NET at University of California, Davis
- 🍷 California Association of School Business Officials
- 🍷 California Charter Schools Association
- 🍷 California County Superintendents Educational Services Association
- 🍷 California Department of Education, After School Division
- 🍷 California Department of Education, Nutrition Services Division
- 🍷 California Department of Public Health, Network for a Healthy California
- 🍷 California Department of Public Health, Project LEAN
- 🍷 California Food Policy Advocates
- 🍷 California Healthy Kids Resource Center
- 🍷 California School Nutrition Association

- 🍷 Child Nutrition Advisory Council
- 🍷 Commodity Advisory Committee
- 🍷 Dairy Council of California
- 🍷 Residential Child Care Institution
- 🍷 School District Food Service representatives
- 🍷 Shaping Health As Partners in Education (SHAPE) Advisory Committee
- 🍷 Small School Districts' Association
- 🍷 UCD-Food Stamp Nutrition Education Program

Roles and Expectations for TENA Committee Members

What is the role of the school nutrition program TENA committee members?

To review and provide information, advice, comments, and recommendations for action regarding the training and educational resources needed by school nutrition program (SNP) personnel.

What is expected from the TENA committee members?

TENA committee members are expected to fulfill the following responsibilities:

- 🍷 Participate fully in all scheduled meetings. Some meetings will be held through Web conferencing, and some will be in-person in Sacramento (dates to be determined).
- 🍷 Gather, review, and submit requested information regarding SNP personnel training to the Nutrition Services Division (NSD) to help with the needs assessment.
- 🍷 Represent their organization in providing comments and advice, make recommendations and commitments, and collaborate with other committee members.
- 🍷 Submit required paperwork to claim travel reimbursement from the NSD for travel and per diem expenses.



The School Nutrition Programs Training and Education Needs Assessment Process

Timeline	Key E-mails	Webinars	Two-Day In-Person Meetings
January, 2011		Project Orientation 1/31/11	
February, 2011	Background for Obj One: influencing factors and definitions	Obj One: On 2/24/11 New federal meal pattern (Proposed Rule)	
March–April, 2011	Gathered information on trainings available for school nutrition program (SNP) staff from the CDE and from the organizations represented by the TENA committee members		
May, 2011	Background for Obj Two: Reauthorization highlights and summary of other surveys		Obj One: On 5/5/11–5/6/11 Identified unmet priority training, technical assistance & resource needs to implement the new meal pattern (Guest speaker from the NFSMI)
June, 2011	Obj One: Sent draft recommendations from the May meeting for TENA committee review Obj Two: Obtained committee’s input on survey development		
July, 2011		Obj Two: On 7/18/11 1) Guest speakers on the HHFKA 2010 provisions and surveys 2) Obtained group input on survey target audience	
August, 2011	Obj One: Sent final recommendations from the May meeting to the TENA committee		
November–December, 2011	Obj Two: UCD–CNS and CDE conducted statewide survey of TENA members and SNP personnel		
March, 2012			Obj Two: Convened on 3/21/12–3/22/12 and: 1) Established recommendation for priority trainings and resources over the next 3–5 years considering the TENA survey results 2) Explored opportunities for collaboration

Definitions of Terms Used by the Training and Education Needs Assessment Committee

General Terms

Child Nutrition Program career ladder: Although titles used vary greatly, the positions include:

- 🍎 **Administrator or Director**
- 🍎 **Manager**
- 🍎 **Supervisor or Site Manager**
- 🍎 **Nutrition Education Specialist**
- 🍎 **Line Staff**
- 🍎 **Substitute**

Compliance areas: Program areas mandated by federal or state regulations

Continuing education: Any type of education beyond what is required by law and used to either obtain additional certifications or meet requirements to maintain a license.

Education: Generally results in the receipt of units for college credit, certificates, diplomas, or academic degrees.

Mandatory trainings: Required trainings for child nutrition program sponsors due to either federal or state regulations.

Preservice training: A process through which individuals are made ready to enter a certain kind of professional job. This may include completion of a specific curriculum to earn a diploma, formal degree, certification, or credential.

School nutrition personnel: Program personnel whose job responsibility relates to the planning, purchasing, preparation, service, accounting required by the program and whose wages are eligible for payment from school nutrition program funds.

Training: Acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies.

Training for professional development: Training *beyond the basic initial training* required for a trade, occupation, or profession and is needed to maintain, upgrade, and update skills throughout working life. A certificate of completion or units credited toward a college course is issued to document alignment with professional certification, credentialing requirements, or college course credits for job advancement.

Training for program development: Training that helps an employee to be competent in performing the job duties; no certificate of completion is issued and no units for college credit are offered.

National Food Service Management Institute Terms

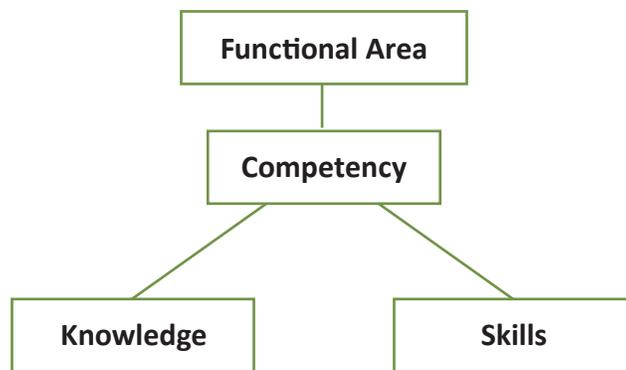
Competencies: Underlying characteristics within each functional area that lead to successful performance. They may include knowledge and skills as well as various levels of motivation.

Functional areas: Broad groupings or categories of similar tasks that reflect job duties performed by technicians/assistants within the local school nutrition operation. These categories serve as an umbrella for all tasks that are listed on a work schedule or are completed on a daily, weekly, or seasonal basis within the school year (for example: Food Security, Sanitation, and Safety; Menu and Nutrition Management; Financial Management, and the like).

Knowledge: The information a person has in specific content areas, that is necessary for successful performance in a competency area.

Skill: The ability to perform certain physical and/or mental tasks that are necessary for successful performance in a competency area.

Relationship Between the Terms



Terms Used by the Nutrition Services Division, California Department of Education

Cal-Pro-NET centers: The California Professional Nutrition Education and Training centers operate on a contractual basis with the California Department of Education (CDE) and assist the Nutrition Services Division (NSD) in developing curricula, scheduling courses, and in providing technical assistance to school districts and agencies. The centers enable the CDE to utilize staff from different disciplines; train a larger number of child nutrition personnel; and to offer courses on a college credit basis, which may encourage personnel to follow a career ladder path leading to a specialized certificate or degree. The centers are currently located in Fresno City College, Glendale Community College,* San Jose State University, and the University of California, Davis. The center in Fresno has a child care focus.

*The Cal-Pro-Net Center at Glendale Community College was discontinued in November 2011.

Training calendar: A list of scheduled trainings along with details about dates, locations, fees, and so on.

Training guidance plan: A plan that includes the topics of trainings that will be available, the position level(s) of the training, the lead agency responsible for making this training available, and the start and end dates and times.

Terms Used by the School Nutrition Association

For more information about terms, go to the School Nutrition Association's (SNA's) Web site at <http://www.schoolnutrition.org/Content.aspx?id=126> (accessed September 14, 2014).

“Core area” courses: Ten hours of an approved Nutrition Education course (e.g., Healthy Edge course) and 10 hours of an approved Sanitation and Safety course (e.g., ServSafe course). Healthy Edge must be taught by an SNA certified trainer. All core courses must be approved by the SNA.

“Key area” courses: Courses within Operations, Nutrition, Administration, and Communications/Marketing. To qualify as a key area course, the topic studied must require at least two hours of active instructional time. The CDE is authorized to approve its own key area courses.

School Nutrition Specialist credentialing: The credential program of the SNA was created to enhance the professional image of school nutrition specialists. The requirements include defined academic experience, key area hours, and knowledge and skills.

SNA certification program: A tri-level certification program of the SNA with defined requirements for academic experience and defined number of instructional hours in specific areas make up the core requirements and the key area requirements. SNA certification is valid for one year. Certification is maintained by completing a required number of continuing education units (CEUs).

Appendix E

Potential Factors Influencing the Training Needs of School Food Service Personnel

Factors at the national and state levels have the potential to influence the training needs of personnel who work in the school nutrition program (SNP). Web links are included for additional information.*

National Factors

Healthy, Hunger-Free Kids Act of 2010 (S.3307). There are several sections in this law that will influence the training needs of the school food service staff. For the full text or a summary, please go to either of the two links below:

<http://www.govtrack.us/congress/bill.xpd?bill=s111-3307>

<http://www.fns.usda.gov/cnd/>

Section 306 on Professional Standards for School Food Service contains the following requirements:

- ✿ establishment of criteria for education, training, and certification for all school food service directors
- ✿ the Secretary of Agriculture to fund one or more professional organizations to establish and manage a voluntary training and certification program for other school food service personnel
- ✿ each state to provide annual training in administrative practices (including training in application, certification, verification, meal counting, and meal claim procedures) to appropriate school staff
- ✿ school food service personnel to complete annual training and receive annual certification. The training modules shall be on the following topics: (1) nutrition, (2) health and food safety standards and methodologies, and (3) any other appropriate topics as determined by the Secretary.

National Professional Standards for SNP Personnel. In October 2009, the School Nutrition Association (SNA) board of directors approved the National Professional Standards for School Nutrition Program Personnel that would apply to all new hires. These are the standards the SNA is recommending the Secretary of Agriculture to adopt as the professional development requirements in the Child Nutrition and WIC Reauthorization Act (Healthy, Hunger-Free Kids Act of 2010).

Rationale for the standards: The SNA believes that professional standards will elevate the quality and efficiency of SNPs nationwide as to nutrition, food safety, operations, and fiscal management by ensuring that all administrators are better qualified to manage complex programs. Professionally qualified directors recognize the need and possess the skills to position

*The information was provided to the TENA committee as background in 2011.

the school nutrition personnel as an integral part of the educational program; maximize the use of federal, state, and local funds; and build state and community alliances that provide additional program and district support.

SNA's Certification and Credentialing Program for School Nutrition Personnel. The SNA has a tri-level certification program with specific requirements for academic experience and training in defined "core" areas (SNA-approved nutrition education course and sanitation and food safety course) as well as in "key" areas (operations, nutrition, administration, and communications/marketing). Continuing education units are required to maintain certification. The SNA also has a School Nutrition Specialist (SNS) credentialing program. For more information, go to <http://www.schoolnutrition.org/Content.aspx?id=126> (September 14, 2014).

School Meals: Building Blocks for Healthy Children, the Institute of Medicine Report. This is a report of the National Academies' Institute of Medicine (IOM), Food and Nutrition Board, which was commissioned by the United States Department of Agriculture (USDA) Food and Nutrition Service. The IOM recommends training and mentoring of school food service workers along with technical assistance for continually improving menus, ordering appropriate foods, monitoring quality of meals, and controlling costs while maintaining meal quality. This report has a scientific rationale for the meal pattern and nutrient standard changes in the Proposed Rule on Nutrition Standards in the National School Lunch and School Breakfast programs. A short report brief as well as the full report is available at <http://iom.edu/Reports/2009/School-Meals-Building-Blocks-for-Healthy-Children.aspx> (accessed February 23, 2015).

Proposed Rule on Nutrition Standards in the National School Lunch and School Breakfast Programs. The Rule proposes to revise the meal patterns and nutrition requirements for the National School Lunch and School Breakfast Programs. The proposed changes are consistent with the IOM's recommendations and align school meals with the 2005 Dietary Guidelines for Americans. This proposed rule would increase the availability of fruits, vegetables, whole grains, and fat-free and low-fat fluid milk in school meals; reduce the levels of sodium and saturated fat in meals; and help meet the nutrition needs of school children within their calorie requirements. Implementation of this proposed rule would result in more nutritious school meals that improve the dietary habits of schoolchildren and protect their health.

Comments are due on April 13, 2011, and the new meal pattern is expected to be implemented in the 2012–13 school year. For more information, go to <http://www.fns.usda.gov/cnd/> (accessed February 23, 2015).

Let's Move! Campaign. This is First Lady Michelle Obama's campaign to end childhood obesity within a generation. It is a comprehensive, collaborative, and community-oriented initiative that addresses all of the various factors that lead to childhood obesity. It provides schools, families, and communities with simple tools to help children be more active, eat better, and get healthy. Two recent components of this campaign are Chefs Move to Schools and the Recipes for Healthy Kids competition. Chefs Move to Schools is a collaboration that links chefs with nearby schools. Recipes for Healthy Kids competition brings together chefs, school nutrition professionals, students, and parents who work in teams to develop nutritious, delicious, and kid-approved recipes for use in schools. For more information, go to <http://www.letsmove.gov/index.php> (accessed February 23, 2015).

HealthierUS School Challenge (HUSSC). The HUSSC is a program sponsored in 2004 by the USDA to encourage schools to improve nutrition standards, increase opportunities for physical activity, and implement a school wellness policy. First Lady Michelle Obama is promoting USDA's HUSSC as part of her Let's Move anti-obesity initiative. It is a voluntary national certification for schools participating in the National School Lunch Program. Schools can earn Bronze, Silver, Gold and/or Gold Award of Distinction, including a monetary incentive. In California, as of February 2011, six districts (totaling 27 schools) have received HUSSC awards. El Monte City School District was the first in 2010 to receive 14 Silver awards.

The requirements for schools to join this program are as follows:

- 🍷 Be enrolled as a Team Nutrition School.
- 🍷 Offer reimbursable lunches that meet USDA nutrition standards and demonstrate healthy menu planning practices and principles of the Dietary Guidelines for Americans.
- 🍷 Provide nutrition education to students.
- 🍷 Provide students with physical education and opportunity for physical activity.
- 🍷 Maintain a specific Average Daily Participation (ADP) of school enrollment for reimbursable lunches, provided as part of the elementary, middle, and high school HUSSC criteria.
- 🍷 Adhere to guidelines established by the USDA for foods served/sold in schools outside the National School Lunch Program. For more information, go to <http://teamnutrition.usda.gov/healthierUS/index.html> (accessed February 23, 2015).

The Farm-to-School initiative. This effort connects schools (K–12) with regional or local farms in order to serve healthy meals using locally produced foods. Farm-to-School activities may vary from community to community depending upon demographics; however, the basic goals remain the same:

- 🍷 To meet the diverse needs of school nutrition programs in an efficient manner
- 🍷 To support regional and local farmers and thereby strengthen local food systems
- 🍷 To provide support for health and nutrition education

Under this initiative, schools and communities may initiate and support a variety of Farm-to-School activities, including nutrition education, agriculture-related lessons and curriculum, school or community gardens, farm tours, taste testing, and parent/community educational sessions. For more information, go to <http://www.fns.usda.gov/cnd/f2s/> and <http://www.cde.ca.gov/ls/nu/he/farmentoschool.asp> (accessed February 23, 2015).

Know Your Farmer, Know Your Food initiative. This is a USDA-wide effort to create new economic opportunities by better connecting consumers with local producers. It is also the start of a national conversation about the importance of understanding where food comes from and how it gets to the consumer's plate. For more information, go to www.usda.gov/knowyourfarmer (accessed February 23, 2015).

USDA's Fresh Fruit and Vegetable Program. This program provides a fresh fruit or vegetable snack free of charge during the school day in elementary schools. Participating schools are required to publicize the availability of the program to the student body. This program teaches students about the importance of good nutrition and promotes the consumption of fresh fruit and vegetables. The program is operated nationwide in selected schools with a high proportion of low-income students. For more information, go to <http://www.fns.usda.gov/sites/default/files/FFVPFactSheet.pdf> (accessed February 23, 2015).

State Factors

Focus areas of State Superintendent of Public Instruction Tom Torlakson:

- 📚 Better teaching
 - 🍎 Improved teacher preparation
- 📚 Smarter systems
 - 🍎 School finance reform designs
 - 🍎 School construction reform
- 📚 Twenty-first century curriculum
 - 🍎 Next Generation testing/assessments
 - 🍎 Support for career and college readiness
 - 🍎 Increased access to high-quality preschool
 - 🍎 Implementation of standards-based curriculum
- 📚 Safe & Healthy Kids
 - 🍎 Improved access to high-quality after school programs
 - 🍎 Improved access to health care on campus

State Superintendent Torlakson's Campaign for Healthy Kids. This campaign aims to promote positive physical activities and good eating habits for students. It will reach every school in California within every neighborhood and encompass "plans for action" during the school day as well as after school/weekend activities. The campaign will establish an annual awards program for the schools implementing the best practices to achieve the goals of healthier and more physically fit students. The campaign will place a positive spotlight on innovative approaches and creative partnerships with the community.

Shaping Health As Partners in Education (SHAPE)* California program. The California Department of Education launched SHAPE California in 1991 and currently has more than 275 school districts enrolled. The goal of SHAPE California is to promote children's health and readiness to learn through a comprehensive approach to create healthy school environments. This approach involves four areas: (1) offering healthy meals, (2) providing student nutrition education, (3) building and maintaining partnerships, and (4) implementing local school wellness policies. For more information, go to <http://www.californiahealthykids.org/shape> (February 23, 2015).

*The information was current when provided to the TENA committee in 2011.

School Nutrition . . . by Design! This California Department of Education report includes recommendations of the Advisory Committee on Nutrition Implementation Strategies to improve the quality of food and beverages sold or served on school campuses. It offers a menu of choices that policymakers, administrators, teachers, food service directors, and community leaders can use to develop and maintain a healthy school nutrition environment. The recommended strategies are ideas that can be adjusted to suit the local circumstances facing nearly any school or district in the state. To download this report, go to <http://www.cde.ca.gov/ls/nu/he/documents/snbd.pdf> (accessed May 23, 2015).



Appendix F

Current Training Infrastructure

The California Department of Education (CDE) provides nutrition and food service education and training to child nutrition program operators and educators, often in collaboration with education, health, and nutrition-allied organizations and through affiliation with advocacy and professional organizations. The key components of the CDE's training infrastructure during School Year 2011–12 are described below.¹

California Professional Nutrition Education and Training Centers

The CDE contracts with the California Professional Nutrition Education and Training (Cal-Pro-NET) system to serve as a statewide resource for professional development and training. Training and education prepare school nutrition personnel to meet federal program requirements for serving appealing, nutritious meals to children.

The Cal-Pro-NET centers and locations are as follows:

Davis: The Cal-Pro-NET Center at University of California (UC), Davis Center for Nutrition in Schools, provides training and resource materials targeted mainly at child nutrition directors, nutrition education specialists, and school administrators.

Fresno: The Cal-Pro-NET Center at Fresno City College offers training programs for child nutrition professionals working in child care centers, day care home sponsor agencies, adult day care centers, and emergency shelters that participate in the Child and Adult Care Food Program.

Glendale: The Cal-Pro-NET Center at Glendale Community College² focuses on the child nutrition front-line personnel's education and professional career ladder.

San Jose: The Cal-Pro-NET Center at San Jose State University provides training and resource materials targeted primarily at entry-level managers, supervisors, directors, nutrition education specialists, and school administrators.

California Healthy Kids Resource Center

The CDE funds the California Healthy Kids Resource Center (CHKRC), based at the Alameda County Office of Education, to maintain an inventory of peer-reviewed instructional materials and resources for developing and implementing effective local school wellness policies, nutrition education, and coordinated and comprehensive health programs. Access to online and peer-to-peer training and technical assistance, as well as school health laws, research articles, professional development opportunities, and assessment tools are available at this site.

1. This information for School Year 2011–12 was presented during the Training and Education Needs Assessment (TENA) committee meeting on May 5, 2011.

2. The Cal-Pro-NET Center at Glendale Community College was discontinued in November 2011.

California After School Resource Center

The Alameda County Office of Education administers the California After School Resource Center for the CDE. The center supports quality after school programming through a comprehensive Web site, statewide circulating library of reviewed materials, online training, and technical assistance.

Farm to School Resource Centers³

The CDE's Nutrition Services Division (NSD) funds the following universities to serve as regional Farm to School Resource Centers (F2S RCs) for October 1, 2011–May 31, 2013:

UC Santa Cruz—the North Coast F2S RC

UC San Diego—the Southern California F2S RC

Chico State University—the North Central Valley F2S RC

The F2S RCs collaborate with one another and the CDE to provide F2S technical assistance in the following regions: San Diego, Orange County, Los Angeles, Riverside/San Bernardino, Bakersfield, Fresno, Sacramento/Yolo County, Chico, San Francisco Bay, and Santa Cruz/Monterey counties.

They facilitate regional F2S town hall gatherings to identify tips, tools, techniques, resources, barriers, and successes. These gatherings reach agricultural partners, farmers, distributors, child nutrition directors, and other partners. The 10 different regional F2S efforts will be captured in multimedia presentations, along with a California F2S manual that will include summary briefs of each region. These resources will serve as technical assistance tools.

Healthy School Environment Institutes⁴

The Healthy School Environment Institute's (HSEI's) ambassador leadership, through an HSEI two-day regional training and four technical assistance sessions, will assist other regional district child nutrition leaders in implementing school nutrition programs and initiatives. HSEIs are located in Fort Bragg Unified School District (USD), Riverside USD, Turlock USD, and Ventura USD.

3. As of SY 2013–14, the F2SRC contracts have ended, and the CDE now supports F2S efforts through a stakeholder group called the California Farm to School Task Force. To learn more, visit <http://www.cde.ca.gov/ls/nu/he/farmtoschool.asp>

4. HSEIs have now expanded into 11 Culinary Centers. For more information, visit http://www.californiahealthy-kids.org/fm_centers (accessed September 5, 2014).

CDE Regional Trainings, Technical Assistance, and Resources

NSD staff members provide training, technical assistance, and resources in many areas, such as:

- 🍷 Administrative Review workshops
- 🍷 After School Program
- 🍷 Fresh Fruit and Vegetable Program
- 🍷 HealthierUS School Challenge
- 🍷 Provision 1, 2, 3 (Alternative meal counting and claiming)
- 🍷 Shaping Health As Partners in Education (SHAPE)
- 🍷 Team Nutrition grants
- 🍷 U.S. Department of Agriculture (USDA) foods

Partnerships

- 🍷 National Food Service Management Institute—regional training
- 🍷 USDA—Team Nutrition, Administrative Review, and training
- 🍷 California School Nutrition Association—conference and chapter meetings
- 🍷 Many other organizations—Presentations at conferences

Appendix G

TENA Recommendations

TRAININGS							
Item # (see appendix H)	Topic/Item	Step 1		Step 2	Step 3		Step 4*
		Five-Year Priority? Yes	Five-Year Priority? No	NSD Lead?	Now (Years 1–2)	Later (Years 3–5)	
Program Administration							
69†	Disaster plan development and implementation	X		Yes		X	
70	Writing fruit and vegetable specifications		X				
71	Writing bids for procurement		X				
Healthy, Hunger-Free Kids Act							
72	Increasing consumption and use of beans and peas		X				
73	Reducing sodium	X		Yes	X		
74	Meeting calorie and fat limits	X		Yes	X		
Nutrition and Special Dietary Needs (Keep all topics in this section as one training)							
75	Child nutrition/Basic nutrition	X		Yes		X	
76	Child nutrition issues	X		Yes		X	
77	Type 2 diabetes		X	Yes		X	
76	Food allergies or intolerances	X		Yes		X	
79	Childhood obesity	X		Yes		X	
80	Vegetarianism		X	Yes		X	
Wellness/Healthy School Environment							
81	Employee wellness	X		No		X	
82	Waste management		X				
83	Farm-to-School program	X		No		X	
Meal Planning (Keep all topics in this section as one training)							
84	Forecasting food production needs	X		Yes	X		
85	Controlling portion size	X		Yes	X		
86	Standardizing recipes	X		Yes	X		
87	Adjusting standardized recipes for quantities needed	X		Yes	X		

* Step 4: The TENA committee members indicated the ways they could assist with implementation of the recommendations (see appendix H).

† Items 1–68 were ongoing commitments of the NSD.

TENA Recommendations (continued)

Item # (see appendix H)	Topic/Item	Step 1		Step 2	Step 3		Step 4*
		Five-Year Priority? Yes	Five-Year Priority? No	NSD Lead?	Now (Years 1–2)	Later (Years 3–5)	
88	Preparing plant-based meals	X		Yes	X		
89	Incorporating cultural foods into school meals	X		Yes	X		
90	Evaluating new food products	X		Yes	X		
91	Offering food or meal choices	X		Yes	X		
Meal Preparation (Keep all topics in this section as one training)							
92	Culinary skills	X		Yes	X		
93	Planning for just-in-time food preparation	X		Yes	X		
94	Cooking or food preparation	X		Yes	X		
95	Scratch cooking (including speed scratch or quick scratch)	X		Yes	X		
96	Preparing plant-based meals	X		Yes	X		
97	Preparing food for students with special dietary needs	X		Yes	X		
Food Safety							
98	Hazard Analysis Critical Control Points plan		X				
99	Food safety	X		Yes		X	
Business Topics							
100	Grant writing	X		No		X	
101	Staff productivity analysis	X		No		X	
102	Team building	X		No	X		
103	Managing stressful situations at work	X		No		X	
104	Work simplification	X		No	X		
105	Policy (development) collaboration	X		No	X		
106	Leadership	X		No		X	
107	Communicating effectively with workers and all partners	X		No		X	
108	Training employees	X		Yes	X		
109	Evaluating on-the-job performance of workers	X		No		X	

* Step 4: The TENA committee members indicated the ways they could assist with implementation of the recommendations (see appendix H).

TENA Recommendations *(continued)*

Item # (see appendix H)	Topic/Item	Step 1		Step 2	Step 3		Step 4*
		Five-Year Priority? Yes	Five-Year Priority? No	NSD Lead?	Now (Years 1–2)	Later (Years 3–5)	
Communication							
110	Communicating with parent organizations	X		No	X		
111	Working effectively with school administrators and teachers	X		No	X		
112	Customer service	X		No		X	
Specific Target Audience							
113	RCCI training	X		Yes	Only one group voted		
114	Training for PTA	X		Yes	X		
115	Training for vendors	X		Yes	X		
RESOURCES							
Online Central Information							
116	Helpful resources on CDE Web site (include funding opportunities)	X		Yes	X		
117	Improve CDE Web site to be more user-friendly	X		Yes	X		
118	Use CNIPS effectively (post reading updates, class reminders, short newsletters for site or kitchen staff, two-week cycle menus, customer service, and the like)	X		Yes	X		
119	Web-based mechanism to share best practices (e.g., Brokers of Expertise, iTunes U, Facebook, or through California Healthy Kids Resource Center)	X		Yes	X		
Other Online Resources							
120	Online Child Administration course: self-paced or make hard-copy manual available (instead of a five-day in-person course)	X		Yes	X		
121	Quick guide to FAQs for child nutrition directors	X		Yes	X		

* Step 4: The TENA committee members indicated the ways they could assist with implementation of the recommendations (see appendix H).

TENA Recommendations *(continued)*

Item # (see appendix H)	Topic/Item	Step 1		Step 2	Step 3		Step 4*
		Five-Year Priority? Yes	Five-Year Priority? No	NSD Lead?	Now (Years 1–2)	Later (Years 3–5)	
122	Revise School <i>Nutrition Guidance Manual</i> with on-line modules, searchable by keywords, and hyperlinked to management bulletins and guidance regulations	X		Yes	X		
123	Downloadable <i>Administrative Review</i> guidance	X		Yes	X		
124	“Where to find it” guide	X		Yes	X		
125	Guide to After School Program meals (supper)	X		Yes	X		
126	Guide to seeking outside funding sources	X		No	X		
127	Staff training manual like a cookbook		X				
128	Guide to serving plant-based meals		X				
Nutrition Education Materials							
129	Printed training materials	X		Yes	X		
130	Nutrition education visual aids	X		Yes	X		
131	MyPlate materials	X		Yes	X		
132	Nutrition and garden storybooks		X				
133	CDE fruit and vegetable cards: distribution plan for free or at reduced cost	X		Yes	X		
Miscellaneous Materials/Supplies							
134	Cafeteria promotional materials	X		Yes	X		
135	Classroom cooking supplies		X				
136	Garden supplies		X				
Funding for ...							
137	Purchase of food for experiential learning	X combine with #116		No		X	
138	Compensation pay (substitute pay) to attend training	X		Yes	X		
139	Purchase of nutrition education curriculum		X				

* Step 4: The TENA committee members indicated the ways they could assist with implementation of the recommendations (see appendix H).

TENA Recommendations *(continued)*

Item # (see appendix H)	Topic/Item	Step 1		Step 2	Step 3		Step 4*
		Five-Year Priority? Yes	Five-Year Priority? No	NSD Lead?	Now (Years 1–2)	Later (Years 3–5)	
Wellness							
140	Increase commitment to wellness with more student involvement in school wellness teams	X		No		X	
141	Make staff wellness a component of school wellness policies	X		No		X	
Working with Partners							
142	Work with California School Boards Association (CSBA) to revise policies on wellness and child nutrition to align with new regulations	X		Yes	X		
143	Develop a communication program in coordination with partners	X		Yes	X		
144	Encourage use of the California School Nutrition Association as the “go to” place for school nutrition program operations and professional development	X		No		X	
Other							
145	CDE-owned standardized menu planning system	X		Yes	X		

* Step 4: The TENA committee members indicated the ways they could assist with implementation of the recommendations (see appendix H).

Appendix H

TENA Committee Member Feedback on "Can Give"

Name	Seat Type	Can Give
Fred Adam	Small School Districts' Association	<ol style="list-style-type: none"> 1) A time slot at the 2013 Small School Districts' Association (SSDA) annual conference might be available to update small school districts on the new meal planning rules and guidelines. 2) As food service changes are clarified and come to fruition, the SSDA could publicize and communicate to member districts and counties via the SSDA newsletter. 3) Perhaps a link to the NSD Web site help information could be put on the SSDA Web site.
Linda Baker	Small School District	I would be willing to be an advocate for the model of county offices of education and take a larger role in the child nutrition program dynamic. County offices currently provide numerous services to districts. I would advocate they add "Child Nutrition Compliance Support Official" to their services, especially for small school districts.
Marilyn Briggs	Society for Nutrition Education California School Nutrition Association, past president UCD Cal-Pro-NET coordinator	Can help in the following areas: <ol style="list-style-type: none"> 1) Nutrition (#75), Meal Planning (#84–91), Meal Preparation (#92–97) 2) Work with California School Boards Association regarding new policy wording for School Nutrition (#142) 3) Nutrition—Current issues (#76) 4) Assist (participate/help/information technology) in some way regarding revision of the <i>School Nutrition Guidance Manual</i> (#122) 5) Participate in New Director training (#120) 6) Standardized menu/nutritional analysis system (#145) 7) Nutrition education materials, MyPlate (#129–131) 8) Share information regarding mentor instructors with other Cal-Pro-NETs and Alameda County Office of Education

TENA Committee Member Feedback *(continued)*

Name	Seat Type	Can Give
Laura Chinook	Very large school district	<p>I can personally assist with the following tasks (no authority to commit LAUSD):</p> <ol style="list-style-type: none"> 1) Training for vendors (#115). Can help on committee or present/assist with training. 2) HHFKA (#72, 73, 74). Can assist with curriculum development or training. 3) Special dietary needs (#77–80). Can provide information as subject matter expert (we have 700+ special diets this year) and curriculum development. 4) Meal planning (#86, 87, 90). Can assist in this area. I have 20+ years in product development/recipe development and product testing. 5) Quick Guide to FAQs & <i>School Nutrition Guidance Manual</i> (#121, 122). I already developed a library organization of all CDE and other publications into a reference used at LAUSD—can provide categories and show how we organized it.
Anne Gaffney	SHAPE Advisory Council Very large school district	<p>I can serve and provide leadership to the SHAPE Advisory Council.</p> <p>Rationale: The overarching theme that all of the training needs listed on the charts falls under the SHAPE model (philosophy). As we “roll out” the new regulations and train on how to meet requirements of the new meal pattern, we can enroll districts in SHAPE to help them meet the requirements of the new regulations.</p>
Wanda Grant	Nutrition Network Local Large school district	<ol style="list-style-type: none"> 1) School Nutrition Association—Healthy Edge-Nutrition 2) School Nutrition Association has developed an application and approval system to certify trainees; several certified trainees are in California. I suggest that the CDE and Cal-Pro-NET centers use food service directors as instructors. 3) I am very good with business topics (#100–109), nutrition topics (#75–80), meal planning and culinary/preparation/operations (#84–97). I am more than willing to be part of the development as well as the delivery of training. <p>Suggestion: Continue Financial Management, New Directors. Consider Effective Teaching Strategies, Business Skills, and other classes to strengthen the accuracy and effectiveness of our nutrition services directors.</p>

TENA Committee Member Feedback *(continued)*

Name	Seat Type	Can Give
Margan Holloway	Medium school district California School Nutrition Association, president-elect	<p>1) I am willing to look at the possibility of becoming a trainer for the new regulations and training some districts that don't have access. I am also hosting training on May 24, 2012.</p> <p>2) California School Nutrition Association (CSNA) can help as follows:</p> <p>Training for vendors (#115). CSNA currently has an industry seminar in May. We will ask vendors what they would like to know—what topics they are interested in learning about with the intention that these topics could be covered at a break-out session at CSNA annual conference on Thursday (maybe), November 8.</p> <p>Team Building (#102), Leadership (#106), Communication (#107). CSNA has developed a Future Leaders program in which these topics are covered. Program materials, activities, and PowerPoint presentations available.</p> <p>Policy collaboration (#105). Robert Lewis is experienced and knowledgeable about Public Policy and can present at CSNA annual conference.</p> <p>HHFKA (#73, 74), Meal planning (# 84–91). At CSNA annual conference in 2012, CSNA is offering all day Thursday, November 8 for CDE/NSD to train all school district directors and school food authorities on new regulations. The intention is to provide a venue for all to be trained.</p> <p>Meal preparation (#92–97)—CSNA annual conference. We will be having a culinary skills stand at conference targeting school chefs.</p> <p>3) All items—CSNA will “advertise” on our Web site for any trainings or other needs CDE/NSD has.</p>
Pamela Jones	California County Superintendents Educational Services Association	<p>1) Assistance in disseminating information through the county office of education networks to every school district in the state, especially to superintendents and cabinet-level staff.</p> <p>2) Opportunity to showcase training materials and toolkits at state Curriculum and Instruction Steering Committee meetings.</p>
Pamela Lambert	California School Business Officials	Business topics (#101, 102, 105, 106, 107, 109), Communication (#111), and working with partners (#143).
Robert Lewis	Large school district	Any training having to do with Collaborative Public Policy, Local School Wellness Policy, Interorganizational Networking, New Recipe Development, Community Partnerships, Alliance for a Healthier Generation, or HealthierUS Schools Challenge.

TENA Committee Member Feedback *(continued)*

Name	Seat Type	Can Give
Denise Ohm	CSNA president Medium school district	<ol style="list-style-type: none"> 1) Provide far north training venue (Redding) at Enterprise Elementary SD (EESD) for maximum class size of 30 (hands-on training on Meal Planning/Meal Preparation/HHFKA). 2) Can assist with kitchen space for hands-on demonstration 3) Personally assist with California certification for California School Nutrition Association members
Ariana Oliva (for Markell Lewis)	California Food Policy Advocates	<ol style="list-style-type: none"> 1) Wellness (#81, 140, 141): Can help with guidance and making recommendations 2) Evaluating new foods (#90): Can help with providing guidance on promoting student taste testing; collecting and incorporating student feedback in menu development; and improving appeal of school meals 3) Culinary skills (#92): Can help gather evidence (barriers, perceived barriers, benefits) to support culinary skill building; can help with developing culinary trainings; look for policy opportunities in support of meals prepared closer to school site 4) Policy collaboration (#105), Wellness (#140, 141): Can help provide guidance with wellness policy implementation and enforcement 5) Communicating with school administrators and teachers (#111): Can provide guidance 6) Customer service (#112): Provide guidance in techniques to help improve cafeteria staff’s customer service skills 7) CDE Web site (#116, 117), effective use of CNIPS (#118), Web sharing of best practices (#119): Can make referrals to helpful resources; provide feedback on Web site; can help identify districts going above the minimum requirements; can post CDE information on RENEW school meals blog 8) Quick guide to FAQs (#121), <i>School Nutrition Guidance Manual</i> (#122), Guide to After School Program Meals (#125): Can provide guidance/feedback 9) Revise policies on wellness and child nutrition with California School Boards Association (#142): Can help with guidance 10) Definitely want to be involved in the committee tasked with developing the marketing tool kit
Cathleen Olsen	Small school district	Trainings/Collaboration Interests: Farm-to-School, Meal Planning (#84–91) & Preparation (#92–97). Please feel free to ask about other trainings.

TENA Committee Member Feedback *(continued)*

Name	Seat Type	Can Give
Shene Onye	California Healthy Kids Resource Center California After School Resource Center	<ol style="list-style-type: none"> 1) Support for cross-agency training and collaboration (i.e., media, policy, and so forth). Examples: Policy collaboration (#105), communication (#107, #110, #111) 2) Online training development and promotion related to health education items #69–99 3) Hosting in-person trainings as needed 4) In general, support for NSD and California Department of Public Health (or local public health department) collaboration
Jason Roberts	Charter Schools	<ol style="list-style-type: none"> 1) Willing to lead an advisory board for charter schools to discuss specialized training and program needs 2) Willing to partner with the NSD and California Charter Schools Association to do outreach to charter schools 3) Training for vendors (#115): Willing to partner with the NSD to talk about vendors/catering needs that charter schools face 4) Willing to partner with the NSD and Public Health to discuss food safety road blocks that charter schools currently face
Ashley Rosales	Dairy Council of California	<ol style="list-style-type: none"> 1) Nutrition & Special Dietary Needs (#75–80): Dairy Council of California (DCC) can provide resources for this training (materials, online presentations, and the like) or collaborate to help as needed. 2) Wellness/Healthy School Environment (# 81): DCC can give resources and help coordinate/lead this process. 3) Communication: communication with parent organizations (# 110): DCC can support this through training, partnerships, collaboration, and the like. 4) Working effectively with school administrators and teachers (# 111): DCC can collaborate on this project and provide needed support, and leaders. 5) Training for PTA (# 114): DCC can be on this workgroup and provide support/resources. 6) Nutrition education materials (# 129–131): DCC can provide nutrition education materials, printed online resources for classroom use, SNP staff, and parents. DCC can partner to coordinate this area as needed. 7) Cafeteria promotional materials (# 134): DCC can support this effort, help create, and print these as part of a work group. 8) Wellness (#140, 141). DCC has a strong commitment to school wellness/coordinated school health and can provide support, resources, and collaboration in this area. 9) Working with partners. Develop a communication program to coordinate with partners (# 143). DCC can be on this planning team.

TENA Committee Member Feedback *(continued)*

Name	Seat Type	Can Give
Cindy Schneider	CDE After School Division	<p>Guide to after school program meals (supper) #125: The CDE After School Division will assist in developing a guide.</p> <p><i>Note:</i> Need to determine whether the USDA guide needs to be modified or an addendum added for California. Include food handling/food safety information.</p>
Linda Sweeney	<p>CSNA Professional Development, chair</p> <p>Cal-Pro-NET, San Jose State University</p>	<ol style="list-style-type: none"> 1) (See Margan’s “can give” statement.) Future Leaders Workshop; see what is planned for conference topics: Team Building (#102), Leadership (#106), Communication with Workers and Partners (#107). 2) Cal-Pro-NET has conducted classes on disaster preparation (#69)/HACCP (#98). We have materials. 3) We have paper, but not electronic, copies of “Effective Teaching Strategies,” which was mentioned for topic of Training Employees (#108) and relates to a training guide for directors to train employees (#127). 4) Professional Development: Research the process to offer education units (college credits) to workshop participants and whether workshops qualify as courses.



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