



Chicago Public Schools'

Pathways to Excellence in School Nutrition

Parent and Stakeholder School Food Advisory Groups
co-convened by Chicago Public Schools and Healthy Schools Campaign

“Providing students with access to nutritious food and knowledge of healthy habits helps ensure they’re ready to learn and on a path to success.”

Rahm Emanuel, Mayor, City of Chicago

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Every Chicago Public

School student should

have access to tasty,

nutritious and affordable

meals enjoyed in a

pleasant environment.

Changing the school food environment is a complicated task.

Beginning with the 2012-2013 school year, the federal government significantly raised the nutritional standards for school meals while at the same time requiring schools to meet these standards with limited financial resources and other constraints. Adding to the challenge facing food service is the fact that many students are reluctant to accept the healthier menus. In addition, Chicago is faced with serious fiscal challenges that require a focus on operational efficiency—doing more with less.

The issue of healthy school meals is of great importance given that more than 85% of Chicago Public Schools students are low-income and qualify for federally subsidized meals, with many of these students relying on schools for most of their meals.

At the same time, 43.3% of Chicago students are overweight or obese, making healthy school meals a critical component of Chicago's overall effort to address the childhood obesity epidemic. (Report: "Overweight and Obesity among Chicago Public Schools Students, 2010-11")

Faced with fiscal challenges and the health needs of students, CPS convened two advisory groups, one comprised of citywide stakeholders and the other comprised of parents from across the district, to develop an action plan for continued efforts to provide healthy school food in a fiscally responsible way. The advisory groups developed action plans that focus on 10 interconnected pathways relating to the strategic goals of CPS Nutrition Support Services.

Healthy School Food: 10 Pathways to Success

School food programs across the country are trying to reinvent themselves in response to the critical health needs of students.

Improving the nutritional quality of school meal programs is complex and dependent on many factors. The School Food Advisory Groups identified these 10 interconnected pathways that relate to the strategic goals of CPS Nutrition Support Services, as well as action plans that provide a roadmap of how to continue efforts to provide healthy school food in a fiscally responsible way.

Food + Health

Procurement

**Teaching +
Learning**

**Community
Engagement**

**Marketing +
Communications**

**The Dining
Experience**

**Professional
Development**

Facilities

Finances

**Waste
Management**

CPS Nutrition

Support Services

Strategic Goals

Menus

Offer nutritious, appealing foods and meals that contribute to the overall good health, growth and academic performance of our students.



Environment

Provide a safe and pleasant environment for our students to enjoy meals at school. Continually expand access to meals while removing barriers to access.



Education

Contribute to our students' understanding of the benefits of eating healthy foods and meals. Provide access to affordable, diverse foods and meals that are readily available outside of school that students, and their families, can recognize, purchase and prepare for an overall healthy lifestyle.

Compliance

Meet or exceed all city, state and federal regulations governing the preparation, serving and storage of school meals, including relevant CPS Wellness Policy guidelines and the HealthierUS School Challenge. Maintain records and other procedures related to government programs.

Sustainability

Manage overall program in a fiscally sound and sustainable fashion. Develop and implement menus and operational processes that provide a healthy environment for students and staff, minimize waste, incorporate sustainable food procurement as well as protect and/or preserve the environment.

Why Should We

Improve School Food?

Health and Academic Achievement are Connected

Today's students likely will eat more than 4,000 school meals by the time they graduate from high school. With each meal comes the opportunity to guide students toward a lifelong relationship with healthy food. But encouraging a diet rich in nutrients is just part of a bigger picture. Studies have consistently shown a powerful connection between health and academic achievement. Healthy, active and well-nourished students are more likely to attend school and be engaged and ready to learn.



“Ensuring that our students receive nutrition education and have opportunities for physical activity can influence a lifetime of healthy choices. But just as important is the impact that good health and nutrition have on academic achievement. Children who exercise and have nutritious diets are better able to concentrate and perform well in the classroom.”

Barbara Byrd-Bennett, CEO, Chicago Public Schools

Health Disparities

The federal food program began nearly 70 years ago to address the fact that so many children were underweight and malnourished. The crisis facing us today is both the same and different: Now, children are overweight and malnourished. Low-income communities of color are particularly affected by patterns of disinvestment and a lack of access to healthy foods—obesity and hunger are perpetuated by economic, health and social justice issues. For example, among sixth-grade CPS students, 37.9% of white students are overweight or obese compared with 45.2% of African-American and 55% of Hispanic students. (Report: "Overweight and Obesity among Chicago Public Schools Students, 2010-11")

School environments—including school meal programs—are critical to addressing these disparities.

Chicago Public Schools:

A Leader in Healthy

School Food

For years, Chicago Public Schools has been a leader in providing students with healthy school meals.

Starting in the 2010-11 school year, CPS adopted new nutrition standards that included increased servings and a greater variety of fruits and vegetables, increased amounts of whole grains, standards for breakfast cereal, the elimination of doughnuts and pastries at breakfast and a limit on potatoes, nachos and other less healthy items. In fact, the nutrition standards meet and, in some cases exceed, the U.S. Department of Agriculture's (USDA) HealthierUS School Challenge Gold standard. At the same time, CPS reintroduced scratch cooking, regularly offering students freshly baked, bone-in chicken. To encourage schools to support these new standards, CPS and Healthy Schools Campaign launched Go for the Gold, a district-wide effort to incorporate nutrition education, fundraising with healthy food items, and physical activity into classrooms. To date, more than 150 schools have met these high standards and received recognition by the USDA.

In January 2011, CPS adopted universal Breakfast in the Classroom, an initiative that offers all elementary students, regardless of their families' income, a free breakfast when they arrive at school. An extensive body of research shows that breakfast consumption positively influences students' cognitive functioning, focus, attention and emotional well-being. The Chicago Board of Education voted to expand this initiative district-wide, making CPS the first large urban school district to offer free breakfast to all elementary students.

Understanding where their food comes from gives students a powerful connection to what they eat. CPS's Farm to School programs provide

K-12 students with access to nutritious meals, while supporting local farmers and communities. CPS has purchased more than \$4.2 million in produce from regional farmers over the past three school years. In many schools, this is combined with educational programming so that students connect what they eat with an understanding of how food choices affect their health, environment and community. Recognizing the value of farm-to-school initiatives, the USDA established a grant program to support school districts in implementing farm-to-school programs. CPS was among the first group of school districts to receive support through this grant program.

Studies show that the use of antibiotics in animals creates antibiotic-resistant bacteria in our food supply. In the fall of 2011, CPS began to serve chicken raised without the use of antibiotics, making it the largest school district in the country to do this. Because of this initiative, other large urban school districts have started to follow suit.

In the fall of 2012, CPS passed a Healthy Snack and Beverage Policy, which establishes nutritional standards for food available to students outside the school lunch program, including a la carte items sold in the cafeteria, vending machines, fundraisers and school stores. This policy is necessary because these "competitive foods" include snacks high in sugar, salt, or fat, and students often will choose these foods instead of the school lunches that adhere to nutritional standards. Competitive foods also impact school lunch programs financially because schools receive federal funds as reimbursement based on how many meals they serve.

Then and Now:

A Major Shift in

School Meal Programs

Over the past 70 years, we've seen a major shift in school meal programs.

What began as a way to ensure that malnourished children were getting enough food is now focused on providing nutrient-dense food with caloric limits in an effort to curb an obesity epidemic.

During World War II, of the recruits who were rejected from military service, at least 40% were rejected on the basis of poor nutrition. Congress passed the National School Lunch Act in 1946, and for decades school lunch programs focused on providing children with needed calories. Today 27% of 17- to 24-year-olds in the United States are considered too overweight to serve in the military. According to the Centers for Disease Control and Prevention, our nation is now faced with the alarming fact that between 1980 and 2010, the percentage of obese children aged 6-11 climbed from 7% to 18%.

Due to the risk factors associated with obesity, including life-threatening illnesses such as type 2 diabetes and heart disease, the current generation of children may have shorter life spans than their parents.

In 2012 the USDA, now focused on fighting the obesity epidemic, released new guidelines for school food: more whole grains, vegetables, and fruits; less fat and sodium; and sensible calorie limits based on the age of children being served. But changing a complex school meal system is not easy. For example, food manufacturers need to offer healthier items, school kitchens need to be refurbished, food service staff need retraining and students' acceptance of healthier foods needs to be nourished. Lasting changes take time, and long-term strategies are needed to guide the way.



President Harry Truman signs the National School Lunch Act on June 4, 1946.

The Federal Meal

Program Today

The National School Lunch Program began in the 1940s, and each day more than 31 million children are served these low-cost or free lunches.

The nation's school meal programs have received additional attention and support in recent years because of First Lady Michelle Obama's Let's Move initiative, which focuses on providing healthy food in schools, empowering parents and caregivers, and increasing physical activity.

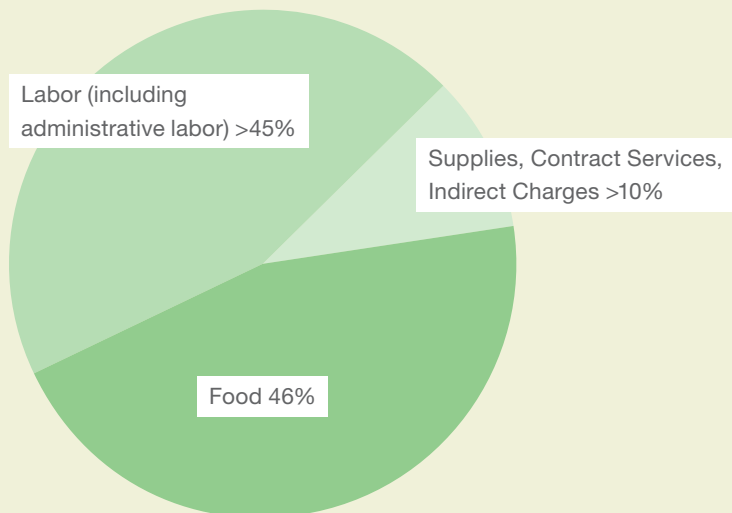
For fiscal year 2012, federal expenditures for the National School Lunch Program were about \$10.4 billion. For Chicago Public Schools and schools across the country, federal reimbursement rates are around \$2.94 for free lunches. After labor and other costs are factored in, schools have about a dollar per student to spend on food for each meal, so it's easy to understand the challenges they face in building healthy and tasty menus.

In addition to cash reimbursements, schools are also entitled by law to receive USDA commodity foods, valued at 22.75 cents for each lunch served during the 2012-13 school year. Schools may also receive "bonus" commodities when they are available.

Any child at a participating school may purchase a meal through the National School Lunch Program. A family of four with annual income of \$29,965 or less is eligible for free lunch, and a family of four with annual income of \$42,643 or less is eligible for a reduced-price lunch.

Average School Lunch Service Cost Breakdown

"School Lunch and Breakfast Cost Study-II: Summary of Findings," FNS Office of Research, Nutrition, and Analysis, USDA, April 2008



The CPS Meal

Program Today

Chicago's Need for Healthy School Meals

Chicago Public Schools Nutrition Support Services (NSS) is responsible for serving meals to more than 403,000 students each day, about 85% of whom are eligible for free or reduced-price meals. The impact that healthy school food can make is significant because low-income children are at higher risk for being overweight or obese.

Nationally, an average of 32% of children are overweight or obese. In Chicago, 37.9% of white students are overweight or obese compared with 45.2% of African-American and 55% of Hispanic students. In the face of these disparities, healthy school environments—those in which children have access to healthy food, opportunities to be physically active, and chances to learn about healthy lifestyles—are especially critical.



Food Service Staff

CPS meal programs are administered by NSS, which manages about 3,300 food service staff. NSS focuses on five strategic goals: nutritious menus; a safe and pleasant dining environment; education about the benefits of healthy foods; compliance with city, state and federal regulations; and sustainability (see page 9 for more information on the five strategic goals).



New Nutrition Standards

In the 2010-11 school year, CPS adopted new nutrition standards that included increased servings and a greater variety of fruits and vegetables, increased amounts of whole grains, standards for breakfast cereal, the elimination of doughnuts and pastries at breakfast and limited potatoes, nachos and other less healthy items. The nutrition standards meet and, in some cases exceed, the HealthierUS School Challenge Gold standard (see page 44 for more information about CPS school meal nutrition standards).

Healthy School Food:

10 Pathways to Success

School food programs across the country are trying to reinvent themselves in response to the critical health needs of students.

Improving the nutritional quality of school meals is dependent on many factors. Faced with fiscal challenges and the health needs of students, CPS convened the School Food Advisory Groups to identify pathways to success that relate to CPS Nutrition Support Services' strategic goals.

The following section details each of the 10 pathways and provides examples of current CPS efforts relating to each topic. The section also presents action plans that provide a roadmap of how to continue efforts to provide healthy school food in a fiscally responsible way.

Food + Health



Goal: To offer nutritious school meals that are appealing to students.

The statistic is compelling: One in three children in the United States is overweight or obese, three times more than in 1963. It is clear that focusing on healthy school food is key to reducing childhood obesity, but there are other benefits. Research shows that students perform better academically when they eat nutritious foods. Having a positive dining experience, appreciating food and understanding where it comes from are all connected to better social skills, a solid sense of community and respect for the environment.

Current CPS Activities Related to Food + Health

- Menus are planned that exceed USDA guidelines. All menus meet the criteria of the HealthierUS School Challenge Gold standard: all grain items are whole grain-rich, fresh fruits and vegetables are served daily with a variety over the course of the week, and all entrées meet strict saturated fat and sodium criteria.

CPS recently adopted a Healthy Snack and Beverage Policy, which establishes nutritional standards for food available to students outside the school lunch program, including a la carte items sold in the cafeteria, vending machines and school stores. The policy also requires local schools to plan for promoting healthy foods for school fundraising and classroom celebrations.

- Increasing access to breakfast. CPS requires all elementary schools to provide universal Breakfast in the Classroom. Recognizing the need to increase access to breakfast for high school students, CPS has secured grant funding to pilot a universal Grab & Go breakfast program in high schools.
- At least once a month, CPS includes a student-planned recipe on the menu. Recipes were developed by students who participated in Cooking up Change® (see “Students Rewrite the Recipe for School Food” on opposite page).

Action Plans

- Develop menus that have less processed food and more fresh options.
- Expand the Grab & Go breakfast program to all high schools.
- Explore Meatless Monday options and increase non-meat and legume options.



SPOTLIGHT

Students Rewrite the Recipe for School Food

Student chefs who compete in Cooking up Change®, a healthy cooking contest presented by Healthy Schools Campaign, take on the challenge of creating a healthy meal that they and their peers will enjoy and want to eat.

They also immediately become aware of some of the challenges faced by school food services. The students must create menus that meet nutritional guidelines within a limited budget and that can easily be reproduced en masse for cafeteria-style service. Culinary students at George Washington High School, on Chicago's South Side, succeeded and won their regional competition with a healthful take on a normally high-calorie, low-nutrient dish: nachos.

Washington student chef Marina Nava says she and her teammates set out to create a healthy version of a popular lunch. They tried making a burger with tofu, but the tofu burgers just weren't holding together.

When their recipe didn't pan out as planned, they looked at the food they grew up with, primarily Mexican and Puerto Rican cuisines.

Working with this background, they decided to turn a popular food at school and at home into a healthy lunch. "We wanted to do something with chicken, because everybody loves chicken," Nava says. "We were thinking of chicken wrapped in tortillas of some kind, but then we were thinking nachos with chicken? Everybody loves that."

The chefs decided on chicken rancheros and, for the vegetable side, a corn salad reminiscent of elotes, a popular street food snack frequently served from vendor carts in the summertime. But how to make nachos and elotes—the former, often greasy and full of additives, and the latter, slathered in butter or mayonnaise—nutritious and school lunch-friendly?

Nava says substitutions and preparation to enhance flavor without adding unhealthy fats played a major role in their recipe. They took the traditional framework and made healthy changes: marinating and roasting the chicken and roasting the corn for flavor, skipping the butter and mayonnaise and using dijon mustard with the chicken rancheros instead of a cream-based sauce.

And for Nava, the significance of the healthier take on these favorite staple dishes runs deeper: it's changed the way her family cooks and eats at home. "High blood pressure runs high in my family, and eating the way we used to, there was a lot of risk," she says. "But now that my family and I are cooking healthier, there's a lower risk of that."

Procurement



Goal: To support the procurement of local and sustainably grown products. To find new products that are healthier and less processed.

Locally sourced food is fresher, is often tastier, and has better nutrition. In addition, procuring school food from local sources brings opportunities to teach students about supporting local farmers, benefiting the environment, and connecting to the food they eat. The USDA supports such efforts through its Farm to School Program, making it easier for schools to implement local procurement programs.

Current CPS Activities Related to Procurement

- For the past four years, CPS has partnered with FamilyFarmed.org to seek out and purchase local and sustainably grown produce. Over this period, the district has purchased more than \$4.2 million in fresh and frozen local produce.
- During the 2011-12 school year, CPS purchased half a million pounds of chicken raised without

the use of antibiotics on an Amish farm in Indiana. CPS purchased the chicken from Miller Poultry with the support of School Food FOCUS, The Pew Charitable Trusts, Healthy Schools Campaign, and Whole Foods Market.

- The district is an active member of School Food FOCUS' Midwest Learning Lab, a national nonprofit working to leverage the knowledge and procurement power of large school districts to make school meals nationwide more healthful.
- CPS is one of five members of the Urban School Food Alliance, a group of five of the largest U.S. school districts working to build a coalition to drive down the costs of school food service by increasing demand for high-quality, healthy food.

Action Plans

- Expand the procurement of antibiotic-free chicken and the local produce program to all schools.
- Continue to build a supply chain for local and sustainable food by working with School Food FOCUS, FamilyFarmed.org and other partners.
- Continue work with the Urban School Food Alliance to use its purchasing power to help drive down costs of food and supplies and to create demand for healthier menu items.



SPOTLIGHT

Sustainable, Local Chicken

In 2011, CPS recognized the need to reexamine its supply chain to replace the readily available, often-served and popular chicken nugget.

In partnership with School Food FOCUS, a national organization focused on local and sustainable food procurement, and Healthy Schools Campaign, a longtime local partner, CPS embarked on a project to rethink chicken. The goal was to find an affordable source of locally and sustainably raised chicken.



Partners turned to the Pew Campaign on Human Health and Industrial Farming to help define “sustainably raised.” Whole Foods Market provided an understanding of the local

chicken market and introduced CPS to one of its suppliers, Miller Poultry. Miller Poultry chickens are raised without the use of antibiotics by Amish farmers in northeast Indiana. It turned out that Miller Poultry sold much of its chicken breast meat to Whole Foods Market and much of its thigh meat to Chipotle restaurants, but did not have a good market for legs. CPS was able to purchase these drumsticks at a price it could afford. And now, at least once a month, CPS elementary students enjoy this healthy and tasty chicken.

CPS’ purchase of 1.2 million pounds of these drumsticks was the first of its kind. No other district in the nation is serving this kind of poultry regularly at such a scale.

Teaching + Learning

Goal: To deepen students' knowledge, skills, and attitudes related to where food comes from; how it is produced; and the connections between food, health, and the environment.

Understanding where our food comes from has become increasingly complex. Over the past several decades, our food has become processed and packaged so we can buy it in bulk from large grocery store chains. Often, students are not aware of where their food originated, what is in it, or why it is not healthy for them. They lack an important connection to the food they eat.

Food education is an essential part of getting students to eat more healthfully. It requires an interdisciplinary approach to teaching students about the food they consume, how it affects their bodies, and the environmental impacts of procuring it.

Current CPS Activities Related to Teaching & Learning

- Since 2010, the Go for the Gold campaign has encouraged and helped schools to meet the health-promoting standards of the HealthierUS School Challenge, which includes nutrition education in the classroom. During this initial three-year campaign, more than 150 Chicago schools met the requirements of the USDA's HealthierUS School Challenge program for achieving high standards for healthy food, nutrition education and physical activity.

- CPS is launching LearnWELL, an initiative to help schools meet the criteria of the CPS wellness policies to support the improved health and academic performance of all students.
- Mayor Rahm Emanuel recently used leftover NATO Summit funds to create 60 new gardens in Chicago schools, an excellent way to teach students about food and get them excited about eating fruits and vegetables. In addition, CPS is working to develop food safety guidelines to allow produce grown in school gardens to be consumed in the school dining center.

Action Plans

- Standardize and develop an approved list of quality, evidence-based wellness/nutrition education programs and/or curricula for schools to use.
- Develop school strategies and lesson plans that link nutrition education to core classroom subjects, school dining and school gardens.
- Develop lesson plans that focus on specific menu offerings and develop communication processes and protocols to share with school staff and teachers.
- Pilot a garden-to-cafeteria program so that produce grown by students in school gardens can be used in schools.



SPOTLIGHT

Integrating Nutrition Education into Classroom Learning

Teaching students about good nutrition is critical to helping them make healthy food choices. The challenge is for teachers to incorporate nutrition lessons into an already-packed school day. To help CPS teachers do just that, Healthy Schools Campaign offers Fit to Learn®, a professional development program that helps teachers integrate nutrition and fitness into classroom lessons while meeting state learning standards. For example, Fit to Learn teachers learn how they can teach children about different kinds of fruit during a lesson on the popular children's novel "James and the Giant Peach."

All across the city, Fit to Learn teachers are taking what they have learned in the program back to their schools and classrooms. At Oscar DePriest Elementary School, on the city's South Side, health and physical education teacher Mary Holmes regularly incorporates nutritional education into classroom culture. Every time

students come into the classroom, Holmes reminds students of the "5-4-3-2-1" plan for nutrition and fitness developed by the Consortium to Lower Obesity in Chicago Children: five fruits and vegetables every day, four glasses of water, three dairy products, two hours or less of screen time and one hour of active play every day. Holmes also works with the University of Illinois at Chicago Partnership for Health Promotion to bring in OrganWise Guys, an interactive program with puppets who teach children the importance of healthy eating, for educational activities.

At Hamilton Elementary School, on Chicago's North Side, Fit to Learn teacher Nichole Moos ties healthy eating into core subjects like science and social studies. When students bring unique foods from home in their lunches, Moos creates a mini-food study around it. Students have looked at foods as varied as red curry squash and lychee. Sometimes, the class will look at the sticker on a piece of fruit, find out where it comes from and point it out on the classroom globe. With the help of teachers, parents, staff and community members, Hamilton students become expert food explorers. "They just become aware," Moos explains. "If they see a sticker on anything, they'll want to know where it's from. If someone has a lychee in their lunch, they'll talk about lychee."

Community Engagement

Goal: To involve CPS parents and the broader community in the efforts to improve school meals by providing engagement opportunities, including educational opportunities that will raise awareness, understanding and support for the school meals program.

Successful school initiatives always involve parent and community support. This type of parent and community engagement is especially important when it comes to school food. What you eat is defined by many factors, including family traditions, ethnic or cultural backgrounds, economic class and individual health needs. Agriculture and food-related businesses are deeply connected to the local economy, as well as to the major political issues that present a diversity of interests and concerns. Developing menus that address the diversity of culture, traditions, and individual student health needs, as well as the values and concerns of the broader community, requires the ongoing and active engagement of parents and community stakeholders.

Current CPS Activities Related to Community Engagement

- CPS established two advisory groups of city-wide stakeholders and parents to offer action plans that provide a roadmap of how to continue efforts to provide healthy school food in a financially responsible way.
- Many community partners offer nutrition education programming for schools.

Approximately 140 schools participate in one of these programs: Chicago Partnership for Health Promotion (CPHP); Common Threads; Cooking Matters Illinois; Purple Asparagus; Seven Generations Ahead; and The Kitchen Community.

- CPS established a Health and Wellness Materials Review Board convened by the Office of Student Health and Wellness to review and approve nonprofit nutrition education programming provided to schools.
- CPS regularly meets with researchers and experts to stay informed about the latest research and best practices related to healthy school food and nutrition education.

Action Plans

- Develop and implement strategies for educating parents and the broader community about the importance of healthy eating and how it relates to academic achievement.
- Develop and promote a feedback mechanism for students and parents on menu offerings and dining experiences.
- Engage in regular dialogue with parents and community members by using existing CPS parent engagement channels to provide opportunities to learn about healthy eating.
- Expand opportunities for community members to share expertise, feedback and other information related to school food through formal and informal communication channels.



SPOTLIGHT

Parent Engagement

Angelique Harris has always been involved with her daughter's school life, and when she heard that her daughter and her friends weren't enjoying the food they were being served at school, she decided to get involved. Harris was particularly concerned that the food at her daughter's South Side school was delivered to the school frozen, then reheated and served to students in prepackaged pods—the institutional version of frozen TV dinners.

In light of her involvement in her school and community, Harris was appointed to the newly created School Food Parent Advisory Group.

“For parents, learning what they can do and understanding what their children are eating at school are so important,” Harris says. “The group empowers them and helps them learn how the system works, so they can bring information back to their own schools.”

At the Advisory Group meetings, Harris and other parents have been able to learn about the school food program, get their questions answered and learn about new resources. Developing an understanding of CPS' nutritional standards, as

well as why those standards are in place, has been important for parents to stay informed and engaged.

“Kids will complain that there's not enough salt in their food and parents will bring in those complaints,” Harris says. “But at these meetings, we can outline the USDA guidelines on nutritional content, including salt, and they can understand the limitations and nutritional content and work with that.”



Parents also have the opportunity to share their concern with CPS officials and provide input into Nutrition Support Services priorities. For example, Harris shared her concern about how food is served in her daughter's school. She learned that this food service delivery model is used at 175 other schools. Other parents from those schools shared Harris' concerns. CPS has taken this seriously and is working to transition warming equipment to meet the new service delivery model (see “Maximizing Limited Facilities,” page 37).

Marketing +

Communications

Goal: To successfully promote healthy meal programs and meaningful learning environments to parents and students.

Communicating with students, parents and educators about the importance of healthy school food is a crucial part of ensuring that progress is made. With billions of dollars being spent on food and beverage advertising each year, competing for their attention takes thoughtful planning. Knowing your audience is key. What prompts them to take action, and how do they typically like to receive information? It is also important to understand that communications should be an ongoing project, with long-term goals in mind.

Current CPS Activities Related to Marketing + Communications

- CPS uses digital media to communicate with parents and students, including cpsmeals.org and cps.edu/food, and uses Twitter and Facebook to communicate daily offerings and special programs.
- CPS educates students and their families about the important link between a healthy breakfast and academic achievement and encourages participation in the breakfast program.

- CPS supports cafeteria activities, including taste tests and menus promoting a food of the month, to encourage students to taste new foods.

Action Plans

- Brand menu choices in a fun, exciting way that appeals to various age groups.
- Create opportunities for teachers to learn more about the school meals program and learn ways they can incorporate menu offerings into lesson plans.
- Create appealing ways to deliver school meals to students, such as healthy mobile vending for high schools or Let Us Fill Your Lunchbox, a program that offers elementary students the option to eat a school lunch out of their very own lunchbox.
- Develop and communicate effective messages for students around healthy eating, including delivering information about that day's healthful school menu offerings during morning announcements.
- Continue to support and expand cafeteria activities such as student taste testing to encourage students to try new foods.



SPOTLIGHT

Encouraging Breakfast

The link between breakfast and academic achievement is clear and well-documented, but many barriers make it difficult to ensure that students eat breakfast each morning. At home, the desire to get a few more minutes of sleep and the rush of families getting to school and/or work on time means that most students do not eat breakfast at home. Although CPS schools have traditionally offered breakfast in the cafeteria prior to the start of school, student participation has been low. Getting to school early is not easy and if students do arrive early, they would need to give up a few minutes of socializing with friends in favor of breakfast.



The challenge facing CPS is how to encourage students to eat breakfast. First, they redesigned the program, bringing it out of the cafeteria and integrating it into the morning routine. All elementary schools are now required to offer breakfast in the classroom and high schools can implement a Grab & Go breakfast program.

Even with the new breakfast format, CPS needed to encourage students to take advantage of this program. Keleigh Green-Patton, CPS Project Manager for the breakfast program, says the key was communicating to elementary students that breakfast is “fun, a necessity and convenient.” The team used colorful stations and signage that presented breakfast in an appealing way, set up conveniently near student entrances.

For high school students, Green-Patton and her team knew they needed a different approach, adopting a “working breakfast” model. CPS modified the high school breakfast menu to include portable items that were easy to eat on the way to class. This included cereal bars, breakfast sandwiches, yogurt and fresh fruit. “The kids appreciated that we were acknowledging that they were older than the elementary school students,” said Ricardo Trujillo, principal of Roosevelt High School, the first Grab & Go breakfast pilot. “The packaging was more mature, the coloring more subdued.”

With the new program designs and the effective marketing campaigns, CPS has seen breakfast participation increase by 300% at participating high schools.

The Dining Experience



Goal: To create an inviting dining ambience that encourages healthy interaction and healthy eating—a place that students enjoy, that makes the lunch period a time they look forward to, and that helps them feel safe and valued at mealtime.

For hundreds of years, eating food has been connected to gathering with members of a community. Dining with others promotes socialization and is an experience that people anticipate and enjoy. School lunch should not be any different. Students should view school lunch as an important part of their school day, a time when they can sit in a comfortable, relaxed environment and enjoy tasty, nutritious food.

Current CPS Activities Related to the Dining Experience

- Upgrading food service lines to create a more retail-like environment, including enhanced lighting and more attractive food presentation.

- Creating the standards for Dining Centers of Excellence, places where CPS school dining staff can go to learn, grow and develop by seeing best practices and policies in an open and respectful environment.
- Piloting a Let Us Fill Your Lunchbox program offering students the option to eat a school lunch out of their very own lunchbox.



Action Plans

- Continue to explore different serving strategies that will increase participation (e.g., line display, customer service training).
- Expand the school recognition program, Dining Centers of Excellence, and encourage all schools to adopt these successful food service best practices.
- Explore and evaluate fiscally responsible strategies for transitioning pre-plated vended meals to a bulk service model.



SPOTLIGHT

Creating an Inviting Dining Experience

When students at Milton Brunson Math & Science Academy, on Chicago's Near North Side, walk into the lunchroom, they are met with an exciting, inviting space. The cafeteria was recently repainted, with signs around the space in bright colors: lime green, orange, yellow. The students come in excited before they even have a chance to taste the food, explains Lunchroom Manager Brenda Grisby.

This cafeteria makeover is part of a broader effort to improve the presentation and serving of food and to create a more pleasant dining experience for students. To do this, schools are being asked to meet more than 300 different standards in operations, cooking and customer service. Brunson is one of the first schools in Chicago to meet this standard and receive recognition as a Dining Center of Excellence.

In addition to making the space itself more welcoming, the facilities allow for food to be presented in a manner students will find appealing. Cafeteria presentation of the fruits

and vegetables motivates students to make healthier choices and generates excitement about school lunch. Taking a page from recent research connecting lunch line design to healthy choices, workers consider fruit and vegetable presentation, food item layout and pricing strategies to encourage students to choose healthier options. "They see how the produce looks prior to deciding on what they're going to get," Brunson Principal Carol Diane Wilson says. "It's displayed so beautifully and is so inviting."



Grisby says a key to the success of the dining center at Brunson has been providing an excellent customer experience. She says it's all about good customer service, with a smile. They welcome students in by name. Cleanliness is essential—uniforms, hairnets, gloves and an adherence to the recipe. But even more than that, the cafeteria staff members offer service and presentation with a professional restaurant in mind, excited to prepare the food for the students. "My team, they're excited about preparing the food for students," Grisby says. "They prepare it to where they would eat it. They treat these kids like their kids."

Professional

Development

Goal: To provide nutrition services staff with the professional training and support they need to offer meals featuring fresh and local food and to teach students about the relationship between food, health, and the environment.

Any significant organizational change requires staff training to ensure that the changes become part of the standard workflow. Professional training also allows staff members to feel appreciated and satisfied with their jobs.

In schools, professional development for both the food service staff and teachers can promote the interdisciplinary goal of educating students about food. For example, food service staff can be recognized as educators when they are able to tell students about the nutritional benefits of the food they are preparing. Also, teachers can create an important educational connection with food when they discuss with kids the health benefits of the broccoli they will eat that day at lunch.

Current CPS Activities Related to Professional Development

- CPS provides food service staff with quarterly professional development seminars focusing

on cooking skills, sanitation, nutrition education and computer training.

- CPS is training dining staff in food presentation and customer service.

Action Plans

- Encourage school administrators to include a Food Service Manager in school staff meetings.
- Create a performance review template and process that school principals can use for evaluating dining managers.
- Create well-defined career tracks for school food service workers and offer online and in-person training opportunities for advancement.
- Expand professional development for staff to meet Dining Centers of Excellence standards.
- Create reward and recognition programs for outstanding performances by school food service staff.
- Provide school food service staff with additional training opportunities, including safety, promoting health and wellness and computer skills.



SPOTLIGHT

Building a Quality Food Service Team

As CPS introduces new menus that feature less processed food, it is critical that food service staff are provided with the training to prepare and cook these meals, and to encourage students to try these new, healthier options. To do that, CPS turned to Chef Jason Mojica.



Chef Mojica led the effort to provide training and support to food service staff in 2011 when they implemented new nutrition standards. More than 250 CPS cooks and 100 school dining managers took part in a day-long, hands-on culinary training focusing on these new standards and menus,

as well as the skills they need to prepare those menus throughout the school year. Mojica says in addition to the training, the culinary team works with the school dining staff throughout the school year to help cooks and managers hone their skills and present healthy, great-tasting school food students will want to try. CPS also continues to hold quarterly professional development trainings for cooks and school dining managers.

As the student-tested (and approved!) menus featured fewer processed items, cooks and school dining managers learned food production methods and culinary techniques to make greatly improved student meals. Staff members were excited to learn these new ingredients and skills. For example, when making the new Mediterranean sandwich, several cooks remarked they hadn't tasted hummus before, but in the end, they were excited to prepare it not just in the cafeteria, but at home.

Facilities



Goal: To have kitchen facilities that support the cooking of healthy and less processed meals.

Making school lunches an inviting environment where students can eat healthy meals requires careful planning. There are many factors to consider when designing kitchens and cafeterias. For example, schools should consider the kinds of meals they plan to serve, school district food policies, and how they intend to encourage learning as a part of the dining experience.



Current CPS Activities Related to Facilities

- In the past five years, CPS has improved kitchen equipment. Most high schools have ovens, stoves and steamers, and some have tilted skillets or working grills. Most elementary schools have ovens and stoves, and some have steamers.
- CPS is currently evaluating the 176 elementary schools with only warming kitchens, exploring how to convert these kitchens to a hybrid cooking model.

Action Plans

- Acquire and introduce equipment that improves the ability of food service staff to deliver quality food.
- Transition warming equipment to meet the new bulk service delivery model.
- Explore innovative food service strategies, such as food trucks, for schools with limited facilities.



SPOTLIGHT

Maximizing Limited Facilities

Many schools in Chicago are old, built during an era when students went home for lunch. This has presented a challenge for current food service operations, and today 176 schools in Chicago have very limited kitchen facilities. At these schools, meals are cooked off-site, frozen in individual servings, delivered to the school and reheated and served to students. While these meals are supplemented with fresh fruits and vegetables, many students find the pre-plated frozen meals unappealing.

As a result of concerns from parents (see “Parent Engagement,” page 29), CPS has been working to change the service delivery model in these schools. One of the first pilot schools is Sauganash Elementary School, on Chicago’s North Side. Before the pilot began, students at Sauganash received meals prepared in “mods,” or vacuum-sealed individual-serving packages. But now, food arrives from the off-site

commissary in pans with four to six servings, the maximum size that will fit in the existing warming ovens. Food service staff plates the individual servings, giving the meal directly to the students as they walk through the cafeteria line. The result is the same meal, but with a more appealing presentation.

Since the pilot program launched in February 2013, the school has reported an increase in lunch participation. Sauganash Facilities Manager Dwayne Anderson says participation has increased the most among the school’s youngest students.

As with any change in food service, Sauganash staff found they needed strong support to facilitate the new service style. Sauganash Elementary School Principal Christine Munns says the school has received great support and training from CPS in making this transition.

Finances



Goal: To ensure that the school meal program is fiscally sound.

A benefit of implementing big changes in a school food program is the opportunity to discover ways to cut costs by determining new efficiencies. It is important to keep in mind that an initial investment can provide long-term savings, and healthy changes like local procurement and less processed meals do not always mean higher costs. Comparing the true costs of labor and packaging, including hidden costs such as the impact on the environment and health, can shed new light on the viability of offering fresh, healthy food.

Current CPS Activities Related to Finances

- Increasing student participation in the school meal program while upholding the healthfulness of school food. One of the biggest opportunities

to reduce the school meals program deficit is to increase student breakfast participation, especially at the high school level, by removing operational and social barriers around eating school breakfast. Currently, 14 high schools are participating in a Grab & Go breakfast model.

- Adding a point of sale (POS) system to CPS cafeterias is in progress. Point of sale equipment is the computer-based order-entry technology many retailers use to capture orders, record data and display or print tickets. These systems have many benefits, including efficiencies that lead to faster checkout times. This POS initiative was approved by the Chicago Board of Education in spring 2013.
- CPS developed and implemented a new structure for food service management contracts to improve the program's finances.

Action Plans

- Implement a point of sale (POS) system.
- Develop and implement strategies for increasing school meal participation.
- Routinely evaluate labor and staffing measures based on current industry standards.



SPOTLIGHT

Increasing Participation in the Breakfast Meal Program

Like many educators, Ricardo Trujillo, principal of Roosevelt High School, on Chicago's Northwest Side, understands the importance of giving students a healthy start to the day. So he approached CPS about starting a universal Grab & Go breakfast program at Roosevelt because he knew it would be beneficial for his students, 94% of whom are eligible for free or reduced-priced meals. Serving breakfast at the start of the school day rather than before school allows more students to eat breakfast, the most important meal of the day. The results were almost immediate. When breakfast was offered in the cafeteria before school, only 60 to 70 students ate breakfast every day. Once a Grab & Go breakfast was offered at the beginning of school, participation grew exponentially, with 300 students participating on the first day. Now, Roosevelt averages around 500 students eating breakfast at school every day, or about a third of the student body.

Programs that increase breakfast participation among high school students have multiple benefits. First, and most importantly, they provide high school students, a group unlikely to have eaten breakfast at home, with a healthy breakfast. Studies show that eating breakfast is directly related to higher academic achievement. Providing students with breakfast at school encourages the development of this important habit. Secondly, increasing student participation in the meal program supports the financial health of the overall school food program.

As you learn in any business class, economies of scale are important to improving the financial performance of any program. This is also true for the school meal program where increasing the number of meals served decreases the cost of each meal since you are spreading the fixed costs over more meals served. Encouraging more students to eat breakfast is a win-win, serving nutritious meals to more students while improving the overall finances of the school meal program.

Waste Management



Goal: To reduce waste and help students understand the need to conserve natural resources.

About 40% of all food in the United States goes uneaten, according to the National Resources Defense Council, and school food is a part of this statistic. When the USDA recently changed school food guidelines to include more fruits, vegetables and whole grains, many students reacted by tossing food in the trash. Waste is not just about food—the polystyrene foam trays used to serve school food get discarded, as well as milk cartons, plastic wrap, and other containers. With about 400,000 meals a day served in Chicago’s schools, that adds up. Schools are finding innovative ways to help cut down on the waste, including recycling and composting, but much more can be done.

Current CPS Activities Related to Waste Management

- A breakfast recycling program, in place in 24 schools, provides waste reduction materials and implementation support, including bag and milk carton recycling from breakfast waste.
- The FoodShare program, in place in 10 schools, redistributes uneaten fruit and non-perishable food items to food pantries, soup kitchens and homeless shelters.
- The Love Food/Hate Waste restocking and nutrition education program is in place in 282 schools.

Action Plans

- Monitor the amount of unconsumed food.
- Expand FoodShare programs to 200 schools.
- Create public awareness among students about reducing waste.
- Source a compostable food tray and end the use of polystyrene trays.



SPOTLIGHT

Reducing Food Waste

Like all sectors of the food industry, school food programs are developing innovative programs to address food waste. CPS has been piloting a program called FoodShare, the goal of which is to reduce the waste of food while at the same time addressing food insecurity that exists among so many Chicago families.

Care for Real, a well-established food pantry based on Chicago's North Side, helped pilot FoodShare in four nearby neighborhood schools beginning in February 2013: Agassiz Elementary, Boone Elementary, Decatur Classical School and Stone Scholastic Academy. With the assistance of Care for Real, FoodShare collects leftover fruit and non-perishable food items from the cafeteria and redistributes them through food

pantries to families in need. To implement the FoodShare program, CPS partnered with well-established food pantries that had the staffing and operational capabilities to transport the food safely and effectively. Twice a week, Care for Real drivers collect the FoodShare food from each school and take it to the pantry for redistribution. School administrators and lunchroom staff ensure leftover produce is set aside for pickup.

Care for Real Executive Director Lyle Allen estimates that through FoodShare, Care for Real has collected and distributed 3 to 5 tons of fresh produce to the community since the launch, and the program can only grow from here. He says many clients who have received food have been families with children 18 and under. The community the pantry serves not only experiences food insecurity, but has one of the highest childhood obesity rates in the city, so the fresh produce that would have otherwise gone uneaten is not only going to good use, but making a huge impact on healthy eating habits.

"These are pristine items," Allen says. "When our clients get fresh produce, they're thrilled. These products weren't going to be used at the school, and now they're going home and being eaten, where they're making a significant impact."

Action Plans

Faced with CPS's fiscal challenges and the health needs of students, the CPS School Food Advisory Groups identified 10 pathways that relate to the strategic goals of CPS Nutrition Support Services. Here is a summary of the action plans to continue efforts to provide healthy school food in a fiscally responsible way.

Food and Health

- Develop menus that have less processed food and more fresh options.
- Expand the Grab & Go breakfast program to all high schools.
- Explore Meatless Monday options and increase non-meat and legume options.

Procurement

- Expand the procurement of antibiotic-free chicken and the local produce program to all schools.
- Continue to build a supply chain for local and sustainable food by working with School Food FOCUS, FamilyFarmed.org and other partners.
- Continue work with the Urban School Food Alliance to use its purchasing power to help drive down costs of food and supplies and to create demand for healthier menu items.

Teaching and Learning

- Standardize and develop an approved list of quality, evidence-based wellness/nutrition education programs and/or curricula for schools to use.

- Develop school strategies and lesson plans that link nutrition education to core classroom subjects, school dining and school gardens.
- Develop lesson plans that focus on specific menu offerings and develop communication processes and protocols to share with school staff and teachers.
- Pilot a garden-to-cafeteria program so that produce grown by students in school gardens can be used in schools.

Community Engagement

- Develop and implement strategies for educating parents and the broader community about the importance of healthy eating and how it relates to academic achievement.
- Develop and promote a feedback mechanism for students and parents on menu offerings and dining experiences.
- Engage in regular dialogue with parents and community members by using existing CPS parent engagement channels to provide opportunities to learn about healthy eating.
- Expand opportunities for community members to share expertise, feedback and other information related to school food through formal and informal communication channels.

Marketing and Communications

- Brand menu choices in a fun, exciting way that appeals to various age groups.

- Create opportunities for teachers to learn more about the school meals program and learn ways they can incorporate menu offerings into lesson plans.
- Create appealing ways to deliver school meals to students, such as healthy mobile vending for high schools or Let Us Fill Your Lunchbox, a program that offers elementary students the option to eat a school lunch out of their very own lunchbox.
- Develop and communicate effective messages for students around healthy eating, including delivering information about that day's healthful school menu offerings during morning announcements.
- Continue to support and expand cafeteria activities such as student taste testing to encourage students to try new foods.

The Dining Experience

- Continue to explore different serving strategies that will increase participation (e.g., line display, customer service training).
- Expand the school recognition program, Dining Centers of Excellence, and encourage all schools to adopt these successful food service best practices.
- Explore and evaluate fiscally responsible strategies for transitioning pre-plated vended meals to a bulk service model.

Professional Development

- Encourage school administrators to include a Food Service Manager in school staff meetings.
- Create a performance review template and process that school principals can use for evaluating dining managers.

- Create well-defined career tracks for school food service workers and offer online and in-person training opportunities for advancement.
- Expand professional development for staff to meet Dining Centers of Excellence standards.
- Create reward and recognition programs for outstanding performances by school food service staff.
- Provide school food service staff with additional training opportunities, including safety, promoting health and wellness and computer skills.

Facilities

- Acquire and introduce equipment that improves the ability of food service staff to deliver quality food.
- Transition warming equipment to meet the new bulk service delivery model.
- Explore innovative food service strategies, such as food trucks, for schools with limited facilities.

Finances

- Implement a point of sale (POS) system.
- Develop and implement strategies for increasing school meal participation.
- Routinely evaluate labor and staffing measures based on current industry standards.

Waste Management

- Monitor the amount of unconsumed food.
- Expand FoodShare programs to 200 schools.
- Create public awareness among students about reducing waste.
- Source a compostable food tray and end the use of polystyrene trays.

CPS School Meal

Nutrition Standards

Chicago Public Schools has set high standards for the meals offered to its students. The U.S. Department of Agriculture subsidizes meals to low-income students and establishes minimum standards that the school district must follow. CPS has elected to establish healthier

standards. In fact, the nutrition standards meet and, in some cases exceed, the USDA Gold standard of the HealthierUS School Challenge, a recognition program that is part of First Lady Michelle Obama's effort to eliminate childhood obesity within a generation.

Specifications for All School Meals

Local and Sustainable Products

Preference will be given to locally grown and processed fruits and vegetables when economically feasible. Produce may be fresh or frozen (within 24-48 hours of harvest). CPS is also committed to sourcing sustainably grown products, when economically feasible, including cage-free shell eggs and chicken raised without the use of antibiotics.

Sodium

CPS has a 5% annual reduction goal in sodium to reach the sodium goals advised by the Institute of Medicine by 2020. No salt shakers are made available to students.

Saturated Fat

<10% of calories from saturated fat

Prohibited

- Deep fat frying
- MSG
- Trans fats
- Condiments
- All salad dressing and mayonnaise should be reduced fat.

Calorie Requirements

(averaged over a week)

School Breakfast	School Lunch
Grades K-5: 350-500	Grades K-5: 550-650
Grades 6-8: 400-550	Grades 6-8: 600-700
Grades 9-12: 450-600	Grades 9-12: 750-850



Breakfast

USDA Requirements

Additional CPS Requirements

Fruit

Offer half a cup of fruit daily for grades K-8 and 1 cup of fruit daily for grades 9-12. Beginning July 1, 2014, offer 1 cup of fruit daily to K-12 students.



Offer a different fruit daily,* at least two fresh fruits per week (daily where there is a choice of fruit).*
100% juice may be counted as a fruit only once a week.

Vegetables

There are no USDA requirements for vegetables in the breakfast meal.



Vegetables from the dark-green, red/orange, beans and peas and other sub-groups may be substituted for fruits to meet the breakfast fruit requirement.*

Grains

As of July 1, 2013, at least half of grains must be whole grain-rich; one ounce of grains daily for grades K-12. As of July 1, 2014, all grains must be whole grain-rich.



70% must be whole grain-rich.
No dessert-like foods allowed.
French toast, waffles, or pancakes are only allowed with one syrup packet or a fruit topping.

Protein (Meat or Meat Alternate)

Schools may substitute meat or meat alternate for grains after the minimum daily grains requirement is met. Tofu, soy yogurt and Greek yogurt are allowed as meat alternates.



A serving of protein must be a component three times a week with a hot menu as well as three times per week with a cold menu.

Milk

Offer 1 cup of milk to students in grades K-12. Whole milk or milk alternatives can be available where medically necessary with documentation by a medical professional.



Offer low-fat and skim white. Skim chocolate offered at high schools.
Milk must be free of added water, preservatives, neutralizers, rGHB, BST (bovine somatotropin), or other foreign matter.

*Reflects CPS's commitment to the Gold standard of the HealthierUS School Challenge.



Lunch

USDA Requirements

Additional CPS Requirements

Fruit

Offer half a cup of fruit daily for grades K-8 and 1 cup of fruit daily for grades 9-12. Fruits may be fresh or frozen; canned in fruit juice, water or light syrup; or dried without added sugar or sweeteners.



Five different fruits per week.*
Three fresh fruits per week.*
CPS cannot consider 100% juice a fruit.*

Vegetables

Serve nutrient-rich, dark green or orange vegetables every day. Vegetables may be fresh, frozen, or canned. Legumes may be used to meet the protein requirement of the lunch meal.



Limit starchy vegetables to 1 cup a week.
Limit ovenable potato items to once a week in elementary schools, and twice a week in high schools.
Offer two additional servings weekly.

Grains

Beginning July 1, 2014, all grains must be whole grain-rich (at least 50% whole grains). Only two creditable grain-based desserts are allowed per week.



All grains must be whole grain-rich.*
Limit grain-based desserts to only one offering per week.*
Promote whole grain-rich variety by offering at least three different types of whole grain-rich foods per week.*

Protein (Meat or Meat Alternate)

Offer 1 ounce of protein for younger students and 2 ounces for students grades 9-12. Portion sizes are tailored for each age group. Tofu, soy yogurt and Greek yogurt are allowed as a meat alternate.



Increase scratch cooking.
Offer a variety of protein each week, and one meatless entrée each day.
Limit nachos to once a week in high schools and once a month at elementary schools.

Milk

Offer 1 cup of milk daily to students in grades K-12. Whole milk or milk alternatives can be made available where medically necessary with documentation by a medical professional.



Offer low-fat white, skim white, and skim chocolate.
Milk must be free of added water, preservatives, neutralizers, rGHB, BST (bovine somatotropin), or other foreign matter.

*Reflects CPS's commitment to the Gold standard of the HealthierUS School Challenge.

Parent and Stakeholder School Food Advisory Groups

To reflect a community voice accurately, the School Food Advisory Groups consist of a diverse collection of individuals and organizations who care about the issue of healthy school food.

Stakeholder School Food Advisory Group

Co-Chairs

Leslie Fowler, Director of Nutrition Support Services at Chicago Public Schools

Rochelle Davis, President and CEO, Healthy Schools Campaign

Members

Dwayne Anderson, Preferred Meals

David Blackmon, Office of Pathways to College and Career at Chicago Public Schools

Jill Eagan, Chartwells-Thompson

Lisa Gershenson, Food Service Consultant

Angelique Harris, Centers for New Horizons

Tim Healey, SEIU Local 1, Firemen & Oilers Division

Tawa Jogunosimi, Education Policy & Partnerships at City of Chicago

Andrew Kaplan, Rachael Ray's Yum-O! Organization

Clare Keating, Preferred Meals

Joanne Kouba, Loyola University Chicago

Annie Lionberger, Office of Student Health and Wellness at Chicago Public Schools

Kymm Mutch, School Food FOCUS

Angela Odoms-Young, University of Illinois, College of Applied Sciences

Evelin Rodriguez, Albany Park Neighborhood Council

Kyle Schafer, UNITE HERE

Jim Slama, FamilyFarmed.org

Kendall Stagg, Chicago Department of Public Health

Dr. Stephanie Whyte, Chief Health Officer at Chicago Public Schools

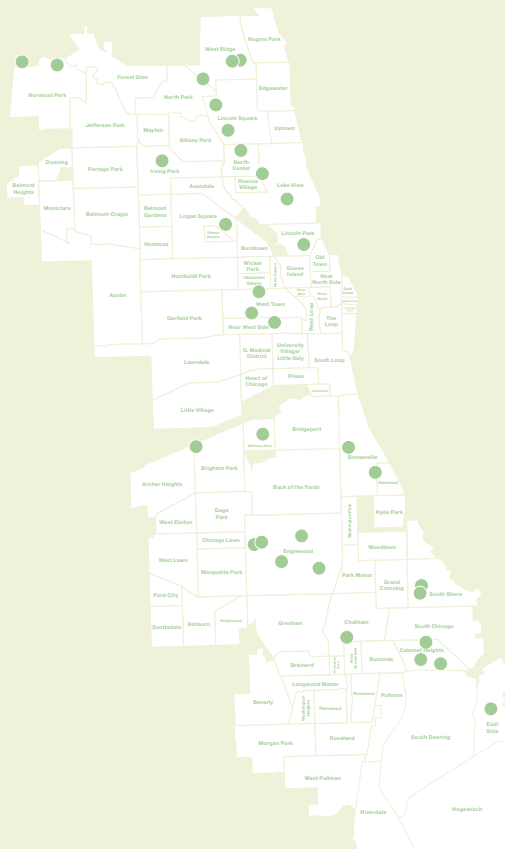
Katie Wilson, National Food Service Management Institute

Travis Young, Chartwells-Thompson

Parent School Food Advisory Group

The Parent School Food Advisory Group is composed of 25 parents from schools that feature different cafeteria styles and are representative of the Chicago community.

The schools marked on this map represent the following school networks: Burnham Park, Englewood-Gresham, Fullerton, Fulton, Lake Calumet, North-Northwest Side, O'Hare, Pershing, Ravenswood-Ridge, Skyway, South Side, Southwest Side, and West Side.





This report was prepared by Healthy Schools Campaign on behalf of the School Food Advisory Groups.

Healthy Schools Campaign is the leading voice for people who care about our children, education, and our environment. We teach and empower people to advocate for children to have fresh air, healthy food and physical activity to shape their lifelong learning and health. As an independent, not-for-profit organization, we help facilitate collaboration between parents, teachers, administrators and policy makers. Our goal is to help prepare this diverse group of stakeholders to lead change at the school, district, state and national levels.

healthyschoolscampaign.org