ANNUAL NATIONAL CONFERENCE

SHAPING TOMORROW GETHER

JULY 14-16, 2024 | BOSTON, MASS.

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TeamUP for Procurement Success

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Your Future is Brighter with Forecasting



Affiliation or Financial Disclosures

- **URBAN SCHOOL FOOD ALLIANCE**
- **Carol Chong, Consultant Trainer Institute of Child Nutrition**
- Jennifer Armstrong, VP Don Lee Farms
- Keri Warnick, Coordinator Multi Region Cooperative, TX
- **Robin Bowman, VP Core Foodservice**
- **Dorothy Cole, Gordon Foodservice**
- Alicia Pitone Hauser, Director San Diego Unified School District, CA
- Monica Deines-Henderson, Director District 49, Colorado Springs CO
- Wanda Judie, Director Chilton ISD, TX





Carol Chong, MA;RDN; LDN Consultant

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Lead Mentor



Overview of Forecasting

The process of analyzing current and historical data that provide critical and valuable information to determine future trends using :

- ✓ Menus to determine estimated quantities of goods and/or services
- ✓ Partnerships manufacturers, distributors, brokers, USDA/your state agency



Overview of Forecasting

Data includes:

- Menu past, present and future considerations \checkmark
- ✓ Customer satisfaction focus groups/surveys/plate waste observations
- ✓ Production records
- ✓ ADP
- ✓ Inventory
- ✓ Purchase History: Velocity, K-12, Processor Link Reports
- ✓ Availability of USDA



Overview of Forecasting

Why Forecast?

- ✓ Financial/Cost control
- Control waste and shortages
- Production and Purchasing



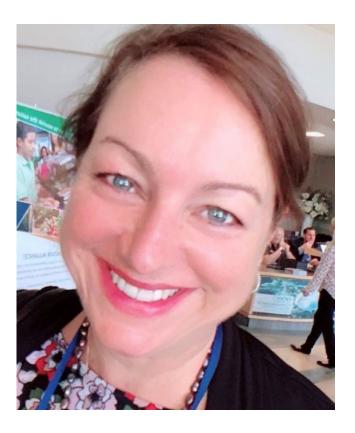


Industry Stakeholders

Rane



Industry Stakeholder Panel







Jennifer Armstrong

Vice President – K12 Sales **Don Lee Farms**

Keri Warnick

Coordinator – Multi Region Cooperative - Texas

Robin Bowman

VP-K12 Team **Core Foodservice**

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Dorothy Cole

Director of Education – North America, Gordon Foodservice



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Jennifer Armstrong

Vice President, K-12 Sales Donlee Farms, Manufacturer





Industry Perspective

The Old Ways

The New Ways



Industry Perspective

How do certain items go to market?

Processor Lead Times Quiz







Group, TX

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Keri Warnick

Coordinator-Multi Region Cooperative Purchasing





Rules and regulations! FORECASTING



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Meal Pattern Guidelines!



Why is this so Important to Co-ops?

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Responsibility to **Members**





I've Got a Spreadsheet for THAT And a Software Program!

Let's Talk About Templates and the Easy Button

5 111				«		-	Totals	to be reviewed:	\$ 3,812.00	\$ 3,850.12	\$ 4,155.08
Category	Unit of Measure	Label/Brand	Manuf. Product Code	Pack Size	Current Case Price	Price Increase by 1% (lowest)	Price Increase by 9% (highest)	Quantities	Projected Price Based on Zero Increase	1977 (J. 1978)	Projected Price Based on 9% Increase
Combi-Oven Clear	Ounces	ECOLAB SPECIALTY OVEN CLEANER	6100704	2.5 GAL	38.12	38.50	41.55	100	\$ 3,812.00) \$ 3,850.12	\$ 4,155.08
	2								\$-	\$ -	\$ -
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Robin Bowman



Core Foodservice Broker

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Vice President, K12 Team



Why is Forecasting Important?

- **Production Planning** •
- **Inventory Management** •
- **Cost Efficiency** •
- **Customer Satisfaction**
- **Resource Utilization** \bullet
- **Supply Chain Optimization** •
- **Market Adaptation** •
- **Utilize K-12 and Processor Link for PAST purchase history**
- **Share forecasting/calculators** •
- **FFS orders and drawdowns**





Findings from Manufacturers:

- **Forecasts vs Sales**
- **Fill rates**
- **Out of Stocks/Unavailable items**
- **Forecasting reviews and adjustments**
- **Production concerns**
- **Forecast updates**





Dorothy Cole



Director of Ed America, Gordon Foods

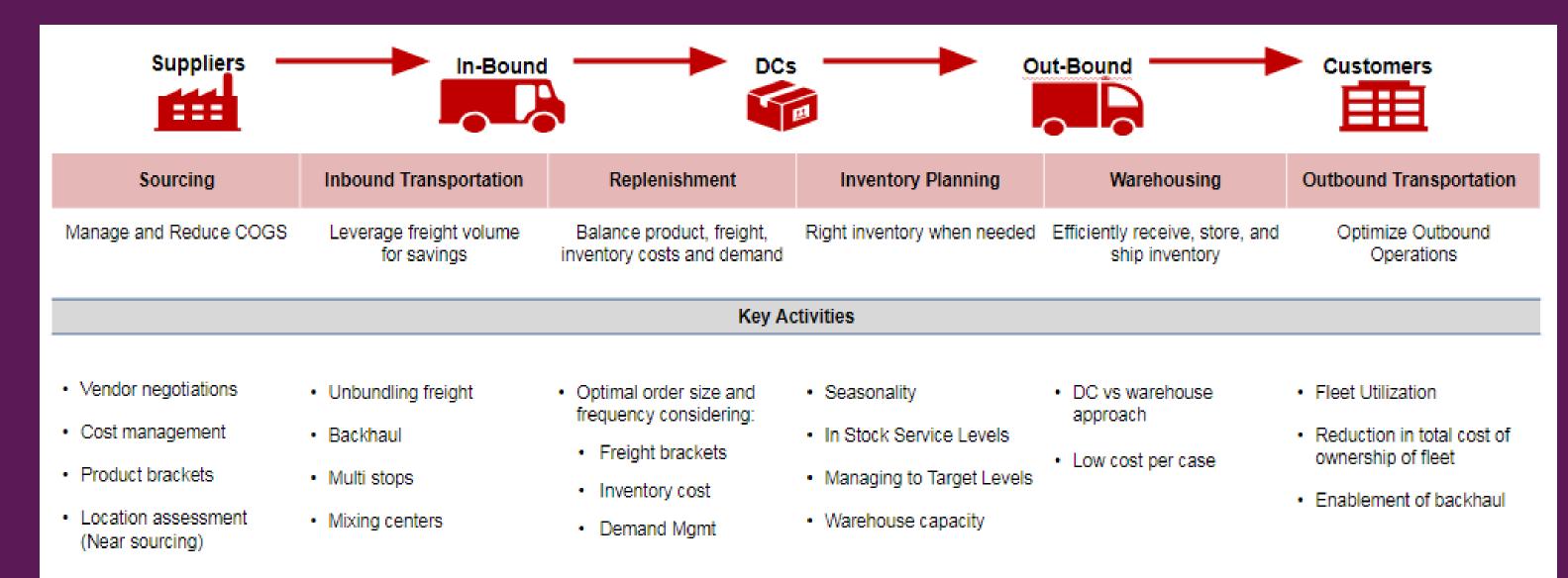
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Director of Education – North

Gordon Foodservice - Distributor



End-to-End Supply Chain





Distributor Forecasting

- Forecasting- Expected case sales in the future
- **Review year over year trends/seasonality to** determine future forecasts and trends
- Add Market intelligence to the forecast
- **Review outliers of what was expected to what** actually happened
- Finalize forecast and share with the manufacturer what our purchases will be over time
- Forecast accuracy- Expected case sales versus actual case sales

Challenges that affect accuracy

- cycles)
- New/Lost Business
- Weather

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• Demand Variations (menu changes and menu

Timing (accuracy of when customer orders compared to expected date)



Distributor Forecasting

- Manufacturer requires a lead time which ranges from 7-21 days on average
- Orders are based on the following criteria
 - Forecast needs
 - Lead times
 - Manufacturer minimums
 - Safety stock needed
 - Pallet quantities
 - Manufacturer performance rate for filing the order
 - On time delivery from the carrier

- Levels

 - Weather

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Challenges that affect Inventory

 Uncommunicated Changes in demand • Supply from the Manufacturer Transportation





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School District Starenolders Panel









Alicia Pitrone Hauser, RD

Director, San Diego Unified School District

Monica Deines-Henderson

Director District 49 Colorado Springs

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SCHOOL DISTRICT STAKEHOLDER



Wanda Judie

Food Service Director, Chilton Independent School District







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Number of Students: 560

Number of students served: Breakfast -210; Lunch – 456; Supper 100

Free and Reduced %: CEP – 100%

Budget: \$519,807

Staff Size: 6

Meals Per Year: Breakfast – 30,588; Lunch -68,000; Supper 7,178 Total: 105,736

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Chilton Independent School District, Texas



Forecasting 101

What do I need? What buying "power" do I have? **Volume/numbers matter Partnerships for success**



Challenges

- **Small District** \bullet
- **Costs Best buys to maximize funds** \bullet
- **Product Selections variety** \bullet
- **Cooperate with Cooperatives** \bullet







Monica Deines-Henderson

Director, Nutrition Services

District Profile

District 49 Colorado Springs

District Size: 27,000 (18,000 Traditional Meals served: 10,000 - Lunch; 3800 -Breakfast Free and Reduced %: 28 Budget: \$ 7 Million Staff Size: 105 Meals per Year: 1.6 million Additional Information: Chair a 45 district CO-OP





Forecasting Steps

- Taste test with students
- Create menus driven by students
- Use historical data on participation keep in mind changes to program
- Use calculators where available (commodity diversions)
- Communicate products and usage to Distributors/Manufacturers/ **Brokers to include expected usage dates**





Outcomes and Challenges

- Have all products in distribution for ulletordering cycle
- Solid communication network with partners
- **Shortfalls with supply chain** \bullet
- **Adjustment to increase food cost** \bullet
- **Getting the importance of forecasting to** all CO-OP members







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San Diego Unified SD

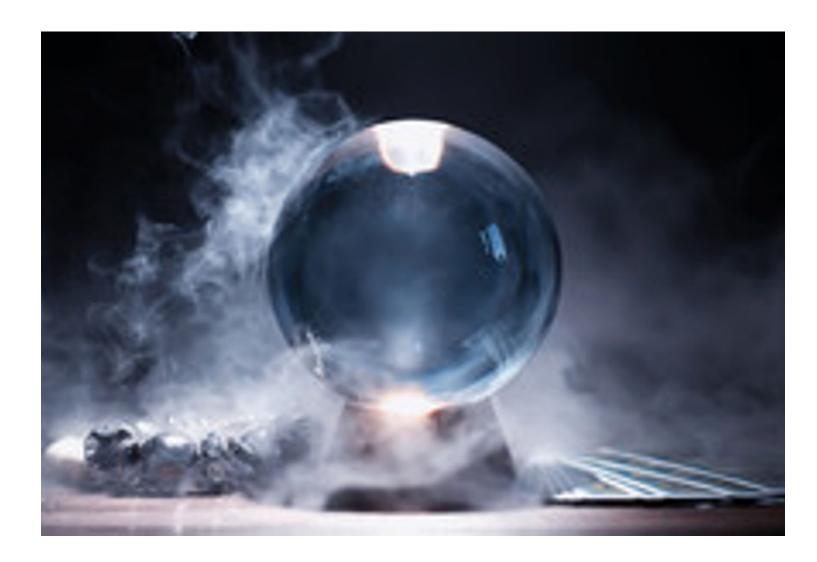
District Size: 105,832 Number of Schools: 200 49,711 lunch Budget: \$71 million Staff Size: 1,200 57,000 snacks

- Students Served: 32,498 breakfast;
- Free/Reduced %: 100% CEP
- Meals Per Year: 5.9 million breakfast; 9.4 million lunches; 1.1 million suppers;



Best practices for good forecasting

- Attend food shows
- Meet with vendors
- Network with neighbors
- Join professional organizations
- Seek student input
- Write your menu





Best practices for good forecasting

Standardized recipes Gather historical data (Quantitative) • POS reports Usage Reports from vendors Write and release a good solicitation Communicate, communicate, communicate anything that will result in volume changes to vendors so that they can adjust and react.

- Example, fruit ice Give vendors a program resume. Provide vendors your school year
- calendars for reference.

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Calendar reminders for yourself to send vendors your menus.





Program Resume

- **Mission Statement**
- **Contact Information**
- **School Site Information**
- **Programs**
- **Participation**
- **Service Models**

ABC HIGH SCHOOL DISTRICT STUDENT NUTRITION DEPARTMENT

Mission Statement:

The ABC Student Nutrition Department is committed to pleasing students by providing a nurturing and nourishing, quick-service meal environment in which they can make healthy food choices that support academic achievement and health.

Director: Frances Rodes, RD at 858-231-3239 and frodes@anywhere.org

Coordinator: Bill Muir at 858-231-3240 and bmuir@anywhere.org

HIGH SCHOOL	Address	Programs	January 2027	Average Attendance
Mickey HS	123 Broadway	SBP	42%	
		NSLP	51%	1707
		Supper	4.5%	
Donald HS	456 Lakeside	SBP	40%	
	Drive	NSLP	51%	1760
		Supper	7%	
Goofy HS	789 El Camino	SBP	41%	
	Real	NSLP	47%	1778
		Supper	2.5%	
Chip and Dale	101 Urban Ave	SBP; NSLP	42%	
HS			51%	731
Minnie Alt. HS	410 Mountain	SBP; NSLP	40%	
	View Road		36%	242

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Key Takeaways

- Menu drives everything in your business
- Forecasting is important for doing good, if not *great* business: revenue – expenses = your P/L
- Manufacturers and distributors **do not** produce and inventory products and wait hoping you will order – you must forecast! They are not "clairvoyant". Plan your actions for success!
- Partnerships you are not an "island unto yourself" ... you are part of a village in the world of school nutrition...work together for mutual success.





Forecasting the Procurement of Foods: Institute of Child Nutrition – https://theicn.org/icn-resources-a-z/forecasting-the-procurement-of-foods/ **April**, 2018

Financial Management for Managers: Institute of Child Nutrition – https://theicn.org/school-nutrition-programs/ **October**, 2017



THANK YOU!

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www.schoolnutrition.org