



URBAN SCHOOL
FOOD
ALLIANCE



annual report
**ANNUAL
REPORT**

The State of Urban School Nutrition

2025

www.UrbanSchoolFoodAlliance.org



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a letter from our **LEADERSHIP**

DR. KATIE WILSON, SNS EXECUTIVE DIRECTOR

This may be a farewell to 2025, but it is a door opening for new initiatives in 2026. We learn from the past to find solutions for the future in everything we do. The Urban School Food Alliance is the only organization with the collaborative power to really make change in the school food marketplace. With boots on the ground, a collective purchasing volume of \$1 billion in spend, and members passionate about ensuring children have access to healthy, fresh food under any circumstances, we are unique in the industry. What the Alliance does matters to all school nutrition programs nationwide. We have

strong leadership across the country, assisting districts of all sizes in finding solutions to the many challenges facing school nutrition. Our work is not a one-and-done – we make sure we open opportunities that empower districts to accomplish their goals in a variety of ways, emphasizing sustainable practices from lowering food waste, reducing single-use plastic, and best practices for developing relationships with local producers.

As I reflect on the work accomplished in 2025, I am very honored to be a part of this esteemed group as we continue to tackle the complicated work of improving procurement practices for the purpose of strengthening our communities through good food in school. With the leadership

of our Board of Directors, our staff, consultants, and funders, our most recent audit shows 85% of our funding going directly to programming. This sets the bar high for doing this work right. We won't slow down in 2026!

Dr. Katie Wilson, SNS

MAGGIE PRIETO BOARD CHAIRPERSON

As we close out another year, on behalf of the entire Board of Directors of the Urban School Food Alliance (USFA), I want to share our deepest gratitude with the dedicated school nutrition professionals who make our work possible—and with everyone who supports the mission of providing healthy, high-quality meals to students in public schools across the country.

To our member districts: thank you for your unwavering commitment. Your membership is more than participation; it's a powerful partnership built on open collaboration, innovative problem-solving, and a shared dedication to doing right by the students and communities you serve. Each district brings unique strengths, creative ideas, and tireless energy to the table, and it is this collective spirit that drives real progress for school nutrition nationwide.

This year brought challenges, exciting innovations, and important opportunities. Through it all, our member districts showed inspiring leadership—supporting one another across city and state lines, sharing solutions generously, and lifting the entire Alliance with their collaborative spirit. The results speak for themselves:

better food choices, stronger sustainability practices, and meaningful steps toward ensuring every student has access to nutritious meals that fuel learning and growth.

As we reflect on the year and look forward, we hope everyone involved in this vital work—our district teams, partners, families, and supporters—feels valued and appreciated. The effort you put into nourishing students every day is profound and does not go unnoticed.

And because no USFA message would be complete without at least one food-service pun...

- Our member districts are the secret ingredient that keeps this Alliance thriving.
- We are better because they bring their full flavor to the work.
- And together, they really are cooking up something special for students and districts across the country.

Thank you to our member districts for your partnership and belief in our shared mission. Thank you to the broader community—parents, educators, policymakers, contributors, and advocates—for championing healthy school meals. It is an honor to serve as Board Chair of the Urban School Food Alliance, and we are truly grateful for everyone who helps make this work possible.

Maggie Prieto

Maggie Prieto | Board Chairperson
School Districts of Palm Beach County

get to know
THE ALLIANCE

FOUNDED IN 2012



Scan here to play video:
Who is USFA?

MISSION

Leveraging our collective voice to transform school meals

VISION

To be the leading change agent for advancing high-quality school meals that foster student achievement.

THREE GOALS OF THE ALLIANCE

INFLUENCE

Position USFA as the leading public voice regarding the school meal needs of urban districts.

Build public understanding of and education about the value and benefits of school nutrition and of the innovative and effective practices that are delivering healthy meals for urban students.

SUPPORT

Enhance member benefits and engagement.

Serve as a convener and facilitator of best-practice sharing and member learning.

BUILD

Strengthen Organizational Capacity

Open opportunities for board, staff, and members to engage; securing sustainable funding to achieve goals.

19

MEMBER
 DISTRICTS

3.8

MILLION
 STUDENTS
 ENROLLED

6889

SCHOOL
 SITES

657

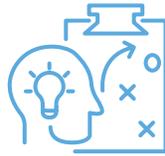
MILLION
 MEALS
 SERVED ANNUALLY

\$1.35

BILLION
 SPENT

ON FOOD & FOOD SUPPLIES

USFA VALUES



Remain visionary and lead with influence.

We responsibly use our expertise and experience to strengthen school meals, and we strive to set an innovative standard for what a positive school meal experience should be.



Nourish children and prioritize student health.

We believe that all children require high-quality, healthy meals to learn and grow and we put the well-being of students at the forefront of every decision.



Ensure access.

We are tenacious about ensuring that all students have access to the food they need.



Partner with purpose.

We believe that partnership and collaboration are key to cost-effective systems-change success, particularly within Alliance member districts.



Elevate environmental stewardship.

We strive to keep sustainability at the forefront of our decision-making.

meet the **DISTRICTS**

IL CHICAGO PUBLIC SCHOOLS
CHICAGO, IL
Founding member 2012

WA SEATTLE PUBLIC SCHOOLS
SEATTLE, WA
Member since January 2021

**CA LOS ANGELES UNIFIED
SCHOOL DISTRICT**
LOS ANGELES, CA
Founding member 2012

**SAN DIEGO UNIFIED
SCHOOL DISTRICT**
SAN DIEGO, CA
Member since
September 2021



**TX ALDINE INDEPENDENT
SCHOOL DISTRICT**
HOUSTON, TX
Member since March 2025

AUSTIN INDEPENDENT SCHOOL DISTRICT
AUSTIN, TX
Member since January 2021

DALLAS INDEPENDENT SCHOOL DISTRICT
DALLAS, TX
Founding member 2012



NY **NEW YORK CITY
DEPARTMENT OF EDUCATION**
NEW YORK CITY, NY
Founding member 2012

PA **THE SCHOOL DISTRICT
OF PHILADELPHIA**
PHILADELPHIA, PA
Member since
October 2017

MA **BOSTON PUBLIC SCHOOLS**
BOSTON, MA
Member since December 2017

**BALTIMORE CITY
PUBLIC SCHOOLS**
BALTIMORE, MD
Member since
October 2017

**BALTIMORE COUNTY
PUBLIC SCHOOLS**
MIDDLE RIVER, MD
Member since
October 2025

**MONTGOMERY COUNTY
PUBLIC SCHOOLS**
ROCKVILLE, MD
Member since
May 2025

VA **FAIRFAX COUNTY PUBLIC SCHOOLS**
FALLS CHURCH, VA
Member since December 2023

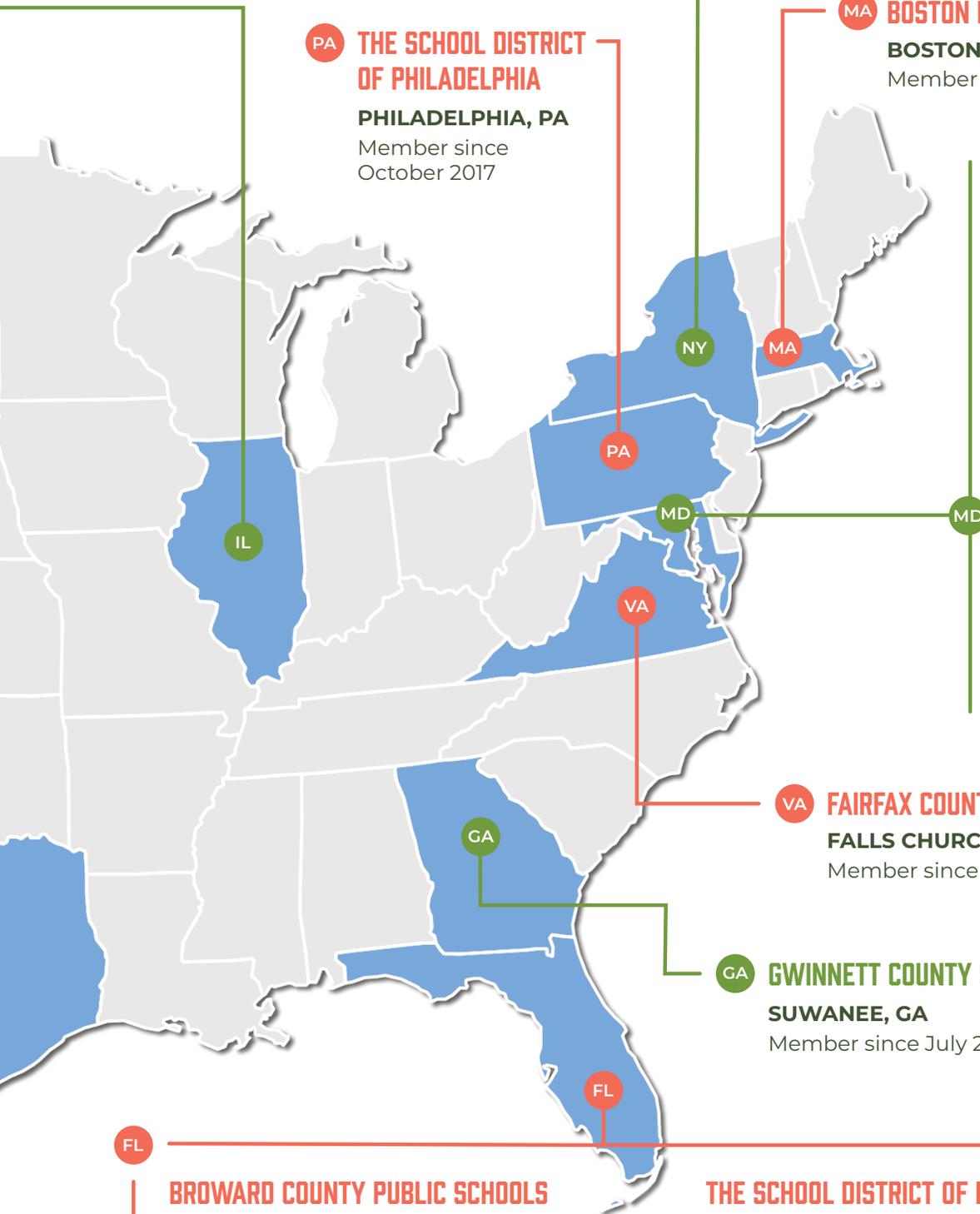
GA **GWINNETT COUNTY SCHOOL DISTRICT**
SUWANEE, GA
Member since July 2024

FL **BROWARD COUNTY PUBLIC SCHOOLS**
FT. LAUDERDALE, FL
Member since February 2017

MIAMI-DADE COUNTY PUBLIC SCHOOLS
MIAMI, FL
Founding member 2012

THE SCHOOL DISTRICT OF PALM BEACH COUNTY
PALM BEACH, FL
Member since December 2019

ORANGE COUNTY PUBLIC SCHOOLS
ORLANDO, FL
Founding member 2012



meet the **BOARD**

Our board of directors is composed of school nutrition administrators in our member districts and professionals from organizations nationwide. Their leadership provides direction and oversight to USFA programming and priorities, and their diverse locations and lived experience ensure that our work is guided by all members and relevant to districts of different sizes and settings.



Maggie Prieto
Chairperson | Palm Beach, FL



Manish Singh
Vice Chairperson | Los Angeles, CA



Mallory Reeves
Secretary | Orlando, FL



Elizabeth Keegan
Treasurer | Philadelphia, PA



Eva Yablonsky Smith
Director | Seattle, WA



Ryan Mikolaycik
Director | Austin, TX



Alicia Pitrone Hauser
Director | San Diego, CA



Ken Yant
Director | Suwanee, GA

Directors at Large



Dr. Keith Thomas Ayoob
Albert Einstein College of
Medicine (NYC)



Dr. Lois Carpenter
U. of Oklahoma Health Sciences'
Hudson College of Public Health (OK)



Julie Fletcher
Maryland State Department of
Education (MD)

meet the
STAFF

The Urban School Food Alliance operates under the leadership of an executive director and board of directors and is supported by a dedicated team of employees.



Katie Wilson, PhD, SNS
 Executive Director



Jeremy West, MS, SNS
 Chief of Finance & Operations



Jill Kidd, MS, RD, SNS
 Director of Procurement & Business
 Innovation Initiatives



Abigail Okiji
 Administrative Assistant



Lev Tmanov
 IT Manager



Dottie Arnold, MS, BA, FCSA
 Cooperative Agreement Administrator

JOIN THE CONVERSATION



www.UrbanSchoolFoodAlliance.org



INFLUENCE

Position USFA as the leading public voice regarding the school meal needs of urban districts.

Build public understanding of and education about the value and benefits of school nutrition and of the innovative and effective practices that are delivering healthy meals for urban students.



influence

INFLUENCE

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USDA Cooperative Agreement - Page 17

Influence through events & media - Page 20

influence: EDUCATION



Procurement Practices in School Meals:

Making Real Change Work for Healthier Meals

DISTRICT PILOT PROJECT



Partners
for Public Good



As part of the [USDA Cooperative Agreement](#), the USFA project continued: piloting on-the-ground school food procurement improvements to build a more cohesive, efficient procurement system. This project is being completed in collaboration with Partners for Public Good (PPG).



During this pilot, five selected school districts will test school food procurement initiatives to develop a more strategic and efficient procurement system. School districts will receive no-cost, customized technical assistance from procurement experts to identify and tackle common challenges over one school year (2025-26). Long-term, the goal of this project is to identify new approaches that can be deployed and scaled across school districts nationwide.



PROJECT OVERVIEW:
The Urban School Food Alliance (USFA) is beginning phase three of the USDA Cooperative Agreement piloting on-the-ground school food procurement improvements to build a more cohesive, efficient procurement system. This project, in collaboration with Partners for Public Good (PPG), is building from information gathered in phases one and two around procurement challenges and opportunities. During this phase, five selected school districts will test school food procurement initiatives to develop a more strategic and efficient procurement system. School districts will receive no-cost, customized technical assistance from procurement experts to identify and tackle common challenges over one school year (2025-26). Long-term, the goal of this project is to identify new approaches that can be deployed and scaled across school districts nationwide.

POTENTIAL FOCUS AREAS: Districts will work closely with USFA and PPG to diagnose current procurement challenges they face and design a pilot that addresses those procurement challenges. Focusing on one or more of the following areas: <ul style="list-style-type: none">Procurement rulesProcess improvementsRevolvingDocumentation/templatesProcurement training	POTENTIAL PILOT TIMELINE: <ul style="list-style-type: none">Discovery & Design (Sept-Oct '25)<ul style="list-style-type: none">In-person site visitsStakeholder meetingsCost comparisonProcurement process mappingIdentify districts with opportunities and interestsImplementation (Nov '25-June '26)<ul style="list-style-type: none">Implement district pilot areasData CollectionEvaluation (June-Sept '26)<ul style="list-style-type: none">Data AnalysisPublish Final report
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PROJECT FUNDING:
This pilot project is part of a cooperative agreement between USDA and the Urban School Food Alliance, a nonprofit 501(c)(3) organization.

CLICK HERE
to learn more
about the
Pilot Project

TEAM UP

FOR SCHOOL NUTRITION SUCCESS



Team Up is a free, in-person, full-day training lead by the USFA-USDA Cooperative Agreement on Improving School Food Procurement. Participants will master the 12 essential procurement steps, practice key elements to understand their importance, and explore how RFPs build strong vendor partnerships by prioritizing service quality over the lowest price. The session equips school food professionals with practical strategies for more reliable and sustainable procurement outcomes.



In 2025 USFA held eight trainings around the United States including:

- Ankeny, Iowa
- Boise, Idaho
- Athens, Georgia
- Charleston, West Virginia
- Baltimore, Maryland
- Gatlinburg, Tennessee
- Bismark, North Dakota
- Sandy, Utah



CLICK HERE
to learn more about
what a Team Up
Training looks like



CLICK HERE
to view the
slideshow
presentation



STAY TUNED IN 2026 FOR A FREE TRAINING ON PROCUREMENT FOR ANY SCHOOL OR STATE!

influence: EDUCATION



Webinar: Connecting Local Producers to School Districts

A project of the Urban School Food Alliance



URBAN SCHOOL
FOOD
ALLIANCE

Webinar: Connecting Local Producers to School Districts

A project of the Urban School Food Alliance



OVERVIEW

The Urban School Food Alliance (USFA) is hosting webinars, alongside school districts and local producer organizations of all sizes, across the country. These Webinars aim to share an overview of school food procurement and introduce producers to school districts as potential revenue streams for their operations. USFA is seeking school districts and local producers to co-host these events!

Interested? Here's what to expect:

YOUR ROLE AS A CO-HOST:	USFA'S ROLE:
<ul style="list-style-type: none">Select a date for the webinar before December 31, 2025 and confirm logistics with USFA.Promote the event and encourage participant registrations among local producer organizations.Support dissemination of a follow-up survey to evaluate the effectiveness of the event.	<ul style="list-style-type: none">Co-host and customize the webinar content for local producers in your area.Coordinate, facilitate, and invite school districts to the webinar.Send a follow-up survey to participants after the event.

WHY CO-HOST A PRODUCER WEBINAR?

Webinar Goals:

- Receive a basic overview of school food procurement and entering the school food marketplace.
- Gain practical knowledge on meeting procurement regulations and requirements.
- Understand food safety in schools and the importance of developing a food safety plan.
- Learn what to expect when engaging with school districts and the procurement process.
- Have an opportunity to ask questions about procurement and the school food marketplace.

INTERESTED IN CO-HOSTING? For more information on co-hosting a Webinar, contact Dottie Arnold, Cooperative Agreement Administrator, darnold@urbanschoolfoodalliance.org

URBAN SCHOOL **FOOD** ALLIANCE
UrbanSchoolFoodAlliance.org



USFA is a nonprofit 501(c)(3) organization created by school food service professionals in 2012 to address the unique needs of the nation's largest school districts. Our members collaborate to share best practices, develop procurement standards, and advocate for the health and wellness of students.

The Urban School Food Alliance hosted five webinars in 2025, alongside 62 school districts and 247 local producers from across the country. These Webinars aim to share an overview of school food procurement and introduce producers to school districts as potential revenue streams for their operations.

In 2026, The Alliance is continuing to host local sourcing webinars and is developing a webinar video and template that can be used by any school or state.

Check out the sample section of a webinar below and find more statistics on the 2025 webinars on the next page.

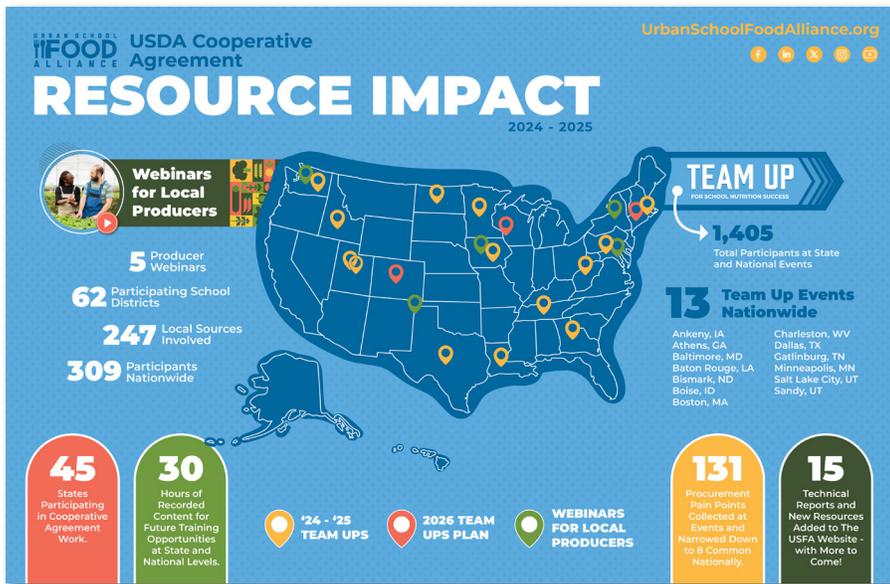


**CLICK HERE TO
LEARN MORE**

**STAY TUNED IN 2026 FOR A LOCAL PRODUCERS WEBINAR
VIDEO & TEMPLATE FOR ANY SCHOOL OR STATE!**

Interested in hosting a Local Producer
Webinar in your area?
Contact [Dottie Arnold](#) to get started today!

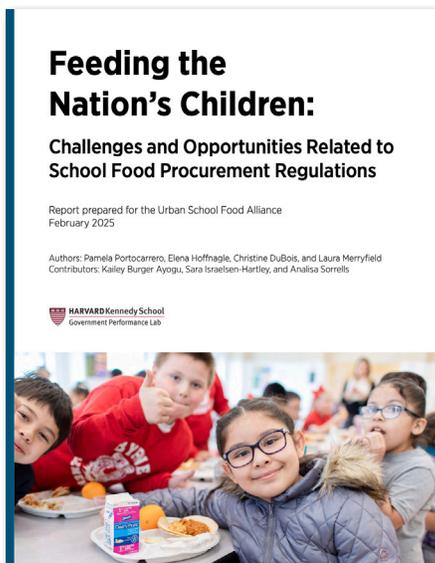
USDA Cooperative Agreement Update



Closing the second year of the Cooperative Agreement with USDA The Alliance has hosted 12 Team Ups and five Local Producer Webinars nationwide.

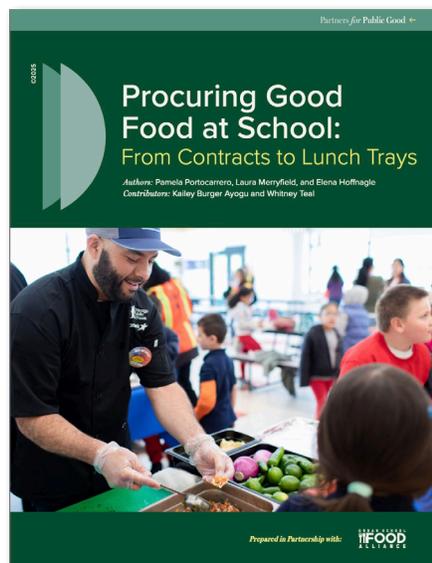
Click on the Resource Impact graphic to learn more about the procurement materials and trainings provided as a result of this work.

Stay up to date on the [USFA Cooperative Agreement landing page](#).



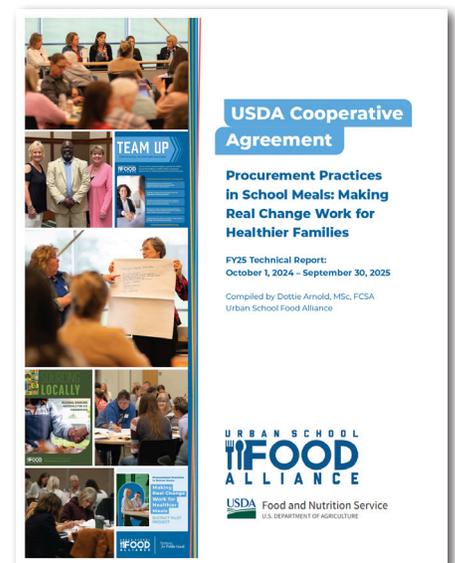
Feeding the Nation's Children: Challenges and Opportunities Related to School Food Procurement Regulations

Click to view the Report prepared for the Urban School Food Alliance in February 2025.



Procuring Good Food at School: From Contracts to Lunch Trays

The Alliance held focus groups with SFAs, state agencies, and industry reps to identify procurement challenges leading to the findings in this report.



Cooperative Agreement FY25 Technical Report October 1, 2024 - September 30, 2025

Coming Soon: year two technical report prepared by Dottie Arnold, MSc, FCSA, USFA Cooperative Agreement Administrator.

influence: **RESOURCES**



View selected resources here, and view even more on our website [Resource Center](#).



School Bites: Plant-Forward Edition

**K-12 Recipes for Districts
of ALL Sizes**

New for 2025 - The USFA recipe book showcases sustainable ingredients that reduce carbon footprints and support regenerative agriculture, fostering environmental stewardship. Each recipe prioritizes nutrient-dense vegetables, grains, and legumes to encourage healthy choices and promote balanced nutrition.

Recipes were submitted by USFA members and showcase menu items served in schools.

[Read the Press Release Here.](#)

SCHOOL BITES



K-12 Recipes for Districts of ALL Sizes

A PROJECT OF THE URBAN SCHOOL FOOD ALLIANCE

www.UrbanSchoolFoodAlliance.org | Fall 2025 Release

**CLICK TO
VIEW**

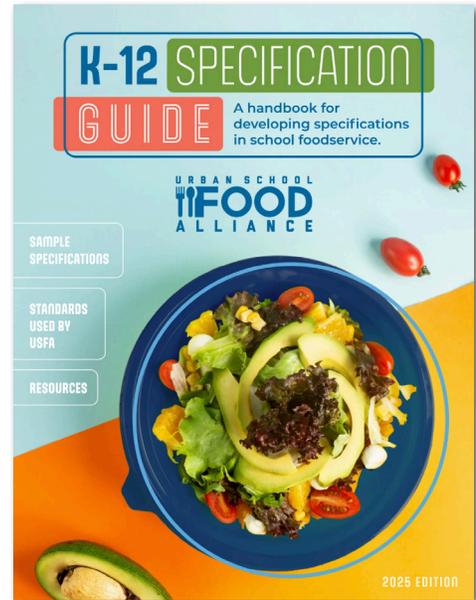




Boost the Roost: USFA Initiative Recap Bringing No Antibiotic Ever (NAE) Chicken to schools across the country

The Boost the Roost Pilot was a nearly four-year project with layers of research, planning, challenges, and successes - we're excited to share the journey with you! In this interactive guide you will find everything you need to get a complete picture of the initiative from start to finish including articles, videos, downloadable content, and more.

[CLICK HERE TO
LEARN MORE](#)



K-12 Specification Guide A handbook for developing specifications in school foodservice

The K-12 Specification Guide (previously Food Specification Catalog) was updated for a brand new 2025 Edition Release.

The 34-page K-12 Specification Guide is a resource for school nutrition professionals that includes sample specifications, shares the standards used by USFA, and provides free resources for writing specifications for school districts of all sizes.

[CLICK HERE
TO VIEW](#)



influence: EVENTS & MEDIA



News & Event Highlights from 2025

- **February:** USFA hosted an Advisory Procurement Work Group for the ongoing work with the USDA Cooperative Agreement | [Learn More](#)
- **February:** 2024 USFA Annual Report is released | [Learn More](#)
- **March:** Dr. Wilson spoke at the International Forum on Quality of Life in Ascoli Piceno, Italy
- **April:** Dr. Wilson hosts “Puzzle Pieces of Procurement” session at ACDA conference
- **May:** USFA/Dr. Wilson featured in an op-ed on [The 74: The True Impact of School Meal Funding Cuts: More Hunger, Less Learning](#)
- **June:** USFA featured in [School Business Now - Breaking the Mold in School Food Procurement: Finding a More Efficient Way to Do Business](#)
- **June:** USFA guest attendance at Good Food for All Summit in Washington D.C.
- **July:** USFA leadership and member districts lead sessions and serve on panels at the SNA Annual National Conference
- **August:** Dr. Wilson featured in [TIME Magazine article: Why It's So Hard to Make School Lunches Healthier](#)
- **October:** Dr. Wilson & Member District leader, Shaun Sawko serve as panelists at the [Inaugural Food and Agriculture Policy Summit in Washington DC](#)
- **December:** USFA co-presents two Farm to Cafeteria Innovation Awards at the National Farm to School Network
- **December:** Dottie Arnold from USFA leadership team featured on [The Dirt: Local School Food Markets: Turning Excitement into Action](#)

Members Making Waves



Baltimore City Public Schools Served Digizine

Click here to read the article and watch two videos about the awesome work being done at Baltimore City Public Schools under Elizabeth Marchetta and the entire Nutrition Services team!



Dallas ISD CBS News/CBS Texas

Going Above and Beyond: Dallas ISD offering free meals for children during spring break! Another great example of how our districts care about the health and wellness of children - even when “off the clock.”



School District of Philadelphia NY TIMES

The article highlights the fascinating exhibit, “Lunchtime: The History of Science on the School Food Tray,” at the Science History Institute in Philadelphia. “It’s a service to students, and something we provide to help the students learn. And we know that there are students that this is the only meal they are going to see.”



Gwinnett County Public Schools Foodservice Director

USFA member, Ken Yant, executive director of school nutrition, has been awarded Fame’s most prestigious honor, The Golden Director Award. Director Yant was quick to credit his entire team for this award, “This accomplishment is truly a team effort.”



What’s for lunch this year at Broward County public schools?

Broward County Public Schools Local 10

A new school year is bringing in new breakfast and lunch items at Broward schools. “We prepare healthy, balanced meals so that our students have that every school day,” Broward County Public Schools dietician Elizabeth Seeley said.



support

SUPPORT

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Supporting learning events - Page 26



SUPPORT

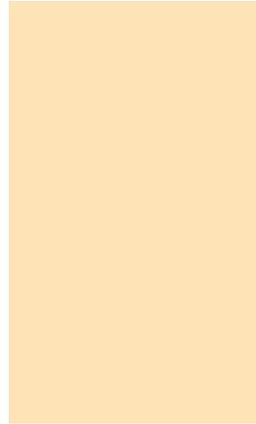
Enhance member benefits and engagement.

Serve as a convener and facilitator of best-practice sharing and member learning.

support **MEMBER CONNECT**



Day 1



Day 2



Day 3

Winter Member Meeting **San Antonio, Texas**

Our meeting was focused on the “Power of an Alliance” including round table topics like, “What can we do collectively to use the power of the Alliance?”



Fall Member Meeting **Boston, Massachusetts**

Our fall meeting was all about being “In the Center of it All.” The meeting centered on sharing more about the pros and cons of central kitchens in the nation’s largest food service programs.

The topics spanned from Mechanization, Automation, and Robotics in Central Kitchens by outside experts to Putting the Plan Together for Central Kitchens with a panel of three of our member districts.

The meeting ended with a tour of Boston Public Schools kitchen and cafe.



Day 1



Day 2

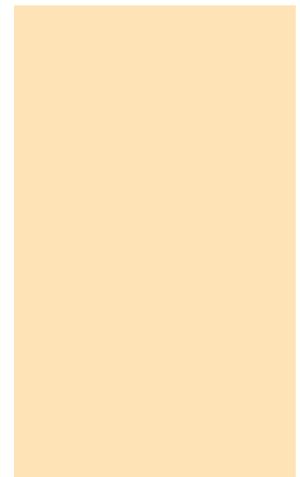
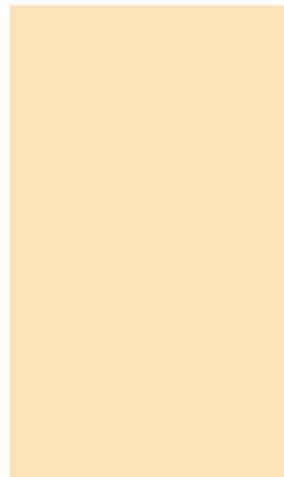


Day 3

Best Practice Sharing Ryan Mikolaycik - Austin, Texas

Austin ISD has an incredible program called "I Love School Lunch So Much" that showcases teachers that eat meals in the school cafeteria. Their program has increased both participation in and reputation of their program. See how it works!

**Meeting
Take-Aways**
Hear from
attendees about
the value of our
membership
meetings.



Innovation Awards District Innovation Award

Each fall our members compete for this prestigious award selected by all the attendees of the meeting. In March of 2025, Los Angeles Unified School District hosted their first ever Student & Celebrity Chef Showdown. This event involves culinary students, chefs, and local celebrities - all coming together over school lunch!

Click the images to view larger!

support

LEARNING EVENTS



Culinary Institute
of America

3rd Annual Cooking for Healthy Kids Culinary Training

in partnership with The Culinary Institute of America.



In April, the Urban School Food Alliance gathered school food leaders for a week-long training at The Culinary Institute of America's Texas Campus in San Antonio. Participants engaged in sessions led by top culinary trainers, a chef, and a registered dietitian focusing on plant-based recipes and skills.

The diverse group—including district chefs, dietitians, kitchen managers, and training staff—shared best practices and co-created innovative solutions for healthy, delicious student meals. These emphasized sustainability, equity, efficiency, and waste reduction in production and procurement.

Attendees left equipped to train their district peers, with the program set to expand in coming years.

CLICK TO VIEW
IMAGE GALLERY





K-12 OPERATIONS
**FOODSERVICE
EQUIPMENT SUMMIT**
NOVEMBER 3-5, 2025



1st Annual Foodservice Equipment Summit

New for 2025, a new educational opportunity was created geared toward the equipment managers in our member districts. Hosted in Sheboygan, Wisconsin, this training focused on the concept that the right equipment can produce better food, provide safer work conditions, save time, and increase participation in K12 with food that looks, smells, and tastes fabulous.

Highlights of the training included:

- Classroom instruction
- Factory tour
- Sheboygan Falls Middle School Cafeteria visit
- Farm-to-table dinner
- Hands-on experience with various kitchen equipment

After completing the training, participants can:

- Apply the concept of total cost of ownership to equipment purchases, understanding there is more to the cost of the equipment than the original purchase price. This includes small and large equipment.
- Demonstrate a working knowledge of Induction and a better understanding of the benefits of induction technology.
- More thoroughly understand new technologies and designs in hot and cold food holding and how the innovations can help service efficiency, service times and food safety in their school.

- Have a better understanding of identifying the exact needs and types of sneeze guards for your facilities.



**CLICK HERE TO
VIEW IMAGES**



support MEMBER HIGHLIGHTS

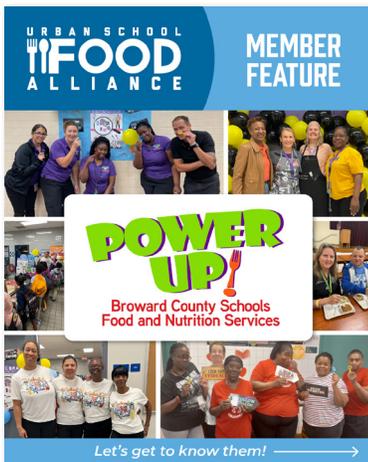
Social Media Highlights Member districts highlighted on our social platforms

Throughout the year we highlight member districts on our social media platforms with customized content geared around their program. These highlights help share the amazing work our districts are doing with a broader audience.

Click on each image to view the district's social series.



Austin ISD



Broward County



Los Angeles USD



Miami-Dade County



Palm Beach County



SD of Philadelphia



San Diego USD

Members Making Waves



1st Annual Food and Agriculture Policy Summit Fairfax County Public School

Leading by example: Shaun Sawko (Member District, FCPS Food & Nutrition Services) and USFA Executive Director, Dr. Katie Wilson, served as panelists in Washington, DC. [You can view the recorded livestream by clicking HERE.](#) *If you'd like to watch the session with Shaun, start at 3:55:31 and for the session with Dr. Wilson, start at 5:44:30*



Los Angeles Unified School District Student Celebrity Chef Showdown

Paving the way: The Student & Celebrity Chef Showdown serves up high energy, bold flavors, and culinary creativity straight from Los Angeles Unified School District culinary arts students! Teaming up with celebrity chefs, the students are slicing, dicing, sautéing and plating their way to the top. The stakes? The winning dish lands a coveted spot on the school lunch menu served to nearly 500,000 students across the District!



School Nutrition Association ANC Panelist: Aldine ISD

Speaking Out: K-12 operators shared their best practices during emergencies.

The palelist presentation was also featured in FoodService Director Magazine where Susan D'Amico, executive director for child nutrition services, shared: "Make sure you have a good inventory system, because you will need it," she said. "FEMA will make you produce the invoice, both from when the food came in, and the invoice from when you replaced it."

Read the full article here.



BUILD

Strengthen
Organizational
Capacity

Open opportunities
for board, staff,
and members to
engage; securing
sustainable funding
to achieve goals.



build
BUILD

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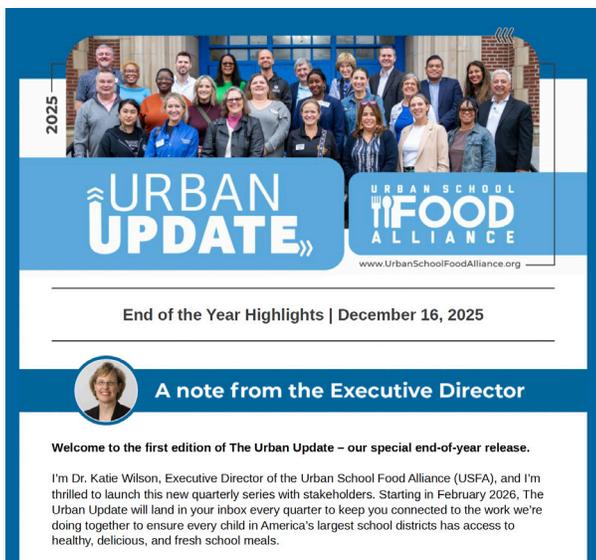
Financial position - Page 37

build NEW FOR 2025



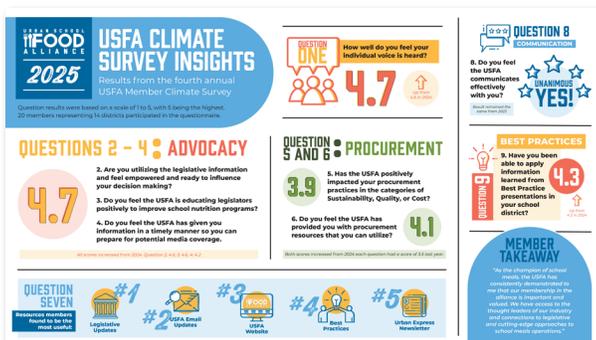
GrowthZone Association Software for better management and increased member collaboration

We implemented GrowthZone to support the continued expansion of our organization by streamlining member administration materials and creating a central place for community engagement among members.



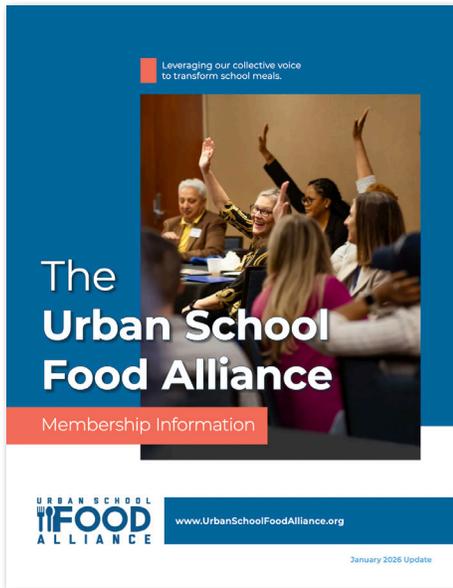
Urban Update Quarterly email updates from the Urban School Food Alliance

To provide better communication with our funders, supporters, and interested parties we reinstated the Urban Update quarterly email. The emails will continue to be centered around the three big goals of our strategic plan: Influence, Support, and Build.



Member Climate Survey USFA Member Districts share feedback about The Alliance

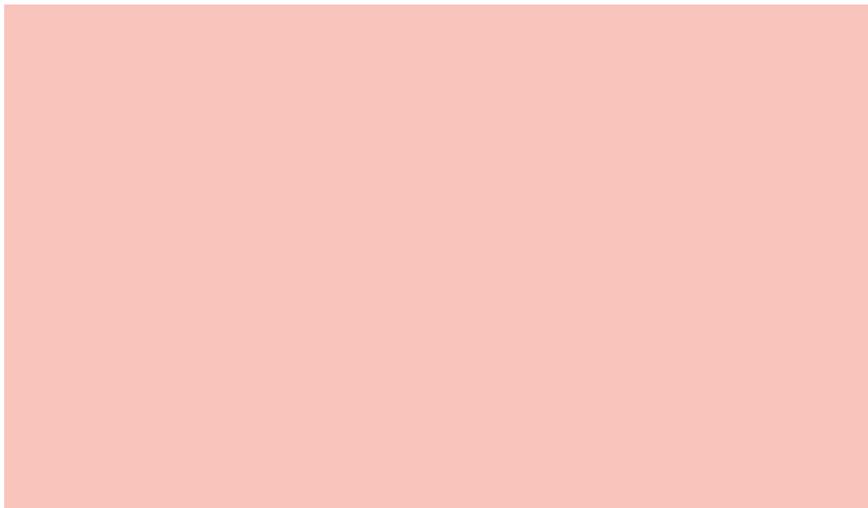
Each year we seek feedback from our members on how The Alliance is supporting their needs. **Click on the most recent survey from 2025 to see the results.**



Membership Information Brochure

The information brochure is a resource that is used to recruit new members to The Alliance. This year it was updated to contain more details about membership with revised content and made more user friendly through clickable links and online digital hosting.

**CURIOUS ABOUT MEMBERSHIP?
VIEW THE BROCHURE HERE!**



Member Benefits Video

Check out this highlight from the brochure, new for 2025.



Membership Handbook

The Membership Handbook is the go-to resource for our members for contact information, bylaws and policies, and so much more. In 2025 we updated this resource to be more user friendly and digitally hosted for our members for easier accessibility.

build **DEVELOP & GROW**

Board Training

Second Annual Board Training at the USFA Fall Member Meeting in Boston, MA

An investment in your board is an investment in your organization! As part of our strategic plan, we invest in our board members by providing training on how a successful board is operated.

You can learn more about our board training initiative by watching the recap of our 2024 board training [HERE](#).



Staff Development

Many of The USFA staff attended training events in 2025, below are a few highlights.

Katie Wilson SNS, PhD, Executive Director

Participated in various webinars and conferences on a variety of topics such as:

- **Association Management:** Managing Remote Staff, Keeping Motivation High, Keeping Board of Directors Engaged, Mapping for Problem Solving
- **Non-profit Finances:** Monitoring and Evaluations for Grant Writing, Spotting Financial Risks in Non-profits: A Guide to Red Flags & Best Practices
- **School Nutrition:** Equipment Summit, Legislative Hot Topics

Jeremy West, Chief of Finance & Operations

- Additional training on general ledger transaction mgmt. & reports in our financial mgmt. software
- **General Counsel in a Box Non-Profit Training:** Overview of contracting, employment law & other legal issues common to nonprofits
- **Webinar: Use of Restricted Funds:** Overview of the UPMIFA model statute on investments, endowments & record keeping

Jill Kidd MS, RD, SNS, Director of Procurement & Business Innovation Initiatives

- **AI Simplified:** Practical Tips for Organizations to Get Started
- **ASBO International Conference:** Leveraging AI to Boost Procurement Efficiency; Bids & Best Practices: Using AI to Optimize the Solicitation Process in School Procurement

Dottie Arnold, Cooperative Agreement Administrator

- **Automatic Standard Application for Payments:** USDA grants financial training, Diversified Payment Services Div., U.S. Dept. of the Treasury
- **Bridging Systems Thinking and Practice:** PSEs and Local Wellness Policy, National Farm to School Network Farm to Cafeteria Conference

Lev Tmanov, IT Manager

- **Cybersecurity for Non Profits:** Guidance on basic & standard security practices
- **The Fragile Currency:** Rebuilding Trust When Everything Feels Uncertain
- **AI Simplified:** Practical Tips for Organizations to Get Started

Abigail Okiji, Administrative Assistant

- **Canva Create:** New features and how to use them
- **Essential Board Governance:** Essential Board Documents; Key Board Policies & Best Practices for Drafting & Disseminating Policies; Legal Requirements for Taking Minutes & Documenting Board Actions; Common Challenges & How to Overcome Them
- **AI Simplified:** Practical Tips for Organizations to Get Started
- **The Fragile Currency:** Rebuilding Trust When Everything Feels Uncertain

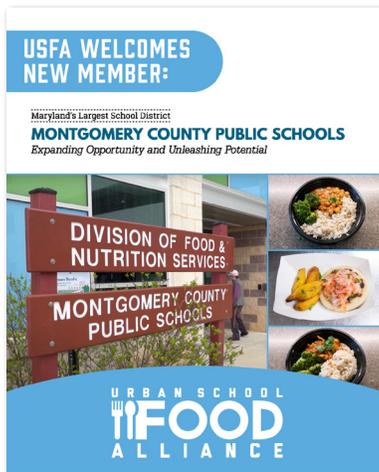
New Members in 2025



Aldine Independent School District Houston, Texas

Serving over 56,000 students across 80 campuses, AISD ranks among Texas' top 15 largest school districts. Its School Nutrition program delivers nearly 12 million meals annually addressing critical needs in a community where 85% of students qualify for free or reduced meals.

[CLICK HERE TO READ THE PRESS RELEASE](#)



Montgomery County Public Schools Rockville, Maryland

Serving nearly 160,000 students across 211 schools, MCPS is the largest school district in Maryland. Its Department of Food and Nutrition Services delivers over 18 million meals annually, addressing critical needs in a diverse community.

[CLICK HERE TO READ THE PRESS RELEASE](#)



Baltimore County Public Schools Baltimore, Maryland

Serving over 110,000 students across 169 schools, BCPS is Maryland's third-largest school district. It delivers over 18 million meals annually, guided by a mission to provide nutritious meals in a attractive, and cost-effective environment while promoting lifelong healthy eating habits.

[CLICK HERE TO READ THE PRESS RELEASE](#)



build **CONTRIBUTORS**

The Urban School Food Alliance is grateful to the following organizations for their generous contributions that help us drive transformative change in school cafeterias across the country:



Individual Donors

Alexandra DeSorbo
DAISA Enterprises
Leila Rahbar
Lev Tmanov

Michael Rosenberger
Jeremy and Colette West
Yunqi Haung



**CLICK HERE TO
DONATE TODAY!**



We appreciate all our donors for championing school nutrition programs in your communities and across the country. Are you looking for new opportunities to give back this year?

We invite you to explore the convenient, tax-deductible options and select a method of giving that best fits your needs. Any amount will help the Urban School Food Alliance create research and resources that transform food systems and change the lives of families nationwide!

Financial Position

ASSETS	2024	2025*
Bank Assets	\$1,435,855	\$1,446,815
Accounts Receivable	\$225,415	\$38,717
Other Current Assets	\$34,696	\$144,429
Total Assets	\$1,696,064	\$1,629,961
LIABILITIES		
Accounts Payable and Accrued Interest	\$38,208	\$29,402
Deferred Revenue	\$171,000	\$226,413
Total Liabilities	\$209,208	\$255,815
EQUITY		
Unrestricted Net Assets	\$1,286,856	\$1,286,855
Restricted Revenue	\$200,000	\$87,291
Total Equity	\$1,486,856	\$1,374,146
Total Equity and Liabilities	\$1,696,064	\$1,629,961

85% of all revenue spent directly on programs in 2025!



In 2025, The Urban School Food Alliance earned the Platinum Seal of Transparency with Candid.

You can also get updates on our impact through our [non-profit profile on Candid](#).



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FOOD
A L L I A N C E

let's connect
JOIN THE CONVERSATION

 info@urbanschoolfoodalliance.org

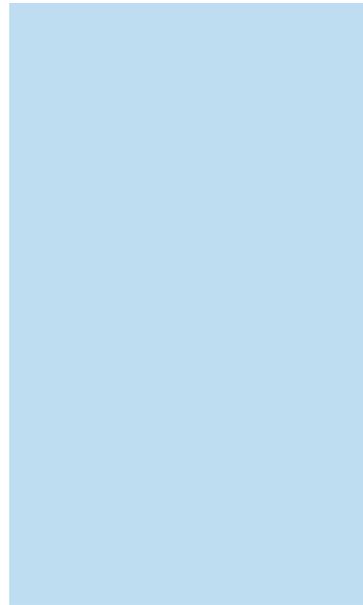
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