



Board Monitoring System: Goal 4

EXECUTIVE SUMMARY

Purpose

The Houston Independent School District (HISD) exists to strengthen the social and economic foundation of Houston by assuring its youth the highest-quality elementary and secondary education available anywhere. In fulfilling this goal, HISD's Board of Education has designed a program to systematically monitor the district's goals and core values. The Board Monitoring System will report on each goal and core value on a routine basis. The goal currently under review is to increase management efficiency by evaluating major programs and services throughout the district to determine their effectiveness in meeting district goals and objectives. The following is the summary and results of the program review of the HISD Food Service Operations Department.

Summary Overview

Food Services Goals

The goals for Food Services are as follows:

- increase student participation in all programs
- identify *every eligible child* for free or reduced-price meals
- provide employee training and a safe environment
- increase customer satisfaction
- earn recognition as a national leader in child nutrition and wellness among public school districts

The Food Services Department works every day to support student achievement through proper nutrition and routinely reviews, modifies and improves the program to help reach the district's goals.

Areas of Responsibility

- Human Resources
- Information Technology – Automated Data Collection, SAP systems, Cybersoft Point-of-Sale and Production planning, PeopleSoft integration
- Student Eligibility and Accountability – Free and reduced-price meal applications
- Finance
- Communications/Marketing
- Operations – Campus-based
- Production – Culinary, nutrition, production areas
- Warehouse and Distribution
- Maintenance – Campus kitchens and Food Service Support Facility (FSSF)
- Quality Assurance (FSSF quality and food safety)
- Quality Control (campus-based food and kitchen safety, compliance reviews)

Services Provided

- Breakfast – Traditional cafeteria service and First Class Breakfast – 13 million meals
- Lunch Program – 23 million meals
- Summer Meals Program – 1.8 million meals
- After-School Snacks
- Saturday Tutorial Meals
- Full-Service Catering
- Nutrition and Wellness Awareness
 - Dietetic Intern Program, Student and Parent Wellness Engagement Committees
 - Mobile Dairy Cow Show, Student Tours, Nutrition Mascot, Garden Connection

Fast Facts / Scope of Services

- Total Employees – 1,807
 - Management, Grades 25 and above – 77 (see Figure 1)
 - Production, Administration, Maintenance and Warehouse/Transportation – 233
 - Field Employees – Team Leaders and Food Service Attendants – 1,497
- 21 ARAMARK positions
- 284 buildings/kitchens
- 240,000 meals served per day (as of May 2010)
- 79 percent of enrollment eligible for free or reduced-price meal status
- A la carte revenue \$32,000 per day
- Food Services Production Facility:
 - 15 acres
 - 219,000 sq. ft.
 - 32 shipping and receiving docks
 - Annual meal capacity of 52 million meals
- 2010–2011 Budget (See Figure 2.)
 - \$ 111 million budget
 - \$52.9 million supplies and materials
 - \$43.6 million payroll
 - \$14.5 million direct costs and utilities

Key Performance Indicators

As reported in the Council of the Great City Schools (CGCS) Report, *Managing for Results in America’s Great City Schools – A Report of the Performance Measurement and Benchmarking Project, 2009*

Key Performance Indicator	CGCS (Median)	HISD
Total Costs per Revenue	101.5%	118.7%
Food Costs per Revenue	36.3%	41.7%
Labor Costs per Revenue	48.2%	45.7%
Fund Balance as a Percentage of Revenue	2.8%	-18.7%

- During the 2009–2010 school year, the Food Services Department began conducting a monthly BLAST (Building Leaders and Strong Teams) meeting, which reviews and

discusses the results of all metrics. This meeting includes 45 members of the Food Services management team.

- Together with ASPIRE and district leadership, the Food Services Department compiled numerous metrics in the Performance Management Scorecard that will be measured monthly, quarterly, and annually. (See Figure 4.)

2009–2010 Key Accomplishments

- Developed and implemented First Class Breakfast expansion program:
 - Developed proven delivery methods and menu options allowing First Class Breakfast expansion to all elementary schools during February through May 2010.
 - Over 130 campuses implemented this innovative program designed to boost student achievement through proper nutrition. Campuses showed remarkable results. The number of students eating school breakfast at those campuses increased from 39 percent of enrollment to 81 percent—an average of 274 students per campus. (See Figure 5.)
 - Increases of 1 percent to 2.5 percent were observed in the lunch participation rate beginning in February, directly correlating with the rollout of First Class Breakfast. (See Figure 6.)
- Established the Food Services Parent Advisory Committee to provide insight to ensure student preferences and optimal healthful menu goals are established and met.
- Engaged parents and the professional community in developing an active and comprehensive food services wellness and nutritional strategic plan.
- Incorporated compliance focus in all training activities leading to passing the United States Department of Agriculture/Texas Department of Agriculture (USDA/TDA) Coordinated Review Effort (major program compliance audit) with no financial penalties or revisit mandate.
- Moved department from manual time reporting to more-efficient automated time clock.
- Implemented additional modules to Food Services' comprehensive point-of-sale system that integrated food production recordkeeping and menu planning with increased efficiencies and services.
- Increased utilization and delivery of FSSF production products to all campuses.
- Developed and implemented a specialized automated data-collection system, allowing effective management and tracking of over \$40 million in food and supplies in more than 285 locations.
- Increased meal application processing speed and accuracy by providing a convenient online processing method for district parents.
- Incorporated campus-based flexible-time positions to match operational needs of the new facility-focused production model.

2010–2011 Major Initiatives

- Revitalize participation drive for free and reduced-price meal applications by promoting online applications and attending school registrations and community health fairs.

- Introduce a new comprehensive interactive training program for team leaders (cafeteria managers).
- Renovate 15 low-performing cafeterias with new dining concept solutions to drive participation.
- Reintroduce student sampling and focus groups throughout secondary campuses.
- Continue Food Services Parent Advisory Committee activities and public awareness initiatives.
- Continue Food Service Support Facility Optimization Plan to expand product line (see Figure 7).
- Implement First Class Breakfast expansion program in all middle schools.
 - By October 30, 2010, all remaining elementary and middle schools will be implemented.
 - In October 2010, First Class Breakfast will be served to more than 117,000 students at over 200 campuses each day across HISD.
- Focus on food safety compliance training and accountability.
- Update HISD Food Services website to include nutritional analysis information for breakfast and lunch.
- Revamp menu to achieve improved cost/nutrition balance (see Figure 8).
- Determine steps to address budget constraints associated with the lower-than-expected increase in federal reimbursement rates for the 2010–2011 school year (see Figure 9).

Program Evaluations and Audits

- USDA/TDA Coordinated Review Effort
 - A review was performed in February 2010. HISD passed with no financial penalties or mandated revisit.
- TDA Summer Food Service Program Administrative Review
 - Reviews were performed in 2008 and 2009. HISD passed without corrective action needed or financial penalties.
 - A review was performed in 2010. HISD passed with no financial penalties
- ARAMARK Financial Audits – Results from audits performed in 2008 and 2009 confirm no major violations.
- City of Houston Health Department Inspections – Two city health inspections were performed per campus in 2008, 2009, and 2010, No major violations were reported.
- School Principal Customer Service Surveys – Principal surveys are performed each year.
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 - 2008 – Average response scoring ranged from 4.47 to 4.79 out of five possible points.
 - 2009 – Average response scoring ranged from 4.36 o 4.67 out of five possible points.

List of Figures

Figure 1

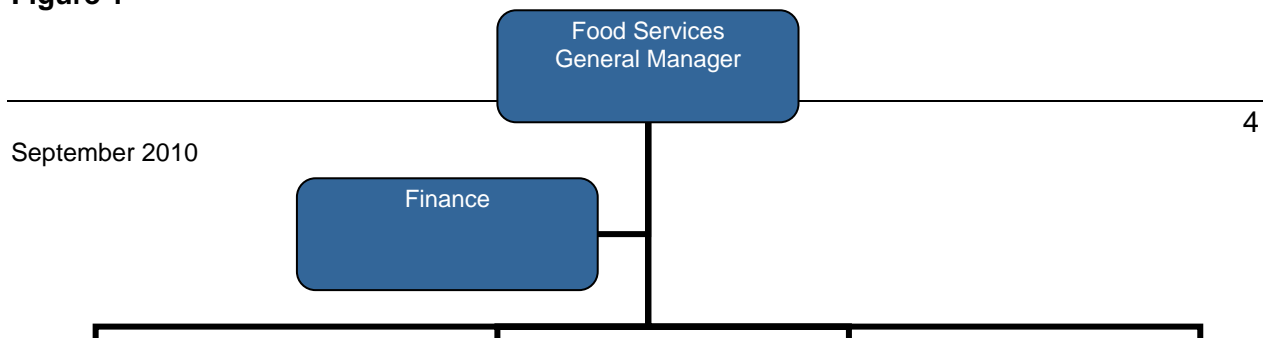


Figure 2

HOUSTON INDEPENDENT SCHOOL DISTRICT				
SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND NET ASSETS - FOOD SERVICE FUND				
FOR THE FISCAL YEAR ENDED JUNE 30, 2011 WITH COMPARATIVE DATA FOR PRIOR YEARS				
	2007-2008	2008-2009	2009-2010	2010-2011
	Actual	Actual	Projected	Budget
REVENUES:				
Food sales	14,512,444	12,814,355	10,520,000	9,509,426
Miscellaneous local sources	981,646	842,237	676,618	697,067
Total revenues	15,494,090	13,656,592	11,196,619	10,206,493
EXPENDITURES				
Current				
Food services	102,660,275	102,844,562	102,526,213	106,131,331
General administration	621,691	622,894	686,809	704,990
Plant maintenance and operations	5,902,240	5,202,279	6,110,780	5,120,274
Data processing services	-	-	-	-
Total expenditures	109,184,206	108,669,735	109,323,802	111,956,595
NONOPERATING REVENUES (EXPENSES)				
Earnings on investments	334,691	10,319	2,572	3,049
Grants from federal agencies				
Child nutrition program	66,742,268	68,037,995	78,305,150	93,132,243
Summer food program	4,460,139	5,036,012	4,866,474	5,249,621
Donated commodities	4,447,518	4,376,793	6,075,998	4,358,584
State matching and other	625,151	619,644	590,245	587,439
Total non-operating revenue	76,609,767	78,080,763	89,840,438	103,330,936
Transfer In/Out			9,286,745	
Change in net assets	(17,080,349)	(16,932,380)	(8,286,745)	1,580,834
Total net assets, beginning	34,759,344	17,678,995	746,615	1,746,615
Total net assets, ending	17,678,995	746,615	1,746,615	3,327,449

Figure3

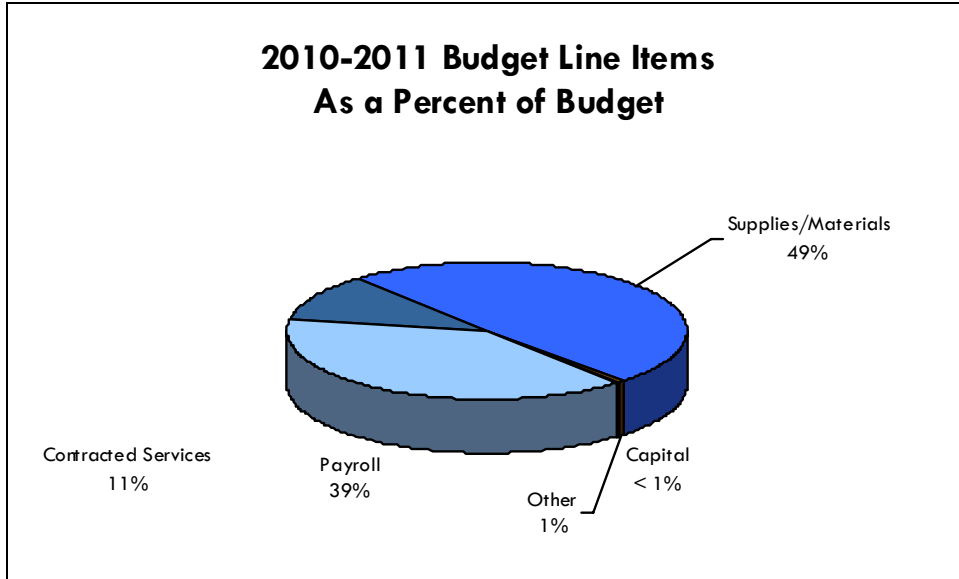


Figure 4

The following are some of the indicators that will be measured for the 2010-2011 school year:

01	Average meals per labor hour
02	Breakfast and lunch participation rates
03	Percentage of employees who participate in training
04	Percentage of employees who are City of Houston certified
05	Percentage of campuses receiving two required site visits by City of Houston health inspectors
06	Percentage of campuses receiving two documented visits by the Quality Control Department
07	Outstanding student meal balances
08	Percentage of internal warehouse orders filled accurately
09	Percentage of free, reduced-price, and paid meal applications processed
10	Principal survey feedback

Figure 5

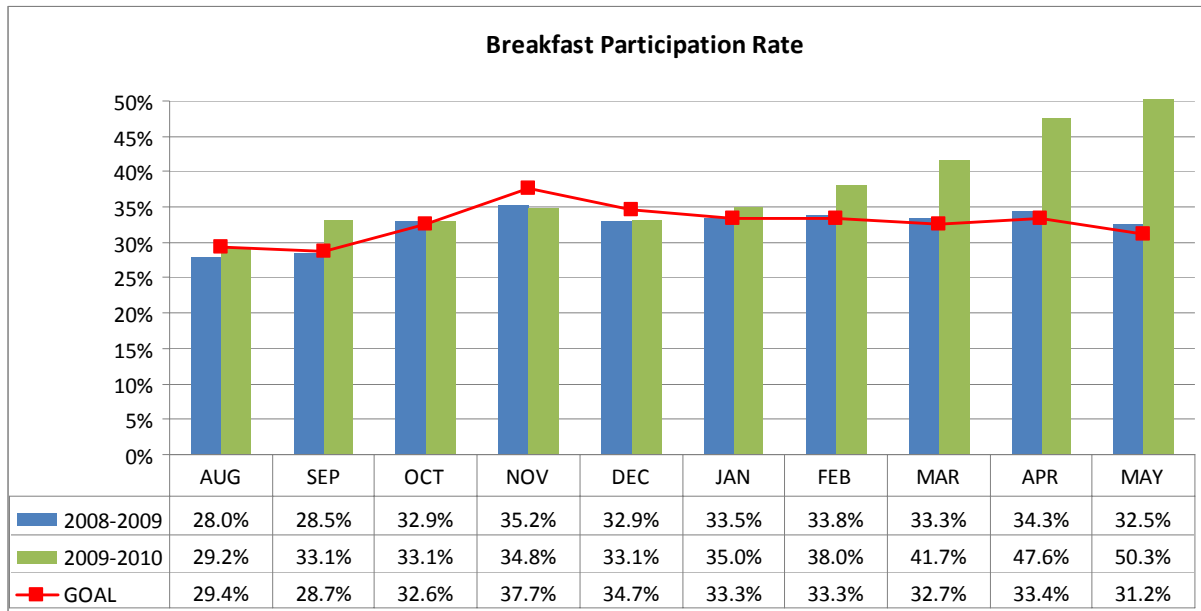


Figure 6

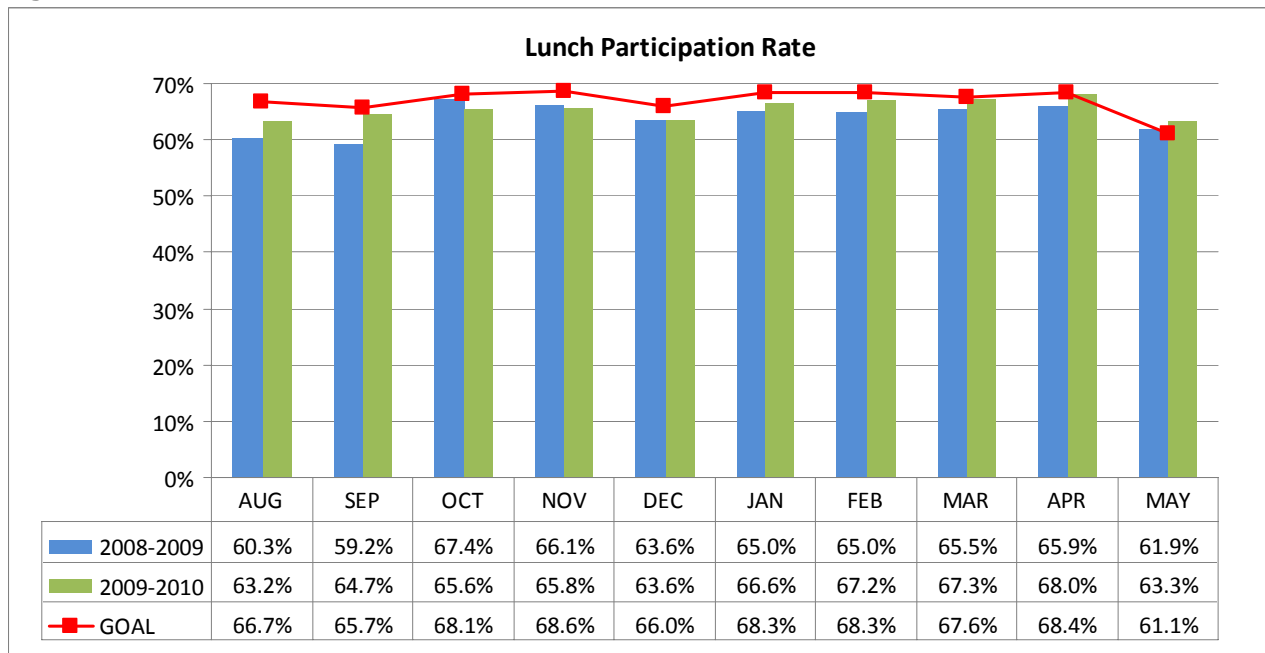


Figure 7

Goals for Food Service Support Facility Utilization

FSSF Utilization Targets	Year 1	Year 2	Year 3
	August 2010 – July 2011	August 2011 – July 2012	August 2012 – July 2013
First Class Breakfast	70% Breakfast Entrées	80% Breakfast Entrées	90% Breakfast Entrées
	10% Breakfast Sides	20% Breakfast Sides	20% Breakfast Sides
All Lunch	35% Lunch Entrées	45% Lunch Entrées	55% Lunch Entrées
	25% Lunch Sides	33% Lunch Sides	35% Lunch Sides
After-School Snack Program	10%	30%	100%
A la Carte		20% of items	30% of items
Community / Outside Sales		To be determined	To be determined

Figure 8

2008-2010 HISD Menu Transformation

- Increase whole grains at breakfast and lunch from average of one serving per week to daily offering of 100 percent whole grain products.
 - Spring 2008 – one whole grain per week between breakfast and lunch combined.
 - Spring 2009 – four to five servings per week at breakfast and five servings per week at lunch.
 - Spring 2010 – seven servings per week at breakfast and seven to eight servings per week at lunch.
 - Today, 69 percent of all grains served are whole grains (at least 51 percent of grain in the product is whole grain).

- Increase offerings of dark green/orange fruits and vegetables from average 2.2 servings per week to three servings per week at lunch.
 - Today Food Services offers three servings per week, including broccoli (steamed, blends, and fresh), carrots (frozen, blends, and fresh), fresh oranges, and canned peaches.
 - Future Direction: incorporate more varieties of dark green vegetables.

- Increase offerings of legumes from average of 0.7 servings per week to one or more servings per week.
 - Today Food Services offers one serving per week of legumes.
 - Future Direction: incorporate more varieties of legumes.

- Increase fiber in menus from average of 6.9g/lunch and 3.6g/breakfast to seven to 11 grams per lunch and six to eight grams per breakfast.
 - Since spring 2008, Food Services has improved fiber at lunch to more than eight grams per day.
 - Since spring 2008, Food Services has improved fiber at breakfast to just under six grams per day (just under target).

- Increase variety in fruits and vegetables offered daily.
 - Today Food Services is serving an average of 2.9 servings per week of fresh fruits and vegetables.
 - Food Services serves five different varieties of vegetables each week including broccoli, carrots, corn, green beans, and peas in various forms (fresh, frozen, and blends).
 - Since 2008, Food Services has eliminated canned vegetables.
 - Food Services offers four to five different varieties of fruit each week, including fresh, canned, and fruits that have been incorporated into dessert dishes.

Figure 9

**FEDERAL REIMBURSEMENT RATES
5 YEAR HISTORY**

	SY 2007	SY 2008	+/-	% Inc	SY 2009	+/-	% Inc	SY 2010	+/-	% Inc	SY 2011	+/-	% Inc
LUNCH													
High Lunch													
Paid	\$ 0.25	\$ 0.25	\$ -	0.0%	\$ 0.26	\$ 0.01	4.0%	\$ 0.27	\$ 0.01	3.8%	\$ 0.28	\$ 0.01	3.7%
Free	\$ 2.42	\$ 2.49	\$ 0.07	2.9%	\$ 2.59	\$ 0.10	4.0%	\$ 2.70	\$ 0.11	4.2%	\$ 2.74	\$ 0.04	1.5%
Reduced	\$ 2.02	\$ 2.09	\$ 0.07	3.5%	\$ 2.19	\$ 0.10	4.8%	\$ 2.30	\$ 0.11	5.0%	\$ 2.34	\$ 0.04	1.7%
Low Lunch													
Paid	\$ 0.23	\$ 0.23	\$ -	0.0%	\$ 0.24	\$ 0.01	4.3%	\$ 0.25	\$ 0.01	4.2%	\$ 0.26	\$ 0.01	4.0%
Free	\$ 2.40	\$ 2.47	\$ 0.07	2.9%	\$ 2.57	\$ 0.10	4.0%	\$ 2.68	\$ 0.11	4.3%	\$ 2.72	\$ 0.04	1.5%
Reduced	\$ 2.00	\$ 2.07	\$ 0.07	3.5%	\$ 2.17	\$ 0.10	4.8%	\$ 2.28	\$ 0.11	5.1%	\$ 2.32	\$ 0.04	1.8%
BREAKFAST													
Severe Need													
Paid	\$ 0.24	\$ 0.24	\$ -	0.0%	\$ 0.25	\$ 0.01	4.2%	\$ 0.26	\$ 0.01	4.0%	\$ 0.26	\$ -	0.0%
Free	\$ 1.56	\$ 1.61	\$ 0.05	3.2%	\$ 1.68	\$ 0.07	4.3%	\$ 1.74	\$ 0.06	3.6%	\$ 1.76	\$ 0.02	1.1%
Reduced	\$ 1.26	\$ 1.31	\$ 0.05	4.0%	\$ 1.38	\$ 0.07	5.3%	\$ 1.44	\$ 0.06	4.3%	\$ 1.46	\$ 0.02	1.4%
Regular													
Paid	\$ 0.24	\$ 0.24	\$ -	0.0%	\$ 0.25	\$ 0.01	4.2%	\$ 0.26	\$ 0.01	4.0%	\$ 0.26	\$ -	0.0%
Free	\$ 1.31	\$ 1.35	\$ 0.04	3.1%	\$ 1.40	\$ 0.05	3.7%	\$ 1.46	\$ 0.06	4.3%	\$ 1.48	\$ 0.02	1.4%
Reduced	\$ 1.01	\$ 1.05	\$ 0.04	4.0%	\$ 1.10	\$ 0.05	4.8%	\$ 1.16	\$ 0.06	5.5%	\$ 1.18	\$ 0.02	1.7%
SNACK													
Regular													
Paid	\$ 0.06	\$ 0.06	\$ -	0.0%	\$ 0.06	\$ -	0.0%	\$ 0.06	\$ -	0.0%	\$ 0.06	\$ -	0.0%
Free	\$ 0.65	\$ 0.68	\$ 0.03	4.6%	\$ 0.71	\$ 0.03	4.4%	\$ 0.74	\$ 0.03	4.2%	\$ 0.74	\$ -	0.0%
Reduced	\$ 0.32	\$ 0.34	\$ 0.02	6.3%	\$ 0.35	\$ 0.01	2.9%	\$ 0.37	\$ 0.02	5.7%	\$ 0.37	\$ -	0.0%
AVERAGE % INC/(DEC)				2.5%			4.0%			4.1%			1.3%

Operational Report

Free and Reduced-Price Meal Status

Student eligibility for free and reduced-price meals was recorded at 79.8 percent of enrollment as of June 2, 2010. The Food Services Department does not utilize applications for the summer food service program; therefore, July eligibility is not applicable.

The Student Eligibility and Accountability (SEA) Department, however, is busy attending pre-registrations that have been occurring at HISD schools since May. Approximately 40 schools receive personalized visits from the SEA representatives. If parents meet the eligibility status, their pre-registration application will allow meal benefits for their children for the first 30 days of the next school year. They still will need to reapply for remainder of the 2010–2011 school year, but having their information in the system will ease the application process.

Additionally, the SEA staff will attend two large community events in conjunction with Neighborhood Centers Incorporated (NCI). The NCI holds large health fairs each summer, and SEA department representatives are on hand to provide information about Food Services' meal programs and how to apply for the free and reduced-priced meals, as well as general nutrition information regarding our menus.

Employee Training and Safety

Summer provides an opportunity for management training and development. Key ARAMARK employees have attended regional and national training programs. Those trainings are provided by ARAMARK and provide information and learning opportunities in the following areas:

- *Marketing/Culinary* – Press/Community Relations, Student/Market Trends, Healthier US Schools Challenge, culinary workshop for new high-school Mexican food and deli service lines (HISD personnel also included)
- *Finance* – Operational Trends, Regulatory Environment, Wage and Hour Compliance Updates
- *Operations* – Menu Development, Employee Recognition, Labor Productivity, Meal Promotions, Employee Safety

Meal Application Process Training

Each year HISD Food Services receives thousands of free and reduced-price lunch applications from families with students participating in the federally funded National School Lunch Program (NSLP). In order to ensure accurate and efficient processing of the applications, Food Services' Student Eligibility and Accountability (SEA) Department provides training to the school contacts who will be in charge of handling the applications at the campus level. School principals designate a staff member to be the point person for distributing, collecting, and submitting the applications to the SEA Department.

This year's training was held August 9–16 and had over 200 participants attending. SEA offered 12 two-hour trainings in order to accommodate the busy back-to-school schedules. During the

training, school contacts learn the application process, the requirements for receiving meal benefits, how to screen applications to make sure they have been properly completed, and new information from the Texas Department of Agriculture about the NSLP and school breakfast programs.

With close to 80 percent of HISD students receiving free and reduced-price meal benefits and over 130,000 applications being submitted every year, it is imperative that the applications are being processed quickly and correctly. Providing these trainings helps give HISD Food Services that extra level of assurance and allows more students to receive the benefit of healthful meals earlier than ever before.

Applications for free and reduced-price meals are sent home to each household and are available at each school office and online at www.mealapps.houstonisd.org.

Food Service Employees Prepare for Back-to-School

The Food Services Support Facility (FSSF) served as a training site for several hundred food service employees during the first two weeks of August. FSSF senior staff and area managers welcomed HISD food service employees for their annual back-to-school inservice. All school-based employees, team leaders, and new production employees took part in the multi-day training, totaling more than 2,000 food service employees who received training.

The inservice provided them with the tools they need to work safely and efficiently this school year. The sessions covered many important topics, including menu nutrition, food safety, government compliance, employee safety, and employee policies and prepared them to successfully manage the many complex functions they are responsible for performing every day.

Additional training is being provided this year while cafeteria team leaders sit in the privacy of their kitchen offices. A productive new training tool was introduced this year that allows for remote training and rebroadcast at any time. Using WebEx, a Web-based real-time desktop sharing application with phone conferencing, team leaders learned how to use Food Services' new inventory module that will allow them to precisely manage and track the food items they receive.

After learning about all of the policies, updates, and improvements that have taken place, food service employees are prepared to start the new school year and fulfill their motto of "Serving Up a Healthier You."

Summer Meals Program Audit

The Texas Department of Agriculture (TDA) conducted an administrative site review of Food Services' Summer Food Service Program in late June. Auditors visited 26 sites and assessed regulation compliance, civil rights policy practices, menu nutrition, and accuracy of production records. The audit results were clear, with no findings or penalties resulting in any lost meals or revenue.

The auditors' specific comments included the following:

- Menus were being followed as written.
- Campus kitchen staff were prepared for auditors and did a good job of answering questions asked by auditors.
- Sites were operating in compliance with our Summer Food Service Program contract with TDA.
- Operational records held in the office were available and organized.
- Finance records were easy to understand and appeared to be well organized.
- It was apparent that site monitors (HISD area managers) were visiting sites often throughout the program duration.

This audit evaluation is another attribute of Food Services' intention to align with the district's overarching goal of increasing support and confidence in the schools.

First Class Breakfast Program Receives Winning Grade from School Principals

Last school year, Dr. Grier, along with the HISD Board of Education, instituted a plan to implement First Class Breakfast in all elementary and middle schools. The First Class Breakfast (FCB) program is a serving model in which students eat a nutritious morning breakfast meal during the first few minutes of their first class.

As is well known and documented, when students eat a well-balanced breakfast meal, their academic performance improves and absences and disciplinary issues decrease. Therefore, at the end of the school year, with most elementary campuses serving First Class Breakfast, the HISD Department of Research and Accountability surveyed those campuses that began the program between February and May in order to gain empirical evidence regarding program satisfaction and student behavior. The following chart summarizes the findings regarding program satisfaction.

First Class Breakfast - Principal Survey Satisfaction Results	
To what extent are you satisfied with the quality and service of the FCB program?	78.4% either very satisfied or satisfied
Student satisfaction	80% either very satisfied or satisfied
Teacher satisfaction	65.4% either very satisfied or satisfied
Parent satisfaction	72.8% either very satisfied or satisfied
Administrator satisfaction	85.5% either very satisfied or satisfied
Would you recommend the program to other schools?	92.73% yes

Food Services is pleased to see such high marks, especially since the program had been in place for such a short time when the survey was taken. Regarding student behavior, principals reported decreases in tardiness and nurse visits, improved attitudes, and increased concentration levels following the implementation of the program. A full report of survey findings is available and has been distributed to all board members.

Food Services will continue to work with schools, students, parents, and the Food Services Parent Advisory Committee to enhance the program and looks forward to continuing its success as the program is implemented in all middle schools this fall.

Child Nutrition and Wellness Leadership

The Nutrition Services team is readying menus and nutritional information for posting to the Food Services website. Beginning in August, nutritional analysis for all lunch and breakfast menu items is available online. The chart provides the following nutrient information for each menu item:

Calories	Total Fat (g)	Total Carbohydrates (g)	Iron
Saturated Fat (g)		Sugar (g)	Protein (g)
Trans Fat (g)		Dietary Fiber (g)	Vitamin A
Cholesterol (mg)		Vitamin C	
Sodium (mg)		Calcium	

Although many steps have been taken over the last few years to reduce sodium, this past summer a particular effort has been under way. The chefs have been concentrating on sodium reduction this summer in testing and developing recipes for the upcoming school year. Entrees with higher amounts of sodium have been identified and targeted for reduction or modification. Already, recipes have been developed and will continue to be developed using herbs and non-salt seasonings to replace or reduce added salt. Food Services' bakery will feature breakfast biscuits created with dough that is lower in sodium than frozen prepared biscuits. Fresh or frozen vegetables will be served instead of higher-sodium canned vegetables.

Studies show that nearly 80 percent of the salt consumed comes from processed foods. More fresh fruits, vegetables, and made-from-scratch items will be offered as the district continues to optimize the Food Service Support Facility, and as funding allows the district to provide more whole foods on menus.

Food Services "Serving Up a Healthier You" for the 2010–2011 School Year

Food Services' chefs and dietitians have been hard at work this summer creating new menu items for the fall menu. A dozen new menu items were created, with input from students, staff, and the Food Services Parent Advisory Committee.

In February 2010, First Lady Michelle Obama announced her **Let's Move** campaign (www.letsmove.gov) to reduce childhood obesity and make the nation's schools models for healthier living. A major component of **Let's Move** is the USDA's *HealthierUS School Challenge*, which calls on schools to create healthier school environments through their promotion of good nutrition and physical activity, and encourages them to meet the USDA's nutrition criteria.

The new items have elevated HISD school menus to meet the criteria for reimbursable meals of the USDA's new *HealthierUS School Challenge Gold Standard Menu*. These menu additions reduced the amount of processed foods and added more whole grains, fresh whole meats, and fruits and vegetables.

The menu features more dark green/orange vegetables, including steamed spinach, bok choy, and roasted acorn squash as well as fresh steamed zucchini, yellow squash, and a variety of more-traditional veggies.

Other menu enhancements include:

- converting all ground-beef recipes to half ground beef and half ground turkey to reduce fat
- offering a healthful potato-encrusted pollack fish filet
- developing new recipes with whole-muscle chicken and fresh vegetables
- serving whole-grain spaghetti, rotini, tortillas, pizza crusts, and homemade bakery items
- using brown rice for entrees, pilaf, and soups