

GLASSBORO PUBLIC SCHOOLS  
GLASSBORO, NEW JERSEY

TO: Mark Silverstein  
FROM: Henry Bermann  
DATE: June 19, 2019  
RE: Agenda Item for June 19, 2019

Recommend Board approval to contract with Edvocate School Support Solutions to provide comprehensive contract monitoring and compliance of Chartwells, our new food service provider for the 2019-20 school year. Contract is for one year with an option to renew for four (4) one-year renewals, subject to Board approval. Cost of on-going contract monitoring is \$12,000 annually. This expense will be charged to the Cafeteria Enterprise fund.



June 16, 2019

Mr. Henry Bermann  
Interim School Business Administrator  
Glassboro Public Schools  
560 Joseph Bowe Memorial Boulevard  
Glassboro, NJ 08028

Dear Mr. Bermann,

Edvocate School Support Solutions is pleased to present our proposal for providing the District with comprehensive contract monitoring and compliance for your food services program.

We will help ensure that what is contained in your RFP and contract is being delivered by the food management company. We then work with the food service management company to help implement strategic and continual year over year improvements.

Our focus and core business are K-12 schools. Understanding the culture and politics of public schools, we know how to provide solutions for meaningful and measurable program improvements. Our position is to be advocates for the best interest of the districts we serve.

We look forward to discussing our proposal with you. We are enthusiastic about helping the district and are eager to begin as soon as you give us the go-ahead.

Sincerely,

A handwritten signature in blue ink that reads "Bill Gerichter".

Bill Gerichter  
President

**Proposal for**

# **Glassboro Public Schools**

**For Consulting Services for**

**Contract Monitoring and Compliance  
of the District's Food Service Program**

**By**



**June 16, 2019**

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## A. Plan to Assist the Glassboro Public Schools

### 1. Highlights

Edvocate proposes to improve the district's food services operation by providing comprehensive contract monitoring and compliance. In doing so we will provide:

- Experienced staff on-site, to gather data, conduct interviews, perform site audits, and assess operations.
- Experienced staff, off site, to objectively analyze information and produce recommendations to improve key areas of performance.
- An analysis of your food service operations, finances and District culture. Our purpose will not be to tell you how it "is." Our purpose will be to help you envision how it "can be" utilizing differing strategies.

### 2. Comprehensive On-Going Contract Monitoring and Compliance

After the contract is awarded and services begin; monitoring and compliance of your food services contract will ensure the continued year over year attainment of satisfactory levels of service. We provide accountability of the food services management company (FSMC) to provide the services in a manner which will consistently improve year over year. Each year we strive to make improvements in the program, by working with the district and the FSMC. We use the following process to do so:



In providing this service we will provide the following specific tasks and deliverables:

1. Help ensure a smooth transition to the new FSMC. We will work with the FSMC on developing a transition plan developed specifically for Glassboro.
2. We will administer weekly meetings, through the end of August, with the FSMC and a district representative to update the progress of the plan. The goal is a seamless opening of the new school year for both the students and the district.
3. Each year, determine what are the needs, concerns and expectations of the users of the program.
4. Perform an analysis of the overall food service budget and make recommendations for meal and ala carte pricing.

5. Each year, improve the FSMC's performance by establishing clear measurable achievement and financial goals for the FSMC. Then have the FSMC implement the strategic program improvements.
  6. We will prepare a written report of our findings and recommendations then present the report to administration and board members.
  7. Provide ongoing monthly monitoring, auditing, analysis, and reporting of the FSMC's operating statement along with the operational performance of the program. We perform a thorough review of the FSMC's operating statement and backup to that operating statement to ensure that all charges to the program are correct and attributable to the operation.
  8. On a monthly basis track and report the participation rates/metrics, ala carte spending per student, and meals per labor hours of the food service program using our Participation Dashboard™. See the Exhibit section for a sample Participation Dashboard chart.
  9. Perform on-site observations in the fall and spring and make recommendations regarding presentation, quality, offerings, margins, line flow and functionality, portion control, product consistency, staffing, and equipment. Each recommendation is based on the goal of maximizing sales, and obtaining efficiency and quality in operations.
  10. Fall and spring analysis of the attainment of operational performance goals and objectives.
  11. Administer two meetings with administration and FSMC to review objectives and progress in attainment of those objectives.
  12. Negotiate the financial terms and guarantees with the FSMC for the following year's contract renewal.
  13. Edvocate's staff will be onsite up to four times per year for the monitoring of your food services.
  14. Provide unlimited support via telephone and or email.
- 3. Staffing** - Bill and/or Sean will spend one day on site to meet with administration to establish goals and objectives for the Food Services program. For start up will be on site weekly in July and August up to eight days. Our team will then also spend up to two days performing a site visitation of all the schools to observe the food service program (fall and late winter or early spring). This would include assessments of operational performance objectives of the program by the FSMC after each visitation. We will provide unlimited support via phone or email. In total, we will be on site up to four days plus an additional ten days working off site.

## **B. Professional Fees**

### **1. Fees for On-Going Contract Monitoring**

Edvocate's fee for on-going contract monitoring is \$12,000 annually divided in twelve monthly payments of \$1,000. Payment of the fees, for contract monitoring, will be payable monthly for the duration of our contract. Additional site visits, requested by the district, beyond the four on-site days will be charged to the district at the rate of \$475.00 per day, including all expenses.

The initial contract term is one year, July 1, 2019 to June 30, 2020, with an option to renew for (4) one-year renewals subject to School Board approval. Fees are inclusive of all expenses. Pursuant to USDA regulations, our Professional Fees are chargeable to your food services program.

## **B. Company Information**

### **1. Profile of Edvocate School Support Solutions**

Edvocate was founded in 2005 with the purpose of helping school districts improve their food service, custodial, maintenance and grounds programs. Collectively, the staff of Edvocate has over 100 years' experience in helping school districts improve and manage their support service departments (facilities and food). The company was founded to support school districts in their primary mission of enhancing the learning environment by providing solutions in the improvement and management of their support services.

There have been only four options available to district administration seeking to assess and improve the efficiency and effectiveness, or explore outsourcing of the non-instructional support services:

1. Retain or ask an outsourcing management company to do a study of a given department. These companies tend to be strongly pro-outsourced solutions. They have a stake in the outcome of their study as such, these studies, lead to outsourcing recommendations.
2. Hire a retired department administrator that has experience to do a study. These consultants tend to be strongly pro-internal/self op solutions. They may ignore the benefits available to them through outsourced options.
3. Hire a large consulting/accounting firm to do an analysis of the efficiency of the department. They lack operational experience in the departments. Their strength is inputting data and comparing statistics. Their studies tend to contain a lot of tables and numbers yet are short on practical application. Because of their lack of operations experience, they tend to make recommendations that are unrealistic in the real world and difficult to implement.
4. If the department is already contracted there has only been one option available, until now, to access a support department that has been outsourced.... that is to have another outsourcing company evaluate the incumbent company. That has not proven to be very effective as the other company has a vested interest in the outcome.

Edvocate provides school districts with an alternative. We are advocates for that which is best for the district. We are equally supportive of the internal-self op and the external-outsourced solutions for improvement as the needs dictate which one is beneficial for the district. We have no financial stake in the outcome. We have years of experience in designing programs and assessing operating costs for client service operations. We make recommendations that are carefully developed specifically for you based upon K-12 best practices and the practical realities that school districts face.

Edvocate's staff has conducted seminars or done training/consulting with the following organizations:

- National/State School Board Association
- American Association of School Administrators
- New Jersey Association of School Administrators
- Atlantic, Bergen and Mercer County Business Officials
- School Food Service Association
- Association of School Business Officials

### **2. The Management Team**

The team has over 100 years of experience in school food and facilities services. Over their careers, the staff of Edvocate have performed studies and prepared RFB/RFB's for school support services operations in many school districts. These studies involved an analysis of the department operation and the design of enhancement and/or improvements to those operations. Their extensive experience working for outsourcing companies like, Marriott, Aramark, Sodexo, GCA and Chartwells have given them the inside knowledge to effectively monitor outsourced contracts, for school districts and provide IFB/RFP process management services for their contracted food and or facilities operations. Edvocate's staff becomes your district's advocate watching out for what is best for your district.

**Bill Gerichter - President**

Bill has extensive experience in designing, structuring and implementing improvement in school districts food and facilities programs. Bill was with Marriott School Services and Sodexo for 20 years where as senior vice president he helped school districts improve their food service, custodial, maintenance and grounds programs. He has worked with over 400 school districts nationwide in his career, ranging from large (100,000 plus students) to small (1,000 students) and from urban to suburban and rural. Bill's experience with management companies allows him to structure the most favorable contract and program terms for your school district.

**John L. Ledwick – Senior Consultant**

John brings over 30 years of experience providing solutions for auxiliary services to public school districts and educational institutions. His expertise is centered on satisfying client needs in the providing of food, facilities and dining services for their students and staffs. In the course of his career at the operational and vice president level with the major contract management companies Aramark, Compass and Marriott, John has prepared needs assessments and solutions to over 120 school districts from New England to Maryland, as well as M.I.T., Hartwick and Choate Rosemary Hall. John is a graduate of the University of Massachusetts at Amherst.

**Ginny Eilinger - Consultant**

Ginny has over 25 years of business experience including 4 years working in the facility management industry. Her K-12 and Higher Education facilities experience began working as a Northeast Regional Administrator responsible for human resources, training and development and the startup of custodial, maintenance & grounds contracts for GCA Services Group. Expanding out to facilities management, Ginny managed the following school districts: Wanaque School District (GCA) and Glen Rock School District (Aramark). With Edvocate, Ginny monitors 17 food service accounts and 8 facility accounts, overseeing 55 buildings with an overall square footage of 4,498,337 square feet. Her knowledge of the inner workings of management companies, operations, client relations and employee motivation make her a great asset to Edvocate.

**Marya Hewins – Consultant & NSLP Application Process Specialist**

Marya spent over 30 years in the food service industry in both business and industry and K-12 School Food Service settings. The majority of her tenure was as a District Food Service Director for the Willingboro Township and Camden City School Districts. She has had experience with a Central Kitchen operation, equipping schools for on-site food preparation and POS systems. She has also developed training and procedures for school food service personnel that meet the requirements for the CRE/SMI review. As a district Director, her emphasis has been on running fiscally responsible school food service programs while meeting state and federal regulations and the District's needs. Marya earned a Bachelor of Science Degree in Home Economics from Douglass College in New Brunswick, NJ.

**Sean Walsh - Consultant**

Sean brings to our team over 30 years management experience in the food service and restaurant industries. After spending 15 years managing high volume restaurants, Sean has spent the last 17 years in the K-12 sector as a director, resident district manager and district manager with Chartwells. Understanding all aspects of the K-12 business, Sean's strength is both student and client satisfaction. He most recently managed the food service programs in Woodbridge and Edison, two large school districts in New Jersey. With Edvocate, Sean will be monitoring the food service programs of school districts throughout New Jersey.

**Colleen Jobs - Consultant**

Colleen joins our team with over 16 years of administrative experience including 8 years in K-12 facilities management services as a Service Response Manager for Aramark. She brings a strong customer service background and attention to detail. Colleen monitors 10 facility accounts and her knowledge of facilities operations will be an asset to achieve success with her custodial and/or facilities programs. "I am looking forward to assisting my Edvocate clients to achieve success with their custodial and/or facilities programs."



### 3. Advocate School Support Solutions References

#### Food Service Department Assessment

**Camden City Public Schools**

Camden, NJ  
Enrollment: 12,500

**East Brunswick School District**

East Brunswick, NJ  
Enrollment: 8,276

**Morris School District**

Morris, NJ  
Enrollment: 4,600

**Neshaminy Schools**

Langhorne, PA  
Enrollment: 8,054

**New Brunswick School District**

New Brunswick, NJ  
Enrollment: 9,500

**Newton Public Schools**

Newton, MA  
Enrollment: 12,000

**Rochester City School District**

Rochester, NY  
Enrollment: 34,000

**Sudbury Public Schools**

Sudbury, MA  
Enrollment: 3,300

#### Food Services RFP Process

**Barnegat Township School District**

Barnegat, NJ  
Enrollment: 3,213

**Camden City Public Schools**

Camden, NJ  
Enrollment: 12,500

**Chicago Public Schools**

Chicago, IL  
Enrollment: 408,000

**Hopewell Valley Regional School District**

Pennington, NJ  
Enrollment: 4,047

**Jefferson Township School District**

Lake Hopatcong, NJ  
Enrollment: 3,385

**Magnolia School District**

Magnolia, NJ  
Enrollment: 506

**Monroe Township School District**

Williamstown, NJ  
Enrollment: 6,039



#### Food Services RFP Process (continued)

**Montclair Public Schools**

Montclair, NJ  
Enrollment: 6,606

**Newton Public Schools**

Newton, MA  
Enrollment: 12,000

**Rochester City School District**

Rochester, NY  
Enrollment: 34,000

**South River School District**

South River, NJ  
Enrollment: 2,220

**West Windsor-Plainsboro Regional**

Princeton Junction, NJ  
Enrollment: 9,669

#### Food Services RFP Process & Contract Monitoring

**Bergenfield School District**

Bergenfield, NJ  
Enrollment: 3,700

**Bernards Township School District**

Basking Ridge, NJ  
Enrollment: 5,672

**Deerfield Township Public School District**

Rosenhayn, NJ  
Enrollment: 352

**East Brunswick School District**

East Brunswick, NJ  
Enrollment: 8,276

**Elmwood Park School District**

Elmwood Park, NJ  
Enrollment: 2,509

**Fairlawn School District**

Fairlawn, NJ  
Enrollment: 4,773

**Holmdel Township School District**

Holmdel, NJ  
Enrollment: 3,578

**Manville School District**

Manville, NJ  
Enrollment: 1,317

**Merchantville Public Schools**

Merchantville, NJ  
Enrollment: 391

**Food Services RFP Process & Contract Monitoring**  
**(continued)**

**Middletown School District**

Middletown, NJ  
Enrollment: 10,415

**Morris School District**

Morris, NJ  
Enrollment: 4,600

**Neptune Township School District**

Neptune, NJ  
Enrollment: 4,432

**Neshaminy School District**

Langhorne, PA  
Enrollment: 8,393

**New Brunswick School District**

New Brunswick, NJ  
Enrollment: 9,500

**Old Bridge Township School District**

Old Bridge, NJ  
Enrollment: 8,649

**Piscataway Township School District**

Piscataway, NJ  
Enrollment: 7,060

**Pittsgrove Township School District**

Pittsgrove, NJ  
Enrollment: 1,847

**Roxbury Township School District**

Succasunna, NJ  
Enrollment: 4,417

**Spotswood School District**

Spotswood, NJ  
Enrollment: 1,742

**Westfield Public Schools**

Westfield, NJ  
Enrollment: 6,149

**Custodial or Facilities Department Assessment**

**Allendale Public School District**

Allendale, NJ  
Enrollment: 992

**Canterbury Public Schools**

Canterbury, CT  
Enrollment 547

**Holmdel Township School District**

Holmdel, NJ  
Enrollment: 3,578

**Hopewell Valley Regional School District**

Pennington, NJ  
Enrollment: 4,047

**Custodial or Facilities Department Assessment**  
**(continued)**

**Neptune Township School District**

Neptune, NJ  
Enrollment: 4,432

**New Brunswick Public Schools**

New Brunswick, NJ  
Enrollment: 6,813

**Roxbury Township School District**

Succasunna, NJ  
Enrollment: 4,417

**Teaneck Public School District**

Teaneck, NJ  
Enrollment: 4,143

**Custodial or Facilities Program Modeling**

**Bergenfield School District**

Bergenfield, NJ  
Enrollment: 3,700

**Cresskill School District**

Cresskill, NJ  
Enrollment: 1,668

**Dumont Public Schools**

Dumont, NJ  
Enrollment: 2,700

**Franklin Township School District**

Franklin Township, NJ  
Enrollment: 7,700

**Freehold Regional School District**

Englishtown, NJ  
Enrollment: 11,648

**Montvale School District**

Montvale, NJ  
Enrollment: 1,090

**Paramus School District**

Paramus, NJ  
Enrollment: 4,200

**Ramsey School District**

Ramsey, NJ  
Enrollment: 3,097

**River Dell Regional School District**

River Edge, NJ  
Enrollment: 1,668

**River Edge School District**

River Edge, NJ  
Enrollment: 1,150

**Saddle Brook School District**

Saddle Brook, NJ  
Enrollment: 1,676

**Custodial or Facilities Program Modeling  
(continued)**

**Washington Township School District**  
Sewell, NJ  
Enrollment: 8,422

**West Essex Regional School District**  
North Caldwell, NJ  
Enrollment: 1,650

**Woodland Park Public Schools**  
Woodland Park, NJ  
Enrollment: 1,1144

**Custodial or Facilities Outsourced Program  
Modeling & RFB/RFP Process**

**Bound Brook Borough School District**  
Bound Brook, NJ  
Enrollment: 1,500

**Branchburg School District**  
Branchburg, NJ  
Enrollment: 1825

**Clearview Regional School District**  
Mullica Hill, NJ  
Enrollment: 2,491

**Kinnelon School District**  
Kinnelon, NJ  
Enrollment: 2,206

**Kingsway Regional School District**  
Woolwich Township, NJ  
Enrollment: 2,221

**Marlboro Township School District**  
Marlboro, NJ  
Enrollment: 6,150

**Matawan - Aberdeen Regional School District**  
Aberdeen, NJ  
Enrollment: 3,801

**Monroe Township School District**  
Williamstown, NJ  
Enrollment: 6,039

**Parsippany - Troy Hills School District**  
Parsippany, NJ  
Enrollment: 7,371

**Providence School Department**  
Providence, RI  
Enrollment: 28,741

**Robbinsville Public Schools**  
Robbinsville, NJ  
Enrollment: 2,851

**Somerset Hills School District**  
Bernardsville, NJ  
Enrollment: 2,097

**Custodial or Facilities Outsourced Program  
Modeling & RFB/RFP Process**

**(continued)**  
**Ventnor Public School District**  
Ventnor City, NJ  
Enrollment: 1,005

**Custodial or Facilities Outsourced Program  
Modeling, RFB Process & Contract Monitoring**

**Bernards Township School District**  
Basking Ridge, NJ  
Enrollment: 5,672

**Bridgewater-Raritan Regional School District**  
Bridgewater, NJ  
Enrollment: 9,110

**Commercial Township School District**  
Port Norris, NJ  
Enrollment: 673

**East Brunswick School District**  
East Brunswick, NJ  
Enrollment: 8,276

**Fairlawn School District**  
Fairlawn, NJ  
Enrollment: 4,773

**Glen Rock School District**  
Glen Rock, NJ  
Enrollment: 2,482

**Haddonfield Public Schools**  
Haddonfield, NJ  
Enrollment: 2,407

**Highland Park School District**  
Highland Park, NJ  
Enrollment: 1,547

**Hillsdale Public Schools**  
Hillsdale, NJ  
Enrollment: 1,350

**Lakewood Township School District**  
Lakewood, NJ  
Enrollment: 5,800

**Mahwah Township School District**  
Mahwah, NJ  
Enrollment: 4,000

**Montvale Township School District**  
Montvale, NJ  
Enrollment: 1,050

**Montville Township School District**  
Montville, NJ  
Enrollment: 4,273

**Custodial or Facilities Outsourced Program  
Modeling, RFB Process & Contract Monitoring  
(continued)**

**Pennsville School District**

Pennsville, NJ  
Enrollment: 1,979

**Plumsted School District**

Plumsted, NJ  
Enrollment: 1,451

**Point Pleasant School District**

Point Pleasant, NJ  
Enrollment: 2,760

**Ridgewood Public Schools**

Ridgewood, NJ  
Enrollment: 5,588

**Ringwood School District**

Ringwood, NJ  
Enrollment: 1,200

**Roxbury Township School District**

Succasunna, NJ  
Enrollment: 4,417

**Rutherford Township School District**

Rutherford, NJ  
Enrollment: 2,485

**Wanaque Borough Public School District**

Wanaque, NJ  
Enrollment: 972

**Waterford Township School District**

Waterford, NJ  
Enrollment: 932

**West Windsor-Plainsboro Regional School District**

Princeton Junction, NJ  
Enrollment: 9,669

**Winslow Public Schools**

Winslow, NJ  
Enrollment: 6,019

**Woodcliff Lake School District**

Woodcliff Lake, NJ  
Enrollment: 850

**Wyckoff Public Schools**

Wyckoff, NJ  
Enrollment: 2,400

**Custodial RFP Process, Contract Monitoring &  
Shared Service Structuring**

**The Pittsgrove Consortium**

(20-schools consortium of 7 school districts & 1 charter school)

Pittsgrove, NJ  
Combined Enrollment: 7,152

**Custodial RFP Process, Contract Monitoring &  
Shared Service Structuring** Glen Rock and North  
*(continued)*

**Glen Rock and North Haledon School Districts**

(8-schools consortium of 2 school districts & 1 charter school)

Pittsgrove, NJ  
Combined Enrollment: 3,200

**Landscaping, Grounds & Athletic Field  
Maintenance IFB Process**

**Montville Township School District**

Montville, NJ  
Enrollment: 4,273

**Neptune Township School District**

Neptune, NJ  
Enrollment: 4,432

**Ridgewood Public Schools**

Ridgewood, NJ  
Enrollment: 5,588

#### 4. What Clients Say About Us



"Prior to developing the request for proposals for our custodial services and food services, Edvocate developed different outsourcing scenarios and associated costs for us for each service. This modeling, especially the budget impact analysis, helped us decide which direction for us to take prior to writing the RFP and specifications. The RFP process was thorough and complete. They also provided an excellent contract model to use for custodial services. Because of their expertise in designing different scenarios, costs, specifications and the contract we decided to retain them for on-going contract monitoring of the custodial and food service contractors. They were professional, knowledgeable and comprehensive in their process. If a district was considering outsourcing services I would recommend they utilize the services of Edvocate."

- **Mr. Bernardo Giuliana, Business Administrator; East Brunswick Public Schools, NJ**

"We retained the services of Edvocate because we needed their expertise in designing specifications and a contract that will enable us to retain our day custodians, outsource the evening custodians and have a successful fully integrated custodial program of district and contractor employees. They were thorough and comprehensive in their approach and I would recommend them to any business administrator."

- **Ms. Lirca Garcia, Business Administrator; Hillsdale Board of Education, NJ**

"Before deciding if our district should outsource custodial services Edvocate developed various custodial outsourcing scenarios and associated costs for us. This modeling, especially the budget impact analysis, helped us decide which direction to take and how to accomplish the task. With Edvocate's expert help and guidance, and their extremely detailed bid specifications the bid process was thorough, complete, and easily accomplished. Edvocate's demonstrated knowledge and expertise in this field made the decision to retain them for on-going monitoring of the terms and conditions of the contract an easy one to make as well. I would strongly recommend using Edvocate's services to any school district contemplating the outsourcing of their custodial services."

- **Ms. Patricia Salvati, Business Administrator; Wyckoff Public Schools, NJ**

"We originally brought Edvocate in to manage our food services RFP process ten years ago. They did a great job in managing the process and negotiating a very favorable contract for us with the food service management company. Because of that we hired them to provide on-going contract monitoring of our food service program. They continue to provide a high level of service that address our needs and helps us deal with issues that arise. Working with the contracted food service company, student, staff and parent satisfaction have increased as well as the bottom line of the program. We look forward to continuing our relationship with Edvocate School Support Solutions"

- **Mr. Michael Petrizzo, Business Administrator; Holmdel Township Public Schools, NJ**

"Originally, our facilities contractor was not performing to our satisfaction. Edvocate inspected our schools reviewed our specifications and contract. They determined what was in the contract and what needed to be changed to deliver the services to our satisfaction. They restructured the contract within the current price structure and were able to get the contractor to provide more management oversight and higher staff wages thereby improving services. We were so satisfied we retained their service for on-going contract monitoring and just renewed their contract for another year, this is our second renewal with them."

- **Ms. Tyra McCoy-Boyle, Business Administrator; Winslow Township Public Schools, NJ**

"As a high performing school district that achieves excellence in its academic programs, we demand that our contractors achieve excellence in the services they provide to our district. Edvocate works with our contracted facilities management company to ensure they achieve and maintain excellence in the custodial and maintenance services they provide. Based on its on-site review of the district, Edvocate recommends to the contractor specific areas of improvement, sets goals relative to the recommendations, and then measures the results. Because of the excellent services provided, the Ridgewood Board of Education has renewed the monitoring contract with Edvocate for another year and we look forward to continuing this successful partnership."

- **Dr. Alfredo Aguilar, Business Administrator; Ridgewood Public Schools, NJ**

## C. Summary

It has been our good fortune to provide our services to many school districts. Our training and experience have brought our group into contact with many school district support services "best practices." We also bring our knowledge and experience of the "ins and outs" workings of food service management companies. Our experiences and training ensure your needs and expectations for your food service programs will be met. We will bring this experience and knowledge to Glassboro Public Schools to help you to improve your food services programs. Our focus is to provide balanced, honest, unbiased assistance and recommendations that will allow the district to make fact-based decisions that will meet your needs.

Edvocate is prepared to begin work immediately upon notification of our selection by the District. We look forward to discussing our proposal with you.

## C. Exhibits

### 1. Contract Monitoring - Food Service Report Card and Dashboard™:

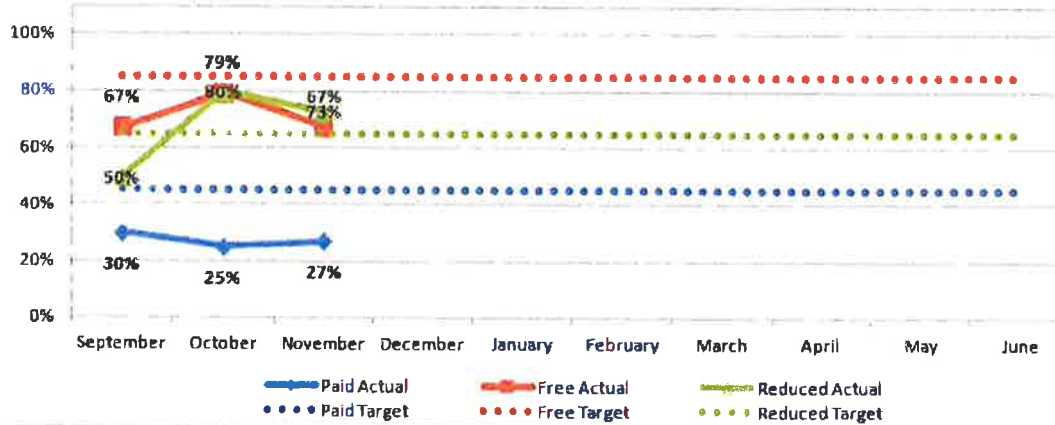
The Food Service Report Card and Dashboard are designed give a quick snap shot of the program in order to monitor, track, compare and measure the operational and financial metrics of your food service program on a monthly basis. It assists you, us and your FSMC to identify program strengths and weakness. Then working with your FSMC we focus their resources in order to take action to proactively improve the areas of weakness thereby achieving improved results.

On the following pages are samples of the Report Card and Dashboard's month and year to date results for the food service program displayed in an easily read graphical display. You receive this report each month.

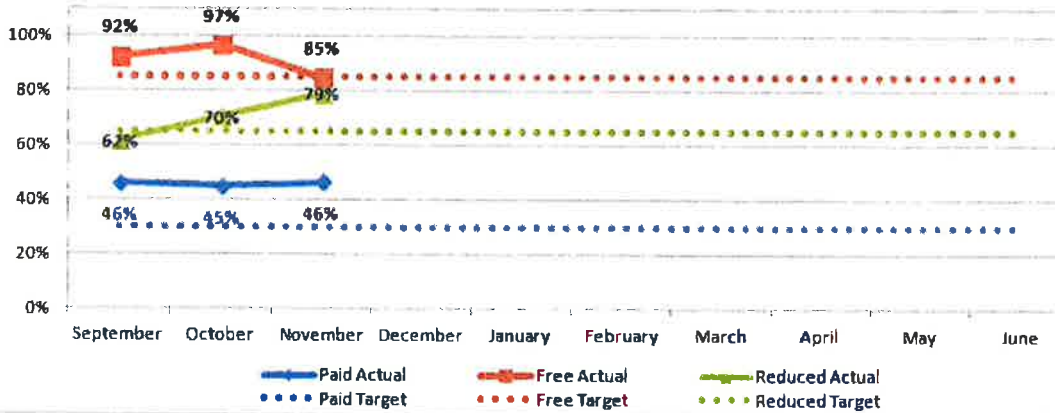
For a quick snapshot the following is a "Report Card" of the results for the past month and year to date.

Food Service Report Card				
Category	Month		Year To Date	
	Operating Days	19	Operating Days	39
	Meeting Target	Missed Target	Meeting Target	Missed Target
Food Costs	✓		✓	
Paper & Plastics Costs	✓		✓	
Labor Costs		✗		✗
District Labor Costs				
Other Costs	✓		✓	
Attainment of Guarantee				✗
Rebates as a Percent of Food Cost	✓		✓	
Total Lunch Participation Rates	✓		✓	
Elementary schools meals per labor hour		✗		✗
Middle schools meals per labor hour	✓		✓	
High schools meals per labor hour		✗		✗
Elementary Schools Participation Rates - Free		✗		✗
Elementary Schools Participation Rates – Reduced	✓		✓	
Elementary Schools Participation Rates – Paid		✗		✗
Middle Schools Participation Rates - Free		✗	✓	
Middle Schools Participation Rates – Reduced	✓		✓	
Middle Schools Participation Rates – Paid	✓		✓	
High Schools Participation Rates - Free	✓		✓	
High Schools Participation Rates – Reduced	✓		✓	
High Schools Participation Rates - Paid	✓		✓	
Ala Carte Sales Per Student Per Day – Elementary	✓			✗
Ala Carte Sales Per Student Per Day - Middle		✗		✗
Ala Carte Sales Per Student Per Day - High School	☐	✗		✗

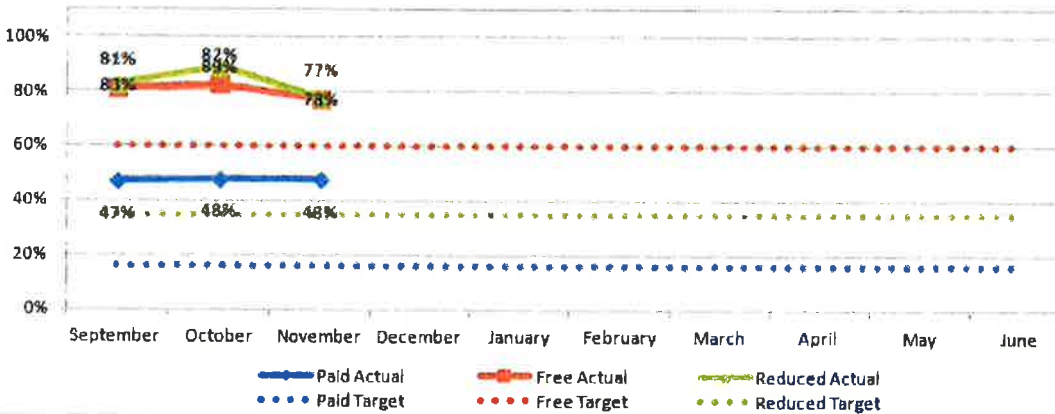
**Elementary Schools Overall Participation Rates**



**Middle Schools Overall Participation Rates**

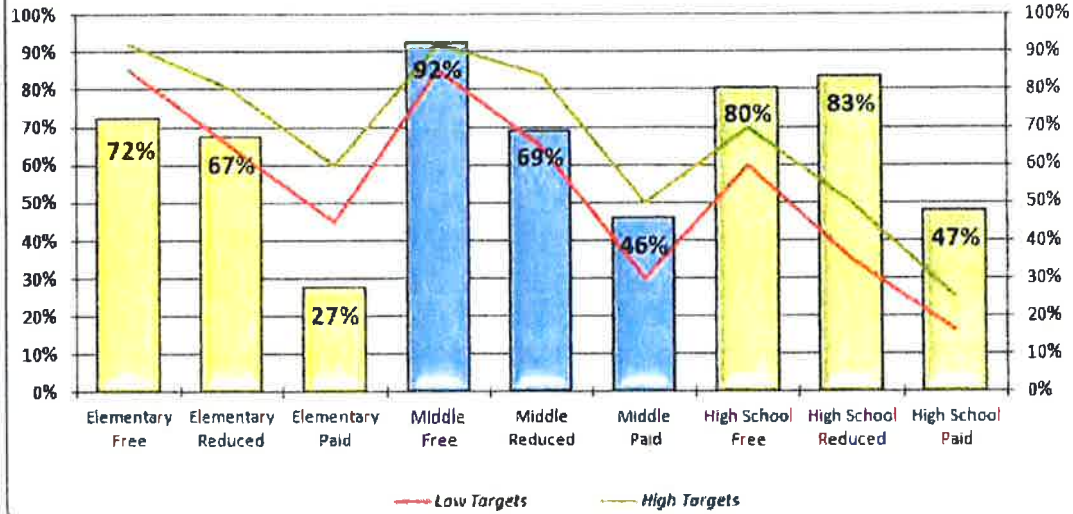


**High Schools Overall Participation Rates**

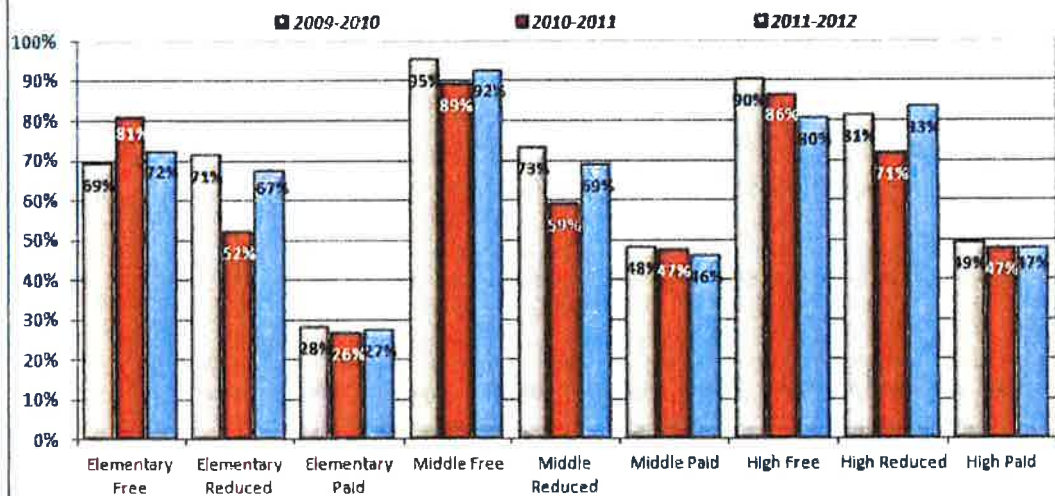




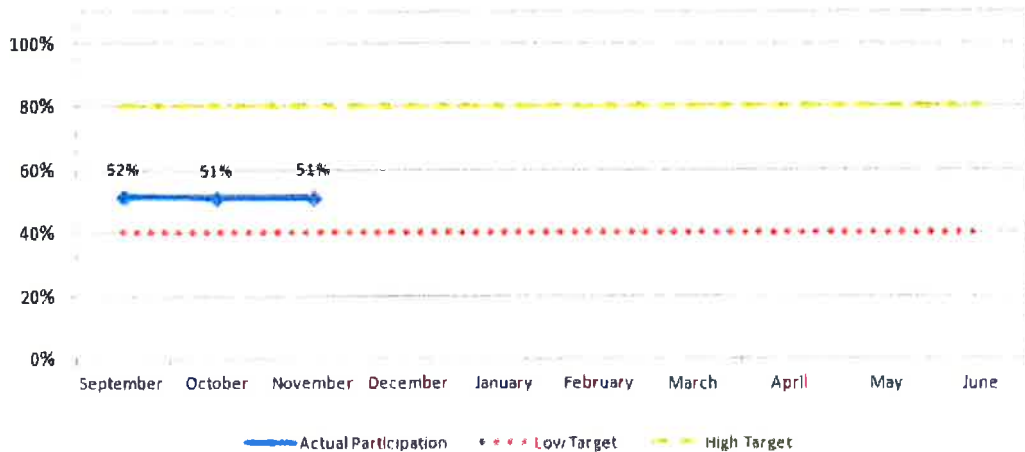
### Year to Date Participation Summary



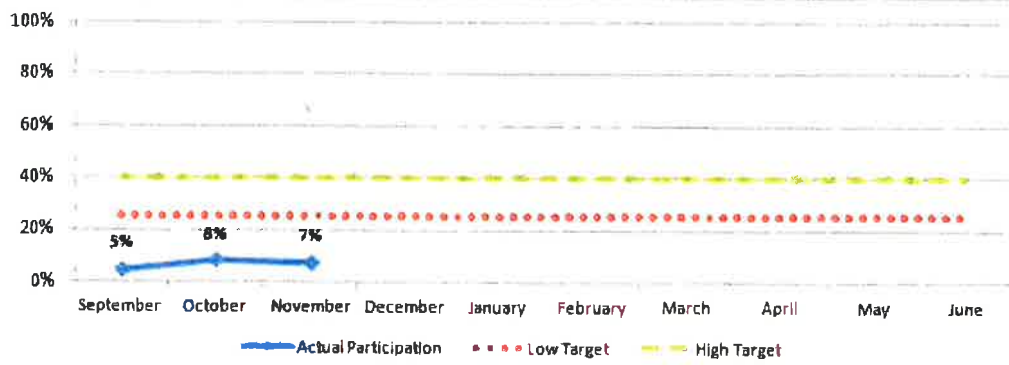
### 2010-2011 vs. 2009-2010 vs. 2011-2012 - YTD Participation Summary



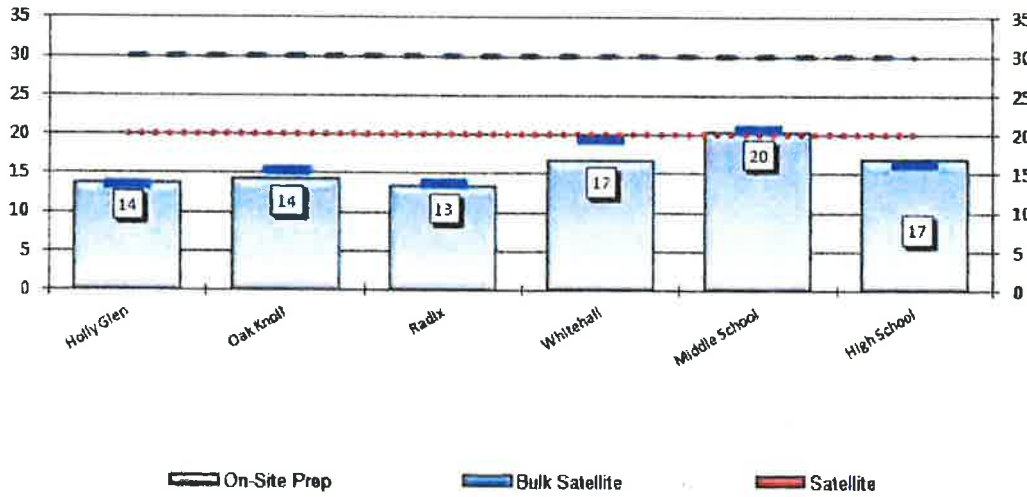
### Total Lunch Participation Rate



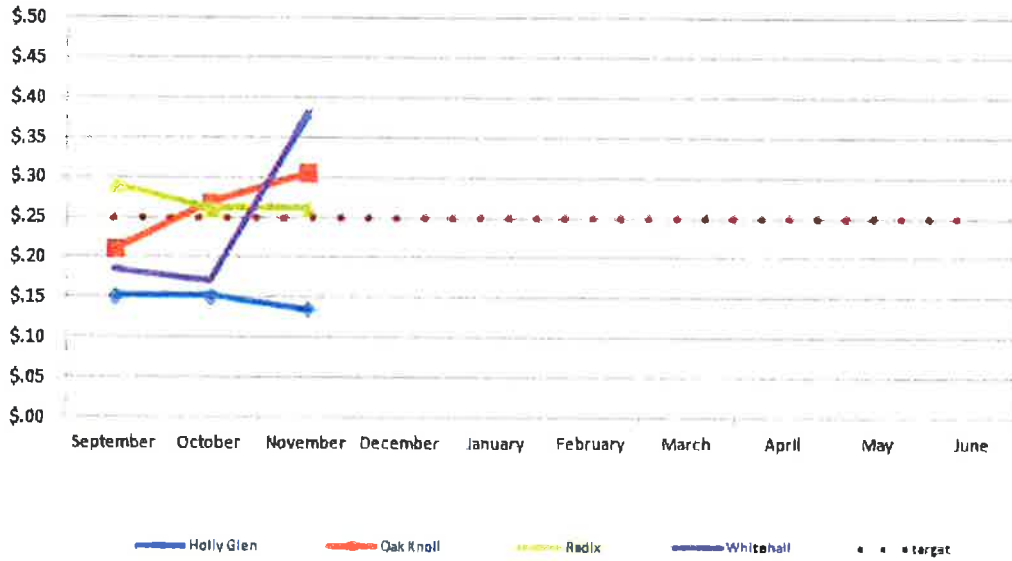
### Total Breakfast Participation Rate



### November (bar) and YTD Meals per Labor Hour Summary



### Elementary Schools Summary of Ala Carte Sales Per Student Per Day



## 2. Contract Monitoring - Monthly Financial Analysis/Report:

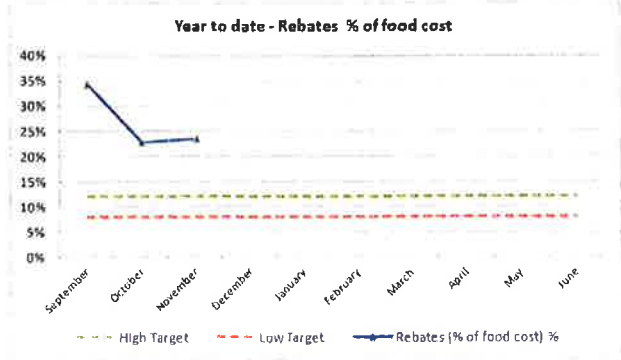
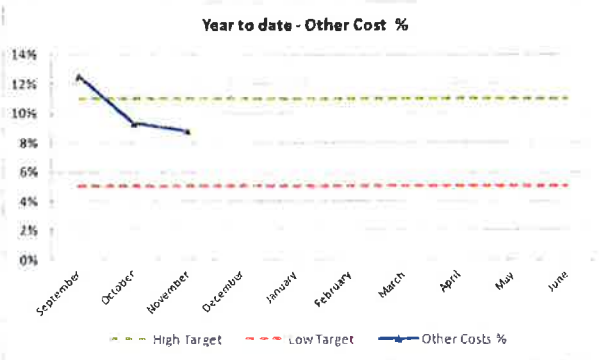
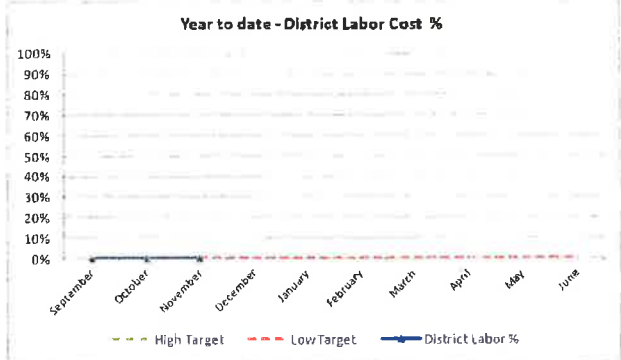
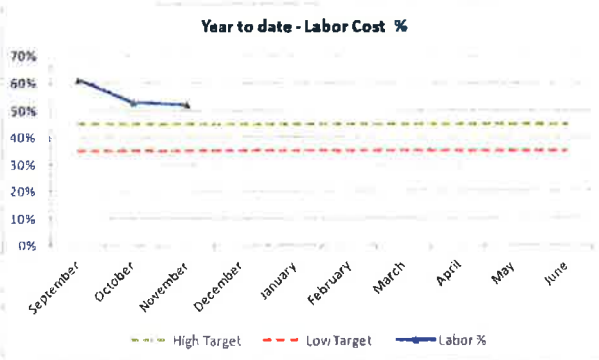
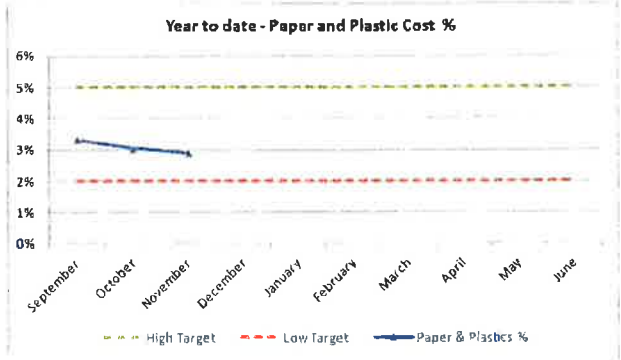
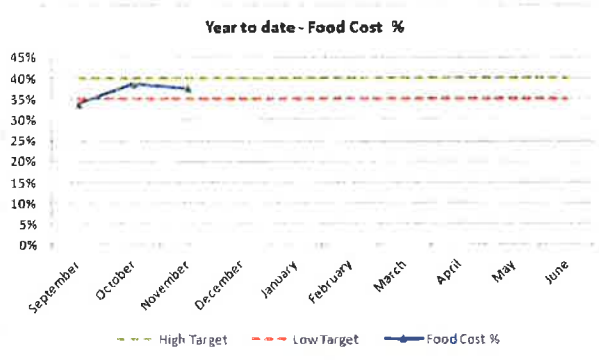
The following are samples of the output from our analysis of the financial metrics of the food service program. This will help in showing where the opportunities for improvement are.



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25% F&R								
Year End June 2011			Year to Date November 2011			November 2011		
Dollars	% of Sales	CPM	Dollars	% of Sales	CPM	Dollars	% of Sales	CPM

<b>Total Meals &amp; Equivalents</b>	845,755		249,049		62,531
<b>Sales</b>	\$2,041,873	\$2.41	\$607,178	\$2.43	\$154,101
<b>Food Cost</b>	\$696,004	34%	\$228,405	38%	\$53,996
<b>Paper &amp; Plastics</b>	\$52,260	3%	\$17,516	3%	\$3,722
<b>Labor</b>	\$958,682	47%	\$316,305	52%	\$75,658
<b>District Labor</b>	\$0	0%	\$0	0%	\$0
<b>Other Costs</b>	\$142,001	7%	\$53,590	9%	\$11,407
<b>Fee</b>	\$144,370	7%	\$42,813	7%	\$10,801
<b>Surplus</b>	\$18,556	2%	-\$51,451	-8%	-\$1,423
<b>Guarantee</b>	\$40,000	2%	\$12,000	1%	\$4,000
<b>Less Budget Exceptions</b>	\$9,592		\$10,893		\$0
<b>FSMC Guarantee Liability</b>	\$0		\$52,558		\$5,423
<b>Rebates (% of food cost)</b>	\$138,892	20%	\$53,726	24%	\$13,896





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	25% F&M)								
	Year End June 2011			Year to Date November 2011			November 2011		
	Dollars	% of Sales	CPM	Dollars	% of Sales	CPM	Dollars	% of Sales	CPM
Total Meals & Equivalents	845,755			248,049			82,581		
Sales	\$2,041,873		\$2.41	\$607,178		\$2.45	\$194,161		\$2.40
Food Cost	\$696,004	34%	\$ 0.82	\$228,405	38%	\$ 0.92	\$53,996	35%	\$ 0.86
Paper & Plastics	\$52,260	3%	\$ 0.06	\$17,516	3%	\$ 0.07	\$3,722	2%	\$ 0.06
Labor	\$958,682	47%	\$ 1.13	\$316,305	52%	\$ 1.28	\$75,658	49%	\$ 1.21
District Labor	\$0	0%	\$ -	\$0	0%	\$ -	\$0	0%	\$ -
Other Costs	\$142,001	7%	\$ 0.17	\$53,590	9%	\$ 0.22	\$11,407	7%	\$ 0.18
Fee	\$144,370	7%	\$ 0.17	\$42,813	7%	\$ 0.17	\$10,801	7%	\$ 0.17
<b>Surplus</b>	<b>\$48,556</b>	<b>2%</b>	<b>\$ 0.06</b>	<b>-\$51,451</b>	<b>-8%</b>	<b>\$ -0.21</b>	<b>-\$1,423</b>	<b>-1%</b>	<b>\$ -0.02</b>
Guarantee	\$40,000	2%		\$12,000	1%		\$4,000	3%	
Less Budget Exceptions	\$9,592			\$10,893			\$0		
FSMC Guarantee Liability	\$0			\$52,558			\$5,423		
Rebates (% of food cost)	\$138,892	20%		\$53,726	24%		\$13,896	26%	

