The following financial details of our ten design recommendations will move us towards a more sustainable future. Our financial projections are confident starting points for understanding the magnitude of impact, and will be updated as we refine assumptions based on additional prototypes and pilots.

### TEN DESIGN RECOMMENDATIONS

<table>
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<tr>
<th>Design Recommendations</th>
<th>Initial Cost Range</th>
<th>Annual Operating Cost</th>
<th>Potential Additional Revenue if Participation Increases by:</th>
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### FACILITIES ASSESSMENT

### DEVELOPMENT PLAN

### FACTORIES ASSESSMENT

### STAFFING

### THE IMPPLEMENTATION ROADMAP

Achieving a visionary future begins with concrete steps. It's going to take time, but we've identified our strategic starting points. We've bundled our Design Recommendations into phases along a roadmap. Each bundle builds upon the previous work to move us towards a paradigm shift for our meal program. Within our roadmap are three pilots to explore our key assumptions and help us get even more detailed with our implementation plans.

**NEW**

**PHASE I**

**PHASE II**

**PHASE III**

**RAMP UP**

**BUILD CAPACITY**

**INCREASE ACCESS**

**PARADIGM SHIFTS**

### EXECUTIVE SUMMARY

Our students are with us for over a decade and their developmental needs evolve dramatically through pre-K, elementary, middle and high school. Our future meal experiences are designed to grow with students, considering their development at each phase of their lives.

Over the past decade many steps have been taken to improve our SFUSD food systems, including aligning around the highest nutritional standards in the nation and making a bold commitment to feed every hungry child. Since January 2013, fresher meals are being served through a new partnership with Revolution Foods. Still, we are faced with a number of challenges including low student participation, inadequate kitchen and cafeteria facilities, financial deficit and problems in the dining experience, such as long lines and limited space.

In spring 2013, we began a five-month collaboration with the innovation firm IDEO to rethink our school food system including the spaces, technology, operations, and dining experience. Specifically, we focused on creating a vision for a student-centered, financially-stable system that engages kids in eating good food. More than 1,300 students, parents, nutrition staff, principals, teachers, administrators, and community partners were involved in this process.

This executive summary—along with its associated book—is the outcome of phase one (of four) and describes our vision and specific recommendations to comprehensively reform school food in San Francisco’s public schools. There is still much more to learn, and we’ll work with schools, students, and staff to iterate on the recommendations presented.

**September 2013**
**STUDENT VALUES**

- **SENSES STIMULATED**: Students are delighted by the food experience.
- **FEELING VALUED**: Students feel our commitment to their needs and overall well-being.
- **CONNECTED TO FOOD**: Students experience the value of food in their daily lives and are curious to know more.
- **ACTIVE VOICES**: Students are empowered to impact the system, embracing roles and responsibilities.

**A VISION FOR THE STUDENT EXPERIENCE**

Our goal is for the food system to balance our students’ needs with financial stability. We recommend 10 designs that deliver on our student values and shift us towards a sustainable future.

**ELEMENTARY SCHOOL** // Connecting young learners to food through student and adult role models and the routines of communal eating.

**MIDDLE SCHOOL** // Transitioning students towards independence through student-designed spaces, increased roles and distributed meal options.

**HIGH SCHOOL** // Supporting busy students by offering convenient food options, engaging technology systems and reward programs.

**TEN DESIGN RECOMMENDATIONS**

1. **$** **$** **$**
   **VENDING MACHINES & MOBILE CARTS**
   Improve participation in high schools and middle schools by placing vending machines and mobile carts at key hot spots. Students get convenient access to nutritious reimbursable meals or healthy a la carte items.

2. **$** **$**
   **REGIONAL KITCHEN & CENTRALIZED PREP**
   Existing kitchens can be renovated and production centralized for SFUSD-produced food at our middle and high schools.

3. **$** **$**
   **COMMUNAL EATING**
   In elementary schools, students sit around round tables, learn to serve one another and discover foods together. Staff serve in courses off of a cart. With food served in stages, students eat more of every course and they no longer have to wait in a line.

4. **$** **$**
   **SPACE RENOVATION**
   Each semester or once a year, groups of students get to redesign the cafeteria. SFUSD can partner with local furniture suppliers and space planning companies to upgrade cafeteria spaces in middle and high schools.

5. **$** **$**
   **SMART MEAL TECHNOLOGY**
   An interactive system enables students to pre-order meals, provide feedback, set dietary preferences and learn about food. An integrated loyalty program rewards students for healthy choices.

6. **COMMUNITY PORTAL**
   A central crowd-funding platform enables the greater community to connect with school food programs.

7. **$**
   **DINNER KITS**
   Student Nutrition extends its offerings beyond school meals and taps into new sources of revenue. By being a member of the SFUSD dinner program, students can pick up home meal kits equipped with all the ingredients and recipes needed to make a nutritious family dinner.

8. **$**
   **COMMUNITY KITCHEN**
   A flagship kitchen that is the public face of Student Nutrition. The community kitchen connects SFUSD with the San Francisco food community through menu planning, staff training and chef training programs.

**FINANCIAL LEVERS**

Within the complex system of Student Nutrition, we’ve identified four key levers that are instrumental to bringing financial balance to the system. Two are cost drivers (food and labor) and two are revenue generators (participation and new revenues). Understanding these levers helps us identify where and how change is possible.

**EMOTIONAL IMPACT**

The impact our design will have on the student and staff experience.

**FINANCIAL IMPACT**

The potential revenue impact our design could have relative to the one-time costs required to implement.