

## Problem Statement

Clinton Prairie School Corporation's (CPSC) Food Service Director (FSD) is retiring. CPSC requires a multi-level system to cope with this retirement. This must include (1) a documented strategy to facilitate knowledge transfer of the current FSD's operations and responsibilities to the new system and (2) a suggestion for the optimal combination of insourcing versus outsourcing food service operations. The solution must prioritize system cost, food quality, production efficiency, the maintenance of personnel, and the health of meals. The solution will be achieved through the use of qualitative and quantitative analyses (profit diagrams, work breakdown structures). A successful project will be marked by the FSD and Superintendent's approval of the analysis.

## Client Background

- Quick Facts:**
- Clinton Prairie School Corporation (CPSC) is a K-12 public school.
  - CPSC's Food Service Director (FSD), Jill Pollard, coordinates all food service logistics to feed 700 students daily.
  - The FSD is retiring after the 2023-2024 school year.



## System Model

**Job Breakdown:** The team broke down the FSD's responsibilities into 8 key categories shown below.



Figure 1. FSD Role Breakdown

## Methodology

### Knowledge Transfer

- Ethnographic Observation of the Cafeteria.
- Interview with Superintendent and FSD.
- Process Analysis.
- Redesign after Stakeholder Feedback.

### Insource vs Outsource Economic Analysis

- Current Financial Analysis.
- Third-Party Vendor Exploration.
- Cost-Benefit Analysis.

## Financial Analysis

**Insource Analysis:** Financial records were summarized in the following profit and loss diagrams.  
**Outsource Analysis:** Steps for future analysis were laid out for when outside quotes are received.

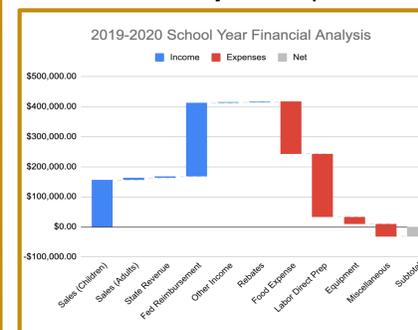


Figure 4. 2019-2020 Breakdown

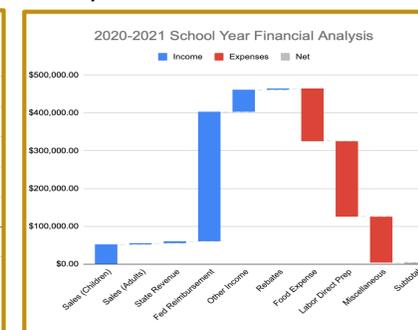


Figure 5. 2020-2021 Breakdown

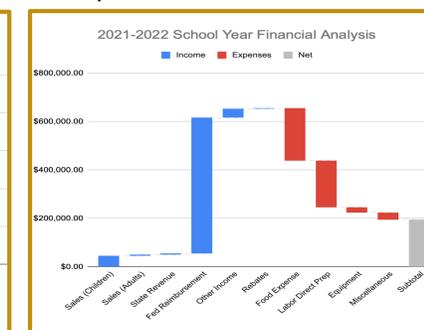


Figure 6. 2021-2022 Breakdown

## Knowledge Capsule

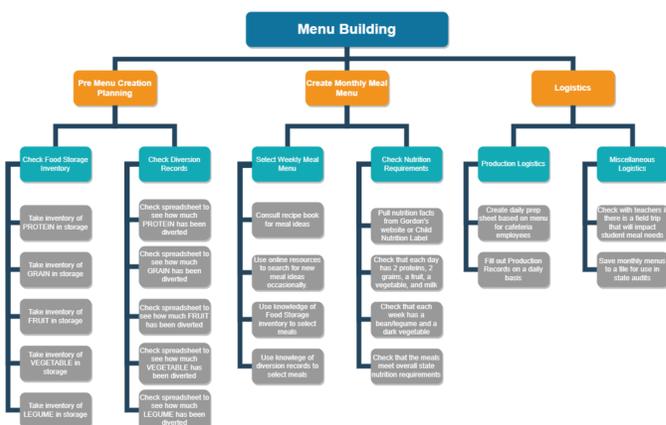


Figure 2. Menu Building WBS

**Work Breakdown Structure (WBS):** Multiple WBSs were created to thoroughly document essential pieces for each FSD responsibility.

### Counting and Depositing Cash

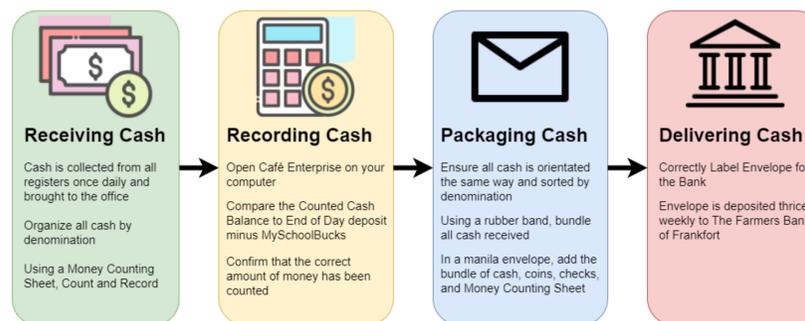


Figure 3. Money Counting Flowchart

**Supplemental Diagrams:** Supplemental diagrams were created for unique situations that needed additional detail.

## Discussion

### Impact

- The team provided CPSC with a thorough current state analysis of their food service system.
- The knowledge capsule deliverable can be used to accelerate training of the new food system.

### Future Steps

- Provide the new FSD or vendor with knowledge capsule resources.
- Submit a Request for Proposal (RFP) to the state to receive vendor quotes and compare P&L estimates with the insource analysis.

## References

MacLachlan, M. (2023, March 24). *USDA ERS - Summary Findings*. Usda.gov. <https://www.ers.usda.gov/data-products/food-price-outlook/summary-findings/>

Smith, M. (2023, January 31). *US Labor Costs Trail Forecasts, Adding to Slower Inflation Signs*. Bloomberg.com. <https://www.bloomberg.com/news/articles/2023-01-31/us-labor-costs-ease-to-1-showing-moderating-inflation-for-fed?leadSource=verify%20wall>