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.

- Financials
- Staffing
- Free and Reduced Lunch Approval
- Monthly Refunds
- Production Records
- Sourcing and Outsourcing Food
- Miscellaneous Cafeteria Operations
- Menu Building

Figure 1. FSD Role Breakdown

Knowledge Capsule

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

Insourcing vs Outsourcing Economic Analysis
• Current Financial Analysis.
• Third-Party Vendor Exploration.
• Cost-Benefit Analysis.

Financial Analysis

Insourcing Analysis: Financial records were summarized in the following profit and loss diagrams.

Outsourcing Analysis: Steps for future analysis were laid out for when outside quotes are received.

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 insourcing analysis.

References
