

# 2021 Supply Chain Survey Report

A SUMMARY OF SURVEY RESULTS

## ABSTRACT

SNA surveyed its school nutrition director members in the fall of 2021 to evaluate current challenges with supply chain and staffing, and assess the state of school nutrition program finances.

School Nutrition Association





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Cover Photo: School nutrition staff prepare lunch in Jefferson County Public Schools in Denver, Colorado.

Photo credit: Catherine Jeter for SNA

Learn more about healthy school meals at [www.SchoolNutrition.org/SchoolMeals/](http://www.SchoolNutrition.org/SchoolMeals/)



## Objectives

- Assess current challenges, specifically supply chain and staffing issues.
- Track COVID-19 waiver utilization and adequacy of reimbursements.
- Capture meal offerings to students in quarantine and during COVID-19-related unanticipated school closures.
- Understand the effects of the pandemic on school nutrition program finances, in terms of losses and impacts on reserve funds.

## Background and Sample

<b>Survey open period</b>	October 18 – November 3, 2021
<b>Full sample of surveyed school districts</b>	4,089
<b>Total number of responding school districts</b>	1,212
<b>Response Rate</b>	29.6%



## **Executive Summary**

### *Challenges for Your School Meal Program*

The top 3 challenges for school meal programs included:

- 1) Menu items not being available in sufficient quantities/shortages
  - 2) Supplies/packaging not available in sufficient quantities
  - 3) Menu items discontinued by a manufacturer
- Nearly all respondents (95%, n = 1, 151) indicated staff shortages are a challenge for their program.
  - The rate of staff shortages reported as a significant challenge increased along with district enrollment; 88.1% (n = 104) of districts with 25,000+ enrolled students reported staff shortages as a significant challenge.

### *COVID-19 Waiver Utilization and Reimbursements*

- Almost all responding programs (98.3%, n = 1,191) reported that for School Year (SY) 2021/22 they are utilizing waivers to offer free meals to all students at no charge via the Seamless Summer Option (SSO).
- Only about half of school meal programs indicate the reimbursement rates for breakfast (51.1%, n = 603) and lunch (46.6%, n = 545) are sufficient to cover the costs. About one-third of respondents reported that the SFSP per meal reimbursement rate for breakfast (32.7%, n = 386) and lunch (35.6%, n = 417) are insufficient to cover the cost of producing a meal (including food, labor, supplies and pandemic costs).

### *Meal Service to Students in Quarantine and During COVID-19-related Unanticipated School Closures*

- Over two-thirds of responding programs (66.4%, n = 796) report that they are offering or planning to offer meals to students during COVID-19 related unanticipated school closures.
- Over 40% of responding school meal programs (n = 522) are offering or plan to offer meals to students in quarantine.



### *Effects of the Pandemic on School Nutrition Program Finances*

- 38% (n = 461) of responding school meal programs closed SY 2020/21 with an overall net loss (12% unsure). 58% of programs with district enrollments over 25,000 students reported experiencing an overall net loss.
- Of those programs that reported an overall net loss (not including reserves) for SY 2020/21, almost one-third (30.1%, n = 142) reported that the loss exceeded their reserves.
- 97% (n = 1,167) of respondents are challenged by higher costs, compared to contracted bid, with nearly three quarters citing it as a significant challenge.
- 42% (n = 508) of responding programs report that they raised salaries, and almost one-fifth of programs (18.7%, n = 226) report adding some type of bonus in order to address staff shortages.



## Respondent Characteristics

Table 1. USDA FNS Region		
	n	%
Midwest	329	27.2
Mid-Atlantic	120	9.9
Mountain Plains	109	9.0
Northeast	133	11.0
Southeast	223	18.4
Southwest	130	10.7
Western	166	13.7
Total	1,210	100.0

Table 2. District Enrollment		
	n	%
<1,000	139	11.5
1,000 - 2,499	290	23.9
2,500 - 4,999	264	21.8
5,000 - 9,999	220	18.2
10,000 - 24,999	179	14.8
25,000+	120	9.9
Total	1,212	100.0

Table 3. Free and Reduced Rate		
	n	%
<26%	198	16.3
26 - 50%	445	36.7
51 - 65%	254	21.0
>65%	315	26.0
Total	1,212	100.0

Note: Survey takers were asked to submit their pre-pandemic free and reduced rate since the collection of data during the pandemic has been challenging and therefore that data may be unreliable.



## Results

### *Challenges for Your School Meal Program*

The top 3 challenges for school meal programs include:

- 1) Menu items not being available in sufficient quantities/shortages
- 2) Supplies/packaging not available in sufficient quantities
- 3) Menu items discontinued by a manufacturer

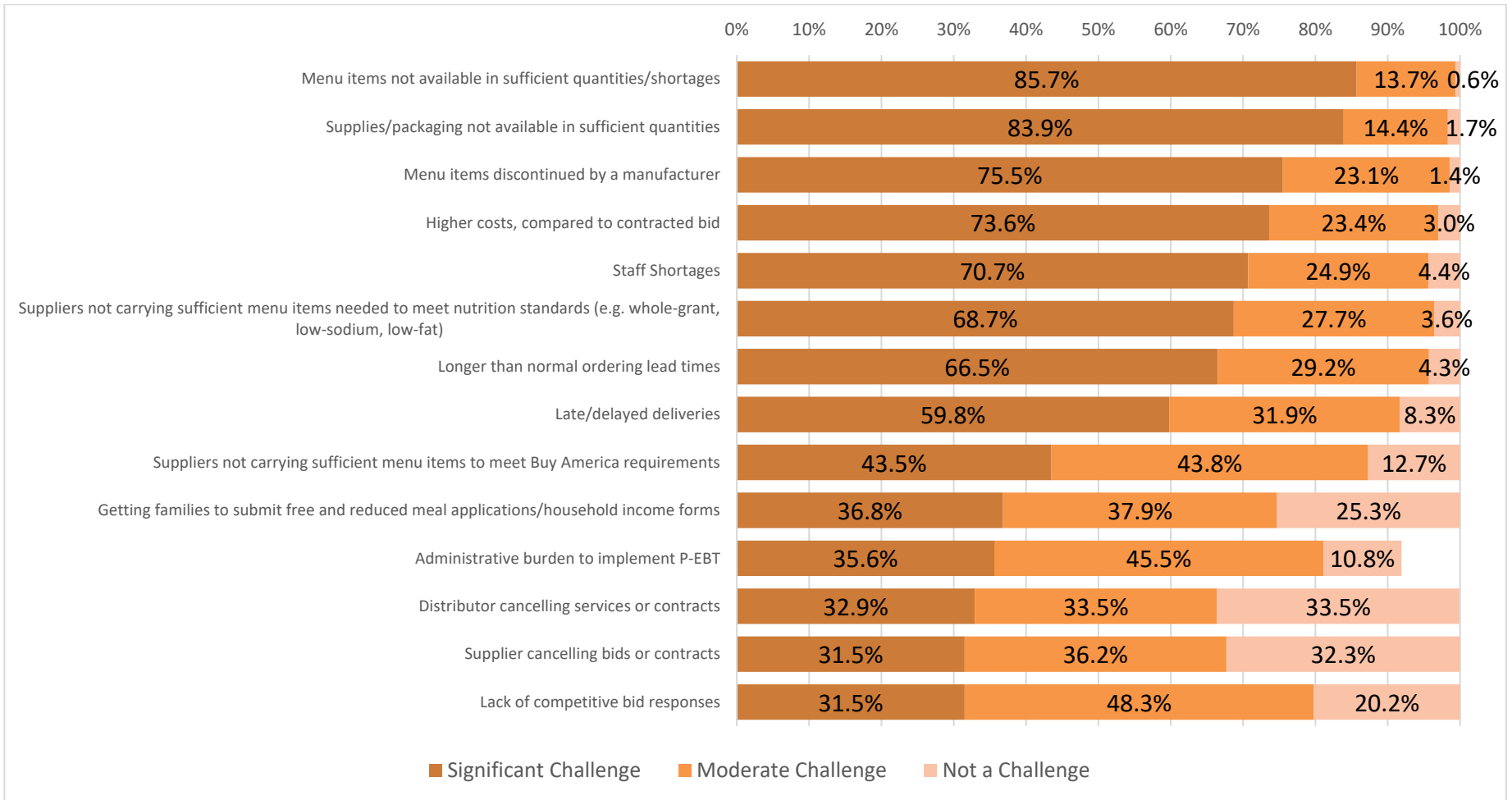
Refer to Appendix A for response summary tables on each challenge, disaggregated by USDA FNS region, free-and-reduced percentage rate, and district enrollment.

Several statistically significant associations were found:

- The rate of staff shortages reported as a significant challenge increased along with district enrollment, with nearly 90% of districts with 25,000+ enrolled students reporting staff shortages as a significant challenge.
- Programs located in the Western USDA region disproportionately reported longer than normal ordering lead times a challenge for their school meal program.
- The percentage of programs in the Northeast USDA region identifying late, delayed deliveries as a significant challenge was over 20% higher than the national average.



**Figure 1. Challenges for Your School Meal Program**







## COVID-19 Waiver Utilization and Reimbursements

Almost all responding programs (98.3%, n = 1,191) reported that for SY 2021/22 they are utilizing waivers to offer free meals to all students at no charge via the Seamless Summer Option (SSO).

**Table 4. For SY 2021/22 is your program utilizing waivers to offer free meals to all students at no charge via the Seamless Summer Option (SSO)?**

		Yes, we are operating under SSO	No, we are operating under NSLP/SBP	Don't know/Not sure	n=
USDA FNS Region	<b>Overall</b>	<b>98.3%</b>	<b>1.0%</b>	<b>0.7%</b>	<b>1,212</b>
	Midwest	99.4%	0.3%	0.3%	329
	Mid-Atlantic	100.0%	0.0%	0.0%	120
	Mountain Plains	99.1%	0.0%	0.9%	109
	Northeast	97.7%	1.5%	0.8%	133
	Southeast	96.4%	2.7%	0.9%	223
	Southwest	98.5%	0.0%	1.5%	130
	Western	97.6%	1.8%	0.6%	166
Free and Reduced Rate	<26%	99.5%	0.0%	0.5%	198
	26 - 50%	99.3%	0.4%	0.2%	445
	51 - 65%	98.8%	0.4%	0.8%	254
	>65%	95.9%	2.9%	1.3%	315
District Enrollment	<1,000	95.7%	2.9%	1.4%	139
	1,000 - 2,499	99.3%	0.3%	0.3%	290
	2,500 - 4,999	98.9%	0.8%	0.4%	264
	5,000 - 9,999	99.1%	0.9%	0.0%	220
	10,000 - 24,999	98.3%	0.0%	1.7%	179
	25,000+	96.7%	2.5%	0.8%	120



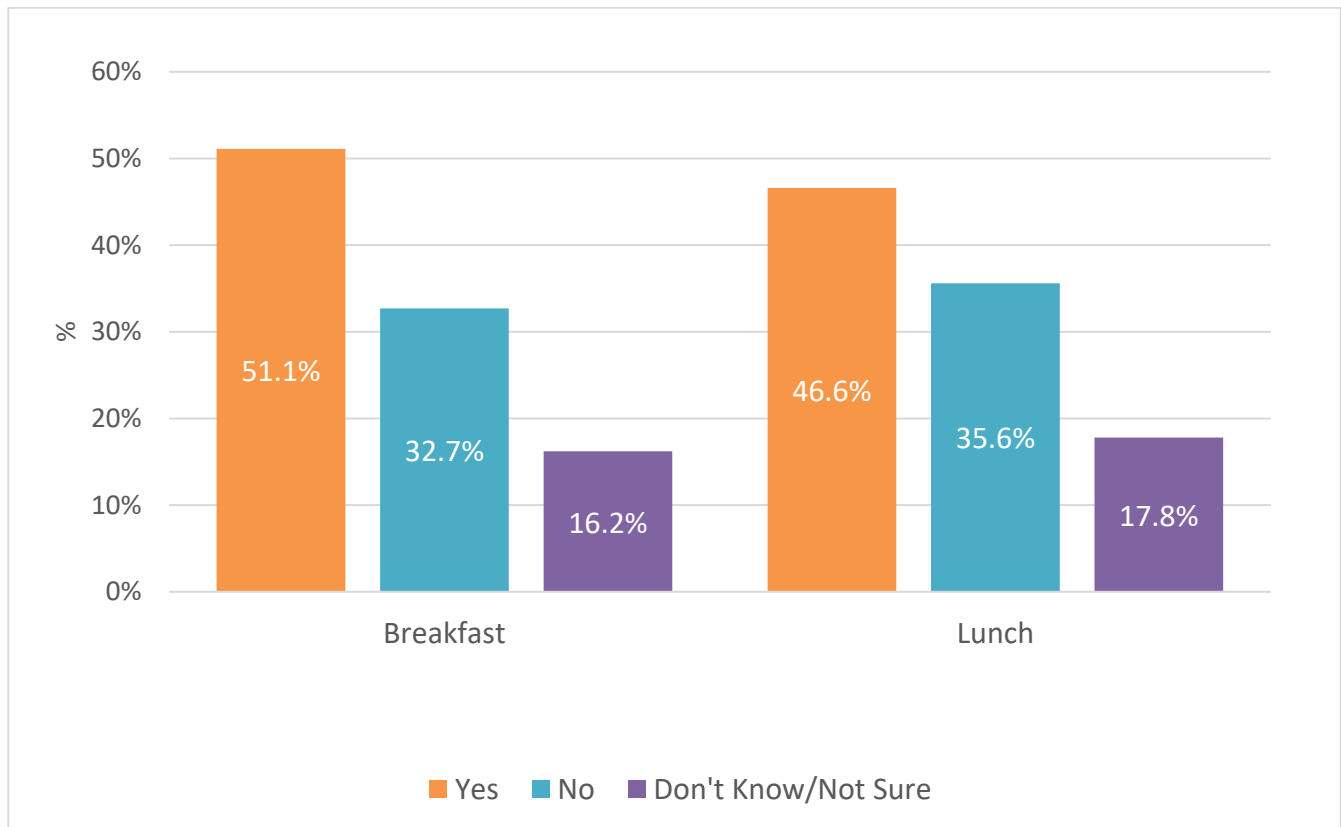
Only 12 programs reported that they are not utilizing SSO for SY 2021/22. The two predominant reasons given for doing so include 1) the director or district decided not to and 2) the responding district was Community Eligibility Provision (CEP) and already serving free meals to all.

<b>Table 5. Why is your Program Not Utilizing SSO for SY 2021/22? - Open-Ended Response Summary</b>	
<b>Theme</b>	<b>n</b>
Director/District Decided Not To	5
We are a CEP district already serving free meals to all	4
Other	1
<b>Total</b>	<b>10</b>
<p>Note: This question was only asked of those answered "No, we are operating under NSLP/SBP" to the question, 'For SY 2021/22 is your program utilizing waivers to offer free meals to all students at no charge via the Seamless Summer Option (SSO)?' Themes were created through qualitative analysis. N = 12.</p>	



About one-third of respondents reported that the SFSP per meal reimbursement rate for breakfast (32.7%, n = 386) and lunch (35.6%, n = 417) are insufficient to cover the cost of producing a meal (including food, labor, supplies and pandemic costs).

**Figure 2. Is the SFSP per meal reimbursement rate for breakfast and lunch sufficient to cover the cost of producing a meal (including food, labor, supplies and pandemic costs) in your districts?**



Breakfast: n = 1,180. Lunch: n = 1,171.



**Table 6. At the current time, is the SFSP per meal reimbursement rate for breakfast sufficient to cover the cost of producing a meal (including food, labor, supplies, and pandemic costs) in your district?**

		Yes	No	Don't know/Not sure	n=
USDA FNS Region	<b>Overall</b>	<b>51.1%</b>	<b>32.7%</b>	<b>16.2%</b>	<b>1,180</b>
	Midwest	54.8%	27.7%	17.4%	321
	Mid-Atlantic	45.8%	34.7%	19.5%	118
	Mountain Plains	53.7%	36.1%	10.2%	108
	Northeast	47.3%	34.1%	18.6%	129
	Southeast	55.6%	28.5%	15.9%	214
	Southwest	56.3%	27.3%	16.4%	128
	Western	38.8%	47.5%	13.8%	160
Free and Reduced Rate	<26%	49.2%	31.4%	19.4%	191
	26 - 50%	50.1%	32.7%	17.2%	437
	51 - 65%	55.8%	31.1%	13.1%	251
	>65%	49.8%	34.9%	15.3%	301
District Enrollment	<1,000	36.4%	40.2%	23.5%	132
	1,000 - 2,499	49.1%	31.4%	19.4%	283
	2,500 - 4,999	53.8%	33.8%	12.3%	260
	5,000 - 9,999	54.0%	31.2%	14.9%	215
	10,000 - 24,999	57.4%	29.0%	13.6%	176
	25,000+	51.8%	33.3%	14.9%	114

Note: This question was only asked of those answered "Yes, we are operating under SSO" to the question, 'For SY 2021/22 is your program utilizing waivers to offer free meals to all students at no charge via the Seamless Summer Option (SSO)?' N = 1,192.



**Table 7. At the current time, is the SFSP per meal reimbursement rate for lunch sufficient to cover the cost of producing a meal (including food, labor, supplies, and pandemic costs) in your district?**

		Yes	No	Don't know/Not sure	n=
USDA FNS Region	<b>Overall</b>	<b>46.6%</b>	<b>35.6%</b>	<b>17.8%</b>	<b>1,171</b>
	Midwest	51.1%	28.3%	20.6%	321
	Mid-Atlantic	38.3%	41.7%	20.0%	115
	Mountain Plains	52.8%	35.2%	12.0%	108
	Northeast	40.3%	40.3%	19.4%	129
	Southeast	49.5%	35.2%	15.2%	210
	Southwest	51.6%	29.7%	18.8%	128
	Western	37.3%	46.8%	15.8%	158
Free and Reduced Rate	<26%	43.9%	34.2%	21.9%	196
	26 - 50%	45.0%	35.7%	19.3%	431
	51 - 65%	53.7%	32.5%	13.8%	246
	>65%	45.0%	38.9%	16.1%	298
District Enrollment	<1,000	33.3%	42.6%	24.0%	129
	1,000 - 2,499	45.9%	33.2%	20.8%	283
	2,500 - 4,999	49.4%	36.3%	14.3%	259
	5,000 - 9,999	48.8%	34.9%	16.3%	215
	10,000 - 24,999	51.4%	32.9%	15.6%	173
	25,000+	45.5%	37.5%	17.0%	112

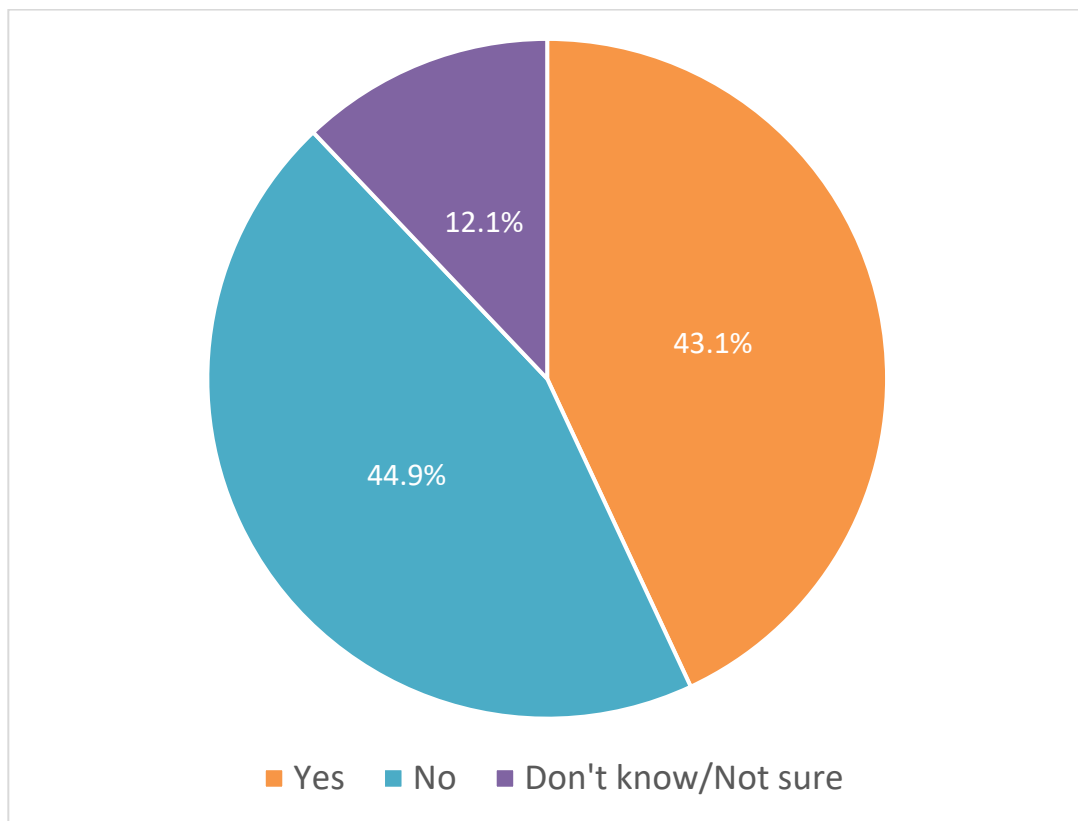
Note: This question was only asked of those answered "Yes, we are operating under SSO" to the question, 'For SY 2021/22 is your program utilizing waivers to offer free meals to all students at no charge via the Seamless Summer Option (SSO)?' N = 1,192.



## *Meal Service to Students in Quarantine and During COVID-19-related Unanticipated School Closures*

Over 40% of responding school meal programs (n = 522) are offering or plan to offer meals to students in quarantine.

**Figure 3. Is Your Program Offering/Planning to Offer Meals to Students in Quarantine?**



n = 1,210

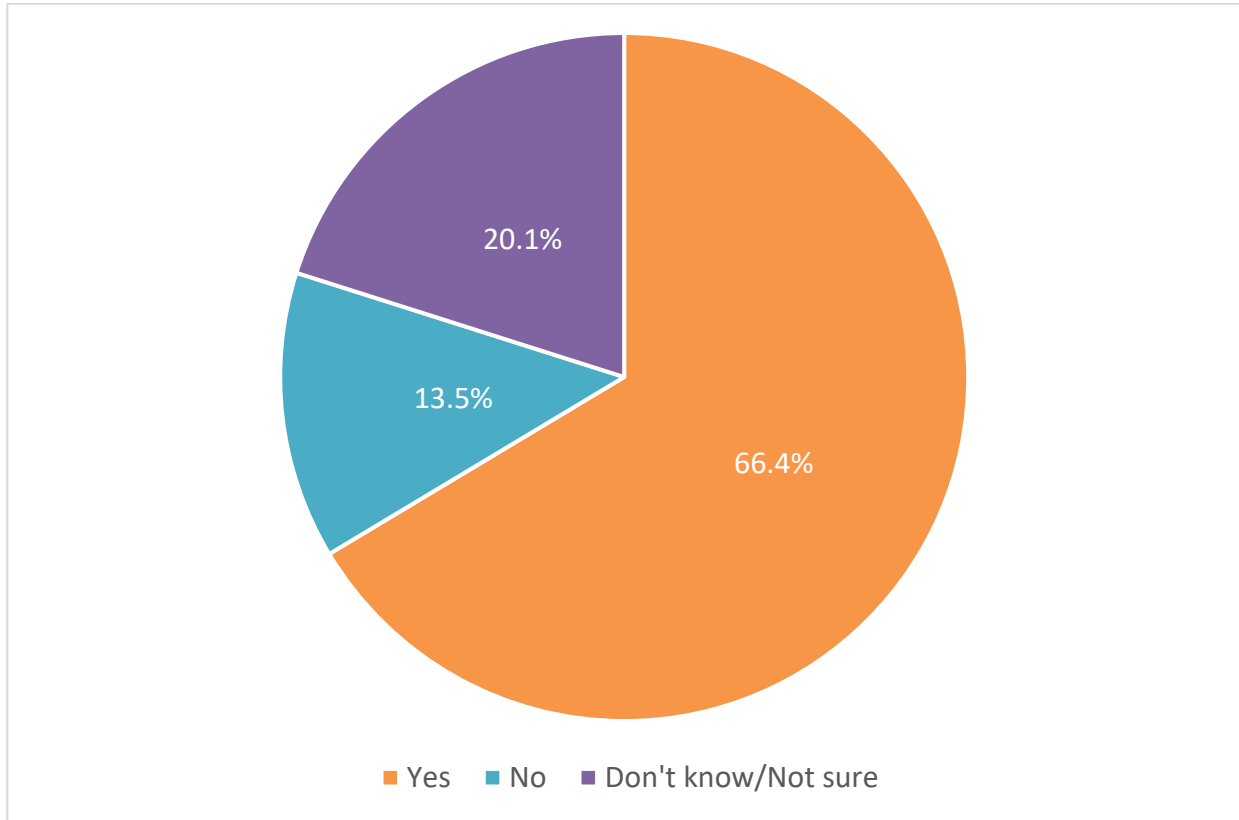


Table 8. Is Your Program Offering/Planning to Offer Meals to Students in Quarantine?					
		Yes	No	Don't know/Not sure	n=
USDA FNS Region	<b>Overall</b>	<b>43.1%</b>	<b>44.9%</b>	<b>12.1%</b>	<b>1,210</b>
	Midwest	38.0%	49.5%	12.5%	329
	Mid-Atlantic	51.3%	40.3%	8.4%	119
	Mountain Plains	47.7%	42.2%	10.1%	109
	Northeast	49.6%	33.1%	17.3%	133
	Southeast	37.7%	48.0%	14.3%	223
	Southwest	48.5%	43.1%	8.5%	130
	Western	41.2%	47.9%	10.9%	165
Free and Reduced Rate	<26%	39.4%	46.5%	14.1%	198
	26 - 50%	40.4%	47.2%	12.4%	443
	51 - 65%	44.1%	46.9%	9.1%	254
	>65%	48.3%	39.0%	12.7%	315
District Enrollment	<1,000	46.8%	43.2%	10.1%	139
	1,000 - 2,499	42.8%	42.8%	14.5%	290
	2,500 - 4,999	43.3%	43.3%	13.3%	263
	5,000 - 9,999	40.5%	47.7%	11.8%	220
	10,000 - 24,999	39.7%	50.3%	10.1%	179
	25,000+	48.7%	42.0%	9.2%	119



Over two-thirds of responding programs (66.4%, n = 796) report that they are offering or planning to offer meals to students during COVID-19 related unanticipated school closures.

**Figure 4. For SY 2021/22, Is Your Program Offering/Planning to Offer Meals to Students During COVID-19 related Unanticipated School Closures?**



n = 1,199





**Table 9. For SY 2021/22, Is Your Program Offering/Planning to Offer Meals to Students During COVID-19-related Unanticipated School Closures?**

		Yes	No	Don't know/Not sure	n=
	<b>Overall</b>	<b>66.4%</b>	<b>13.5%</b>	<b>20.1%</b>	<b>1,199</b>
USDA FNS Region	Midwest	60.9%	14.5%	24.6%	325
	Mid-Atlantic	77.1%	5.9%	16.9%	118
	Mountain Plains	66.7%	13.9%	19.4%	108
	Northeast	63.6%	16.7%	19.7%	132
	Southeast	68.3%	14.5%	17.2%	221
	Southwest	65.9%	14.0%	20.2%	129
	Western	68.9%	12.8%	18.3%	164
Free and Reduced Rate	<26%	59.4%	18.8%	21.8%	197
	26 - 50%	65.3%	12.3%	22.4%	438
	51 - 65%	67.2%	13.8%	19.0%	253
	>65%	71.7%	11.6%	16.7%	311
District Enrollment	<1,000	64.5%	17.4%	18.1%	138
	1,000 - 2,499	67.0%	11.8%	21.2%	288
	2,500 - 4,999	62.1%	13.4%	24.5%	261
	5,000 - 9,999	66.5%	17.9%	15.6%	218
	10,000 - 24,999	70.3%	9.1%	20.6%	175
	25,000+	70.6%	11.8%	17.6%	119

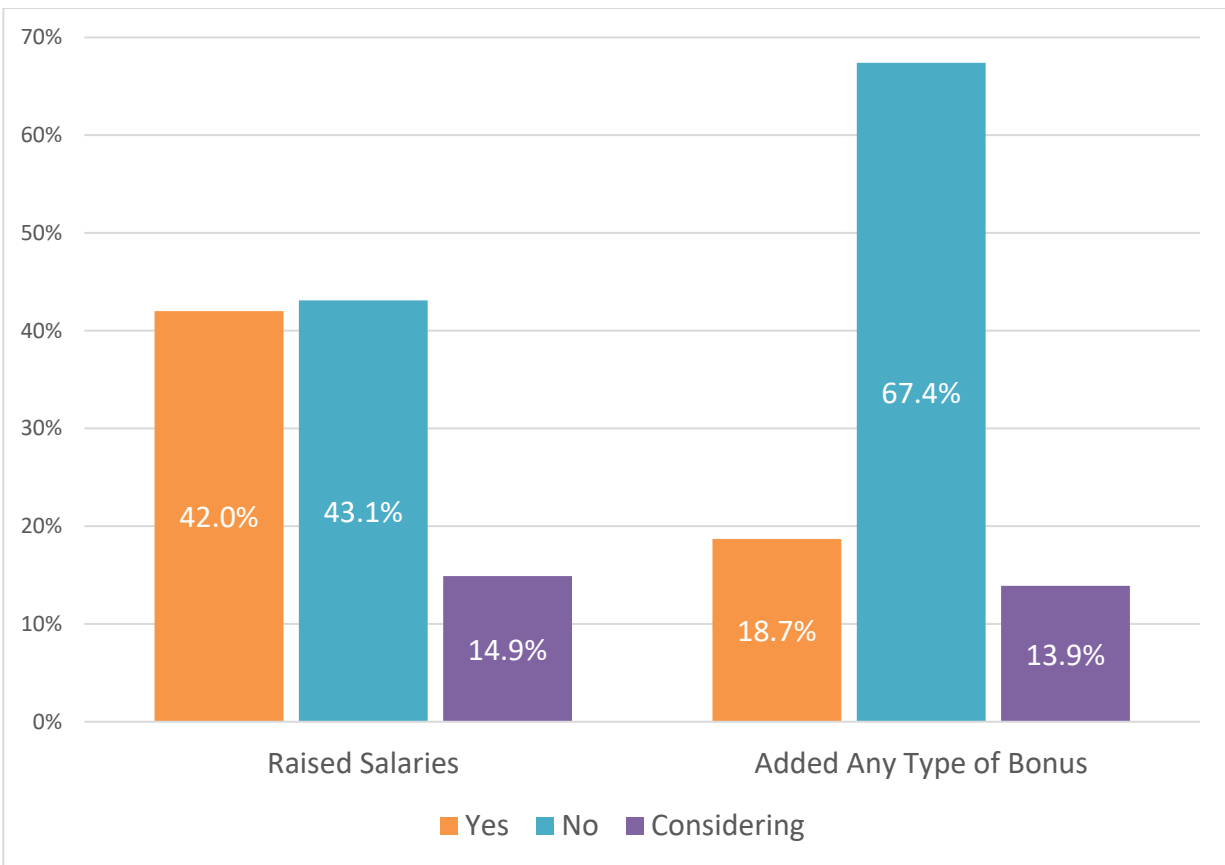


## Effects of the Pandemic on School Nutrition Program Finances

Just over 40% of responding programs (42.0%, n = 508) report that they raised salaries, and almost one-fifth of programs (18.7%, n = 226) report adding some type of bonus in order to address staff shortages.

Programs in the Southeast USDA FNS region and those with district enrollments over 25,000 students reported the highest rates of raising salaries and adding bonuses to address staff shortages.

**Figure 5. Has Your Program Raised Salaries or Added Any Type of Bonus to Address Staff Shortages?**



n = 1,209



**Table 10. Has Your Program Raised Salaries to Address Staff Shortages?**

		Yes	No	Considering	n=
USDA FNS Region*	<b>Overall</b>	<b>42.0%</b>	<b>43.0%</b>	<b>14.9%</b>	<b>1,209</b>
	Midwest	40.2%	43.0%	16.8%	328
	Mid-Atlantic	43.7%	42.0%	14.3%	119
	Mountain Plains	41.3%	44.0%	14.7%	109
	Northeast	34.8%	50.0%	15.2%	132
	Southeast	52.0%	29.1%	18.8%	223
	Southwest	46.2%	43.1%	10.8%	130
	Western	34.3%	56.6%	9.0%	166
Free and Reduced Rate	<26%	42.6%	40.6%	16.8%	197
	26 - 50%	40.2%	44.2%	15.6%	443
	51 - 65%	41.7%	42.9%	15.4%	254
	>65%	44.4%	43.2%	12.4%	315
District Enrollment*	<1,000	30.9%	54.7%	14.4%	139
	1,000 - 2,499	42.1%	47.2%	10.7%	290
	2,500 - 4,999	42.2%	42.6%	15.2%	263
	5,000 - 9,999	44.1%	42.3%	13.6%	220
	10,000 - 24,999	42.9%	36.7%	20.3%	177
	25,000+	49.2%	31.7%	19.2%	120

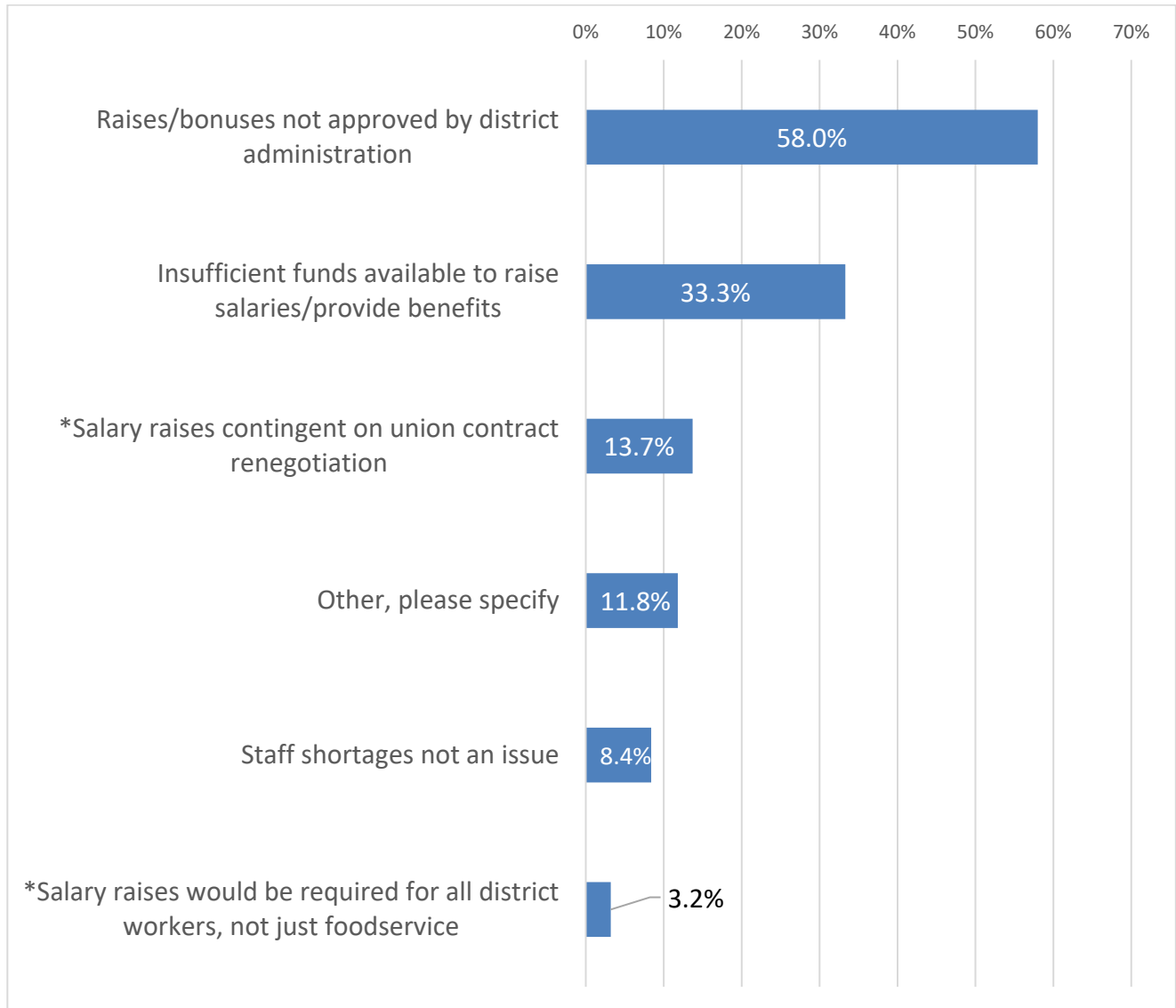
\*Chi-square tests of independence showed there are statistically significant associations between both USDA FNS region location and District Enrollment and whether a program reported raising salaries to address staff shortages. USDA FNS region:  $p < .001$ . District Enrollment:  $p = .005$



Table 11. Has Your Program Added Any Type of Bonus to Address Staff Shortages?					
		Yes	No	Considering	n=
USDA FNS Region*	<b>Overall</b>	<b>18.7%</b>	<b>67.4%</b>	<b>13.9%</b>	<b>1,209</b>
	Midwest	13.1%	72.3%	14.6%	328
	Mid-Atlantic	16.8%	71.4%	11.8%	119
	Mountain Plains	21.1%	62.4%	16.5%	109
	Northeast	5.3%	83.3%	11.4%	132
	Southeast	30.5%	49.3%	20.2%	223
	Southwest	27.7%	61.5%	10.8%	130
	Western	17.5%	74.7%	7.8%	166
Free and Reduced Rate*	<26%	18.3%	65.5%	16.2%	197
	26 - 50%	14.0%	72.0%	14.0%	443
	51 - 65%	17.7%	69.3%	13.0%	254
	>65%	26.3%	60.6%	13.0%	315
District Enrollment*	<1,000	9.4%	76.3%	14.4%	139
	1,000 - 2,499	9.7%	79.3%	11.0%	290
	2,500 - 4,999	17.1%	70.0%	12.9%	263
	5,000 - 9,999	18.2%	64.1%	17.7%	220
	10,000 - 24,999	30.5%	53.7%	15.8%	177
	25,000+	38.3%	49.2%	12.5%	120
<p>*Chi-square tests of independence showed there are statistically significant associations between USDA FNS region location, Free and Reduced %, and District Enrollment and whether a program reported adding any benefits to address staff shortages. USDA FNS region: <math>p &lt; .001</math>. Free and Reduced %: <math>p = .003</math>. District Enrollment: <math>p &lt; .001</math>.</p>					



**Figure 6. Why Has Your Program Not Raised Salaries And/Or Not Added Bonuses to Address Shortages?**



Note: This question was only asked of respondents who responded "No" or "Considering" to both questions if their program has 1) raised salaries and 2) if their program has added any type of bonus for SY 2021/22 to address staff shortages. N = 628.

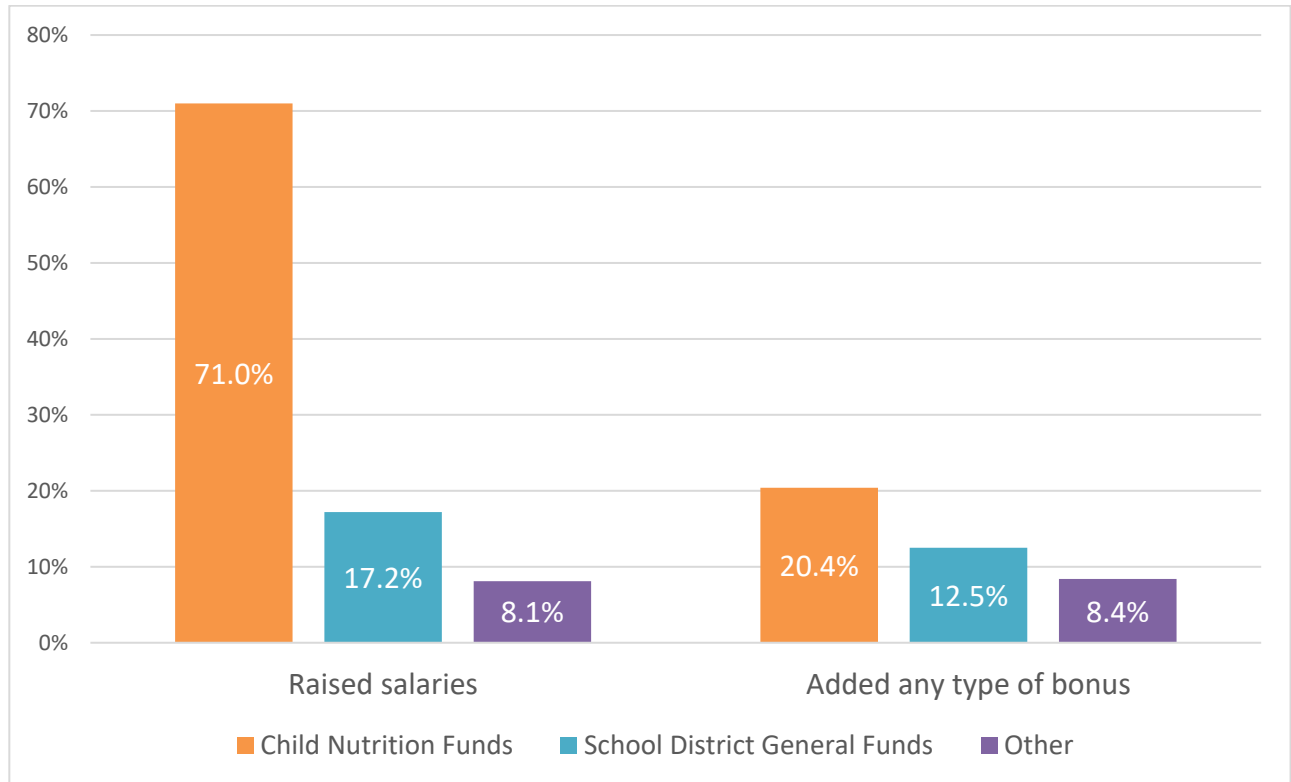
\*These response categories were created ad hoc based on open-ended responses to this question. If they had been multiple choice response options, they would likely have received higher response counts.

Deidentified open-ended responses to the 'Other, please specify' category can be found in Appendix B.



Over 70% (71.0%, n = 413) of programs that either raised salaries or added any type of bonus paid for the raise out of child nutrition program funds.

**Figure 7. How Are You Paying For Raises And/Or Bonuses?**



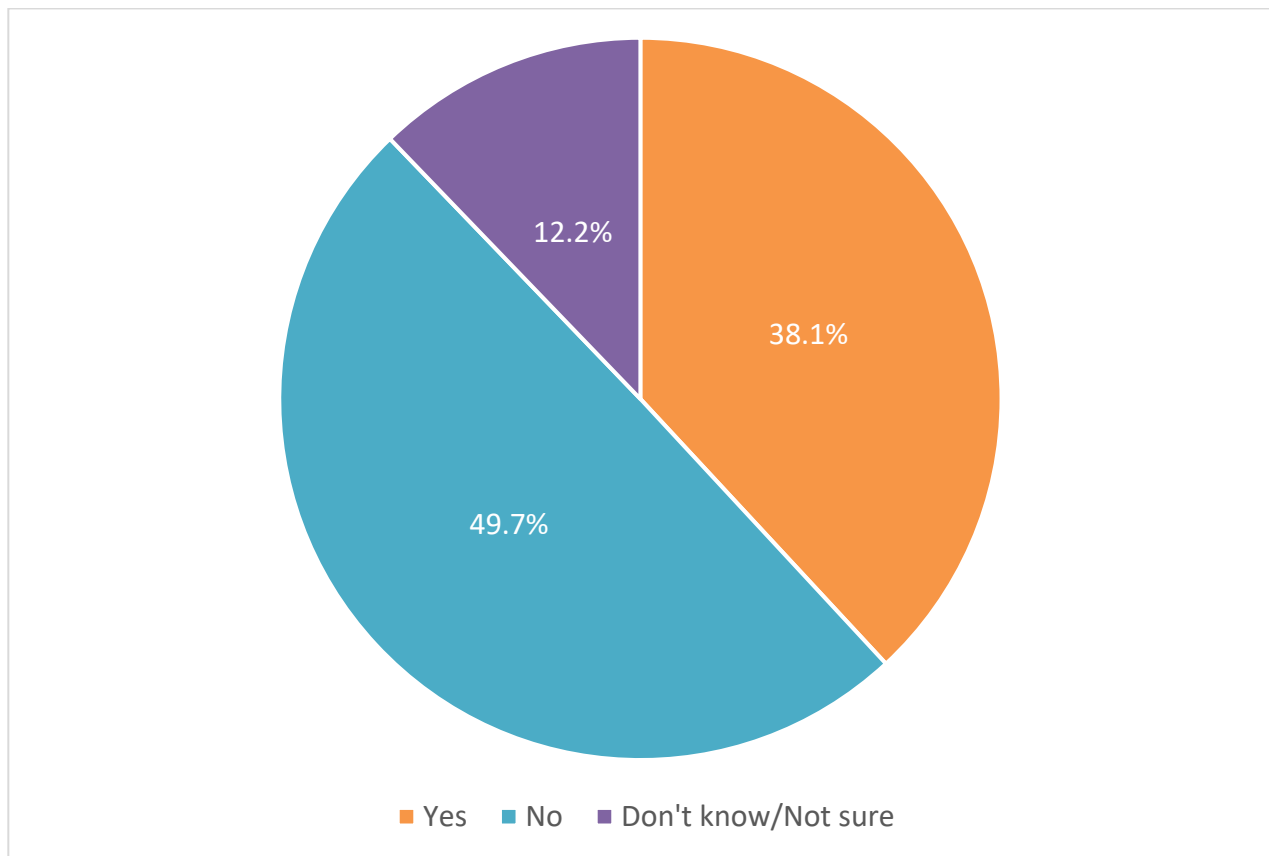
Note: Survey takers were asked specifically about how they were paying for a) raises and/or b) bonuses only if they responded "Yes", that they had a) raised salaries and/or b) added any type of bonus. N = 582.



38% (n = 461) of responding programs reported that they experienced an overall net loss (not including reserves) for SY 2020/21.

Programs located in the Northeast USDA FNS region and those with district enrollments over 25,000 students reported the highest rates of experiencing an overall net loss (not including reserves) for SY 2020/21.

**Figure 8. Did Your Program Experience an Overall Net Loss (Not Including Reserves) for SY 2020/21?**



n = 1,209



**Table 12. Did Your Program Experience an Overall Net Loss (Not Including Reserves) for SY 2020/21?**

		Yes	No	Don't know/Not sure	n=
USDA FNS Region*	<b>Overall</b>	<b>38.1%</b>	<b>49.7%</b>	<b>12.2%</b>	<b>1,209</b>
	Midwest	29.0%	55.8%	15.2%	328
	Mid-Atlantic	47.1%	42.0%	10.9%	119
	Mountain Plains	39.4%	45.0%	15.6%	109
	Northeast	53.0%	42.4%	4.5%	132
	Southeast	38.6%	49.3%	12.1%	223
	Southwest	36.9%	51.5%	11.5%	130
	Western	37.3%	51.2%	11.4%	166
Free and Reduced Rate*	<26%	43.1%	48.2%	8.6%	197
	26 - 50%	36.8%	51.0%	12.2%	443
	51 - 65%	35.4%	54.7%	9.8%	254
	>65%	39.0%	44.8%	16.2%	315
District Enrollment*	<1,000	30.9%	43.2%	25.9%	139
	1,000 - 2,499	35.5%	51.0%	13.4%	290
	2,500 - 4,999	36.1%	54.4%	9.5%	263
	5,000 - 9,999	38.2%	53.2%	8.6%	220
	10,000 - 24,999	37.9%	53.1%	9.0%	177
	25,000+	57.5%	32.5%	10.0%	120

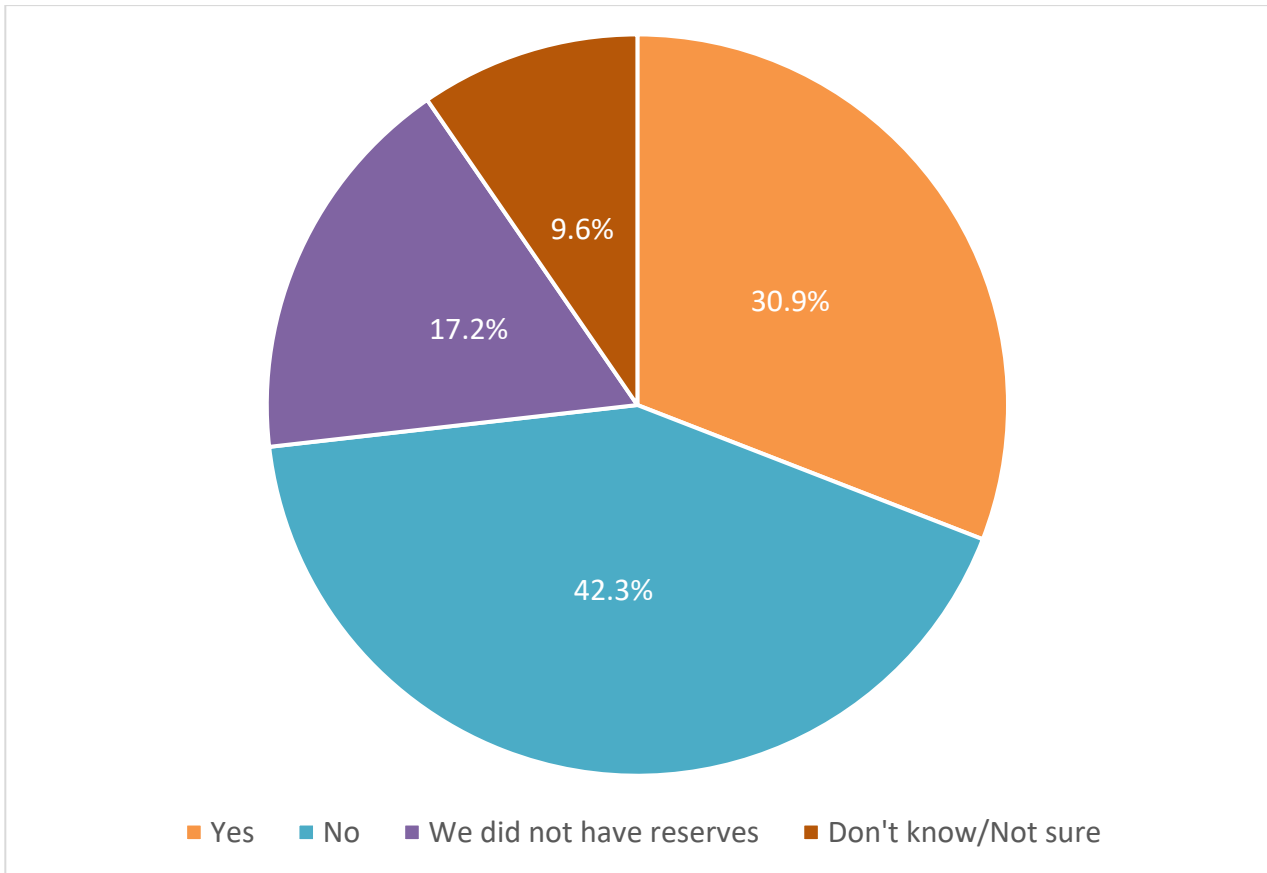
\*Chi-square tests of independence showed there are statistically significant associations between USDA FNS region location, Free and Reduced %, and District Enrollment and whether a program experienced an overall net loss (not including reserves) for SY 2020/21. USDA FNS region:  $p < .001$ . Free and Reduced %:  $p = .05$ . District Enrollment:  $p < .001$ .





Of those programs that reported an overall net loss (not including reserves) for SY 2020/21, almost one-third (30.1%, n = 142) reported that the loss exceeded reserves.

**Figure 9. Did Your Loss Exceed Your Reserves?**



n = 461



**Table 13. Did Your Loss Exceed Your Reserves?**

		Yes	No	We did not have reserves	Don't know/Not sure	n=
USDA FNS Region*	<b>Overall</b>	<b>30.9%</b>	<b>42.3%</b>	<b>17.2%</b>	<b>9.6%</b>	459
	Midwest	27.7%	45.7%	12.8%	13.80%	94
	Mid-Atlantic	41.1%	30.4%	17.9%	10.70%	56
	Mountain Plains	28.6%	35.7%	16.7%	19.00%	42
	Northeast	41.4%	22.9%	25.7%	10.00%	70
	Southeast	23.3%	61.6%	12.8%	2.30%	86
	Southwest	29.2%	50.0%	16.7%	4.20%	48
	Western	27.4%	41.9%	21.0%	9.70%	62
Free and Reduced Rate	<26%	41.2%	34.1%	17.6%	7.10%	85
	26 - 50%	31.5%	35.8%	20.4%	12.30%	162
	51 - 65%	25.6%	46.7%	16.7%	11.10%	90
	>65%	27.0%	53.3%	13.1%	6.60%	122
District Enrollment*	<1,000	23.3%	27.9%	25.6%	23.30%	43
	1,000 - 2,499	32.0%	27.2%	23.3%	17.50%	103
	2,500 - 4,999	33.7%	45.3%	14.7%	6.30%	95
	5,000 - 9,999	26.5%	51.8%	15.7%	6.00%	83
	10,000 - 24,999	31.8%	47.0%	16.7%	4.50%	66
	25,000+	34.8%	53.6%	8.7%	2.90%	69

Note: This question was only answered of those who responded "Yes", that they had experienced an overall net loss (not including reserves) for SY 2020/21. N = 461.

\*Chi-square tests of independence showed there are statistically significant associations between USDA FNS region location and District Enrollment and whether a program experienced an overall net loss (not including reserves) for SY 2020/21. USDA FNS region:  $p < .001$ . District Enrollment:  $p < .001$ .



## Appendices

*Appendix A – Please indicate the extent to which the following issues are a challenge for your school meal program (Disaggregated by USDA FNS region, Free and Reduced Rate, and District Enrollment)*

Table A1. How much are menu items discontinued by manufacturers a challenge for your school meal program?					
		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>75.5%</b>	<b>23.1%</b>	<b>1.4%</b>	<b>1,209</b>
USDA FNS Region*	Midwest	78.1%	21.3%	0.6%	329
	Mid-Atlantic	76.7%	20.0%	3.3%	120
	Mountain Plains	81.5%	17.6%	0.9%	108
	Northeast	81.2%	15.8%	3.0%	133
	Southeast	71.6%	26.6%	1.8%	222
	Southwest	74.6%	24.6%	0.8%	130
	Western	66.7%	32.7%	0.6%	165
Free and Reduced Rate	<26%	76.3%	22.2%	1.5%	198
	26 - 50%	78.1%	20.8%	1.1%	443
	51 - 65%	71.7%	27.2%	1.2%	254
	>65%	74.5%	23.6%	1.9%	314
District Enrollment	<1,000	77.0%	22.3%	0.7%	139
	1,000 - 2,499	77.2%	22.1%	0.7%	290
	2,500 - 4,999	76.9%	22.0%	1.1%	264
	5,000 - 9,999	74.5%	22.3%	3.2%	220
	10,000 - 24,999	73.0%	25.3%	1.7%	178
	25,000+	72.0%	27.1%	0.8%	118
*A chi-square test of independence showed there is a statistically significant association between USDA FNS region and degree to which menu items being discontinued by a manufacturer was a challenge for respondents. $p = .01$					



**Table A2. How much are menu items not being available in sufficient quantities/shortages a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>85.7%</b>	<b>13.7%</b>	<b>0.6%</b>	<b>1,210</b>
USDA FNS Region	Midwest	87.8%	11.6%	0.6%	329
	Mid-Atlantic	86.7%	12.5%	0.8%	120
	Mountain Plains	82.6%	16.5%	0.9%	109
	Northeast	87.2%	12.8%	0.0%	133
	Southeast	85.1%	14.4%	0.5%	220
	Southwest	83.8%	15.4%	0.8%	130
	Western	83.6%	15.8%	0.6%	165
Free and Reduced Rate	<26%	87.9%	11.6%	0.5%	198
	26 - 50%	86.5%	13.3%	0.2%	443
	51 - 65%	83.1%	15.7%	1.2%	254
	>65%	85.4%	14.0%	0.6%	315
District Enrollment	<1,000	82.7%	15.1%	2.2%	139
	1,000 - 2,499	82.8%	15.9%	1.4%	290
	2,500 - 4,999	87.9%	12.1%	0.0%	264
	5,000 - 9,999	88.6%	11.4%	0.0%	220
	10,000 - 24,999	85.5%	14.5%	0.0%	179
	25,000+	86.4%	13.6%	0.0%	118



**Table A3. How much is supplies/packaging not being available in sufficient quantities a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>83.9%</b>	<b>14.4%</b>	<b>1.7%</b>	<b>1,207</b>
USDA FNS Region	Midwest	83.6%	14.6%	1.8%	326
	Mid-Atlantic	77.5%	21.7%	0.8%	120
	Mountain Plains	82.4%	15.7%	1.9%	108
	Northeast	85.0%	11.3%	3.8%	133
	Southeast	84.6%	14.0%	1.4%	221
	Southwest	87.7%	11.5%	0.8%	130
	Western	85.4%	13.4%	1.2%	164
Free and Reduced Rate*	<26%	85.4%	13.6%	1.0%	198
	26 - 50%	82.2%	16.0%	1.8%	443
	51 - 65%	86.6%	9.8%	3.5%	254
	>65%	83.3%	16.3%	0.3%	312
District Enrollment	<1,000	79.9%	15.8%	4.3%	139
	1,000 - 2,499	80.3%	18.3%	1.4%	289
	2,500 - 4,999	86.7%	11.4%	1.9%	263
	5,000 - 9,999	85.9%	12.7%	1.4%	220
	10,000 - 24,999	83.1%	15.7%	1.1%	178
	25,000+	89.0%	11.0%	0.0%	118

\*A chi-square test of independence showed there is a statistically significant association between Free and Reduced % category and degree to which supplies/packaging not being available in sufficient quantities was a challenge for respondents.  $p = .02$



Table A4. How much are higher costs, compared to contracted bids a challenge for your school meal program?					
		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>73.6%</b>	<b>23.4%</b>	<b>3.0%</b>	<b>1,203</b>
USDA FNS Region	Midwest	69.2%	26.2%	4.6%	328
	Mid-Atlantic	77.3%	21.0%	1.7%	119
	Mountain Plains	79.6%	18.5%	1.9%	108
	Northeast	72.7%	24.2%	3.0%	132
	Southeast	71.0%	25.8%	3.2%	221
	Southwest	75.0%	22.7%	2.3%	128
	Western	78.2%	20.0%	1.8%	165
Free and Reduced Rate	<26%	75.6%	20.8%	3.6%	197
	26 - 50%	74.8%	23.1%	2.0%	441
	51 - 65%	69.0%	26.2%	4.8%	252
	>65%	74.1%	23.3%	2.6%	313
District Enrollment	<1,000	72.7%	25.9%	1.4%	139
	1,000 - 2,499	73.3%	22.2%	4.5%	288
	2,500 - 4,999	73.8%	22.8%	3.4%	263
	5,000 - 9,999	74.0%	23.7%	2.3%	219
	10,000 - 24,999	72.2%	25.6%	2.3%	176
	25,000+	76.3%	21.2%	2.5%	118



The percentage of programs in the Northeast USDA region identifying late, delayed deliveries as a significant challenge was over 20% higher than the national average.

Table A5. How much are late, delayed deliveries a challenge for your school meal program?					
		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>59.8%</b>	<b>31.9%</b>	<b>8.3%</b>	<b>1,203</b>
USDA FNS Region*	Midwest	45.3%	41.0%	13.8%	327
	Mid-Atlantic	67.5%	30.0%	2.5%	120
	Mountain Plains	51.4%	35.8%	12.8%	109
	Northeast	82.7%	15.0%	2.3%	133
	Southeast	57.5%	33.9%	8.6%	221
	Southwest	60.2%	30.5%	9.4%	128
	Western	72.7%	24.8%	2.4%	165
Free and Reduced Rate	<26%	59.1%	34.3%	6.6%	198
	26 - 50%	60.0%	30.7%	9.3%	440
	51 - 65%	56.7%	33.1%	10.2%	254
	>65%	62.6%	31.0%	6.4%	313
District Enrollment	<1,000	51.4%	32.6%	15.9%	138
	1,000 - 2,499	54.5%	34.7%	10.8%	288
	2,500 - 4,999	57.0%	35.4%	7.6%	263
	5,000 - 9,999	60.9%	31.8%	7.3%	220
	10,000 - 24,999	66.3%	29.8%	3.9%	178
	25,000+	77.1%	19.5%	3.4%	118
*A chi-square test of independence showed there is a statistically significant association between USDA FNS region and degree to which late, delayed deliveries was a challenge for respondents. $p < .001$					



**Table A6. How much are suppliers cancelling bids or contracts a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>31.5%</b>	<b>36.2%</b>	<b>32.3%</b>	<b>1,200</b>
USDA FNS Region*	Midwest	20.2%	39.9%	39.9%	326
	Mid-Atlantic	32.8%	40.3%	26.9%	119
	Mountain Plains	41.1%	25.2%	33.6%	107
	Northeast	42.9%	34.6%	22.6%	133
	Southeast	29.7%	37.4%	32.9%	222
	Southwest	38.3%	33.6%	28.1%	128
	Western	35.0%	34.4%	30.7%	163
Free and Reduced Rate	<26%	28.9%	40.6%	30.5%	197
	26 - 50%	33.3%	35.5%	31.2%	439
	51 - 65%	28.6%	34.1%	37.3%	252
	>65%	33.0%	35.9%	31.1%	312
District Enrollment	<1,000	30.4%	37.0%	32.6%	138
	1,000 - 2,499	31.2%	35.4%	33.3%	285
	2,500 - 4,999	29.2%	37.9%	33.0%	264
	5,000 - 9,999	25.5%	41.4%	33.2%	220
	10,000 - 24,999	34.3%	33.7%	32.0%	175
	25,000+	45.8%	27.1%	27.1%	118

\*A chi-square test of independence showed there is a statistically significant association between USDA FNS regional location and the degree to which suppliers cancelling bids or contracts was a challenge for respondents.  $p < .001$





**Table A7. How much are distributor(s) cancelling services or contracts a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>32.9%</b>	<b>33.5%</b>	<b>33.5%</b>	<b>1,202</b>
USDA FNS Region*	Midwest	22.7%	32.8%	44.5%	326
	Mid-Atlantic	37.5%	38.3%	24.2%	120
	Mountain Plains	38.9%	30.6%	30.6%	108
	Northeast	44.4%	33.8%	21.8%	133
	Southeast	28.6%	32.7%	38.6%	220
	Southwest	42.6%	24.0%	33.3%	129
	Western	34.8%	41.5%	23.8%	164
Free and Reduced Rate	<26%	33.0%	34.0%	33.0%	197
	26 - 50%	33.9%	32.7%	33.4%	440
	51 - 65%	30.6%	33.3%	36.1%	252
	>65%	33.5%	34.5%	31.9%	313
District Enrollment	<1,000	32.6%	37.0%	30.4%	138
	1,000 - 2,499	30.4%	35.7%	33.9%	286
	2,500 - 4,999	33.8%	32.3%	33.8%	263
	5,000 - 9,999	28.6%	37.3%	34.1%	220
	10,000 - 24,999	36.2%	28.8%	35.0%	177
	25,000+	40.7%	27.1%	32.2%	118

\*A chi-square test of independence showed there is a statistically significant association between USDA FNS regional location and the degree to which distributors cancelling bids or contracts was a challenge for respondents.  $p < .001$



Programs located in the Western USDA region disproportionately reported longer than normal ordering lead times a challenge.

Table A8. How much are longer than normal ordering lead times a challenge for your school meal program?					
		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>66.4%</b>	<b>29.3%</b>	<b>4.3%</b>	<b>1,203</b>
USDA FNS Region*	Midwest	61.3%	33.5%	5.2%	328
	Mid-Atlantic	68.1%	29.4%	2.5%	119
	Mountain Plains	63.9%	27.8%	8.3%	108
	Northeast	70.5%	28.8%	0.8%	132
	Southeast	63.3%	29.4%	7.2%	221
	Southwest	63.8%	33.1%	3.1%	130
	Western	80.0%	18.8%	1.2%	165
Free and Reduced Rate	<26%	67.2%	30.8%	2.0%	198
	26 - 50%	68.6%	26.9%	4.5%	442
	51 - 65%	65.2%	29.2%	5.5%	253
	>65%	64.1%	31.4%	4.5%	312
District Enrollment	<1,000	62.6%	29.5%	7.9%	139
	1,000 - 2,499	62.5%	33.3%	4.2%	288
	2,500 - 4,999	71.2%	25.0%	3.8%	264
	5,000 - 9,999	65.0%	30.0%	5.0%	220
	10,000 - 24,999	66.1%	31.1%	2.8%	177
	25,000+	73.5%	23.9%	2.6%	117
*A chi-square test of independence showed there is a statistically significant association between USDA FNS regional location and the degree to which longer than normal ordering lead times was a challenge for respondents. $p < .001$					



**Table A9. How much is suppliers not carrying sufficient menu items needed to meet nutrition standards (e.g. whole-grain, low-sodium, low-fat) a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>68.7%</b>	<b>27.7%</b>	<b>3.6%</b>	<b>1,206</b>
USDA FNS Region	Midwest	72.6%	23.8%	3.7%	328
	Mid-Atlantic	66.4%	29.4%	4.2%	119
	Mountain Plains	72.2%	26.9%	0.9%	108
	Northeast	72.9%	24.8%	2.3%	133
	Southeast	69.4%	25.7%	5.0%	222
	Southwest	60.5%	34.1%	5.4%	129
	Western	62.4%	34.5%	3.0%	165
Free and Reduced Rate	<26%	73.1%	24.4%	2.5%	197
	26 - 50%	70.8%	26.5%	2.7%	442
	51 - 65%	66.1%	28.7%	5.1%	254
	>65%	64.9%	30.7%	4.5%	313
District Enrollment*	<1,000	77.0%	20.1%	2.9%	139
	1,000 - 2,499	69.2%	26.6%	4.2%	289
	2,500 - 4,999	73.4%	24.0%	2.7%	263
	5,000 - 9,999	65.5%	30.0%	4.5%	220
	10,000 - 24,999	66.7%	28.8%	4.5%	177
	25,000+	55.9%	41.5%	2.5%	118

\*A chi-square test of independence showed there is a statistically significant association between District Enrollment and the degree to which suppliers not carrying sufficient menu items needed to meet nutrition standards (e.g. whole-grain, low-sodium, low-fat) was a challenge for respondents.  $p = .02$



**Table A10. How much is suppliers not carrying sufficient menu items to meet Buy American requirements a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>43.4%</b>	<b>43.9%</b>	<b>12.7%</b>	<b>1,201</b>
USDA FNS Region	Midwest	44.0%	45.0%	11.0%	327
	Mid-Atlantic	41.7%	42.5%	15.8%	120
	Mountain Plains	46.7%	43.9%	9.3%	107
	Northeast	50.0%	43.9%	6.1%	132
	Southeast	39.6%	43.7%	16.7%	222
	Southwest	40.3%	45.0%	14.7%	129
	Western	43.3%	42.1%	14.6%	164
Free and Reduced Rate	<26%	44.2%	44.7%	11.2%	197
	26 - 50%	42.0%	45.9%	12.0%	440
	51 - 65%	41.5%	44.7%	13.8%	253
	>65%	46.6%	39.6%	13.7%	313
District Enrollment*	<1,000	51.8%	38.0%	10.2%	137
	1,000 - 2,499	48.8%	41.5%	9.8%	287
	2,500 - 4,999	43.2%	43.6%	13.3%	264
	5,000 - 9,999	40.5%	43.6%	15.9%	220
	10,000 - 24,999	39.5%	49.2%	11.3%	177
	25,000+	33.1%	49.2%	17.8%	118

\*A chi-square test of independence showed there is a statistically significant association between District Enrollment and the degree to which suppliers not carrying sufficient menu items to meet Buy American requirements was a challenge for respondents.  $p = .05$



The rate of staff shortages reported as a significant challenge increased along with district enrollment, with nearly 90% of districts with 25,000+ enrolled students reporting staff shortages as a significant challenge.

Table A11. How much is staff shortages a challenge for your school meal program?					
		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>70.8%</b>	<b>24.8%</b>	<b>4.4%</b>	<b>1,204</b>
USDA FNS Region	Midwest	68.6%	26.2%	5.2%	328
	Mid-Atlantic	75.0%	20.8%	4.2%	120
	Mountain Plains	74.1%	19.4%	6.5%	108
	Northeast	65.4%	29.3%	5.3%	133
	Southeast	69.2%	26.7%	4.1%	221
	Southwest	76.0%	22.5%	1.6%	129
	Western	72.1%	24.2%	3.6%	165
Free and Reduced Rate	<26%	75.8%	19.7%	4.5%	198
	26 - 50%	70.9%	25.5%	3.6%	440
	51 - 65%	65.4%	27.6%	7.1%	254
	>65%	71.7%	25.2%	3.2%	314
District Enrollment*	<1,000	47.8%	37.0%	15.2%	138
	1,000 - 2,499	67.7%	27.1%	5.2%	288
	2,500 - 4,999	65.9%	31.4%	2.7%	264
	5,000 - 9,999	74.4%	21.5%	4.1%	219
	10,000 - 24,999	84.4%	15.1%	0.6%	179
	25,000+	88.1%	11.9%	0.0%	118
*A chi-square test of independence showed there is a statistically significant association between District Enrollment and the degree to which staff shortages was a challenge for respondents. $p < .001$					



**Table A12. How much is the administrative burden to implement P-EBT a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>35.7%</b>	<b>45.5%</b>	<b>18.8%</b>	<b>1,199</b>
USDA FNS Region*	Midwest	38.2%	48.0%	13.8%	325
	Mid-Atlantic	39.2%	47.5%	13.3%	120
	Mountain Plains	39.4%	42.2%	18.3%	109
	Northeast	22.6%	52.6%	24.8%	133
	Southeast	35.2%	36.1%	28.8%	219
	Southwest	40.6%	46.1%	13.3%	128
	Western	33.3%	47.3%	19.4%	165
Free and Reduced Rate*	<26%	22.7%	52.5%	24.7%	198
	26 - 50%	37.6%	47.2%	15.3%	439
	51 - 65%	42.3%	37.9%	19.8%	253
	>65%	35.7%	45.0%	19.3%	311
District Enrollment	<1,000	29.9%	50.4%	19.7%	137
	1,000 - 2,499	40.1%	42.5%	17.4%	287
	2,500 - 4,999	35.0%	45.2%	19.8%	263
	5,000 - 9,999	39.4%	42.2%	18.3%	218
	10,000 - 24,999	31.5%	51.1%	17.4%	178
	25,000+	32.2%	45.8%	22.0%	118

\*Chi-square tests of independence showed there are statistically significant associations between both USDA FNS region location and Free and Reduced % and the degree to which staff shortages was a challenge for respondents. USDA FNS region and Free and Reduced %:  $p < .001$



**Table A13. How much is getting families to submit free-and-reduced meal applications/household income forms a challenge for your school meal program?**

		Significant Challenge	Moderate Challenge	Not a Challenge	n=
	<b>Overall</b>	<b>36.7%</b>	<b>38.0%</b>	<b>25.3%</b>	<b>1,204</b>
USDA FNS Region*	Midwest	45.3%	39.2%	15.5%	329
	Mid-Atlantic	25.0%	40.8%	34.2%	120
	Mountain Plains	49.1%	35.2%	15.7%	108
	Northeast	27.8%	46.6%	25.6%	133
	Southeast	29.5%	31.4%	39.1%	220
	Southwest	41.9%	31.8%	26.4%	129
	Western	32.7%	41.8%	25.5%	165
Free and Reduced Rate*	<26%	33.8%	46.0%	20.2%	198
	26 - 50%	44.0%	42.9%	13.1%	443
	51 - 65%	42.7%	38.7%	18.6%	253
	>65%	23.7%	25.0%	51.3%	312
District Enrollment	<1,000	41.7%	34.5%	23.7%	138
	1,000 - 2,499	39.6%	35.1%	25.3%	288
	2,500 - 4,999	37.5%	38.3%	24.2%	264
	5,000 - 9,999	32.9%	40.6%	26.5%	219
	10,000 - 24,999	41.0%	37.1%	21.9%	178
	25,000+	23.7%	44.1%	32.2%	118

\*Chi-square tests of independence showed there are statistically significant associations between both USDA FNS region location and Free and Reduced % and the degree to which getting families to submit free-and-reduced meal applications/household income forms was a challenge for respondents. USDA FNS region and Free and Reduced %:  $p < .001$



Table A14. How much is a lack of competitive bid responses a challenge for your school meal program?					
		Significant Challenge	Moderate Challenge	Not a Challenge	n=
USDA FNS Region	<b>Overall</b>	<b>31.5%</b>	<b>48.3%</b>	<b>20.2%</b>	<b>1,199</b>
	Midwest	26.3%	48.6%	25.1%	327
	Mid-Atlantic	34.7%	50.8%	14.4%	118
	Mountain Plains	31.5%	51.9%	16.7%	108
	Northeast	39.1%	44.4%	16.5%	133
	Southeast	32.7%	48.2%	19.1%	220
	Southwest	34.4%	40.6%	25.0%	128
	Western	29.7%	52.7%	17.6%	165
Free and Reduced Rate	<26%	36.4%	41.9%	21.7%	198
	26 - 50%	30.0%	51.4%	18.6%	440
	51 - 65%	27.8%	49.2%	23.0%	252
	>65%	33.4%	47.3%	19.3%	311
District Enrollment	<1,000	31.2%	44.2%	24.6%	138
	1,000 - 2,499	29.8%	49.5%	20.8%	289
	2,500 - 4,999	31.2%	50.6%	18.3%	263
	5,000 - 9,999	30.6%	48.9%	20.5%	219
	10,000 - 24,999	35.4%	43.4%	21.1%	175
	25,000+	32.5%	51.3%	16.2%	117





*Appendix B – Open-Ended Responses to "Why has your program not raised salaries and/or not added bonuses to address staff shortages?"*

A current salary study is being conducted.
Administration does not truly understand what / how are program works. The idea that SN is the lowest compensated class of district employees is ridiculous.
adminstration is evaluating the wage scales
All food service staff did get a 3% raise, further raises are under consideration to retain/attract staff
At the moment I'm only short two staff members district wide.
Awaiting negotiations on collective bargaining agreement.
Bargaining for represented group is ongoing and unresolved. Complexities of bargaining negotiations has kept bonuses out due to disagreement on raises of wages.
Bargaining Unit consists of numerous departments and food service is at the bottom of that group... Raises go to the larger depts that make up majority of the group.
Bonus will be done by December.
Bonuses not an allowable cost in federal funds. Excess funds cannot be used for salaries. Salary changes negotiated with union.
by contract we can not adjust their salaries
Candidates are interested in FT benefited positions and our operation cannot support this long-term.
Considering raising/bonuses for this school year -- but no negotiations are on the table until the Teacher's contract is awarded.
Contract is locked in until 2022/23
Contract negotiations are currently taking place
Contractual conflict
Contractual multi-year issue not easily addressed with bonuses or short term raises
Contractually bound
Cost of living raise included in this year's salary. Staff are already paid at higher rates than most other jobs in the community.
Currentlt stuck running schools, therefore have not had time to do Salary Studies to seek approval for salary increases
Currently, negotiating a new union contract.
District admin wants to wait to see financials of September
District HR will not address until annual budget in spring
district is slow and unwilling to increase food wages due to other employee groups will be impacted
District is unable to raise Nutrition Services Employees alone, and can't raise salaries district wide.
District policies are preventing us from rewarding staff members.
District/union are having a difficult time agreeing to a process to open the contract for renegotiations during the contract period.



Don't know
Don't know if it's an option or thought with our leadership team
Don't know, generally they don't unless absolutely necessary
Don't know?
Even though we have worked since the pandemic began, there was no incentive offered, no increase in pay, no 'hazard pay'. The only benefit was to those who were laid off to collect unemployment, and the handful of us that worked were paid for their typical full week. We actually worked very near our regular hours, in fact.
Finding people who want to work is difficult
Following the contract, however if extra time is needed they are paid accordingly. Have increase hours for staff where needed.
Following union contract
Following Union Negotiated Contracts...
Food Service Employees are a part of a joint union with other support staff. The union would have to bargain for the increase of all parties together.
Food Service has funds to raise wages but other departments do not have enough in the general funds to cover the entire group and the district. The district believes if there is not enough for all groups to receive a raise. Even though FS is lowest paid in the whole district. Confused on this topic.
Food Service staff has contract with administration, and those pay amounts are set to that contract. No increase has been offered because of the pandemic.
FSMC will not raise benefits due to bid restrictions. The district would have to rebid to accommodate salary increases.
Funding not sufficient to cover long-term effects of salary increases once COVID funds are depleted.
Hard to find help and keep and finding good subs
has not been addressed by our board yet
Have to wait until contract is expired.
I am awaiting approval for raises from Superintendent then School Committee.
I am not certain how we would offer that.
I answered that reimbursements are able to cover costs however if we raised salaries to where they need to that may not be the case. Our employees are part of the union so any salary changes go through a negotiation process.
I have tried for years to get my staff raises. I cannot get admni/school board to support it even though we have more than 3 months operating budget extra. We actually have at least a 6 month surplus.
I haven't had time to look at my financials to find out if it would be feasible.
I honestly don't know.
I think I will be able to get some raises through soon, although I've been trying for 5 months to do so before administration seems to finally agree.
I would LOVE to offer a bonus to each of my staff members. They deserve it!!! Is this legal ???
I'm new in this position and am trying to understand the financial situation of my budget before I increase wages.
If salaries are raised, our program will not have the funds to sustain the for the future once we return to NSLP/SBP and lower reimbursement rates.
If staff works above time allocated in contract they are paid for the hours they work.
In process of working with Human Resources to create new positions at a higher paygrade; however, the hourly rate of pay would not significantly increase (in some cases, not even by a dollar. Also, the hourly rate increase for the new positions would be dependent on the number of years an SN employee has worked for the district).



Is something that needs to be thoroughly presented and advocated.
It has not been addressed at this time.
Lack of school board support
money
My issue is finding substitute employees and not being able to work short staffed. If I raise sub salaries anymore, it will by pass our starting rate
My staff are part of a union and my administration will not consider raising wages until it is time to negotiate a new contract.
Negotiated
Negotiated agreements in place cannot easily be changed; if changed, impacts more than just the food service workers. Our budget is separate but the school system budget would be unable to absorb the change in pay to other groups in the contract
No money in district for non-food service staff to get raises so union precludes food service to offer more
No staff is well-paid
No support from business manager on raises.
No support on this from the Administration
Not an issue right now, we have staff, the shortages are of the drivers and the warehouse staff
Not in contract
not my authority to make those choices
Not negotiated with unions.
One time funds not sustainable for ongoing pay raises
operate under a union contract
Our current staff is stable and while we do not have a lot of substitutes, we have been able to get by and the current team is amazing and understanding.
Our district does not offer food service personnel raises or incentives that it cannot offer all non-certified staff, for example teaching assistants, custodial
Our employees are under staff contract & staff shortages not an issue. Our high school is closed due to a fire - so I actually have "extra" staff.
Our HR person WILL NOT raise our starting rate. She says she can not do so because contract negotiation
Our kitchens are managed by a Food management company, right now we are fully staffed. But it has been a struggle to get competent people hired.
Our school board cannot agree that food service staff are worthy of a raise, and will not make the salary for a food service worker equal to or above an employee working as a para educator.
Our school district does an automatic cost of living raise of 3% so pay rates raise each year for cost of living.
Our staff are part of Union and the district has not approved to raise wages.
Our staff is making a pretty good salary that we are not experiencing any labor shortage of permanent staff. We are short on subs.
Our staff is tied in with Teacher negotiations we cannot do anything until next year and if it is negotiated. We have finally gotten staffed up. The problem now is people being out due to covid or related issues
Process takes time.
Provided raises unrelated to covid prior to the start of the year
Raise/bonuses opportunities must be available to all of the school systems support personnel.
Raised salaries for 2020 - 2021 SY
Raised salaries previous year and gave two bonuses
raises are based on years served with step increase yearly



Raises in negotiations stage. Stipend bonus pending board approval.
Raising pay rates are part of new contract union negotiations.
Raising salaries is not the answer and would cause potential losses in program. Paying employees more often than once a month would help tremendously.
Raising the salaries would not remove the correct issues with suppliers, vendors, and deliveries. Nor will it stop COVID-19 mandates
Rates were raised fall of 2019 prior to COVID.
salaries are negotiated on a calendar/bi annual basis
Salaries are negotiated with teachers and classified staff.
Salaries being negotiated with the unions currently for 21/22 school year.
Salaries cannot be raised because teachers will get angry
Salary increases must align with district pay for other departments with same labor level employees.
Salary is not the biggest issue regarding staffing shortages and therefore do not feel it would be the best solution
Salary raises beyond yearly contract increases not permitted unless approved by school board.
School board approves employee hourly rates once a year.
Staff are highest paid in the county. It's physical and mental health issues that are causing current employees to miss a lot, which has NEVER been an issue in past years. We have hired a couple good subs and looking for more.
Staff are under current CBA, they renegotiate this coming spring.
Staff is under union contract
Staff is under union contract and are making more than minimum wage.
Staff is unionized. Pay increases are negotiated between the union and the school board. Substitute pay increase has been discussed, but not increased to date.
Staff receive annual wage increases per BOE approval as determined during contract negotiations.
Staff works for a contractor
Submitted a proposal for retention bonuses - waiting on decision through ESSER \$\$
Superintendent has said the support contract isn't up for renewal until 2023.
Superintendent, Assistant Superintendent and Director of Finance did not approve on my budget request.
Support staff union is in charge and they have not approved any increases
That is an action of the Board of Education. It's done once a year in the fall for the next year. We didn't think we'd still be having issues a year ago. We are not a for profit institution that can randomly increase salaries within a month. There are unions within the district that have contracts, while food service is not one of them. Increasing salaries midyear is not doable. We did increase wages since the State Minimum wages increased, but not because of the staff shortages.
The issue has not been addressed yet but it will be in the future
The nutrition owes the school board for covering past salaries! I can not even propose an across the board salary increase if my budget can not support it. I did request (pending board approval with superintendent support) a pay increase for substitutes to increase pay to starting pay of permanent nutrition assistants.
The staff has a union contract in place for the year. Will have to negotiate new next year.
<b>THE TOPIC KEEPS BEING PUT UNDER RUG VERY DISAPPOINTING BY THE BOARD OF EDUCATION</b>
The unions often run the districts. To raise salaries for the school staff would impact every other department.
There is a Union Contract
They are not in the talks about a raise for classified staff. Should know something in November



They just haven't but it would be nice to get
Told that the district can't provide raises for other departments so they can't justify for foodservice department.
Unable to discuss at this time.
Under union contract, can not address at this time. But when due, we will discuss, but will likely not be to the level needed to keep up with other businesses.
Union
UNION
union contract
Union contract
Union Contract
Union contract in effect; would need re-negotiation
Union contract in place. It takes an act of God to make any changes!
union contract makes bonuses difficult
Union Contract makes it difficult.
Union contract will not permit and doing so would affect the entire contract and other departments.
Union Contracts
union contracts but talking about now
Union contracts would need to be re-negotiated to address hiring above the minimum rate.
union employees
Union employees that are paid per contract
union has salaries set
Union negotiated contracts need to be negotiated and will take a lot of time. Can't do this quickly.
Union regulations
Union shop.
Union Staff
Union wants raises for ALL members and will not agree to raise only food service employees. District admin is open to raises for Food Services.
Union, all wages are negotiated by the union for the entire Classified Group
Unions would expect all salaries to be raised throughout the district
Unsure
up to this point we have had enough staff in dining. It's just when we have a lot of staff sick at the same time that we need more subs.
Wage increases are being considered district wide, and our department cannot be an exception. We are in the process of a Mill Levy Override to increase district wages.
Wages are determined by administration and all classified positions would have to be raised. They cannot just raise food service. In addition, if they raise everyone's, they don't know that there will be funds in the future to support the higher wages. We could not decrease wages once they are raised.
WAGES CONTROLLED BY UNION CONTRACT
Wages determined by a 3 year contract which expires June 2022. Wages hopefully will increase on the new contract. The most I can do now is give years of service credit to the pay rate if they have experience.
Waiting for the district admin to approve.
Waiting on state budge to be approved. Once approved district raises will be added to state raise.
Waiting on the board to approve



We are a union house. Bonuses and pay raises need to be negotiated
We are also hit by the vaccine mandate so on boarding new staff has been slow.
We are holding our own currently. It hasn't been a topic just yet.
we are in an extended contract negotiation, so we will eventually raise salaries, but the negotiations continue to be extended.
We are still serving students even though the Dept of Education has not approved our SSO application. We need help to bring awareness to this issue.
We are under a union contract
We are unionized and so there is a lot more to consider in the process of increasing wages. Also, available funds are a large concern and the impact that will have on future years.
we have a union contract and not able to do things that are not in the contract
We have a union contract and we would have to go into negotiations to do this.
We have been very fortunate to have a mainly full staff, but desperate need for subs
We have raised the salaries for Cafe Subs and trying to see what kind of funds we have to raise salaries.
We have staff for regular positions, but hardly any SUBS.
We only have one vacancy at this time. Problem is mainly subs due to quarantining staff for self or family members.
we operate under a contract
We raised salaries for current staff, however our sub rate is minimum wage and our Superintendent did not realize this. I am pushing to increase it some, however my lowest paid person is only about \$.50 above minimum. With Union contracts, I have no say in the wages of my staff other than eliminate level (IE Cook 1, Cook II, and Cook III) and only have two breakdowns. Feel like it is out of my hands and not sure what I can do.
We received a 2% raise in 19-20 and will not know about a raise until May 2022. If a raise is possible for the 20-21 year and then receive retro pay.
We were able to get a raise approved in SY 20-21
We've raised the salaries of union employees. District employees (Managers, Assistant Managers, district staff) have not been considered. Even with the salary increase we cannot attract employees and any higher than that the district administration would have to agree. The state Governor gave teachers a \$1000 bonus but did not include Nutrition Services employees. That would have made an impact.
working on it
working on raising salaries, but has not been board approved yet
Working within the union contract agreement.