

Results of the U.S. Department of Agriculture, Food and Nutrition Service-Administered School Food Authority Survey on Supply Chain Disruptions

Background

The School Food Authority (SFA) Survey on Supply Chain Disruptions was administered by U.S. Department of Agriculture's Food and Nutrition Service (FNS) from November 8 to December 13, 2021 through a 20-minute online questionnaire. The survey was sent to all SFAs operating Child Nutrition Programs (CNPs) to gather information on the scope of the supply chain disruptions and school meal operations during school year (SY) 2021-2022. The response rate for the survey was 60 percent with SFAs from all States and territories responding. The results below were weighted¹ to be nationally representative.

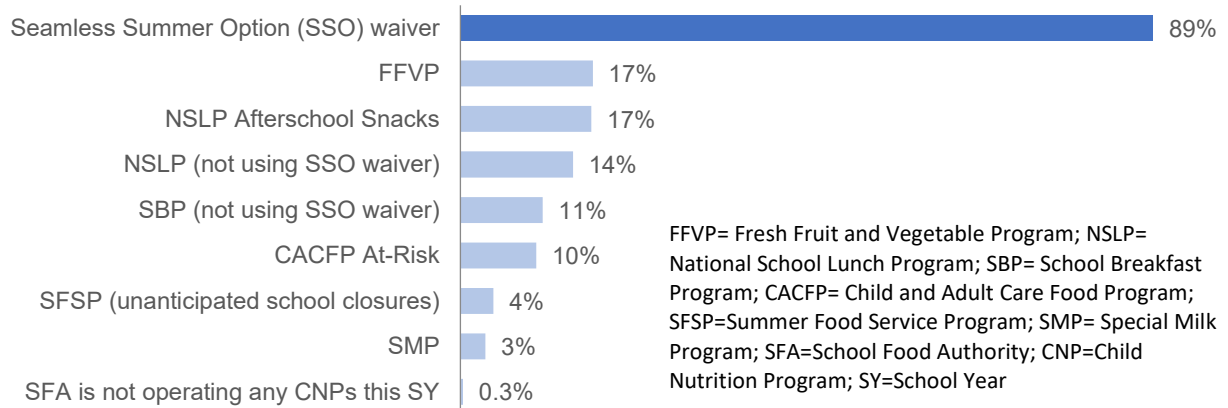
Key Findings

- **The vast majority (90 percent) of SFAs are using the Seamless Summer Option Waiver to serve meals in SY 2021-2022**, which allows schools to offer all students free meals at the higher Summer Food Service Program reimbursement rates. Public and larger SFAs were more likely to use the waiver than smaller or private SFAs.
- **About 92 percent of SFAs reported experiencing challenges due to supply chain disruptions.** The most frequently cited challenges include limited product availability, orders arriving with missing or substituted items, and labor shortages. SFAs expect these and other issues to last into SY 2022-2023. Public, larger, and rural SFAs were more likely to report challenges.
- **SFAs reported experiencing the most challenges procuring meal service supplies, meat/meat alternates (such as chicken products), and whole grain items (including bakery items, breads, and rolls).** Many SFAs reported that these challenges are getting worse compared to the beginning of SY 2021-2022.
- **SFAs reported increased staff stress or workload, higher program costs and difficulty maintaining compliance with the meal patterns as a result of supply chain disruptions.** To offset these impacts, SFAs reported substituting products and using the waivers.
- **SFAs using the SSO waiver were less likely to report a deficit as of October 2021.** About 71 percent of SFAs were at least breaking even financially as of October 2021, which is comparable to what SFAs reported in a typical year pre-pandemic (73 percent). Smaller SFAs were more likely to report a deficit as of October 2021 than larger SFAs.
- **Nearly three-quarters of SFAs (73 percent) reported experiencing staffing challenges.** Smaller and private SFAs were less likely than larger and public SFAs to report staffing challenges. Cooks/food prep staff, drivers, and maintenance staff were the most commonly cited staffing shortages.

¹ See appendix for weighting methodology.

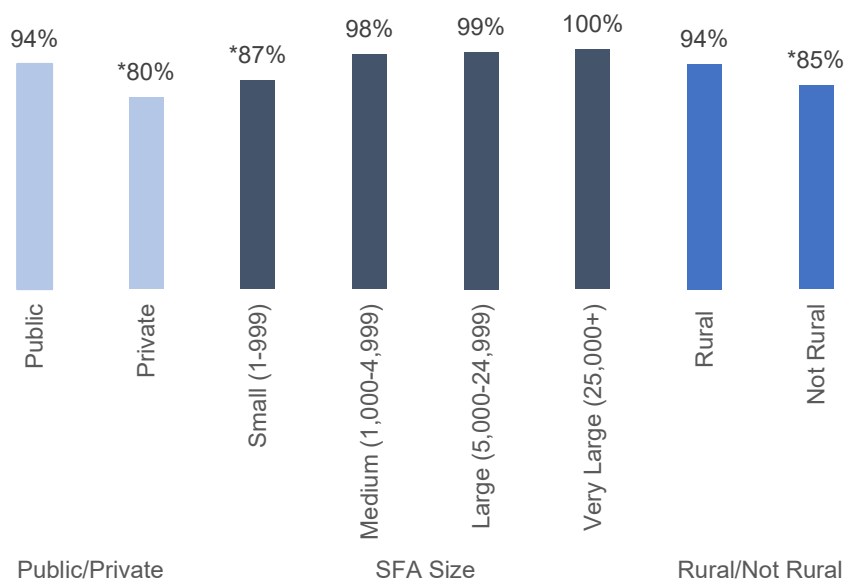
Waiver Use

Almost 90 percent of all SFAs reported using the SY 2021-2022 Seamless Summer Option (SSO) Waiver. About 91 percent of public SFAs used the SSO waiver compared to 77 percent of private SFAs. Small SFAs were less likely to use the SSO waiver (84 percent) than medium (95 percent), large (97 percent), and very large (99 percent) SFAs.² SFAs located in rural areas were more likely to use the SSO waiver than those located in non-rural areas (91 percent compared to 85 percent). SFAs in the Mid-Atlantic and Midwest regions used the SSO waiver the most (92 percent and 91 percent) compared to SFAs across the other FNS regions. SFAs in the Southeast and Mountain Plains regions were least likely to use the SSO waiver (83 percent and 84 percent).



Overall Challenges

Approximately 92 percent of all SFAs reported challenges with procuring or receiving food, beverages or supplies in SY 2021-2022. Nine in 10 SFAs (90 percent) reported challenges with foods or beverages and 80 percent reported challenges procuring or receiving non-food supplies or equipment. Private SFAs, small SFAs, and those in non-rural areas were less likely to report challenges compared to their public, larger, and rural counterparts.³ The percent of SFAs reporting challenges varied slightly across FNS regions (90 percent to 94 percent) (not shown).

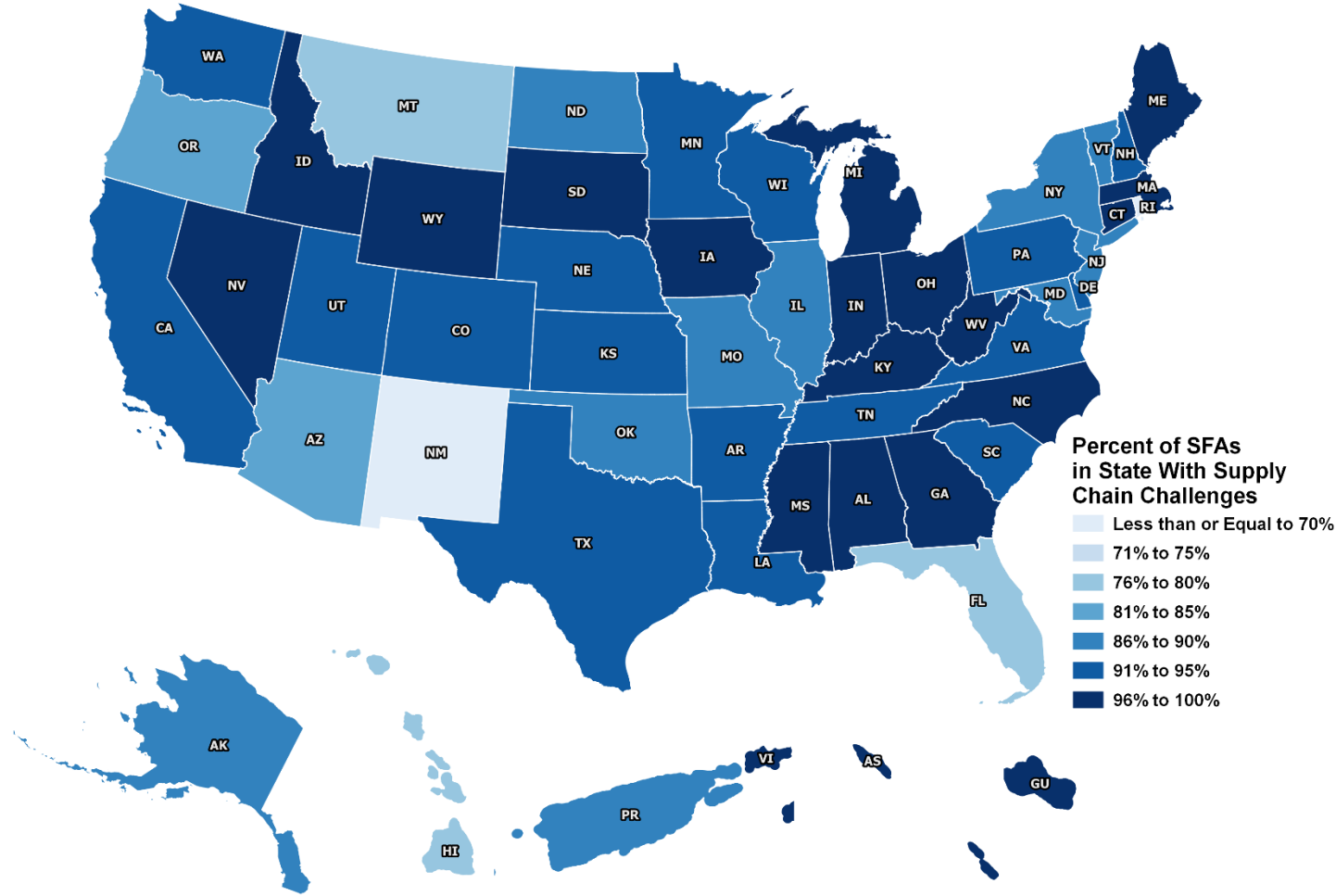


² See appendix for SFA size definitions.

³ *Indicates statistical significance.

Percent of SFAs Experiencing Challenges by State

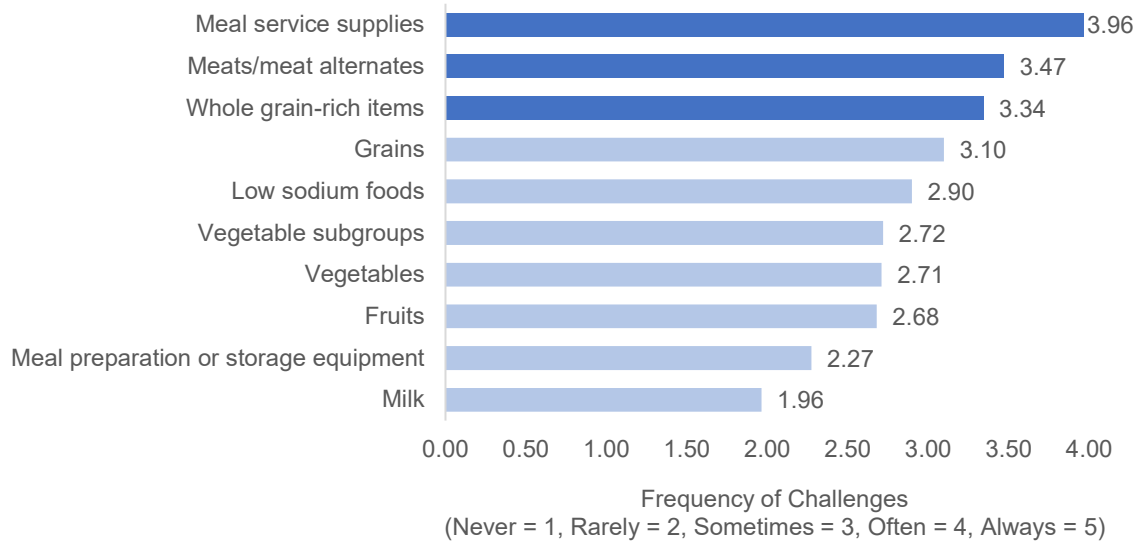
The percent of SFAs reporting supply chain challenges was high across all States,⁴ with Rhode Island and New Mexico reporting the lowest percent of SFAs with challenges (70 percent), and Nevada and West Virginia reporting all SFAs are experiencing challenges.



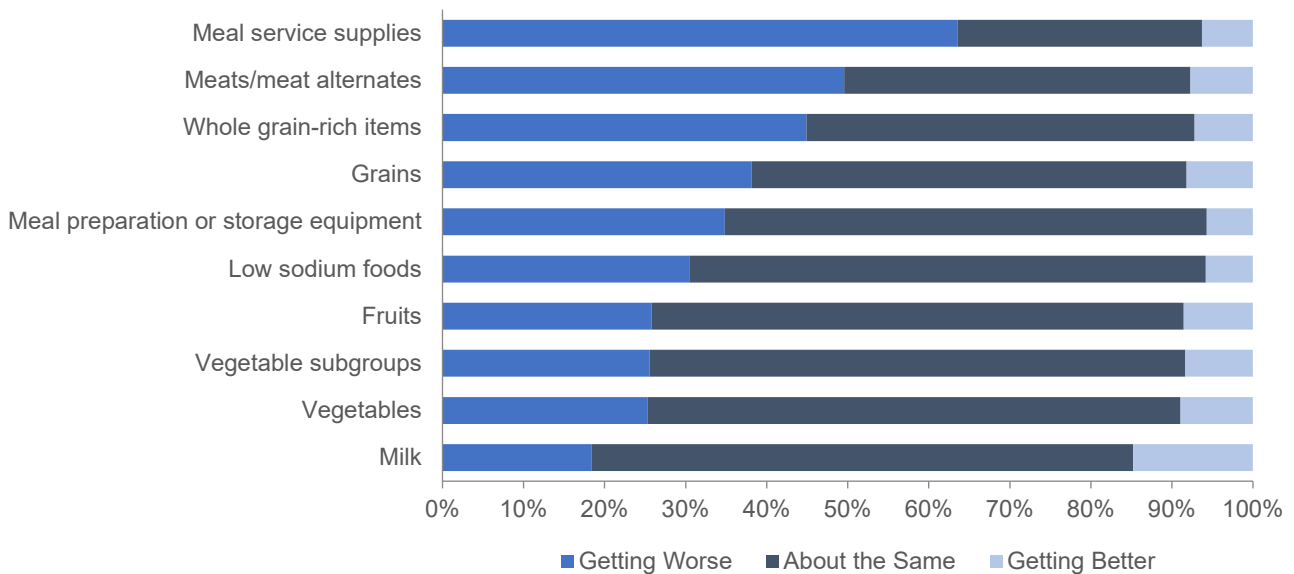
⁴ State level figures are not weighted.

Specific Product Challenges and Influencing Factors

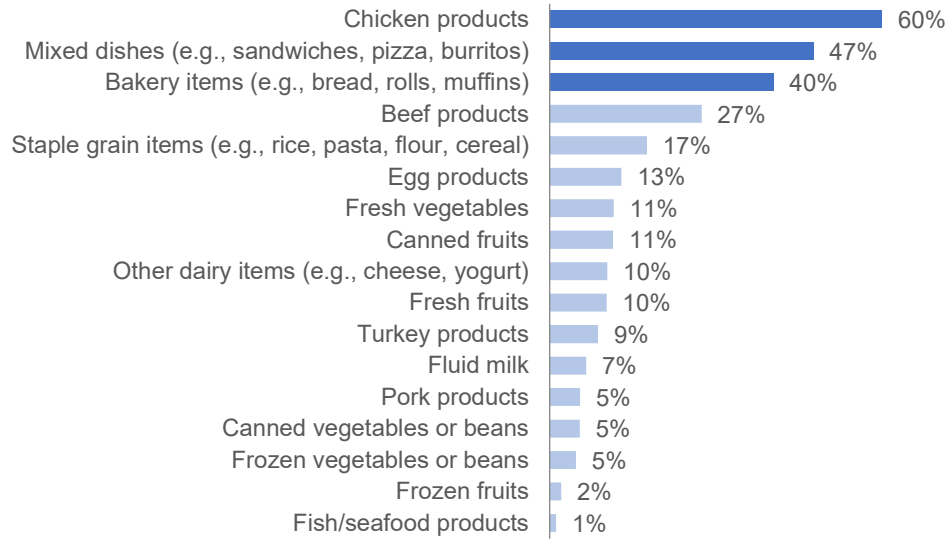
SFAs reported experiencing challenges most frequently with meal service supplies, meat/meat alternates, and whole grain-rich products.



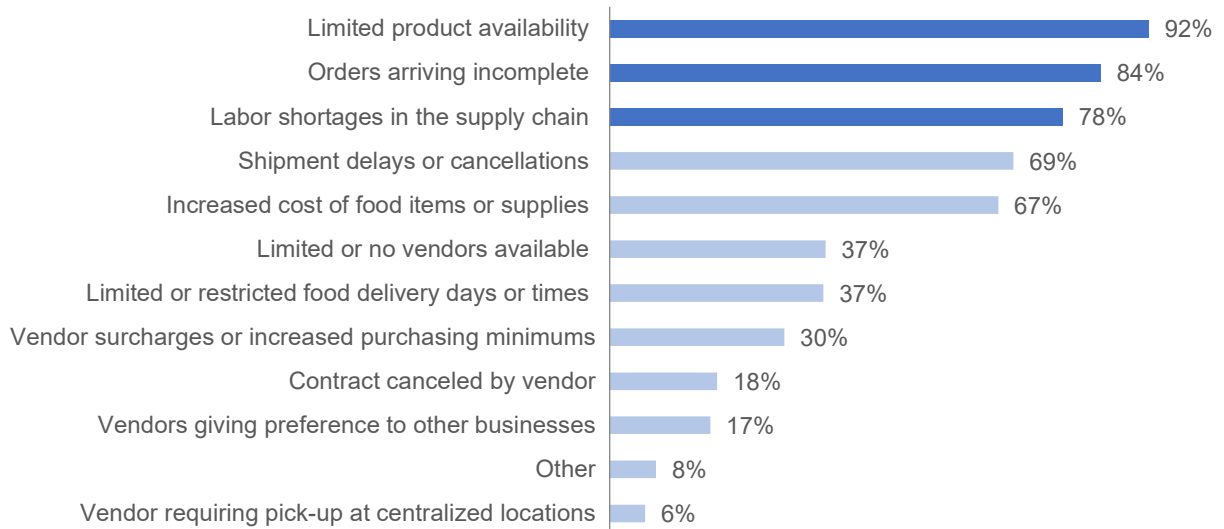
At the time of the survey, most SFAs reported that challenges with these items were about the same or getting worse compared to the beginning of SY 2021-2022.



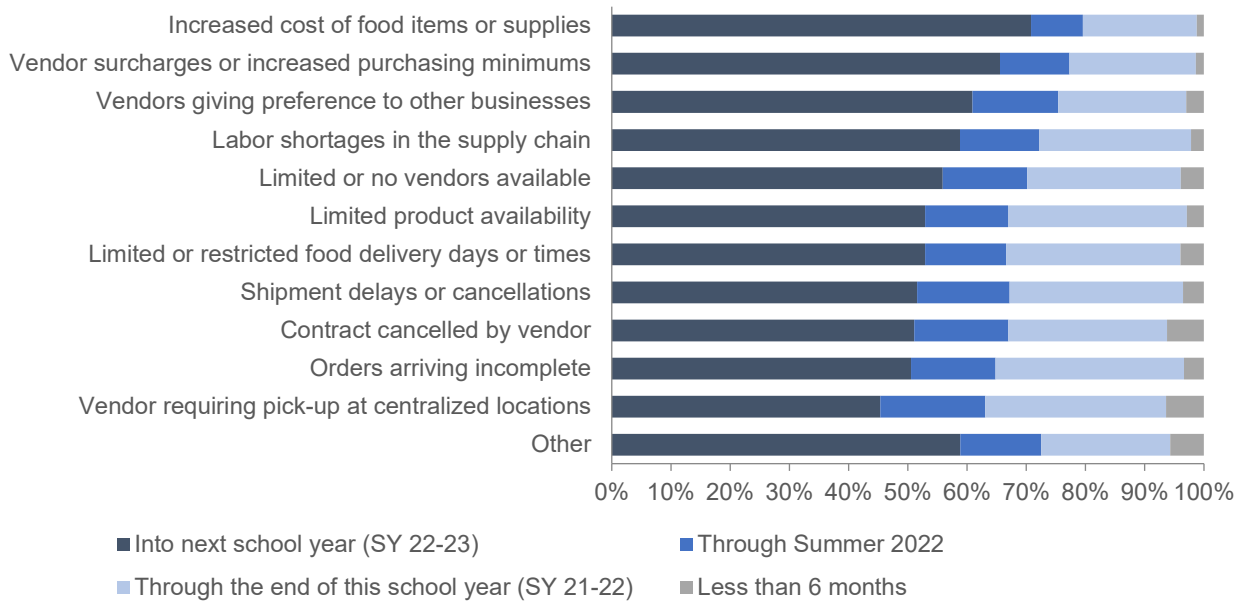
SFAs reported that chicken products, mixed dishes, and bakery items were the most challenging food items to procure.



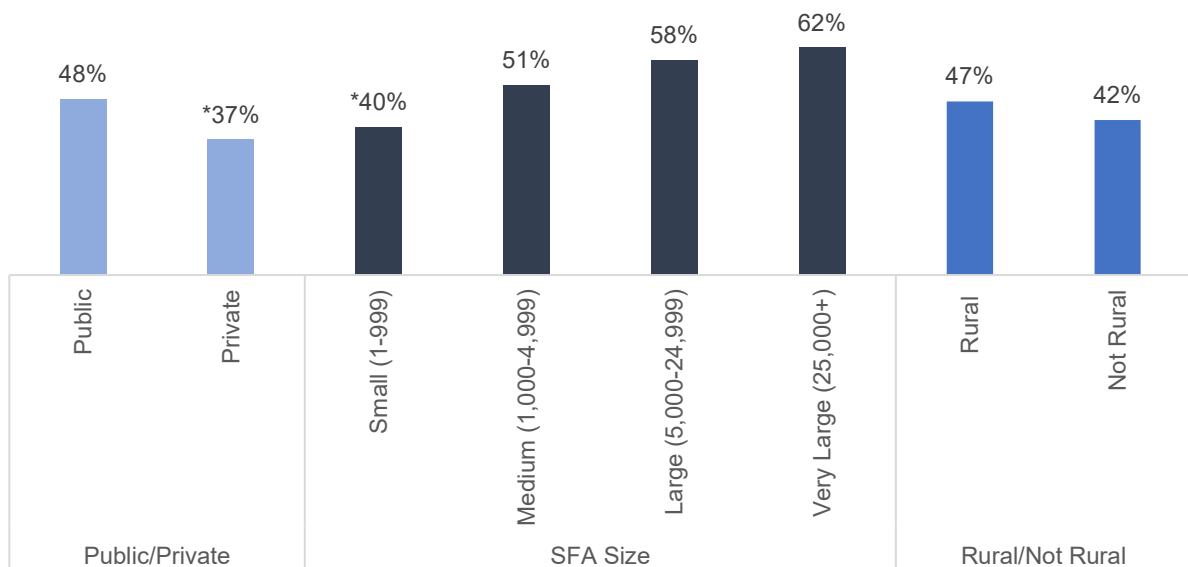
SFAs cited limited product availability, orders arriving with missing or substituted items, and labor shortages in the supply chain as the most common reasons for their challenges.



Most SFAs anticipate these challenges to last through at least the end of the summer but likely into next school year.

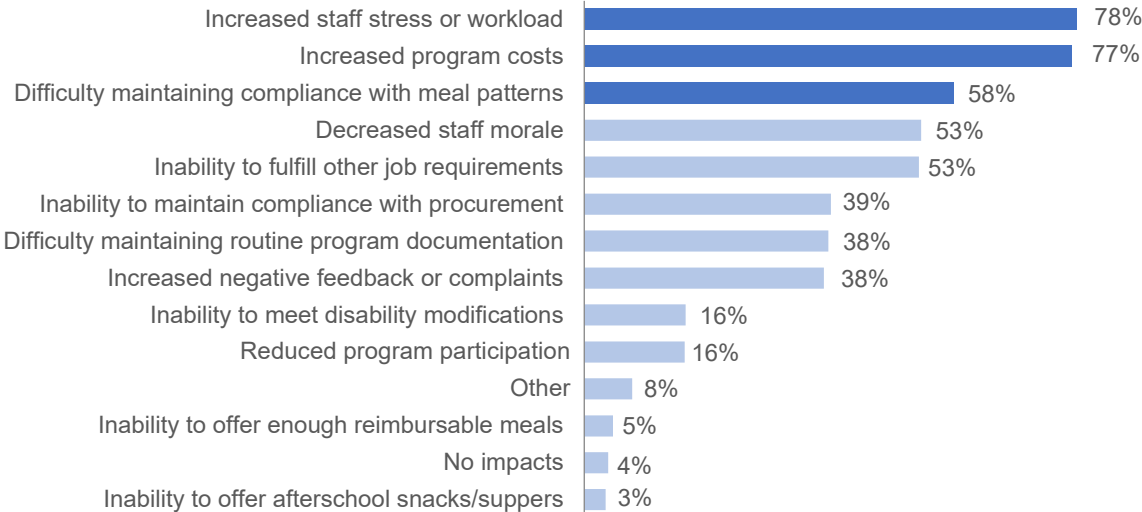


Just under half (46 percent) of SFAs reported experiencing challenges obtaining products through USDA Foods or USDA DoD Fresh. Larger SFAs had more challenges with USDA Foods and USDA DoD Fresh compared to smaller SFAs. Among SFAs reporting USDA Foods or USDA DoD Fresh challenges, USDA Foods diverted to processors product availability issues (82 percent), USDA Foods diverted to processors delivery delays or issues (76 percent), and USDA Foods direct delivery (brown box) product cancellations (71 percent) were cited the most as the specific issues. SFAs contract with commercial distributors and processors to store and process USDA Foods provided to State agencies by USDA.



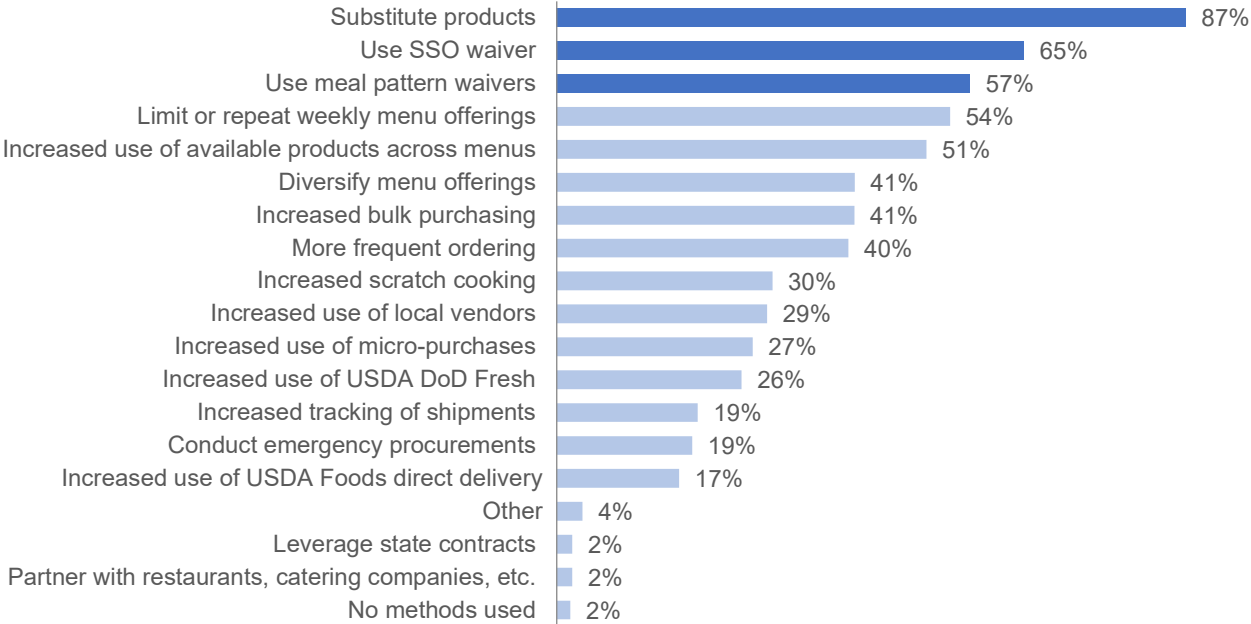
Impacts

SFAs reported increased staff stress or workload, increased program costs and difficulty maintaining compliance with the meal patterns as the most common impacts resulting from the supply chain disruptions.



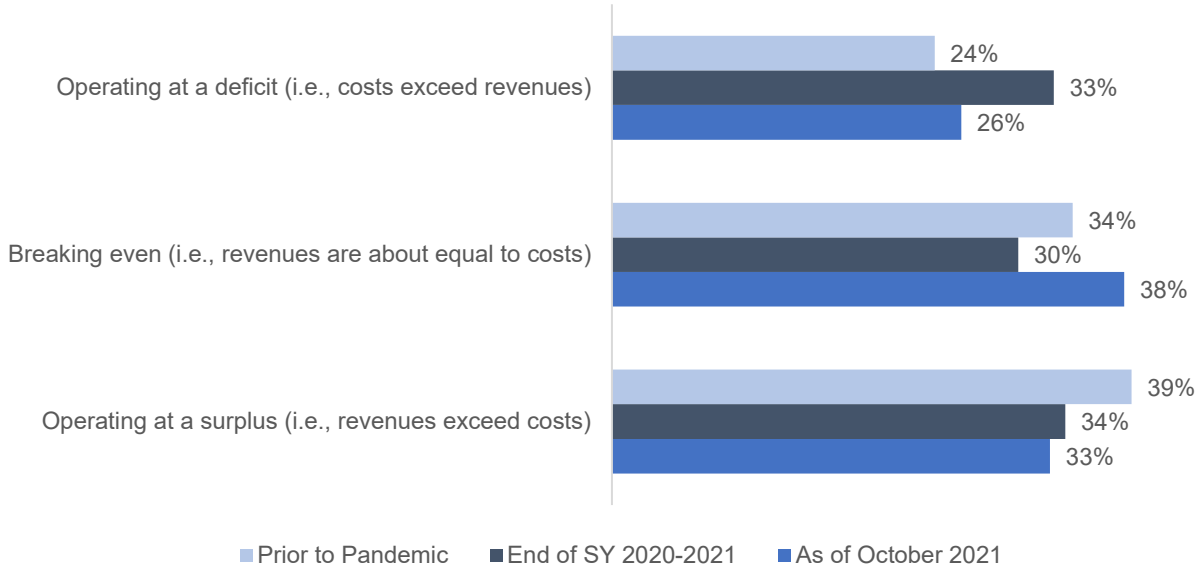
Methods to Address Challenges

SFAs reported substituting products (largely of similar quality), using the SSO waiver, and using meal pattern waivers as the most common methods used to address their supply chain challenges.

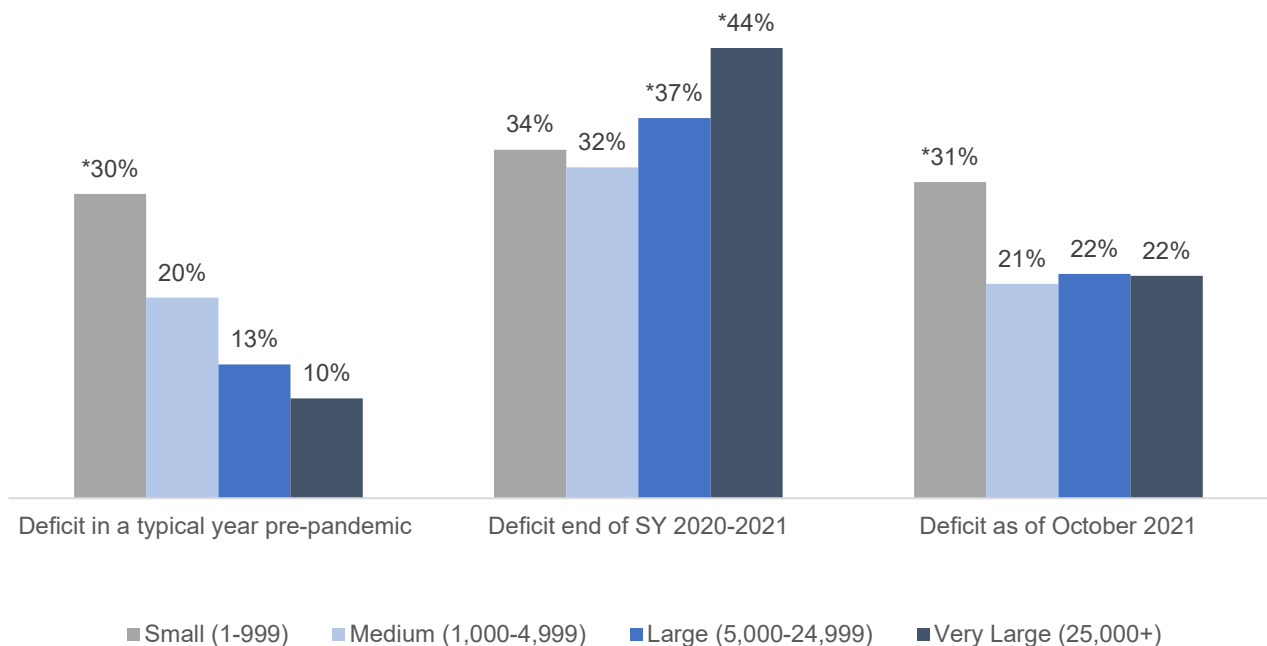


SFA Nonprofit School Foodservice Account Status

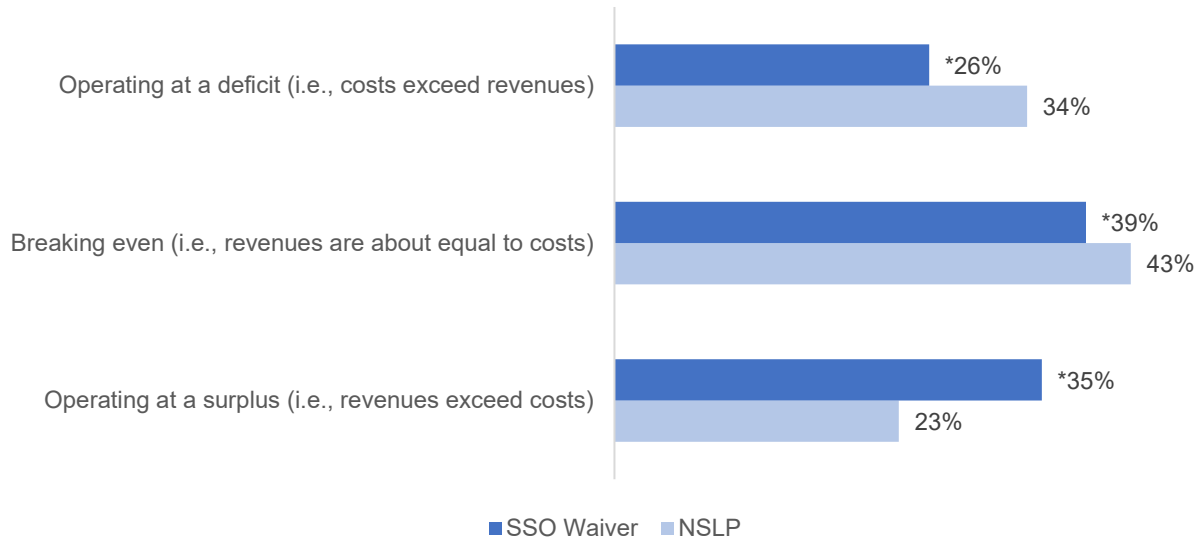
Approximately 71 percent of SFAs were at least breaking even financially as of October 2021, which is comparable to what SFAs reported in a typical year pre-pandemic (73 percent). At the end of SY 2020-2021, that number was down to 64 percent.



Smaller SFAs were most likely to report operating in a deficit as of October 2021 with 31 percent of SFAs reporting a deficit compared to 21 to 22 percent of medium, large, and very large SFAs. In a typical year prior to the pandemic, only about 13 percent and 10 percent of large and very large SFAs, respectively, reported operating at a deficit. The percent of SFAs operating in a deficit was higher across all size categories at the end of SY 2020-2021 than pre-pandemic, but remarkably higher in the large and very large SFAs.

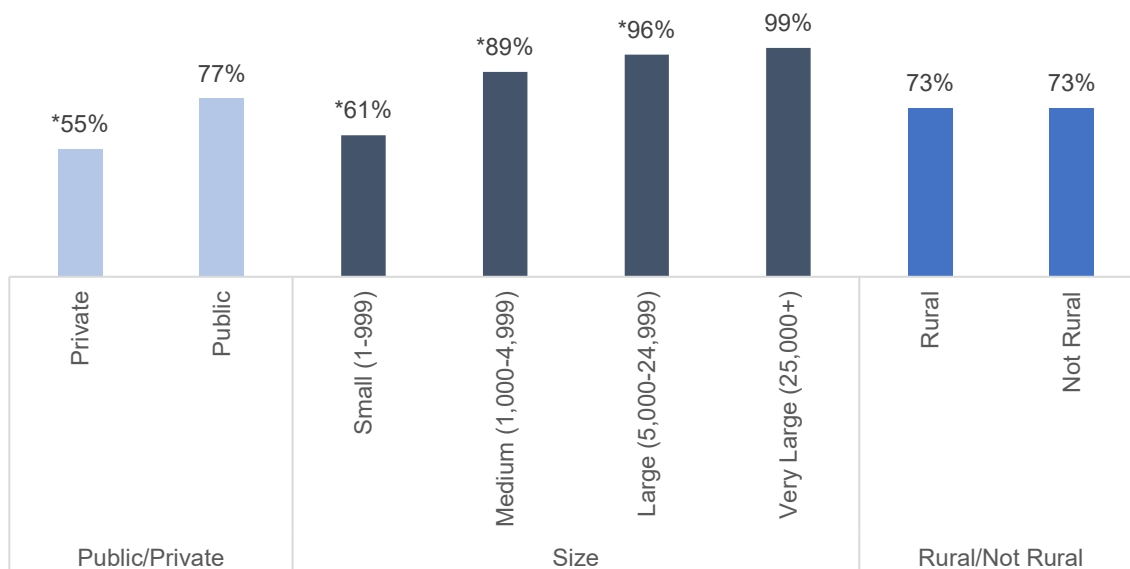


As of October 2021, SFAs operating SSO were less likely to report operating at a deficit (26 percent) compared to those operating the traditional school lunch program (34 percent). While account balances appear to be moving closer to pre-pandemic status, almost 90 percent of SFAs are using the SSO waiver, which allows schools to offer all students free meals and reimburses those meals at the higher Summer Food Service Program (SFSP) rates. This waiver expires June 30, 2022.⁵



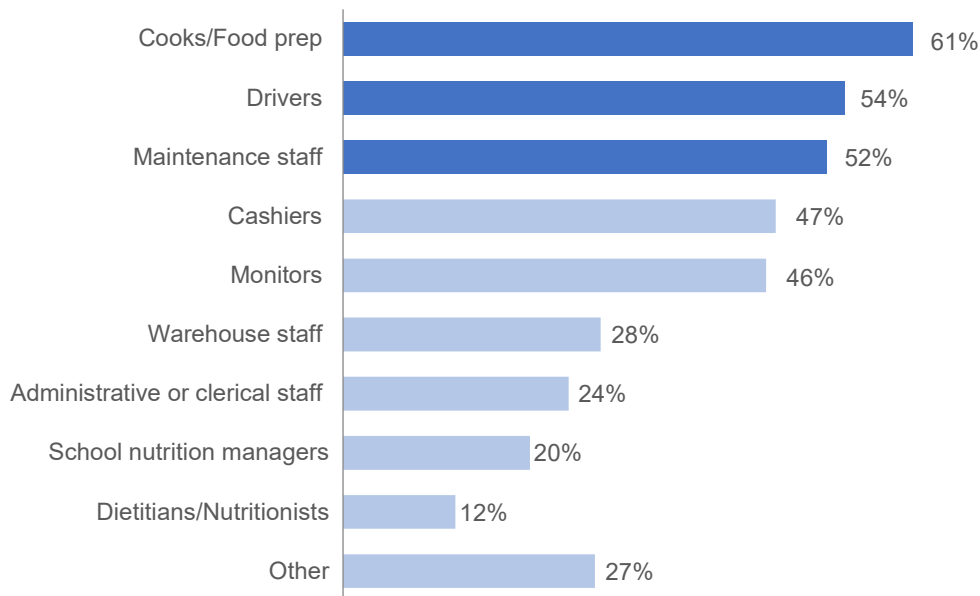
Staffing and Labor Challenges

Nearly three-quarters of SFAs (73 percent) reported experiencing staffing challenges. While there was no difference based on urbanicity, smaller and private SFAs were less likely than larger and public SFAs to report staffing challenges.



⁵ The SFSP lunch and breakfast reimbursement rates are currently 22% and 11% higher than the free NSLP and SBP severe need free reimbursement rates respectively.

Cooks/food prep staff, drivers, and maintenance staff were the most commonly reported staffing shortages.



For More Information:

Applebaum, Margaret & Figueroa, Holly (2022). USDA Child Nutrition Program and Supplemental Nutrition and Safety Program also contributed to this report. Results of USDA FNS-Administered School Food Authority Survey on Supply Chain Disruptions. Prepared by the U.S. Department of Agriculture, Food and Nutrition Service, Office of Policy Support, Alexandria, VA. Available online at: www.fns.usda.gov/research-and-analysis.

USDA is an equal opportunity provider, employer, and lender.

APPENDIX A

Weighting Methodology:

The response rate for the survey was 60 percent. Estimates may be biased if respondents are systematically different from non-respondents. FNS used a similar approach to addressing non-response bias as the approach used in the Farm to School Census.⁶ Response rates by key characteristics were assessed to determine any potential bias and non-response weights were created to adjust for this variation. SFA size, public/private status, and region were all deemed significant predictors of non-response through estimating a probit model. FNS used coefficients from the probit model to predict the propensity of each SFA to complete the survey and took the inverse of these propensities to create inverse propensity weights. The resulting weights were then adjusted so that the sum of the weights of responding SFAs was equal to the number of SFAs in the population.

FNS applied urbanicity classifications for SFAs at the Zip Code Tabulation Area (ZCTA) level using ZCTA locale assignments from the National Center for Education Statistics (NCES). These locale assignments were not available for all SFAs, resulting in missing data. Because of this, FNS used the same methods to create a second set of weights for analyses of urbanicity.

Characteristic	Population		Unweighted Respondents		Weighted Respondents	
	N	Percent	N	Percent	N	Percent
Total	19,116	100%	11,535	60%	19,115	100%
Region						
Midwest Regional Office (MWRO)	5,631	29.5%	3,232	28.0%	5,604	29.3%
Southwest Regional Office (SWRO)	3,061	16.0%	2,078	18.0%	3,123	16.3%
Mountain Plains Regional Office (MPRO)	2,345	12.3%	1,426	12.4%	2,406	12.6%
Western Regional Office (WRO)	2,224	11.6%	1,237	10.7%	2,169	11.3%
Northeast Regional Office (NERO)	2,146	11.2%	1,323	11.5%	2,145	11.2%
Mid-Atlantic Regional Office (MARO)	1,971	10.3%	1,140	9.9%	1,945	10.2%
Southeast Regional Office (SERO)	1,737	9.1%	1,099	9.5%	1,723	9.0%
Size						
Small (1-999 students)	10,982	59.6%	6,246	55.3%	11,394	59.6%
Medium (1,000-4,999 students)	5,438	29.5%	3,661	32.4%	5,646	29.5%
Large (5,000-24,999 students)	1,700	9.2%	1,186	10.5%	1,769	9.3%
Very Large (25,000+ students)	292	1.6%	202	1.8%	306	1.6%
Public/Private						
Public	15,351	81.1%	9,614	83.9%	15,822	82.8%
Private	3,574	18.9%	1,841	16.1%	3,293	17.2%
Urbanicity						
Rural	12,421	65.0%	8,100	70.2%	12,881	67.4%
Not Rural	6,695	35.0%	3,435	29.8%	6,234	32.6%

⁶ Farm to School Census and Comprehensive Review | Food and Nutrition Service (usda.gov)

APPENDIX B



OMB control number: 0584-0670
Expiration date: 04/30/2022

SFA SURVEY ON SUPPLY CHAIN DISRUPTIONS

INTRODUCTION

Throughout the pandemic, school nutrition professionals have met extraordinary challenges to ensure every child can get the food they need to learn, grow, and thrive. But circumstances in local communities remain unpredictable, and supply chains for food and labor have been stressed and at times disrupted. The United States Department of Agriculture (USDA) is committed to working together with state agencies, SFAs, the food industry, and other stakeholders to communicate school food supply chain challenges and to identify solutions.

This survey will assist USDA's Food and Nutrition Service (FNS) and its partners to enhance the toolbox for school nutrition professionals working hard to make sure students have reliable access to healthy meals. Information gained through survey responses will build on the insight that USDA needs to support school districts during this difficult time with tailored resources, tools and flexibility needed to serve students healthy and nutritious meals.

The survey has 20 questions and is estimated to take approximately 20 minutes to complete. **FNS is asking all SFAs that participate in the Child Nutrition Programs to complete this survey by Wednesday, November 24th.** However, the survey will remain open for responses through Friday, December 3rd.

We understand that this is a quick turnaround and that many of you have little time available to dedicate to such activities given the exceptional levels of effort you are putting into feeding children at this time. As such, with input from several of your colleagues, we have made this survey as short and simple to complete as possible. Please share your experiences from this school year and communicate the specific issues you are facing in your community directly to FNS.

If you have any questions about the survey, please email us at CNSurveys@usda.gov.

We thank you in advance for your contribution to this important effort.

Please click Next>> to begin the survey.

- 1. Since the start of the regular 2021-2022 school year, which Child Nutrition Programs has your SFA operated?** Do not include programs operated during summer 2021. *Select all that apply.*
 - a. NSLP Seamless Summer Option (SSO) – select if operating breakfast, lunch, or snacks under the SSO nationwide waiver for SY 2021-2022
 - b. National School Lunch Program (NSLP) – select only if not operating under the SSO waiver for lunch
 - c. School Breakfast Program (SBP) – select only if not operating under the SSO waiver for breakfast
 - d. NSLP Afterschool Snack Service
 - e. Child and Adult Care Food Program (CACFP) At-Risk Afterschool Meals
 - f. Fresh Fruit and Vegetable Program (FFVP)
 - g. Special Milk Program (SMP)
 - h. Summer Food Service Program (SFSP) – select only if SFA operated SFSP during school closures since the start of the regular 2021-2022 school year
 - i. My SFA is not operating any of the above programs this school year

- 2. Is your SFA experiencing challenges with procuring or receiving the types or quantities of foods or beverages that were planned to be on the school meals program menus?**
 - a. No challenges procuring or receiving foods or beverages planned
 - b. Yes, challenges procuring or receiving the *types* of foods or beverages planned
 - c. Yes, challenges procuring or receiving the *quantities* of foods or beverages planned
 - d. Yes, challenges procuring or receiving both the *types* AND *quantities* of foods or beverages planned

- 3. Is your SFA experiencing challenges procuring or receiving non-food supplies or equipment for the school meals programs?**
 - a. No
 - b. Yes

4. Since the start of the regular 2021-2022 school year, how often has your SFA experienced challenges procuring or receiving the following items? Please provide a response for each row as your responses here build into the next question.

	Never	Rarely	Sometimes	Often	Always
Fruits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetable subgroups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whole grain-rich items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Milk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meats/meat alternates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low sodium foods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal service supplies (e.g., food trays, portion cups, disposable utensils, or packaging)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal preparation or storage equipment (e.g., refrigerator, freezer, milk box, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Compared to the beginning of SY 2021-2022, are the challenges your SFA is experiencing with procuring or receiving the following items getting worse, better, or are they about the same?

	Getting Worse	About the Same	Getting Better	Don't Know	No challenges with this item
Fruits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetable subgroups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whole grain-rich items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Milk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meats/meat alternates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low sodium foods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal service supplies (e.g., food trays, portion cups, disposable utensils, or packaging)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal preparation or storage equipment (e.g., refrigerator, freezer, milk box, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please indicate the top 3 food categories in which your SFA is experiencing challenges procuring or receiving menu items:

- a. Canned vegetables or beans
- b. Frozen vegetables or beans
- c. Fresh vegetables
- d. Canned fruits
- e. Frozen fruits
- f. Fresh fruits
- g. Bakery items (e.g. bread, rolls, muffins)
- h. Staple grain items (e.g. rice, pasta, flour, cereal)
- i. Fluid milk
- j. Other dairy items (e.g. cheese, yogurt)
- k. Chicken products
- l. Beef products
- m. Turkey products
- n. Pork products
- o. Fish/seafood products
- p. Egg products
- q. Mixed dishes (e.g. sandwiches, pizza, burritos)

7. To the best of your knowledge, are the challenges your SFA is experiencing with procuring or receiving foods or supplies for the school meals programs due to any of the following factors?

	No	Yes	Don't Know
Shipment delays or cancellations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orders arriving with missing items, reduced quantities, or product substitutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited product availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased cost of food items or supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labor shortages in the supply chain (e.g., warehouses, distributors, drivers, harvesters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contract canceled by vendor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited or restricted food delivery days or times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendor requiring pick-up at centralized locations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited or no vendors available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendor surcharges or increased purchasing minimums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors giving preference to restaurants, grocery stores, or other businesses over schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Approximately how long do you expect the challenges listed below to continue?

	Less than 6 months	Through the end of this school year (SY 21-22)	Through Summer 2022	Into next school year (SY 22-23)	Don't Know
Shipment delays or cancellations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orders arriving with missing items, reduced quantities, or product substitutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited product availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased cost of food items or supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labor shortages in the supply chain (e.g., warehouses, distributors, drivers, harvesters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contract canceled by vendor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited or restricted food delivery days or times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendor requiring pick-up at centralized locations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited or no vendors available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendor surcharges or increased purchasing minimums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vendors giving preference to restaurants, grocery stores, or other businesses over schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Is your SFA experiencing any challenges obtaining products through USDA Foods or USDA DoD Fresh?

- a. No
- b. Yes
- c. Not applicable – SFA does not use, or does not have access to, USDA Foods or USDA DoD Fresh

10. Please specify the types of issues you are experiencing obtaining products through USDA Foods:

	No	Yes	Don't Know or N/A
USDA Foods direct delivery (brown box) product cancellations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
USDA Foods direct delivery (brown box) delivery delays	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
USDA Foods diverted to processors product availability issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
USDA Foods diverted to processors delivery delays or issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
USDA DoD Fresh product availability issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
USDA DoD Fresh delivery delays or issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. What impact(s) are the supply chain-related challenges your SFA is experiencing having on school meal operations in your SFA? *Select all that apply*

- a. Reduced program participation
- b. Increased program costs
- c. Inability to offer enough reimbursable meals to participating children
- d. Inability to meet meal modification requirements for children with food and nutrition related disabilities
- e. Difficulty maintaining compliance with meal pattern requirements
- f. Inability to maintain compliance with regular procurement requirements
- g. Difficulty maintaining routine program documentation
- h. Inability to offer afterschool snacks/suppers
- i. Increased staff stress or workload
- j. Decreased staff morale
- k. Inability to fulfill other job requirements due to time spent on meal planning, procurement, or food service
- l. Increased negative feedback or complaints about school meals from parents or students
- m. Other (please specify)
- n. None – SFA is not experiencing any impacts of supply chain challenges

12. What methods has your SFA used to address these challenges? *Select all that apply*

- a. Increased use of local vendors
- b. Increased use of USDA Foods direct delivery (brown box)
- c. Increased use of USDA DoD Fresh
- d. Leverage state contracts
- e. Conduct emergency procurements
- f. Increased use of micro-purchases
- g. Use meal pattern waivers (as appropriate)
- h. Use waiver to offer the Seamless Summer Option (SSO) for SY 2021-2022 at higher reimbursement rates
- i. Partner with restaurants, catering companies or community partners (such as universities and hospitals)
- j. Limit or repeat weekly menu offerings
- k. Diversify menu offerings
- l. Substitute products
- m. Increased bulk purchasing
- n. Increased scratch cooking
- o. More frequent ordering
- p. Increased tracking of shipments
- q. Increased use of available products across multiple menu items
- r. Other (please specify)
- s. No methods used

13. In your opinion, are the products you are substituting to address supply chain disruptions of lower, similar, or higher quality than the items you had planned to use, on average?

- a. Lower quality
- b. Similar quality
- c. Higher quality
- d. Don't know

14. In a typical year prior to the pandemic (e.g., SY 2018-19 or before), what was the status of your school food service account balance?

- a. Operated at a surplus (i.e., revenues exceeded costs)
- b. Broke even (i.e., revenues are about equal to costs)
- c. Operated at a deficit (i.e., costs exceeded revenues)

15. At the end of SY 2020-21, what was the status of your school food service account balance?

- a. Operated at a surplus (i.e., revenues exceeded costs)
- b. Broke even (i.e., revenues are about equal to costs)
- c. Operated at a deficit (i.e., costs exceeded revenues)

16. As of October 2021, what was the status of your school food service account balance? If unsure, please use your best estimate.

- a. Operating at a surplus (i.e., revenues exceed costs)
- b. Breaking even (i.e., revenues are about equal to costs)
- c. Operating at a deficit (i.e., costs exceed revenues)

17. As of October 2021, approximately what percent of your SFA's total costs were covered by your total revenues?

Example Calculation:

SFA Costs = \$100,000

SFA Revenues = \$85,000

Percent of costs covered by revenues = $\$85,000 / \$100,000 = 0.85 \times 100 = 85\%$ (in this example, you would enter '85' into box below)

Enter estimated value: _____%

18. Which of the following factors are driving this deficit within your SFA? Select all that apply

- a. Food costs
- b. School nutrition service labor costs
- c. Supply costs
- d. Equipment costs
- e. Storage costs
- f. Transportation costs
- g. Indirect costs (e.g., fringe benefits, accounting, payroll, purchasing, facilities managements and utilities)
- h. Increased Program participation
- i. Decreased Program participation
- j. Other, please specify
- k. Don't know

19. Is your SFA, or are schools within your SFA, experiencing staffing shortages in the following job categories:

	No	Yes	Don't know or N/A
School nutrition managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative or clerical staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Warehouse staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drivers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dietitians/Nutritionists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooks/Food prep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cashiers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. What else would you like FNS to know about the challenges your SFA is experiencing providing meals to students this school year or the obstacles your SFA is experiencing to addressing those challenges? If there are particular strategies you would like to use to address your SFA's supply chain challenges but you are experiencing barriers to doing so, please explain.