

**TOLLAND PUBLIC SCHOOLS
OPERATING BUDGET REQUEST
FY 2010-2011
Budget Questions
January 27, 2010**

1. List of Teacher Concessions for 2009/10 fiscal year.

Attachment 1

2. Original 2010/11 Budget Request - Program

Tolland High School	-	\$157,493
Tolland Middle School	-	117,953
Tolland Intermediate School	-	21,865
Birch Grove Primary School	-	47,051
Custodial Services	-	23,091
Maintenance	-	79,483
Program and Professional Development	-	11,917
Business Services	-	3,850
Technology	-	<u>37,500</u>
Total	-	\$500,203

Personnel Requests

Birch Grove Primary School	-	.50 FTE increase Math support
Tolland Intermediate School	-	1.0 FTE Grade 3 teacher
		1.0 FTE Paraprofessional
Tolland Middle School	-	.50 FTE Social Worker
		1.0 FTE Special Education Teacher (Currently ARRA)
Tolland High School	-	1.0 FTE Literacy Coach
		.50 FTE Language Arts Teacher
		.50 FTE Increase Math Teacher
		1.0 FTE General Science Teacher
		.50 FTE Social Studies Teacher

.50 FTE Tech Ed Teacher
.50 FTE Business Education Teacher
1.0 FTE Physical Education Teacher
.50 FTE increase Athletic Director
10 month → 12 month main office secretary for Assistant Principal

Certified Wages	-	\$481,563
Benefits	-	137,929
Non-Certified Wages	-	56,700
Benefits	-	<u>24,106</u>
Total		\$700,298

3. Average Class Sizes (from 2008/2009 Strategic School Profiles)

<u>Grade</u>	<u>District</u>	<u>DRG</u>	<u>State</u>
K	17.7	17.5	18.3
2	22.4	19.5	19.3
5	21.0	20.3	21.0
7	20.6	19.7	20.5
High School	22.3	18.9	19.3

4. In response to a request, attached is Roger Leege’s letter of January 15, 2010 regarding the Technology Department needs. (Attachment 2)

5. Overall, the Special Services budget reflects an increase of nearly \$500,000. Please explain the drivers behind this increase.

The main drivers of the increase of \$469,030 in special services are as follows:

- Special Education legal services moved from Board of Education program to special services - \$10,000
- Excess Cost and Agency Placement funds, 25% not returned to district - \$76,739
- Tuition to E.O. Smith for student - \$20,000

- Lincoln Academy, ARRA funded current year - \$40,788
- Consultant and evaluations - \$23,200
- Special Education tuition costs to Regional Education Service Centers - \$231,820
- Non-Instructional equipment for student needs - \$8,924.

6. On page 6, if the negotiated increase with the bus company is 2.8%, what accounts for the 10.4% increase in the Transportation line?

The transportation program covers the cost of vehicles as well as fuel and diesel. The breakdown of the increase is as follows which is outlined on page 145:

Fuel (gas and diesel)	-	\$ 38,909
Regular and Special Education Transportation	-	\$173,538

7. On page 15, the difference between the figure budgeted for instructional personnel and that which has been expended as of 12/31/09 is about \$1.5 million. What accounts for this gap?

The difference in the amount of \$1,534,973 is the reduction by the Town Council for the State Fiscal Stabilization Funds which will come directly to the Board of Education as outlined in the Status of the Budget on November 30, 2009.

8. On page 16, can you explain the increase in Building Operations position by 2.5 between FY 09 and FY10?

The page has been corrected to reflect the corrected FTE count.

9. Also on page 16, there was a significant decrease in grant funded positions from FY09 to FY10. Did we absorb any of those into the BOE budget? Are we anticipating a similar loss of funding this budget cycle?

The page has been corrected to reflect the corrected FTE count.

10. On page 53, LA textbooks from FY10 show a negative \$35,500, how can that be?

The Board of Education approved the purchase of \$40,000 in texts at the end of the 2008/09 fiscal year. The FY 2009-10 adopted budget shows a negative (\$35,500) at Tolland Intermediate School and a negative (\$4,861) at Tolland Middle School to reflect this purchase and subsequent reduction to the 2009-10 budget.

11. **In several places, the cost of workbooks appears quite high. For example, LA workbooks on page 53 for \$16,665 (BG) \$32,600 (TIS), Business Ed. for \$14,605, etc. Please explain how we purchase these. Is this an annual cost or are we purchasing supplies for multiple years?**

The textbooks and workbooks in this year's budget are purchased annually and are for use in the 2010-2011 school year.

For business, this dollar amount includes workbooks and simulations. Accounting workbooks were cut from the 2009-2010 resulting in the need for extended copying. The computer can be used most of the time, but students need to learn the processes manually in order to understand the actual accounting concepts.

For language arts, the dollar amounts include text replacements as well as consumable workbooks. They are needed annually. The handwriting workbook can be available by photocopying as can the Empowering Writer's workbooks. Photocopying shifts costs from the textbook/workbook account to the paper account and takes tremendous amounts of teacher or paraprofessional time.

12. **What would class sizes be if teaching staff at each grade 1-5 was reduced by one position?**

If reduced by one position, projected class sizes for grades 1 through 5 would be as follows:

Grade 1	25.8
Grade 2	24.8
Grade 3	24.3
Grade 4	22.4
Grade 5	23.1

13. **How many faculty positions also have additional responsibilities which carry a stipend beyond their salaries (e.g. department heads, team leaders, etc)? What kinds or tasks do they perform and what is the cost reflected in the budget?**

Teaching positions which carry a stipend beyond salaries are listed in and controlled by Article 38 of the Teachers' contract (Attachment 3). The task for each position is described in the Article. The area of responsibility for Department Liaisons (Chairpersons) and Program Leaders can be found on pages 206 and 207 of the Budget Book. The total cost for the additional responsibilities is \$148,607 and the cost of extra curricular stipends is \$71,277. These budget amounts are detailed on pages 18, 21, 24 and 28. The personnel budget for co-curricular activities is outlined on the attached sheets. (Attachment 4, 5, and 6).

- 14. REVENUE – p. 208 Where is the ARRA funding reflected for FY 10 and FY11? What about pay-for-participation and any other fees we charge students? Is there an Income and Expense document (Balance Sheet) that we can review for FY 2009 and the projections for FY10?**

We do not include participation fees for athletics and student activities. Please refer to attachments associated with questions 13.

The estimated revenue funds for ECS, Transportation, Adult Education, and the Excess Cost and Agency Placement grant are deposited directly to the Town. The estimated 2009-10 revenues come directly from the Connecticut State Department of Education, Bureau of Grants Management. Attachment 7 is the updated report of the estimated revenues. The estimated revenues for fiscal year 2010-11 are based on the current fiscal year 2009-10 data.

- 15. Please provide the financials for the Food Service Program.**

Attachment 8 is the December 2009 financial statement for the Food Services Department.

Tolland Public Schools
 Business Services
 CASBO Survey Teacher Concessions

<u>Town</u>	<u>FY 2009-10</u>	<u>FY 2010-11</u>
Colchester	1 professional development day and 1 instructional day	
Killingly		1 year contract extension w/ same salary schedule as 2009-10 (no steps, no GWI) In exchange, instructional days decreased from 185 to 184.
Ledyard		0% increase (no steps, no GWI) for three less working days
Norwich	2 Furlough Days	
Shelton	1.5 deferred payment days, when employee separates from employment, will be paid value of 1.5 days at FY 2009-10 rate w/o interest.	
Stonington		Renegotiated contract, zero increase
Vernon	1 furlough day	



Technology in Instruction Tolland Public Schools

One Eagle Hill, Tolland, CT 06084
Roger Leege, District Director

To: William Guzman
From: Roger Leege
Date: January 15, 2010
Subject: Recent Disaster

I believe that you are quite aware that we dodged a bullet this week with respect to the failure of the primary file server at the central office. It is always disruptive when I.T. equipment fails, especially if the failure involves our servers or network hardware. Our most recent problems, however, emphasize that we have been, and continue to be, at risk for business outages. So, I would like to point out three good things and three bad things we should have learned about our systems and people from our recent experience.

Good things first.

- 1) John Stake works in Tolland. This is the simplest way to say that we only dodged the bullet because of John's talent and tenacity. The problem that we had far outstripped Chris White's and my abilities to deal with it and, without John, we would have been required to recruit and pay (in both time and lots of money) for an outside contractor to repair the damage (\$285 hourly is typical). It is unlikely that we could find a contractor with the general skill set that John has, particularly one with John's ability to deal with Novell Netware. If we were able to locate a sufficiently well-trained contractor, we would still have been required to pay the contractor to learn our particular system before he could actually repair it. Contractors do not usually stay late or show up early, as John did, without imposing a big-money surcharge. My guess is that we could have been out of business for a week, best case. Thanks to John's expertise and leadership, we were mostly back in business the next day.
- 2) At John's strong suggestion, we had already funded a new server device and it was on our site when the failure occurred. Had we not purchased the replacement in advance, we would have, been required to pay (again, in time and money) for new equipment. It could have taken 3 days, or much longer, for a new server to be delivered. Again, John had all critical systems running again the next day.
- 3) Fortunately, although the failure happened during budget book preparation at the central office, there were no similar critical deadlines or too many problems in the other buildings. Accordingly, Chris White has been able to work with John and focus, especially on workstation and printing issues at the central office. Chris has been able to keep clients in business by basically living at BOE for the week, playing "whack-a-mole" with lingering end-user problems.

Not so good things next.

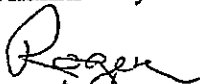
- 1) John Stake bears a huge responsibility. Our dependence on computers and electronic systems is essentially a dependence on John. His compensation, both in salary and non-salary satisfiers, should be more commensurate with his responsibilities.
- 2) Chris White is spread very thinly and, as is the case with John, he is required to put in plenty of un-compensated overtime, particularly in a crisis. An "atta-boy," if nothing else, is due Chris for his heroics both in the current turmoil and in general.
- 3) The I.T. budget is very thin as well, currently covering only licenses, support contracts, and minimal parts and supplies. We do not have spare equipment on hand if a similar failure occurs.

We are a large business. We handle plenty of data and rely on the health of our electronic systems to stay in business. Although it is visible most clearly in a crisis, few realize how talented our staff is. It is not news, however, that our staff is small and our ability to respond to disaster is severely circumscribed by persistently inadequate budgets. That said, it is imperative that the district acknowledge and fund steps to reduce its vulnerability to and increase its ability to recover from disaster.

We need to:

- 1) Convert from Novell Netware to Windows as the server operating system district wide. Netware is soon to be orphaned by Novell and conversion to something else will be mandatory
- 2) Acquire implementation services for the conversion to bring the new environment online as quickly as possible
- 3) Adhere to an orderly and predictable program of purchasing for "back-room" I.T. equipment and updates to system software
- 4) Evaluate and implement vRescue or similar off-site disaster recovery service for fund accounting systems at the central office, and
- 5) Add an additional I.T. technical staff member.

Thanks very much for your attention and support. Please contact me with any questions.


11/15/2010

ARTICLE 38
Other Professional Positions

All positions listed in this article will be paid on the following basis: (Position percent) x (80) percent x (first step B.A. salary). Each percentage point, as reflected in the tables set forth below, shall be based upon a minimum of twenty (20) hours spent outside the regular work year.

All positions listed in Clubs and Advisors, and Program and Curricular Positions, shall be filled in the following manner:

1. First, the position shall be announced in the building in which it is housed.
2. If the position is not filled by a staff member assigned to the building in which the position is housed, the building principal shall announce the opening to all schools.
3. At the same time the unfilled position is announced in paragraph 2 above, recruitment efforts may also be started outside the district staff.

Clubs and Advisors

Title	Percentage
Student Council Advisor (THS-each of 2)	7
Yearbook Advisor (THS-each of 2)	7
Yearbook Advisor (TMS)	4
National Honor Society Advisor	5
Jazz Band (THS)	6
Drama Director (THS)	7
Drama Director (TMS) Play	6
Variety Show Director (TMS)	3
Marching Band Director (THS)	4
Pep Band (THS)	3
Senior Class Advisor (THS-each of 2)	6
Junior Class Advisor (THS-each of 2)	5
Sophomore Class Advisor (THS-each of 2)	4
Freshman Class Advisor (THS-each of 2)	4
Grade Eight Advisor	5
Mock Trial Advisor (THS)	5
Dramatic or variety show assistants (All Schools)	3
Student Government Advisor (TMS-each of 2)	5

Chess Club Advisor	5
All other clubs/activities	3
Event Chaperone	0.2
Student Council Advisor (TMS-each of 2)	5

Program and Curricular Positions

In the following section, "teacher" shall be any person having teaching responsibilities within a department, program, team or grade. Teachers shall be classified in the following ways:

- a. Department Chairpersons at Tolland High School shall be classified by teaching periods, and in all cases, the time will be calculated in thirds (i.e. 1 class is .33). Compensation will follow the percents listed below.
- b. Program/grade leaders will be classified (due to time restrictions) as carrying a whole teaching schedule. Compensation will be at a 2 percent increase over the percentages listed below.
- c. Department chairpersons who volunteer to carry an additional class will be compensated at a 2 percent increase over the percents listed below.

Department Chair/Grade Leader

7 or more teacher department	15
6 or more teacher department	14
5 or more teacher department	13
4 or more teacher department	12
3 or more teacher department	11
2 or more teacher department	10
Guidance Coordinator (TMS)	12
Audio-Visual Coordinator (THS-TMS)	5

Athletic Positions

All positions will be compensated as listed with the stipulations listed in this paragraph. The high school basketball, indoor track, and football coaches will receive 25 percent above the existing stipend (actual pay) to compensate for the length of the season and time commitment. After 5 years experience in a coaching position, the coach will receive an additional 2 percent in stipend. Years experience in a sport will include experience coaching in another school.

Any person scheduled to receive less than the current compensation under this article shall continue to be compensated at the former rate.

Faculty Manager	4.0
Varsity Coach (THS)	13.0
JV and Assistant Coaches (THS)	9.75
Frosh and TMS Coaches	7.75
Cheerleading (THS - per sport)	5.0
Cheerleading (TMS)	3.0
Athletic Trainer (per sport)	3.0
Intramurals/min. 5 wks; 2x/week or 10 meetings)	2.0
Timers and Scorekeepers/evenings	0.25
Crowd Control/evenings	0.2
TMS timers/scorekeepers/crowd control	0.15
Non-board officials	0.25

Tolland Public Schools						
Business Services						
Tolland High School Co-curricular Activities						
Co-curricular Activities FY 2010-11						
	1st step BA	80%				
	41,188.00	32,950.40				
Position:	Notes	Contract %	Amount	Anticipated Fee	Net Budget	THS Approved Employee
Student Council Advisor	1 of 2	7.0%	2,306.53		\$ 2,306.53	
Student Council Advisor	2 of 2	7.0%	2,306.53	\$ 750.00	\$ 1,556.53	
Yearbook Advisor	1 of 2	7.0%	2,306.53	\$ 250.00	\$ 2,056.53	
Yearbook Advisor	2 of 2	7.0%	2,306.53		\$ 2,306.53	
National Honor Society	1 of 2	5.0%	1,647.52		\$ 1,647.52	
National Honor Society	2 of 2	5.0%	1,647.52		\$ 1,647.52	
Drama Director		7.0%	2,306.53	\$ 750.00	\$ 1,556.53	
Senior Class Advisor	1 of 2	6.0%	1,977.02		\$ 1,977.02	
Senior Class Advisor	2 of 2	6.0%	1,977.02		\$ 1,977.02	
Junior Class Advisor	1 of 2	5.0%	1,647.52		\$ 1,647.52	
Junior Class Advisor	2 of 2	5.0%	1,647.52		\$ 1,647.52	
Sophomore Class Advisor	1 of 2	4.0%	1,318.02		\$ 1,318.02	
Sophomore Class Advisor	2 of 2	4.0%	1,318.02		\$ 1,318.02	
Freshman Class Advisor	1 of 2	4.0%	1,318.02		\$ 1,318.02	
Freshman Class Advisor	2 of 2	4.0%	1,318.02		\$ 1,318.02	
Mock Trial Advisor		5.0%	1,647.52	\$ 300.00	\$ 1,347.52	
Drama/Variety Show Assistants		3.0%	988.51		\$ 988.51	
Drama/Variety Show Assistants		3.0%	988.51		\$ 988.51	
Drama/Variety Show Assistants		3.0%	988.51		\$ 988.51	
Event Chaperones (15	15	0.2%	988.51		\$ 988.51	
All Other Clubs/Activities:						
Anime		3.0%	988.51		\$ 988.51	
Audio Techs		3.0%	988.51	\$ 250.00	\$ 738.51	
Diversity		3.0%	988.51	\$ 500.00	\$ 488.51	
Gay/Straight Alliance		3.0%	988.51	\$ 500.00	\$ 488.51	
JETS Team (Jr Engineers & Tech Society)		3.0%	988.51	\$ 200.00	\$ 788.51	
Peer Mediation		3.0%	988.51	\$ 300.00	\$ 688.51	
Peer Mediation		3.0%	-		\$ -	Peer Mediation and Renaissance removed in order to add Nat'l Honor Society
Renaissance		3.0%	-		\$ -	
SADD		3.0%	988.51	\$ 200.00	\$ 788.51	
School Store/Marketing Club		3.0%	988.51	\$ 375.00	\$ 613.51	
Sidetracks	Split	3.0%	988.51	\$ 500.00	\$ 488.51	
Tech Club		3.0%	988.51	\$ 300.00	\$ 688.51	
Vision	Split	3.0%	988.51	\$ 500.00	\$ 488.51	
Account Code: 0100.1000.155.40.178.1		Total	43,824.02	\$ 5,675.00	\$ 38,149.02	

Tolland Public Schools Business Services							
Tolland Middle School Co-curricular Activities Fiscal Year 2010-11							
	1st step BA	80%					
	41,188.00	32,950.40					
Personnel Position:	Notes	Contract %	TMS	Anticipated Fee	Net Budget	Comments	Approved Employee
Yearbook Advisor		4.0%	1,318.02	450.00	868.02		
Grade Eight Advisor		5.0%	1,647.52		1,647.52		
Student Gov't Advisor (6)	1 of 2	5.0%	1,647.52		1,647.52		
Student Gov't Advisor (6)	2 of 2	5.0%	1,647.52		1,647.52		
Art Club		3.0%	988.51	675.00	313.51		
Hiking Club (Gr. 6-8)		3.0%	988.51		988.51		
Great Books Reading Enrichment		3.0%	988.51		988.51		
Great Books Reading Enrichment		3.0%	988.51		988.51		
TMS Academy I		3.0%	988.51		988.51		
TMS Academy II		3.0%	988.51		988.51		
TMS Academy III		3.0%	988.51		988.51		
TMS Academy IV		3.0%	988.51		988.51		
Jazz Band Beginners		3.0%	988.51	1,150.00	(161.49)		
Jazz Band Advanced		3.0%	988.51	300.00	688.51		
Homework Club MT		3.0%	988.51		988.51		
Homework Club WR		3.0%	988.51		988.51		
Math Olympiads 6,7,8		3.0%	988.51	800.00	188.51		
TMS Café' Club		3.0%	988.51		988.51		
TMS Library Club		3.0%	988.51		988.51		
School Store/Marketing Club		3.0%	988.51	1,300.00	(311.49)		
Pep Band		3.0%	988.51	250.00	738.51		
TMS Service Corps		3.0%	988.51	250.00	738.51		
Student Council Advisor (7/8)	1 of 2	5.0%	1,647.52		1,647.52		
Student Council Advisor (7/8)	2 of 2	5.0%	1,647.52		1,647.52		
Washington Trip	1 of 2	3.0%	988.51		988.51		
Washington Trip	2 of 2	3.0%	988.51		988.51		
TMS Writing Program		3.0%	988.51		988.51		
International Club		3.0%	988.51	250.00	738.51		
Subtotal Personnel		Request Total	31,302.84	5,425.00	25,877.84		
0100.1000.155.30.178.1							

Tolland Public Schools Business Services				
Tolland Intermediate School Co-curricular Activities Fiscal Year 2010-11				
	1st step BA	80%		
	41,188.00	32,950.40		
Clubs, Activities, and Intramurals	Notes	Contract %	TIS	Tolland Intermediate Approved Employee
Homework Club		3.0%	988.51	
School Store		3.0%	988.51	
School Newspaper		3.0%	988.51	
Ecology Club		3.0%	988.51	
Strategy Club		3.0%	988.51	
Math Olympiad		3.0%	988.51	
Student Council		3.0%	988.51	
		Request Total	6,919.57	
0100.1000.155.20.178.1				

**2009-10 Revenues
For Selected State Grants
District: 142-Tolland**

Kevin Chambers (860) 713-6455

Select District Print Send E-Mail About these revenues

Education Cost Sharing (ECS) Grant:

1. 2009-10 ECS Entitlement	10,759,283
2. 2008-09 ECS Prior Year Adjustment	Not Available
3. 2008-09 Excess Costs Grant Prior Year Adjustment	Not Available
4. 2009-10 ECS Revenue (Sum of Items 1 thru 3)	10,759,283

Transportation Grant:

1. 2009-10 Public Transportation Entitlement	297,711
2. 2008-09 Public Transportation Prior Year Adjustment	Not Available
3. 2009-10 Public Transportation Revenue (Sum of Items 1 thru 2)	297,711
4. 2009-10 Nonpublic Transportation Entitlement	0
5. 2008-09 Nonpublic Transportation Prior Year Adjustment	Not Available
6. 2009-10 Nonpublic Transportation Revenue (Sum of Items 4 thru 5)	0

Adult Education Grant:

1. 2009-10 Adult Education Entitlement	10,459
2. 2008-09 Adult Education Prior Year Adjustment	Not Available
3. 2009-10 Adult Education Revenue (Sum of Items 1 thru 2)	10,459

Health Services Grant:

1. 2009-10 Health Services Entitlement	0
2. 2008-09 Health Services Prior Year Adjustment	Not Available
3. 2009-10 Health Services Revenue (Sum of Items 1 thru 2)	0

	Uncapped Entitlement	Capped Entitlement	Entitlement Impact	Percent Impact
Public Transportation	491,503	297,711	-193,792	-39.43
Nonpublic Transportation	0	0	0	0.00
Adult Education	10,591	10,459	-132	-1.25
Health Services	0	0	0	0.00

To return to the screen options for individual grants or the effect of the caps, click this box .

TOLLAND SCHOOL LUNCH PROGRAM

December 2009-2010

BEGINNING CASH BALANCE:**PLUS MONTHLY DEPOSITS:**

Cash sales	
Payments	
Vending	
Green Book Deposits	
Interest on Savings Account	
Miscellaneous Deposits	
State Reimbursements	
Gov't. Reimbursements	
Petty Cash	
Cash Register Change	
Rebates	
Returned Checks	
Bank Adjustments	
	Total Monthly Deposits
	Subtotal - Savings
	Savings Account To Checking Account
	Subtotal - Checking

SAVINGS ACCOUNT	CHECKING ACCOUNT
\$293,789.30	\$100.00
15,044.40	
49,578.33	
1,599.80	
325.94	
329.09	
532.78	
18,585.00	
11,561.28	
(100.00)	
0.00	
4,168.04	
(120.00)	
453.00	
\$101,957.66	
\$395,746.96	
95,026.49	
	\$95,126.49
	475.97
	29,467.25
	54,015.67
	1,519.58
	300.31
	50.17
	876.00
	7,500.00
	821.54
	95,026.49
\$300,820.47	\$300,720.47
	\$100.00

MINUS MONTHLY EXPENDITURES:

Equipment
Food Purchases
Gross Wages, FICA Taxes, Med. Tax
Paperware
Supplies
Purchased Services
Miscellaneous
Health Insurance
Repairs

Total Monthly Expenditures:

ENDING CASH BALANCES**ACCOUNTS RECEIVABLE:*****Gov't. Reimbursements**

Nov.	\$9,659.43
Dec.	\$9,132.90
Jan	
Total A/R:	\$18,792.33

ACCOUNTS PAYABLE:

Commodity	200.80
Prepaid Lunch	57,894.60
Reserved Funds:	34,004.50
Total A/P:	92,099.90

Accrued Balance \$227,512.90**SCHOLARSHIP FUND: Jan. 2010 \$2,267.45** quarterly statements

*Reimbursement checks normally received (3) months after submitted for payments

Board Report submitted: 1/20/10

Tolland Public Schools
Department of Food Service

As part of the National School Lunch Program, and operating as a non-profit organization, we are governed by the United States Department of Agriculture. Therefore, we are allowed to maintain the value of three consecutive months operating cost on our balance sheet.

The Food Service Department not only feeds the students of Tolland healthy meals according to the National School Lunch Program guidelines, we also pay all wages and benefits, cover the costs to purchase new, to replace, or repair all technology and kitchen equipment for the department.

Additionally, by experiencing a stable fund balance we continually look for ways to enhance our program such as updating older kitchens, increasing our menu offerings of fresh fruits, vegetables, and whole grains, as well as incorporating the "going green" initiative.