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CENTRALIZED PURCHASING FOR SCHOOL
LUNCH PROGRAMS IN THREE
MICHIGAN SCHOOL SYSTEMS

Thesis for the Degree of M. S.
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Anne Marcella Long
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CENTRALIZED PURCHASING
FOR SCHOOL LUNCH PROGRAMS
IN THREE MICHIGAN SCHOOL SYSTEMS

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A PROBLEM

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INTRODUCTION

The school lunch program is referred to as the billion dollar business built on trial and error. As early as 1790, the city of Munich maintained soup kitchens for school children. The practice spread rapidly over the continent and was supported frequently by charitable organizations. Laws providing for school feeding have been in effect in Europe since 1849. Participation in one instance reached fifty per cent of the school population. Germany pioneered many types of activities in school feeding and practiced a form of centralized purchasing as early as 1790. The state was divided into areas and foods were purchased and distributed from a central depot.

In 1894, the Penny Lunch Program was initiated in Boston following passage of a bill restricting the sale of food within the schools to approved items. It was an outstanding project, both scientifically and from the standpoint of education and public spirit. Since that time the program has reacted sharply to fluctuation in the national economy. The depression years resulted in a lack of concern about school feeding. Wars have always increased the interest of the public in nutrition. Publication of the per cent of rejectees from the Armed Forces, due to inadequate diet, has resulted in an increased demand for school feeding.

The program has been advanced by legislative action, beginning with Public Law Number Three in 1935 that appropriated thirty per cent from customs duties to divert surplus commodities from normal trade channels. Advanced technology in the field of Agriculture has continued to increase production and to produce excess commodities. Early in 1942 the Surplus Marketing Association agreed to distribute surplus commodities to schools that would maintain certain standards. In 1943 the program was widened and included reimbursement for the use of certain items in the menu. Public Law Number 396 was enacted in 1946 and became known as the National School Lunch Act. This law established federal assistance for the school lunch program by the largest allocation of funds for any phase of education in primary or secondary schools.

School lunch participation has continued to increase, regardless of changes in administration or in subsidies. Many outstanding nutritional surveys have been conducted in connection with school lunch programs. Surveys have indicated that the school lunch programs have been effective on a nutritional basis when they were under the supervision of a trained Home Economist.

The school lunch program has become an important adjunct of the food service industry and is following the industrial trend in the consideration of centralized purchasing and of

material management. The purpose of this investigation was to study the organization of centralized purchasing units in order to isolate those practices which appear to be most practical. Three metropolitan school areas were selected. Operational methods of purchasing, receiving and issuing were examined.

Centralized purchasing has a number of advantages, chief of which are control over price and quality. All purchasing is handled by one trained person directly responsible to management. Concentration on purchasing and its specialized knowledges and skills has resulted in more efficient and economical procurement. Other persons are relieved of purchasing functions in most instances. School lunch directors consequently have more time for primary duties. Clerical duties are performed by non-staff members. When effectively used, centralized purchasing results in a more economical use of labor and materials, increased standardization of products, better control of price and quality, and an increase of satisfaction to both participating students and to management.

PROCEDURE

Centralized purchasing for school lunch programs has never been widely developed in Michigan public school systems. The selection of organizations was thus limited to Lansing, Dearborn and Detroit. The recently developed Lansing program was included in order to disclose problems which may arise in the early stages of purchasing and standardization.

An interview guide was constructed that served as the structure for the conferences. City Directors of the three school lunch programs were interviewed and the pertinent data were recorded on the questionnaire.

The areas covered in the interview were school census, physical plant and personnel, and purchasing procedure and material management. The school census was considered pertinent because many authorities felt that there was a definite relationship between school census and forecast of future needs. Facts about the physical plant and personnel were discussed in the hope that a desirable organization and acceptable operating policy would be indicated. The actual steps involved in the purchase and distribution of merchandise were reviewed in the procurement methods. The programs were observed in actual operation.

A comparison of methods and procedures were made to determine those which were generally acceptable in all instances. Procedures were summarized that would be of value to a manager in a single operating unit.

DISCUSSION

The information on purchasing plans and procedures was obtained by interviews with the directors of centralized purchasing programs in three metropolitan areas. The findings of each interview are reported separately.

Lansing School Lunch Program

Lansing, the capital city of Michigan, has a population of 92,129, according to the 1950 census. The city is slightly south of the center of the lower peninsula. Two large General Motors plants are representative of the heavy industry present within the city limits. The average annual wage in the Lansing area is almost double the national average. Many transient laborers have been attracted because of the high salaries in industry. Legislative and administrative offices provide job opportunities for citizens from the entire state.

The Lansing civic government was administered by a mayor and city council. The financial status was described as the best of any city in the United States with a population of over 30,000. The public school system was entirely free from bonded debt in 1955.

East Lansing, which is the site of Michigan State University, is included in the greater Lansing area. Many of the Lansing and East Lansing residents are employed or

associated with the University which had a student enrollment of approximately 16,000 in 1955-56. The University facilities provide many cultural opportunities that would not normally be available in a predominately industrial city.

Physical plant and personnel

The central purchasing program in Lansing Public Schools began operation in September, 1955. The organization provided services for three senior high schools, four junior high schools, one combination senior high school and elementary school and one orthopedic school at the junior high level. Elementary school children were not served since the Board of Education felt that most parents preferred to have the younger children go home for lunch. The school population in 1955-56 was 20,000; approximately half of these students had access to a school lunchroom.

Mrs. Virginia Hoglund was the City Director of Cafeterias. Responsibility was delegated to her by the Superintendent of Schools and the Board of Education. As City Director, she administered the overall lunchroom operation.

Mrs. Hoglund developed the plan for centralized purchasing, purchased the necessary items, and organized the control and distribution of subsistence supplies. She was assisted in routine office work by a high school student who was employed four hours a day.

A cafeteria manager was employed in each of the operating units. Each manager was responsible for the food production, employment and management of personnel and the necessary accounting for the lunchroom unit. This appointment required a teaching certificate in Home Economics. Experience in Institution Administration, while not mandatory, was desirable. The school lunch operation was independent of the department of Home Economics. However, many of the cafeteria managers conducted classes in quantity food preparation and food service.

Operational problems prior to 1955 proved the desirability for developing a program for centralized purchasing. A central foods store building was an integral part of the plan. The cinder block structure which has a cement floor and screened windows was completed in 1955. Pest control was not a problem. The floor could withstand heavy trucking and was slanted for easy cleaning. There was adequate space for the necessary volume of merchandise.

Purchasing procedures and material management

Three groups of commodities were utilized in the lunchrooms: government donated, staple items and perishables. Surplus commodities were used as provided by the School Lunch

Act of 1946. The only expense involved was for transportation and handling charges. These costs amounted to approximately twelve per cent of the actual value of the merchandise received.

Staple items were ordered in quantities estimated by the City Director on the basis of consumption figures for the previous year. All foods purchased centrally were obtained from wholesale purveyors. These included such items as processed fruits and vegetables, cereal products, dry milk, dried fruits and other staples. Approximately two hundred items were stocked initially. After reappraisal of the program at the end of the 1955-56 school year, the list was cut to fifty items.

Perishable foods were ordered by the unit managers. These included fresh fruits, fresh vegetables, milk and dairy products, bread and crackers. Mrs. Hoglund recommended merchants who had consistently met the highest standards to supply perishables.

Specifications similar to U.S.D.A. Grade descriptions were used for processed fruits and vegetables. Quality specifications have not been compiled for meat. Hamburger was purchased with a fifteen per cent fat content and tested frequently.

The school board was not interested in contract buying. Subsistence supplies for the school year were purchased on a cash basis.

A stock record was maintained, both in the central and the unit offices. A "visi-file" record was kept for each item stocked. This record included the unit size, amount received, unit price, amount issued, balance on hand, value of amount on hand, item, brand and company. The file was designed in a very compact form and was readily accessible for use. Bookkeeping involved a series of records. A ledger sheet, which incorporated expenses and income, was kept for each month of the operation. A record of daily deliveries was submitted monthly. The business office bookkeeper sent each school unit a carbon copy of all inter-departmental check transfers, which were kept in the individual unit record of accounts receivable. Cash receipts for the week were deposited and the managers then mailed a check to the business office to clear the account. Cash register tapes were sent to the business office every week. Forms for catering and service of special meals were filed in the business office and duplicates were kept in the cafeteria files.

Purchased items were received in the foods stores and were checked by an employee. The same employee issued the supplies. Orders for subsistence supplies were telephoned by the managers to the food store on Thursday for delivery the following Tuesday. Since the storeroom employee had no grocery experience many errors resulted. Foods with similar names were frequently interchanged and the wrong items

delivered; e.g. tomato juice, tomato soup, and tomato puree. Managers checked all delivery slips for accuracy of price and amount received before signing them. The information from the delivery slip was then recorded in the unit inventory.

Since 1955-56 was the first year of operation for the program the inherent rigidity characteristic of centralized purchasing had not become established. The following year a great deal of freedom still existed in planning and purchasing, but many of the managers commented on the lack of direct contact with sales people.

Mrs. Hoglund stated that a significant saving had been indicated on the cost of processed fruits and vegetables since centralized purchasing had been adopted. Economies were noted in the purchase of other commodities, but due to a smaller volume of merchandise a dollars and cents evaluation was difficult.

Dearborn School Lunch Program

Dearborn, located in the southeastern section of Michigan, is nine miles southwest of downtown Detroit. The city is an independent corporation, with a mayor and city council. The population, according to the 1950 census, was 94,994.

The Dearborn standard of living is above the national average. Exceptional cultural opportunities are provided at the neighboring University of Michigan. The Ford Motor Company and allied industries provide the chief source of income.

Physical plant and personnel

The centralized purchasing program in the Dearborn public schools had been in operation for several years at the time of this study, and provided services for twenty-five schools. The food offered in five schools was limited to the government milk programs. Approximately 21,500 children in both elementary and high schools participated in the school lunch program.

Mrs. Nila Laidlaw, the Director of Cafeterias, was in complete charge of lunchroom operation. Responsibility was delegated to her by the Superintendent of Schools and the Board of Education.

Mrs. Laidlaw had one full-time assistant who maintained all central purchasing records. Two per cent of the gross annual income of the lunchrooms was designated as payment for clerical assistance.

The individual operating units were staffed by cook-managers. Many of the cook-managers had been promoted from other positions in the lunch program after they had exhibited competence. One of the managers, who had a degree in Home Economics, supervised the food service unit in the Edsel Ford High School. Each new cook was sent to this school for a training period and subsequent evaluation of performance.

Managerial functions were not required of the cook-managers. Menus, recipes and the placement of orders were carefully controlled by the Director. Bakery and dairy products that were acceptable were listed on the monthly record of purchases. Fresh fruits and vegetables were ordered from a recommended list of dealers. Prices were checked frequently by the Director to insure careful selection. Menus had been planned by a committee of cook-managers; this method was not considered satisfactory. Current menus were based on the Detroit six-week cycle plan; minor changes were necessary in the basic pattern because of a variation in production skill and available equipment. In smaller schools the selection was frequently limited to restrict production costs.

Mrs. Laidlaw made frequent inspections of the lunch-rooms. In the event of sickness of one of the cook-managers, the Director filled the vacancy until a desirable substitute could be obtained and the substitute was closely supervised by the Director.

The Dearborn storage facilities were limited; stockrooms were only available for paper goods. The construction of central storage facilities was being contemplated.

Purchasing Procedure and Material Management

The subsistence supplies which were annually purchased by the Director were stored in purveyors' warehouses. Canned fruits and vegetables, milk, dairy products, frozen foods and breads were purchased on a contract basis. An invitation to bidders was issued each June, indicating quality specification, estimation of volume and delivery information. A copy of a typical request for bids has been included in the appendix. Each interested company submitted a sealed bid to the Board of Education. Some items were tested by the purchasing agency before the bids were accepted. The items which required cutting tests were indicated on the request for quotations given to each bidder. Because of the lack of background of the cook-managers, Mrs. Laidlaw performed the cutting tests and subsequently assisted in awarding the contracts.

Meat was purchased by the contract method. Requirements for the school system were consolidated and bids accepted. Contracts were verbal and frequent due to price fluctuations. Ground beef was specified with a 12 to 15 per cent fat content. Commercial grade meats were purchased for all other purposes.

Professional journals and trade publications were the chief source of market information.

The cook-manager ordered all subsistence supplies bi-monthly in case lots through the central office. The requisitions from all units were consolidated and delivery was requested from the individual purveyors. A standard requisition form was used by the cook-managers. A duplicate copy of the order was kept in the lunchroom files. A separate form was filed for any additional items used in catering or in special services. Each manager kept a daily record of deliveries of dairy and bakery items. The delivery slips were checked monthly with the statement from the company by the central purchasing office.

An "Operations-expenditures" sheet was submitted to the central bookkeeping office each month by the cook-manager. Each week special lunchroom sales reports were filed in triplicate; the school clerk retained one copy, one copy was placed in the lunchroom files, and one was forwarded to the

central office. These reports were totalled monthly and contained the information necessary for government reimbursement. No record was kept of the number of persons served.

Three classifications of luncheons were served: government Type A, free lunches to indigent children, and a program that offered only milk to supplement packed lunches. A copy of the sales report is included in the appendix material. The necessary information for government reports was taken from this record. Cash register readings were recorded daily, and sent to the bookkeeping office each month. The school offices were responsible for collecting and depositing all funds. No money was handled by the manager. The central purchasing office cleared all accounts in June. Mrs. Laidlaw was responsible for formulation of an annual detailed financial analysis of the luncheon program.

The Director commented that the forms used to record daily deliveries of bread, milk and dairy products to the individual lunchrooms simplified the checking of monthly statements from the suppliers. Copies of this material are included in the appendix. The colors of the forms helped differentiate the types of merchandise received.

During the six-year period that the Dearborn system has been in operation many of the initial problems have been resolved. The lack of administrative experience of

cook-managers made simplification of procedure paramount. Frequent inspection and rigid controls were also necessary.

No training program was available for new employees, consequently the Director gave necessary demonstrations of basic principles of food production. The introduction of new recipes frequently required instruction to produce desirable products. The employees were anxious to learn, and extremely proud of the training they had received. The teaching procedure was individual, visual and conducted in such a manner that cooks considered specific assistance an honor. The Dearborn program is well organized and the Director has done an exceptional job of simplifying procedures and of delegating responsibility.

Detroit School Lunch Program

Detroit is the fifth largest city in the United States, with a population of nearly two million. This metropolitan area is in the southeastern portion of Michigan, on the Detroit River, which connects Lake St. Clair and Lake Huron and is directly across the river from Canada.

The high wages offered by industry have attracted a large foreign element and many transient workers to Detroit. In addition to the automotive industry, Detroit manufactures pharmaceuticals, adding machines, paints, chemicals and industrial materials. Detroit commerce, both foreign and domestic, has been increased by her position on the Great Lakes.

Physical plant and personnel

The central purchasing program for the Detroit Public Schools has been in operation for many years. The lunchroom program which was a division of the Department of Budgets and Lunchrooms provided services for elementary, intermediate and high schools. The volume was the largest of any food service unit in Detroit.

Miss Helen Tweedale was the Assistant Director of the Department of Budgets and Lunchrooms and personally responsible for the school lunch program. A large staff was employed in the central office. An internal accounting system was

financed by the operating budget which covered the salaries for the purchasing agency and accounting staff. Miss Tweedale had two assistants who were trained in the food field and assisted her with the training program, and who supervised and advised the individual unit managers.

A trained home economics person was in charge of every high school unit. Each junior high or elementary school lunchroom was controlled by a cook-manager.

The operating procedure for food service employees included an established ten weeks training program of classes in basic food preparation and practical on-the-job experience. The lunchroom units were completely independent of the Home Economics departments in the schools, with the exception that teachers in these areas requisitioned supplies needed for their class work from lunchroom stores.

Two types of menus were planned for a six-week cycle. One menu was planned for high schools, and a simpler one for the junior high and elementary schools. Minimum and maximum varieties of foods were indicated on both menus to permit necessary flexibility due to variations in equipment, production skill and number of employees. There was a menu and recipe testing committee which standardized new recipes.

Detroit does not have adequate central storage. The School Board had carefully considered construction of central stores and concluded that the method in current use was more

economical than the necessary capital investment for equipment to store and handle the required volume of merchandise.

Furthermore, labor payroll appointments were on an annual basis and the employment of additional personnel would present a tremendous problem during the summer months.

Purchasing procedures and material management

All items used in the lunchrooms were bought by contract. Program expenditures amounted to three million dollars a year.

Invitations to bid were issued in June for food items. Specifications were issued for meats only. Canned fruits and vegetables were not cut. They were bought by grade and the broker included a certificate of the grade. The second highest grade was purchased when USDA specifications permitted a selection from four grades and the top grade was bought when two grades were processed. Taste tests were run yearly on items such as pies, cakes and crackers. The purchasing agent generally requested quotations from two vegetable, three meat and seven milk purveyors.

Detroit had central store rooms for canned foods. All other items were ordered through the central purchasing office. Orders from the units were consolidated and merchants who provided the foods were contacted and bids were placed. The lunchroom paid a delivery charge on these items.

Mr. A. J. Bindner was responsible for purchasing all perishable foods, and he published the list of meat specifications. A sample of this form is included in the appendix. He received daily a Farmers Market Report, The U.S.D.A. Fruit and Vegetable Report, and a Market News Service from Chicago for meat. Mr. Bindner also prepared two food lists for operators to use when ordering from the central office -- an approved meat list and a list of available fruits and vegetables. Copies of these forms were reproduced in the appendix.

The Michigan grade of meat was often required in the meat specifications because its quality was higher than the U.S.D.A. specifications. Meat was bought at two cents a pound above the Chicago parity. The approved meat list included the cuts that were shown on the basic menus. Sizes were suggested that had consistently resulted in the largest and most economical yields.

A price list of meat, fish, vegetables, fruits and eggs was submitted by the vendor once a week. Two samples of this price list are included in the appendix. When this was filled out and signed, it was considered a legal contract. The basic price for fruits and vegetables was considered five per cent lower than the quotations on Friday. Produce prices are higher on that day because of heavy purchasing by the supermarkets. In all cases, Michigan produce was preferred when the quality was otherwise equal.

In both elementary and high school lunchrooms, the managers ordered all perishables ten days in advance. Milk products and bakery items were the only foods not ordered through the central office. These orders were placed daily by telephone directly to the vendor. Prices were already established in the contract with these purveyors for the school year.

The weekly requisitions from lunchroom stores for subsistence supplies and paper goods were made in duplicate. One copy went to the permanent accounting files. The other was checked by the manager against the foods received, sent to the central office, recorded and returned to the manager. Requisitioned items not in stock were placed on back orders and automatically delivered upon receipt at the supply department. Additions to lunchroom requisitions could be made two days in advance of delivery by calling the central office. Cancellations of perishables could be made by the same method; however, both of these practices were discouraged.

Daily statements were recorded for dairy items, milk products, and bread and rolls. Monthly reports of total expenditures were sent to the central office. Cracker and cookie statements were forwarded to the same office after each purchase.

The Daily Summary of Operations form, reproduced in the appendix, included all expenditures. This record was maintained daily, totaled and submitted monthly. Food cost was based on the weekly price list for perishables and a standard price for canned goods. Information of total receipts was also summarized. A record of government Type A and Type C luncheons served was included in the daily summary of operations. This information is necessary for government reimbursement.

A record of special meals or catering was made out in duplicate. One copy was kept in the lunchroom files and the other sent to the accounting department.

Central office kept a strict control of expenditures by compiling weekly and monthly totals of all foods requisitioned. The operators took monthly physical inventory of lunchroom stocks.

A unique feature of the Detroit central purchasing system was the quality and delivery survey. The central office selected schools which were having food deliveries on a particular day. The purchasing agent checked the quality and quantity of the items being delivered, and the courtesy and promptness of the delivery man or the merchant. Usually three schools were visited in one day. A report for each school was then compiled and tabulated according to company and commodity. A copy is included in the appendix. The

merchant who had a number of complaints was shown the reports. He usually took action to correct any unfacorable situations. These measures resulted in better, more efficient service for the school lunch program. In addition to these surveys, operators were urged to report any complaints on quality or lack of service to the central office. The operators were provided a special form for this purpose.

The Detroit Purchasing Program has been in operation for many years. The problems ordinarily found in the early stages of development have been solved. The necessary changes have produced a smoothly functioning organization.

The size of the central staff has made specialization possible. Purchasing agents were responsible for items in a single related group; therefore, they spent more time in the study of actual market conditions. Market information was received and studied daily by the agents who purchased foods on a weekly rather than a yearly method. Much more time and study were devoted to the selection of a commodity than would be practical or possible in smaller school systems.

Formal training for new employees was provided. The newly completed handbook was an additional aid to smooth administration. Policy and operating procedure were carefully and simply explained. The preparation and submission of forms were also discussed and illustrated. This manual is the result of careful planning and wise administration.

The rigid controls that are typical of established centralized purchasing programs were evident in the Detroit program. The administration had succeeded in providing adequate checks and balances on the individual units.

The staff members of the Detroit system have perfected a quality survey to evaluate the actual merchandise delivered. The information gained in this manner is used to maintain quality if the food is satisfactory or used in an attempt to raise the standard if the material is not of the desired grade. This constant evaluation was unique.

Much can be learned from the methods employed in the Detroit system. Directors were eager to assist the author in her studies of the program. Procedures were carefully explained, and information was given concerning alternate methods that had perhaps been less effective. The Detroit system is an established, smoothly functioning organization that could be used as a model for other schools that wish to establish centralized purchasing programs.

SUMMARY

In the three programs studied the structure and functions of the centralized purchasing programs were affected by the school census, school policy, physical plants and personnel. The three purchasing systems reviewed were in different stages of development. The Lansing program had been in operation one year and was progressing carefully. At the time of this survey Dearborn had been purchasing centrally for seven years and administrative details had been simplified. The Detroit purchasing procedure had been firmly established over a period of years of satisfactory operation.

The segments of the school populations that were served by the school lunch programs were governed by existing policies of the school boards. Two of the systems studied provided for service to all grades in the public school systems.

The Director in all instances was a trained Home Economist with a wide and varied experience in food production and service. Delegation of duties was necessary in the larger systems. The size of the operating staff was directly proportionate to the school population.

The educational background of managers at the operating levels was diverse. One system employed certified teachers; a second, cook-managers with related work experience; and the

third employed cook-managers at grade and intermediate levels, with home economists in the larger high school units.

One of the systems possessed adequate central storage facilities, the remaining two employed other methods for the receipt and distribution of subsistence supplies.

The purchasing of staples was related to the background of personnel at the operating level. Managers with institutional experience assisted the director with cutting tests and the selection of commodities. In other circumstances the selection was the responsibility of the Director or was delegated to another staff member.

Perishables were purchased in a variety of ways. One organization purchased fresh fruits and vegetables from approved dealers; a second organization recommended dealers and suggested items that were acceptable; the third did all purchasing by contract and lists of available items were provided the managers.

Processed fruits and vegetables were purchased by contract in two situations and cutting tests performed in two systems. In two programs the food was stored in warehouses belonging to the school board.

The types of records maintained were similar; however, the number of records increased in proportion with rigidity of control. Summary sheets totaling cash receipts and expenditures and number and type of meals served was used in

all units. A daily cash report and meal count was used in all instances but the cafeteria directors were responsible for collection and handling of the funds in only one system.

Deliveries and unit accounting followed the same general pattern with frequency as the variable factor.

Centralized purchasing programs for school lunch systems are a relatively recent development. This study did not show any consistency of organization or function. Some items could be taken from the over-all function of each unit and be used by a single operator in establishing routine procedures.

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47. _____ Quantity buying guide. Vol. 2. New York, Ahrens Publ. Co. 1954.
48. Yearbook of Agriculture. 83rd Congress, 2nd session. House document No. 380.

INTERVIEW GUIDE

A. School Census

Name of school system _____

Number of participating schools:

Elementary _____

Intermediate _____

Secondary _____

Total school population _____

B. Physical Plant and Personnel

Executive personnel

Name and position of person supplying information.

Education background of person directly responsible
for total program.

To whom is this person accountable?

Administrative personnel

Number of people employed in central office _____

What portion of their work week is allotted to functions
of centralized purchasing?

Has any fund been established for payment of such
personnel?

Operating unit personnel

Title of manager for each unit.

Educational requirements for managers

C. Purchasing Procedures and Material Management

1. Procurement methods.

Do you write specifications for all subsistence supplies?

What groups of foods are purchased centrally?

Do you indicate vendors for items ordered by the managers?

2. Specifications.

Items Included in Specifications

	YES	NO	GRADE INDICATION
<u>Processed fruits and vegetables:</u>			
<u>Grade</u>			
<u>Type</u>			
<u>Style</u>			
<u>Count</u>			
<u>Meats:</u>			
<u>Grade</u>			
<u>Wrapping</u>			
<u>Packing</u>			
<u>Trim</u>			
<u>Unit-average weight</u>			
<u>Hamburger:</u>			
<u>Per cent of fat (18-22)</u>			
<u>Unit if applicable</u>			
<u>Freshness</u>			

Do you buy from a wholesale or a retail purveyor?

Is purchasing done on a contract or an open market basis?

How many quotations are usually secured?

Who interviews salesmen?

Is any special time set aside for this purpose?

Who negotiates contracts?

What is your usual schedule for purchases and deliveries?

Who checks the legal conditions of contracts?

What is your annual operating budget?

3. Market information:

Utilization of Market Information

Source	YES	NO
1. Wholesale growers publications		
2. Canning magazines		
3. Price and crop conditions		
4. Government publications		

4. Contract buying:

Coverage of Contract

	YES	NO
1. Price decline		
2. Swells		
3. Dented cans		
4. Rusty cans		
5. Time and place of delivery		
6. Grade agreement		

5. Records.

Records for Purchasing Procedures

	Maintenance of Record		Preparation Time per Week	Delegation of Responsibility	
	Yes	No		Administrative	Clerical
1. Telephone orders					
2. Telephone quotations					
3. Purchase orders					
4. Purchase records					
5. Stock consumption record					
6. Price records					
7. Vendor files					
8. Specification files					
9. Requisitions					
10. Perpetual inventory					
11. Physical inventory					
12. Equipment record					

6. Receiving

Allotment of Storage Space

Item	Estimated square feet
1. Produce	
2. Dairy products	
3. Staples	
4. Frozen foods	
5. Refrigerated foods	
6. Paper goods	
7. Maintenance supplies	

What procedure is used to correct a shortage?

Are all fresh and canned fruits and vegetables checked
for:

Weight

Variety

Damage

Count

Grade

Freshness

Are perishables handled immediately?

Who makes adjustments with vendors?

7. Issuing

What type of requisition form is used?

How frequently are requisitions submitted?

How frequently are deliveries made to units?

What precautions are used to insure issue of older supplies first?

DEARBORN PUBLIC SCHOOL LUNCHROOMS

REQUEST FOR QUOTATIONS

SCHOOL YEAR 1955 - 1956

QUANTITY	DESCRIPTION	BRAND NAME	UNIT PRICE	TOTAL PRICE
250 c/s	** Apples, sliced - #10 cans - Fancy, SPY Solid pack, $\frac{1}{2}$ dozen in case			
150 c/s	Applesauce - #10 cans - Fancy, Sweetened, $\frac{1}{2}$ dozen in case.			
50 c/s	** Apricots - #10 cans - Choice, Blenheim, 96/122 Count, Unpeeled Halves in 40° Syrup, $\frac{1}{2}$ dozen in case			
400 c/s	** Beans, Cut green - #10 cans, -Extra Standard, Oregon Blue Lake, Long Cut, #5 sieve, $\frac{1}{2}$ dozen in case			
150 c/s	** Beans, Wax - #10 cans - Standard, "Climber" or equal, Long Cut, $\frac{1}{2}$ dozen in case			
100 c/s	Beets, Sliced - #10 cans - Fancy, Detroit Dark Red, (not more than $2\frac{1}{2}$ " in diameter), $\frac{1}{2}$ dozen in case.			
200 c/s	** Corn - #10 cans - Fancy, Whole Kernel, Golden Cross, Bantam, $\frac{1}{2}$ dozen in case			
100 c/s	Peach Halves - #10 cans - Choice, California Yellow Cling, 40/45 Count, Peeled Halves in 40° Syrup, $\frac{1}{2}$ dozen in case.			

** These items are cut and samples are necessary

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** These items are cut and samples are necessary

DEARBORN PUBLIC SCHOOLS
LUNCHROOM SALES REPORT

School _____ Period Ending _____

1. LUNCHROOM SALES:

	DATE	NO. FREE LUNCHES	NO. TYPE "A" LUNCHES	NO. MILK TO ADULTS	ADULT CASH SALES	SALES TOTAL CASH
Monday	_____	_____	_____	_____	\$ _____	\$ _____
Tuesday	_____	_____	_____	_____	_____	_____
Wednesday	_____	_____	_____	_____	_____	_____
Thursday	_____	_____	_____	_____	_____	_____
Friday	_____	_____	_____	_____	_____	_____
Total	=====	=====	=====	=====	\$ =====	\$ =====

2. KINDERGARTEN MILK:

	MILK	COOKIES	AMOUNT
Monday	_____	_____	_____
Tuesday	_____	_____	_____
Wednesday	_____	_____	_____
Thursday	_____	_____	_____
Friday	_____	_____	_____
Total	=====	=====	\$ =====

3. MISCELLANEOUS SALES:

DATE	EVENT	AMOUNT
_____	_____	\$ _____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
Total		\$ _____

4. TOTAL CASH SALES: (This should equal your deposits for the period) _____ \$ _____
(1 + 2 + 3)

5. REIMBURSEMENT TYPE "A" _____ X _____ \$ _____
(NO. TYPE "A") (REIMB. RATE)

6. TOTAL SALES FOR THE PERIOD _____ \$ _____
(4 + 5)

CLERK _____

Send original copy to the Business Office each Friday afternoon and on the last day of the calendar month. Yellow copy should be given to the lunchroom manager and the blue copy retained for your files.

[illegible]

LUNCHROOM DEPARTMENT DISTRIBUTION FORM

SUBJECT _____

DATE _____

01	H. Ford								
02	W. Ford								
03	Fordson								
04	Lowray								
05	McDonald								
06	Maples								
07	Miller								
08	Oakman								
10	Salina								
12	Woodworth								
21	J-High								
22	Edison								
23	Lindbergh								
24	Oxford								
28	W-Billes								
29	Long								
30	Newlin								
31	Howard								
32	Beigh								
35	Clark								
36	Bryant								
37	Snow								
38	E. Ford								
40	O. L. Smith								
48	Howe								
56	H. Ford CC								

BOARD OF EDUCATION - CITY OF DETROIT - DEPARTMENT OF PURCHASES
Room 300 - 1354 BROADWAY

Specifications covering the purchasing of fresh, canned and sandwich meat, sausage and poultry.

Effective September 1, 1955

Prepared by: Department of Purchases, A. J. Bindner, Buyer
Charles A. Leadbetter, Director and
Department of Lunchrooms, Lawson A. Wiles, Divisional Director

GENERAL BEEF SPECIFICATIONS

Fresh beef (chilled or frozen) shall be sound, well-dressed, split and quartered beef carcasses, or sound, well-trimmed wholesale market cuts derived from such carcasses as specified. The beef shall be prepared and handled in accordance with good commercial practice and meeting the requirements according to each respective style, class, grade, state of refrigeration, and weight range specified. Beef from bulls or stags or beef cuts which have been excessively trimmed in order to make specified weights, or are sub-standard for any reason according to the specification herein shall be excluded. The beef shall be of good color normal to the grade, free of objectionable odors, bruises, blood clots, scores, mutilation, discoloration, other detrimental blemishes, ragged edges, superficial appendages and other than slight cuts or scores. The beef shall show no evidence of defrosting, refreezing, freezer-burn, mishandling, or other deterioration or damage, shall be in excellent condition and shall possess the quality and other characteristics associated with the style, class, grade, and condition specified to the time of delivery.

Beef Ground Beef (25% fat) U.S. Graded Utility

Shall be composed of not more than 75% fresh, lean, U.S. Graded Utility or higher boneless primal cuts, (chucks, ribs, full loins and rounds only), and not less than 25% well trimmed flanks, plates, boneless navels, navel ends, or boneless briskets, (no shank meat) from good, choice or prime grades beef. Shall exclude meat from heads, gullets, tongues and hearts. It shall contain no organs, glands nor added fat. The meat shall be free from serous membranes, major tendons, cartilage, discoloration and bloody ends, or sections. It shall have no foreign odor, deterioration, or other damage, and contain no extenders, coloring agents, preservatives or added water. The ground meat shall not have a fat content in excess of 25% by chemical analysis. (When analysis is required it shall be conducted in accordance with the methods prescribed by the Association of Official Agricultural Chemists). The meat shall be ground twice - first through a plate with holes $3/4"$ to $1-3/4"$ in diameter, and then through a plate having $3/16"$ holes. To be packed in 10, 15 or 25 lb. polyethylene bags. All deliveries of less than 10# to be wrapped in moisture-resistant paper.

Specifications covering the purchasing of fresh, canned and sandwich meat, sausage and poultry, continued.

PORK SPECIFICATIONS

Bacon U.S. GRADE 1

Type A, dry sugar-cured, style 3, sliced, 14-16 per pound
Grade 1 - Type A, style 3, grade 1 bacon shall be produced from bellies meeting the material requirements prescribed in government specifications 3.1. Shall have excellent conformation and quality and adequate finish to produce a firm product. Shall be cured and smoked as prescribed in government specifications 3.3.1 and 3.4.1, respectively. The slab bacon shall be properly derived, formed by suitable means, and thoroughly chilled to facilitate slicing. Slices shall be uniformly cut at right angles to the long axis of the slab, eight to nine slices per inch, unless otherwise specified. Slices shall range from 8 to 10 inches in length and proportionately from 1-1/4 to 2-1/4 inches in width. Shall include all appropriate center slices and may include brisket and flank end slices in normal proportions to the slab from which it was sliced. Slices shall be well streaked with lean, and those showing heavy shoulder or flank muscles, comb marks, hair roots, or other defects shall be excluded. Slices shall be intact except that part slices from the same bacon may be used on the basis of one piece to each 1/2-pound package as necessary to make exact weight. Slices shall be sound, cool (34°-70° F.), dry, and otherwise in excellent condition at the time of packaging, shipping, and final delivery.

Ham (Skinned, cured smoked) U.S. Grade 1

Shall be standard commercial cut, well-trimmed and skinned, cured and smoked hams, with the shank bones removed at any point in or above the hock joint, but not beyond the stifle joint, which are given a mild and thorough cure and suitably smoked in accordance with good commercial practice, and which meet the following requirements. The hams shall be free from bruises, bloody and other discolorations, semi-loose, or frayed sections, appendages, and excessive hair roots, and possessing excellent conformation; be relatively short, thick and plump, with a high ratio of reasonably lean flesh in proportion to fat and bone; the flesh shall be firm, fine in texture and show at least a moderate amount of marbling; the fat shall be practically white, except for the smoked color, the skin shall be thin and smooth, free from hair, bruises, or other blemish, and practically free of hair roots. The skin and underlying fat shall be removed from the ham so as to leave a well rounded skin collar not exceeding 50 per cent of the area of the ham lengthwise, measured from the juncture of its removal at the central portion of the butt end to the shank end of the ham. The skinned surface shall be smooth and the remaining fat shall be uniform in thickness averaging not more than 1" over the skinned area, with the fat properly beveled at the butt end. The hams shall be closely trimmed, including removal

Specifications covering the purchasing of fresh, canned and sandwich meat, sausage and poultry, continued.

PORK SPECIFICATIONS (Continued)

Ham (Skinned, cured smoked) U.S. Grade 1 (Continued)

of most of the pelvic fat and loose tissue prior to smoking; shall be properly faced, flanked and rounded at the butt end. The hams shall indicate thorough but not excessive curing or saltiness, shall be well smoked so that the outer surface, including the butt end will be thoroughly sealed, reasonably dry, and impregnated with smoke. They shall possess the typical characteristic appearance, aroma, flavor and texture of skinned smoked hams of excellent quality. The hams shall range in weight from 12 to 16, 16 to 18, and 18 to 20 lbs. each and may be sweet pickled, cured, and smoked. Separate prices will be stated in the bids for each weight range.

Pork Suet U.S. Grade 1

Same general specifications as bacon with the following addition:

Shall be 95% lean blade meat, produced from the upper lean muscle from the butt end of the shoulder, or a shoulder butt, cut in squares approximately 1/2" (by machine dicer). Shall be packaged in 10, 15 or 25 lb. polyethylene bags. All deliveries less than 10 lbs. to be wrapped in moisture-resistant paper.

POULTRY SPECIFICATIONS

Chickens - Eviscerated

Shall be healthy, edible chickens, which have been slaughtered, plucked, dressed, chilled, packed, handled, and delivered under modern sanitary conditions, and in accordance with good commercial practice.

Eviscerated - Shall be prepared from dressed chickens, the exterior of which has been singed, from which the head, shanks at the hock joint, crop, windpipe, esophagus, entrails, gall bladder, lungs, kidneys, and oil gland have been wholly removed. The carcass and giblets (heart, liver, gizzard) shall be subjected to an adequate cleansing process and drained; the giblets shall be wrapped in non-absorbent paper and placed in the body cavity. Shall be immediately chilled and kept in a chilled or frozen condition as specified, until delivery. Shall be of the weight range, after evisceration, as may be specified in the invitation for bids.

Specifications covering the purchasing of fresh, canned and sandwich meat, sausage and poultry, continued.'

POULTRY SPECIFICATIONS (Continued)

Turkeys, Eviscerated

Young Toms 18 to 22 lb. average

Material - The product shall be prepared from turkeys which are free from evidence of disease or any condition which would render them unwholesome. Birds showing emaciation or other evidence of poor condition shall be excluded.

Style 2 - Ready-to-cook whole turkeys shall be dressed turkeys (style 1) from which the head shanks at the hock joint, crop, oil gland, trachea, esophagus, entrails, reproductive organs, and lungs have been removed. Protruding pinfeathers and vestigial feathers shall be removed to within the tolerance allowed for the specific grade (see government specifications 3.5). Giblets (liver, heart, and gizzard) shall be included and shall be properly trimmed and washed. Bile stained livers and excessively stained or bloody gizzards shall be excluded. Bruises of skin, flesh, and all other discolorations and blemishes of the skin shall not exceed the tolerances allowed for the specific grade (see government specifications 3.5). The neck shall be removed at its juncture with the body and shall be included with the giblets. The gall bladder shall be removed from the liver, the pericardial sac from the heart, and the lining and contents from the gizzard. Kidneys may be left in the birds.

SUBJECT: Approved Meat List

FROM: : Department of School Lunchrooms

TO : Principals, Schools Having Lunchrooms

DATE : September 6, 1955

The following list includes all meat items to be ordered by telephone for intermediate and high schools or by weekly requisition for elementary schools. All other meat items should be requisitioned separately.

A. Beef

1. Ground beef
 *10, 15 or 25 lb. per package
2. Beef Hearts, cut or whole
3. Liver, steer sliced
4. Oxtails
5. Shank bones
6. Shank, fore
7. Shoulder clod
8. Beef clods, Swiss steak, 4 to lb.
9. Short ribs
10. Sirloin Butt, boneless
11. Beef Stew, machine diced 1 inch pieces
 *10, 15 or 25 lb. per package
12. Beef Suey, machine diced, 1/2 inch pieces
 *10, 15 or 25 lb. per package
13. Suet, steer, kidney
14. Beef tongue, fresh
15. Beef tongue, sweet pickled
16. Beef tongue, smoked, 3 lb. and up

B. Pork

1. Bacon (14 to 16 slices per lb.)
2. Boston Butts
3. Pork Chops, loin, 4 to lb., bone in
4. Cottage Butt, smoked and ground
5. Ham, fresh, 10-12 lbs. or 12-14 lbs.
6. Ham, smoked, 12-16 lbs., 16-18 lbs. or 18-20 lbs.
7. Lard, 1 lb., 4 lb., 50 or 100 lb. container
8. Salt Pork
9. Pork Suey, machine diced, 1/2 inch pieces
 *10, 15 or 25 lb. per package
10. Shoulder, picnics, bone in

* Special schools only may order less than 10 lbs.

SUBJECT: Approved Meat List, Page 2
FROM : Department of School Lunchrooms
TO : Principals, Schools Having Lunchrooms
DATE : September 6, 1955

C. Veal

1. Veal Chops, rib, approximately 4 oz. each
2. Veal Stew, machine diced, 1 inch pieces,
*10, 15 or 25 lb. per package
3. Veal Suet, machine diced, 1/2 inch pieces,
*10, 15 or 25 lb. per package
4. Veal Heart
5. Veal Leg, 16-22 lb. each
6. Veal shoulder, boned, rolled, tied 6-12 lbs.
7. Veal shoulder, bone in

D. Lamb

1. Lamb chops, rib, approximately 5 to lb.
2. Lamb leg, 6-8 lbs. each
3. Lamb shoulder, boned, rolled, tied 4-6 lb.
4. Lamb stew, shoulder, machine cut 1 inch pieces,
*12, 15 or 25 lb. per package

E. Sausage and Sandwich Meats

1. Bologna, large, 6-8 lb. unsliced or sliced 16 to lb.
2. Dutch loaf, 5 lb. unsliced or sliced 10 to 12 to lb.
3. Fiesta loaf, 4-1/2 to 5 lb. unsliced or sliced 14-16 per lb.
4. Honey loaf, 5 lb. unsliced or sliced 14-16 to lb.
5. Imitation Chicken loaf, 6 lb. cans unsliced, or sliced 16 to lb.
6. Ham, New York, 6-8 lb. unsliced or sliced 16 to lb.
7. Ham, Spiced, 6 lb. cans unsliced or sliced 18-20 to lb.
8. Liversausage, 4-1/2 to 5 lb. unsliced fresh or smoked
9. Sausage, pork, fresh, 8 to lb.
10. Sausage, pork, fresh, 16 to lb.
11. Sausage, pork, fresh, bulk
12. Sausage, pork, smoked, 8 to lb.
13. Salami, 4-4-1/2 lb. unsliced or sliced 16 to lb.
14. Veal loaf, 4-4-1/2 lb. unsliced or sliced 10-12 to lb.
15. Viennas, 8 to lb. approximately 5-1/2 inches long

F. Fowl (all fowl must be requisitioned)

1. Chicken, stewing hens, 4 to 5 lb.
2. Chicken breasts
3. Chicken thighs and legs
4. Turkey, frozen, eviscerated 18-22 lb. average

FRUITS AND VEGETABLES
1955 -1956

Following is the list of available fruits and vegetables. When possible order in bushel or case lots. List items alphabetically. The season for some items will vary according to weather conditions in growing areas.

ITEM	UNIT OF PURCHASE			COUNT OR WEIGHT	SEASON	REMARKS
Apples, Salad	Bu.	-	Lb.	42-45 lb./bu.	Sept.-May	3 or 4 = 1b.
Apples, Cooking	Bu.	-	Lb.	42-45 lb./bu.	Sept.-May	
Apples, Baking	Bu.	-	Lb.	40-42 lb./bu.	Sept.-Jan.	
Apples, eating, counter, local	Bu.	-	Lb.	40-42 lb./bu.	Sept.-Jan	
Apples, eating, counter, shipped in	Box	-	Lb.	113-125/box	Dec. -June	
Asparagus, local	Doz.	-	Bunch	40 oz. bunch	May -June	
Asparagus, shipped in	Case	-	Bunch	30 lb./cs-40 oz. bunch	April-June	
Avacado	Box	-	Each	16-20/box	Oct. -June	
Bananas	Box	-	Lb.	35 lb./box	Sept.-June	3 or 4 = 1b.
Beans, green	Bu. or hmp.	-	Lb.	25 lb./bu. or hamper	Sept.-June	
Beans, wax	Bu. or hmp.	-	Lb.	25 lb./bu. or hamper	Sept.-June	
Beets, clip top, lcl. (old)	Bu.	-	Lb.	50 lb./bu.	Sept.-Dec.	
Beets, clip top, shipped in (new)					Dec. -June	
Beets, bunch	Case	-	Bunch	36 bunch/case	Sept.-June	
Broccoli, local	Bu.	-	Bunch	18 bunch/bu.	Sept.-Oct.	1½ and 2½ lb. bun.
Broccoli, shipped in	Case	-	Bunch	24-28 bunch/case	Oct. -May	
Cabbage, local (old)	Bu.	-	Lb.	50 lb./bu.	Sept.-Dec.	
Cabbage, shipped in (new)	Bu.	-	Lb.	45 lb./bu.	Dec. -June	
Cabbage, red	Bu.	-	Lb.	50 lb./bu.	Sept.-April	
Cantaloupe	Bu.	-	Each	14/bu.	Sept.-Oct.	1 melon = 3 lbs.
Carrots, clip top	Bu.	-	Lb.	50 lb./bu.	Sept.-June	
Cauliflower, local	Bu.	-	Each	12/bu.	Sept.-Oct.	1 hd. = 2½ - 3 lbs.
Cauliflower, shipped in	Case	-	Each	12/case	Nov. -June	
Celery, Pascal	Case	-	Stalk	5 doz./case	Sept.-June	1 stlk.-2-2½ lbs.
Celery, Cabbage	Bu.	-	Lb.	40-45 lb./bu.	Sept.-Feb.	1 stlk.-2½-3 lbs.
Corn, sweet	Bag	-	Lb.	50 lb./bu.	Sept.-Oct.	
Cucumbers	Bu.	-	Lb.	50 lb./bu.	Sept.-June	1-9" cuke = 12 oz.

<u>ITEM</u>	<u>UNIT OF PURCHASE</u>	<u>COUNT OR WEIGHT</u>	<u>SEASON</u>	<u>REMARKS</u>
Egg Plant	Bu. - Lb.	20-24/30 lb. bu.	Sept.-June	one = $1\frac{1}{4}$ + $1\frac{1}{2}$ lb
Endive	Bu. - Lb.	17 lb./bu.	Sept.-June	
Escarole	Bu. - Lb.	17 lb./bu.	Sept.-Oct.	
Grapefruit	Case, $\frac{1}{2}$ case, Lb.	64/case	Oct. -April	one = approx. 1
Grapes, Concord (Extended Lunch)	Peck basket		Sept.-Oct.	
Grapes, green Thompson, seedless	Lug - Lb.	25 lb./lug	Sept.-Oct.	
Grapes, red, Malaga or Tokay	Lug - Lb.	25 lb./lug	Oct. -May	
Greens, Mustard or Turnip	Bu. - Lb.	17 lb./bu.	Sept.-June	
Lemons	Case, $\frac{1}{2}$ case, Lb.	300/case	Sept.-June	4 lemons = 1 lb.
Lettuce, head	Case - Lb.	48 or 60/case	Sept.-June	1- $1\frac{1}{4}$ lb./hd.
Lettuce, leaf, local	Basket	15 lb. basket	Sept.-Oct.	
Lettuce, leaf, shipped in	Basket	10 lb. basket	Nov. -June	
Lettuce, Romaine	Bu. - Lb.	17 lb./bu.	Sept.-Oct.	
Onions, dry	50 lb. bag-10 Lb.		Sept.-June	
Onions, green	Bunch		Sept.-June	
Oranges	Case, $\frac{1}{2}$ case, Lb.	176 or 200/case	Sept.-June	$2\frac{1}{2}$ = 1 lb.
Parsley	Bunch		Sept.-June	
Parsnips	Bu. - Lb.	50 lb./bu.	Nov. -May	
Peaches	Bu. - Lb.	50 lb./bu.	Sept.-Oct.	3-5 = 1 lb.
Pears, local	Bu. - Lb.	45 lb./bu.	Sept.-Nov.	3 = 1 lb.
Pears, shipped in	Box - Lb.	135/box	Nov. -May	
Peppers, green	Bu. - Lb.	25-30/bu.	Sept.-June	5-7 = 1 lb.
Pineapple	Case - Each	9-12/case	Jan. -June	
Potatoes, U.S.#1 Michigan	50-100 lb. Bag		Sept.-June	
Potatoes, sweet	Hamper - Lb.	45 lb./hamper	Sept.-March	
Plums, prune	$\frac{1}{2}$ Bu. - Lb.	25 lb./half bu.	Sept.-Oct.	3-5 = 1 lb.
Radishes	Bu. Bunch	60 bunch/bu.	Sept.-June	
Rhubarb, hot-house	5 lb. Box		Jan. -March	
Rhubarb, out-door	Lb.		April-June	
Rutabaga	Bu. Lb.	50 lb./bu.	Oct. -May	

<u>ITEM</u>	<u>UNIT OF PURCHASE</u>	<u>COUNT ON WEIGHT</u>	<u>SEASON</u>	<u>REMARKS</u>
Splnach	Bu. -	17-18 lb./bu.	Sept.-June	
Squash, Butternut	Bu. -	50 lb./bu.	Oct.-March	
Squash, Hubbard	Bu. -	50 lb./bu.	Oct.-March	
Squash, Italian	Bu. -	50 lb./bu.	Sept.-Dec.	
Squash, Pepper or Acorn	Bu. -	50 lb./bu.	Sept.-March	
Squash, Summer, yellow	Half Bu.	25 lb./ $\frac{1}{2}$ bu.	Sept.-Nov.	
Strawberries	Case -	16 or 24 qt./case	May -June	
Tangerines	Case, $\frac{1}{2}$ case, lb.	120		
Tomatoes, local	Half Bu.	150 Extended Lunch	Dec. -Jan.	3 = 1 lb.
Tomatoes, repacks	8 or 10 lb.		Sept.-Oct.	3 $\frac{1}{2}$ = 1 lb.
Tomatoes, vine-ripened	8 or 10 lb.		Oct. -June	3-4 = 1 lb.
Turnips, white	Bu. -	50 lb./bu.	Oct. -May	
Watermelon	Each		Sept.-Oct.	20-30 lb. each

FISH AND OYSTERS
TABULATION BLANK

	Week of _____, 19	
	Fresh	Frozen
Codfish fillets, smoked	lb. _____	_____
Haddock fillets	lb. _____	_____
Ocean Perch (6-8 to lb.)	lb. _____	_____
Perch fillets	lb. _____	_____
Pickarel fillets	lb. _____	_____
Trout fillets	lb. _____	_____
Whitefish fillets	lb. _____	_____
Halibut steak	lb. _____	_____
Salmon steak	lb. _____	_____
Fillet of sole	lb. _____	_____
Codfish fillets	lb. _____	_____
Codfish, boxed, Mother Ann	lb. _____	_____
Finnan Haddie, Jumbo smoked	lb. _____	_____
Clams, fresh	dozen _____	_____
Oysters, standard	gallon _____	qt. _____
Shrimp, large, (15-20)	lb. _____	_____
medium, (21-25)	lb. _____	_____
small, (26-30)	lb. _____	_____

- 55 -
PRICE LIST
FRUITS AND VEGETABLES

BOARD OF EDUCATION
DETROIT, MICHIGAN

FOR WEEK BEGINNING _____

19

ITEM	PRICE	ITEM	PRICE
Apples, Eating, Salad, No. 1 2½"	Bu. Lb.	Lemons, RB Size 300	Case ½Cs. Lb.
Jonathan, MacIntosh, Wealthies		California	
Apples, Cooking, No. 1 2½"	Bu. Lb.	Lettuce, Head A-1 Cal.	Case Lb.
Wealthies, Speys, Greenings		Size 60, 48, 36 Mich.	
Apples, Baking, No. 1 113 125 2½"	Bu. Box Lb.	Lettuce, Leaf, 10-lb.—15-lb. baskets	Bskt. Lb.
Kings, Romes, Wolf River		Mich. Ohio Ind.	
Apples, Eating, Fancy 113 125	Box Bu. Lb.	Onions, US No. 1, Medium Size 50 lb.	Bag 10-lb.
Delicious Jonathan Winesap		Michigan, Western Texas	
Asparagus, Michigan 10" (10 oz.)	Cs. Dz. Bunch	Green Onions, Shallots	Bunch
Asparagus, Calif. X-Fancy (40 oz.)			
Avocados, 20 24 30	Box Each	Oranges, RB 176 200 Cal.	Case ½Cs. Lb.
		Navel, Valencia	
Bananas 35 lb./Box	Stem Box Lb.		
		Parsley	Bunch
Beans, Stringless, Green, Fancy	Hpr. Lb.		
"Valentines," "Bountiful" 28 lb.			
Beans, Stringless, Wax, Fancy 28 lb.	Hpr. Lb.	Parsnips, Large, Washed	Bu. Lb.
Beets—Clip Tops, 50 lb.	Bu. Lb.	Pears, Local, Western 135's	Bu. Box Lb.
Local, Western, Old, New		Bartlett D'Anjou Fancy No. 1	
Beets, Bunched, 36's	Cs. Bu. Bunch	Peppers, Green, Sweet, Medium	Bu. Lb.
Calif. Mich. Texas		Calif. Wonders, Bull Nose	
Broccoli	Cs. Bu. Bunch	Potatoes, US No. 1, Size A, 100 lb.	Bag
Local 18's California 24's, 28's		Maine, Michigan Sand Grown	
Brussel Sprouts	Drum Lb.		
Medium Size			
Cabbage Local Old 50 lb.	Bu. Bag Lb.	Potatoes, Sweet Yellow Yams, No. 1	Hpr. Lb.
New Round Western		Louisiana Puerto Ricans 45 lb.	
Cabbage, Red	Bu. Lb.	Radishes, Medium, Washed	Bu. Cs. Bnch.
		Hot House Outdoor	
Carrots, Clip Tops, Washed 50 lb.	Bu. Bag Lb.	Rhubarb, Hot House Choice	Box Lb.
Local Texas Old, New		Outdoor, Fancy 5 lb.	
Carrots, New, Bunched	Case Bnch.	Rutabagas 50 lb.	Bu. Bag Lb.
Local Calif. 72's, 50's		Plain Waxed	
Cauliflower, Fancy, Snowball	Case Ea.		
Size 12			
Celery, Extra Jumbo, Trimmed, Mich.	Case Stalk	Spinach, Local	By. Lb.
Untrimmed Florida 6's, 5's, 3's		Arkansas, Texas 18 lb., Virginia	
Celery Cabbage 16's	Bu. Lb.	Squash, Hubbard	Bu. Lb.
Celery, Pascal, 2, 2½ Dz.	Cs. Stalk	Squash, Medium Size 36-40	Bu. Lb.
Calif. Fla. Mich.		Pepper, Italian	
Cucumbers, Fancy, Medium OD	Bu. Lb.	Squash, Medium Size 36-40	Bu. Lb.
Fancy Hot House		Sweet Potato, Summer	
Eggplant Local 20's	Bu. Lb.	Tangerines, RB	Case ½Cs. Lb.
Southern 20 24 26 28 30 36		Size 120-150	
Endive Bleached	Bu. Lb.	Tomatoes—Michigan Pinks	Bx. ½Bu. Pk. Lb.
Local California		Repacks, 35's 10 lb. box	
Grapefruit RB Size 64 M.S.	Case ½Cs. Lb.	Turnips, White, Washed	Bu. Lb.
Calif. Florida Texas			
Grapes, Malaga, Almeria	Lug. Lb.		
Olivette			
Grapes, Tokay, Emperor	Lug. Lb.		
Thompson Seedless			

This bid is to be signed and returned to Room 300, 1354 Broadway, Friday _____
Where more than one specification appears, on any commodity, the vendor will draw a line through the specification that will not be supplied.
All changes in, or additions to, the above specifications must be noted hereon.

VENDOR

MANAGER'S DAILY RECORD OF LUNCHROOM OPERATION

SCHOOL _____

MANAGER _____

MONTH OF _____

195 _____

DATE	MEATS AND FISH	FRUITS AND VEGETABLES	BUTTER EGGS AND CHEESE	MILK	ICE CREAM	LUNCHROOM SUPPLIES CANNED GOODS GROCERIES	CANDY	BREAD AND ROLLS	CRACKERS AND COOKIES	PIE	OTHER FOOD	TOTAL FOOD PURCHASES	WAGES	SALARIES	LAUNDRY	EQUIPMENT L R S	EQUIPMENT DIRECT PURCHASE	REPAIRS	TOTAL EXPENDI- TURES	CASH RECEIPTS	BALANCE	TOTAL NUMBER SERVED	TYPE A LUNCHES	REIMBURSED MILK	TOTAL TEACHERS SERVED	FREE LUNCHES	COST OF EMPLOYEES' FOOD	EXPLANATION	
1																													
2																													
3																													
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TOTAL																													

Board of Education
City of Detroit
Summary of Lunchroom Operation

School _____

Month of _____ 19____

Income:

Accounts Receivable:

1. _____
2. _____
3. _____
4. _____

Cash Receipts _____

Total Income _____

Food Cost:

Inventory _____

Purchases _____

Total _____

Less Inventory _____

Cost of Food Used _____

Per Cent of Total Income _____%

Payroll Cost:

Wages _____

Salaries _____

Total Payroll Cost _____

Per Cent of Total Income _____%

Other Expenses:

L.R. Stores Equipment _____

Direct Purchase Equip. _____

Repairs _____

Total _____

Laundry _____

Telephone _____

Gas _____

Undistributed _____

Compensation _____

Total _____

Total Other Expenses _____

Total Operating Expense _____

Balance or Deficit for Month _____

Balance or Deficit to Date _____

Total Customers Served _____

Number Type A Lunches Served _____

Number Teachers Served _____

Number Reimbursed Milk _____

Number Days of Operation _____

Average Customers per day _____

Average Type A per day _____

Average Reimbursed Milk per day _____

Average Income per day _____

School Enrollment _____

% School Enrollment Served _____

Signed _____

Principal

Purchasing Department Commodity Quality and Delivery Survey

_____ School Date _____

Interviewed _____

Bread and rolls _____

Butter, Eggs &
Frozen Foods _____

Cookies _____

Fish _____

Fruits & Vegetables _____

Ice Cream _____

Meats _____

Milk _____

Pies _____

Others _____

Signed _____

MICHIGAN STATE UNIVERSITY LIBRARIES



3 1293 03145 8429