

Brookline School District

SAU 41

National School Lunch
and School Breakfast

Program

Administrative Review

January 2026

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EXECUTIVE SUMMARY

The Administrative Review (AR) is the Brookline School District’s ongoing assessment of the National School Lunch Program (NSLP and School Breakfast Program (SBP). The AR provides the New Hampshire Department of Education (NHED) Office of Nutrition Programs and Services (ONPS) staff with the opportunity to observe and evaluate the sponsor’s processes and procedures for complying with the requirements of the programs. Additionally, the AR is an opportunity for State Agency (SA) staff to provide technical assistance (TA) regarding new regulations and policy interpretations that may be needed.

Programs that were reviewed include:

Program	Federal Assistance Listing Number	Programs Reviewed
National School Lunch Program	10.555	X
School Breakfast Program	10.553	X
Afterschool Snack Program	10.555	
Fresh Fruit and Vegetable Program	10.582	
Seamless Summer Option	10.555	
Special Milk Program	10.556	
Child and Adult Care Food Program	10.558	
Summer Food Service Program	10.559	

Locations Selected for Onsite Review:

- Captain Samuel Douglass Academy, on January 28, 2026

An Exit Conference was held on January 28, 2026, to provide a summary of the work performed during this review and to discuss any anticipated findings and required corrective actions, observations and technical assistance, and additional information required to complete the AR.

The Brookline School District staff present for the AR included:

- Amy Cassidy, Child Nutrition Director
- Lance Flamino, Business Administrator

The NHED Review Team present for the AR included:

- Ruth Howard, Program Specialist

Summary of findings, observations, and noteworthy initiatives:

- Number of findings: 0
- Number of observations: 2
- Number of noteworthy initiatives: 4

A written response to the corrective actions detailed in the AR report must be submitted within forty-five (45) calendar days of receipt of the report. The response must include a description of the Corrective Action Plan (CAP) for the findings including implementation time frames and supporting documentation as necessary. Although not regulatory in nature, a written response to the Technical Assistance for each of the observations is required.

I. DEFINITIONS

Administrative Review (AR): The comprehensive evaluation of all School Food Authorities (SFAs) or Sponsors participating in a federal child nutrition program. This includes a review of both critical and general areas of the programs resulting in a report of findings, observations, and noteworthy initiatives.

AR Report: Formal, comprehensive report of the AR review that typically includes findings, required corrective actions, observations, technical assistance, and noteworthy initiatives.

Corrective Action Plan (CAP): Actions that are proposed or taken by a SFA or sponsor to respond to a finding of noncompliance with Federal or State regulations, United States Department of Agriculture (USDA) Food and Nutrition Services (FNS) Instructions, and/or policy memoranda. The term ‘*Required Corrective Action*’ is the element of the AR Report that conveys the action(s) that must be taken by the SFA or sponsor to correct the noncompliance with Federal or State regulations, FNS Instructions, and/or policy memoranda, expected timeframes for the corrective actions to be implemented and interim milestones to reach full implementation. The SFA or sponsor Corrective Action Plan must include the following specific steps to eliminate the cause of non-compliance:

- ✓ Actions to be taken to correct the identified problems in the findings; and
- ✓ Expected timeframes for the corrective actions to be implemented as well as interim milestones to reach full implementation.

Finding: Identification of non-compliance with program regulations, FNS instructions, and/or policy memoranda, and/or other authoritative documents that must be corrected by the SFA or Sponsor. Each finding is associated with a required corrective action.

Functional Areas: Specific areas or components of program operations and administration performed by the SFA or sponsor that are examined and evaluated in an AR such as certification and eligibility, program access, financial management, and local agency oversight.

Noteworthy Initiatives: Projects, processes, and practices worthy of recognition and sharing with other SFAs or Sponsors for replication in an effort to improve program operations.

Observation: Identification of a weakness in program operations or management that is not in violation of program regulations, FNS instructions, and/or policy memoranda, and/or authoritative documents. Each observation is associated with technical assistance.

Required Corrective Action: A statement in the AR report that conveys the action(s) that must be taken by the SFAs or Sponsors to correct noncompliance with Federal regulations, FNS instructions, and/or policy memoranda. Required corrective actions are prescribed by SA but may have input by the SFAs or Sponsors. The SFA or Sponsor is required to provide a Corrective Action Response to the SA’ required corrective action. All required corrective

actions must be validated by the SA to ensure the SFA or Sponsor has implemented the corrective action and that the corrective action has addressed the violation prior to closing the applicable finding(s). SFA or Sponsor required corrective action must include a statement that the SFA or Sponsor Corrective Action Response must incorporate the following specific steps to eliminate the case of non-compliance:

- ✓ Actions to be taken to correct the identified problems in the findings; and
- ✓ Expected timeframes for the corrective actions to be implemented, as well as interim milestones to reach full implementation.

State Agency: An agency that has an agreement with the FNS to administer the Federal food programs within a State.

Technical Assistance: Guidance and support to SFAs or Sponsors to achieve regulatory compliance and program improvement.

II. ACRONYMS

AR	Administrative Review
CA	Corrective Action
CACFP	Child and Adult Care Food Program
CAP	Corrective Action Plan
CR	Civil Rights
FNS	Food and Nutrition Service
FSMC	Food Service Management Company
FY	Fiscal Year
NDS	Nondiscrimination Statement
NHDHHS	New Hampshire Department of Health and Human Services
NHED	New Hampshire Education Department
NSLA	Richard B. Russell National School Lunch Act of 1946 (42 U.S.C. 1753)
NSLP	National School Lunch Program
RFP	Request for Proposal
SA	State Agency
SAU	School Administrative Unit
SFA	School Food Authority
SFSP	Summer Food Service Program
SSO	Seamless Summer Option
SY	School Year
TA	Technical Assistance
USDA	United States Department of Agriculture

III. DETAIL SUMMARY

The review identified zero (0) regulatory findings and two (2) observations. A summary of the total number of findings and observations in each functional area of the Administrative Review (AR) are listed in the chart below:

Section	Findings	Observations
Totals	0	2
Dietary Specifications and Nutrient Analysis		1
SFA On-Site Monitoring		1

IV. FINDINGS and REQUIRED CORRECTIVE ACTION - None

V. OBSERVATIONS and TECHNICAL ASSISTANCE

Section III Dietary Specifications and Nutrient Analysis

Observation No. 12: The menu compliance worksheets for lunch show an excess in grains served for the week. The limit is 9 grains, but 10 grains were served. Meat/meat alternate (M/MA) limit is 9 but 10 M/MA were served.

Technical Assistance: The SFA should monitor and adjust weekly menus to ensure compliance with meal patterns and nutrient analysis. The State Agency worked with the School Food Authority (SFA) to update the menu compliance worksheets to better align with regulations.

SFA On-Site Monitoring

Observation No. 2: The on-site monitoring forms were missing signatures from both the SFA reviewer and the site representative.

Technical Assistance: Ensure these forms are signed and dated on the day of the on-site monitoring.

VI. NOTEWORTHY INITIATIVES

Initiative No. 1: The kitchen is immaculate, and the staff have great interaction with the students.

Initiative No. 2: The staff batch cooks between lunch periods ensuring the food is fresh and tasty for the students.

Initiative No. 3: Nutrition information for menu items is linked to the nutrition web page.

Initiative No. 4: Local produce from Hollis is featured at breakfast and lunch.

VII: CORRECTIVE ACTION PLAN TIMEFRAME

ACTION NEEDED: Brookline School District is required to provide a written Corrective Action Plan (CAP) for the zero (0) regulatory findings and two (2) observation identified in the FY 2026 Administrative Review (AR). The corrective action plan (CAP) is due forty-five (45) calendar days from the AR report date. The CAP must address all findings and must show evidence of the following:

- Determination of the corrective actions necessary to address the root cause(s) and correct the finding in a sustainable manner,
- Identification of the timeframes related to each corrective action. This includes major milestone dates and target implementation dates (or actual implementation dates if implemented prior to CAP submission).
- Identification of the officials responsible or the point of contact for each corrective action,
- Include how the SFA or sponsor will monitor the corrective action and how the SFA or sponsor will determine if the corrective action is successful in addressing the root causes.
- Documentation/evidence for any corrective action that has been implemented.

All correspondence should be submitted to the AR Review Coordinator, Ruth Howard at ruth.howard@doe.nh.gov with a copy to the New Hampshire Department of Education (NHED) Office of Nutrition Programs and Services (ONPS) Administrator, Amanda Marshall at amanda.a.marshall@doe.nh.gov within forty-five (45) days of receipt of this report issued on February 27, 2026 by April 13, 2026.

The office would like to acknowledge the work of the entire Brookline School District Child Nutrition staff and thank you for your assistance throughout the AR review.

Sincerely,

Ruth L. Howard

New Hampshire Department of Education

Office of Nutrition Programs and Services