



PROPOSAL *for* FOODSERVICE MANAGEMENT

SCHOOL YEAR 2022–2023

Prepared for Lake Wales Charter Schools, Inc.

December 15, 2021





“Our Mission is to give children the very best thirty minutes of their day.”



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ORIGINAL RFP WITH SLA-SIGNED SIGNATURE PAGES



Letter of Intent

November 10, 2021 PREPARED FOR LAKE WALES CHARTER SCHOOLS, INC.

Dear Lake Wales Charter Schools, Inc. Family,

We are excited at the prospect of continuing to fulfill the school foodservice needs for Lake Wales Charter Schools, Inc. We do intend to provide a proposal, meeting the guidelines specified in your RFP.

We believe SLA Management is best positioned to serve Lake Wales Charter Schools, Inc. As you know, SLA Management is a Florida-based company, headquartered in Orlando. All SLA does is serve K-12 schools of choice. From our origins in Orlando, we have grown to now serve 225 schools across 9 states. We are recognized as one of the nation's 50 largest school foodservice companies by *Food Management* magazine. Nobody understands the foodservice needs of Florida's schools of choice better than SLA. We have the systems and infrastructure in place to provide A+ service to Lake Wales Charter Schools, Inc., now and in the future. We are proud to have been a part of the Lake Wales Charter Schools community for the past 10 years and look forward to the opportunity to build our relationship further.

Sincerely your SLA family,


Brian Albertson
President & CEO


Jacob Clifton
Chief Operating Officer

- Name of Company **SLA Management, Inc.**
- Company Website Address www.slamgmt.com
- Points of contact for Proposal
 - Brian Albertson, President & CEO**
b.albertson@slamgmt.com
407-930-9342
 - Jacob Clifton, Chief Operating Officer**
j.clifton@slamgmt.com
727-735-2215
- Years of Experience in Florida 20
- Years of Experience with LWCS 10
- Number of public K-12 schools currently servicing in Florida 104
- School-Based Florida References
 - Tina Skubal** • Administrative Assistant/ Student Records, **Imagine Schools at South Vero** • (954) 907-2442
Tina.skubal@imagineschools.com
 - Danielle Ockman** • Director of School Operations, **Franklin Academy Sunrise Campus** • (754) 206-0850
ockman.danielle@franklin-academy.org
 - Corinne Baez** • Principal, **Keys Gate Charter School** • (305) 230-1616
cbaez@keyscharter.org
 - Kevin Warren** • Principal, **Discovery Academy** • (863) 295-5978
kevin.warren@discoveryacademy.org

PRICE & SCORING CRITERIA



Price & Scoring Criteria

▶ SLA Management, Inc. is submitting the following proposal with the confidence that we are still the best suited Company to serve Lake Wales Charter Schools, Inc. Every client of SLA Management earns a surplus from their meal program, and SLA Management is committed to continue providing Lake Wales Charter Schools the highest quality food in the industry with the best value for all of your stakeholders.

In this proposal, you will find the following:

- ▶ A fixed price that now includes premium products purchased for your Foodservice Program.
- ▶ Financial Proformas with Anticipated Revenue & Projected Annual Surplus of **\$776,210**.
- ▶ Marketing suite recap PLUS an estimated **\$40,000** additional investment from SLA, in a Meal Delivery Van with a Portable BBQ/Smoking Trailer that can be used for special events and promotions
- ▶ Staffing Plans assigned based on enrollment records, with staffing to increase as the need increases
- ▶ An overview of our highly experienced Leadership Team



Price (40 points)

► *We have reviewed the documentation provided in the School Foodservice Management Request for Proposal from Lake Wales Charter Schools, Inc., as well as information provided by school administrators.*

Based upon the current federal reimbursements outlined below and contained in the RFP, we propose the following fixed prices:

Lunch \$3.32

Breakfast \$1.66

Snack \$0.83

Assumptions

Enrollment and participation data for the calculations of lunch, breakfast, and snack were obtained from information supplied with Lake Wales Charter Schools, Inc.'s Food Service Management Company Request for Proposal, and our previous years' service data.

Federal Reimbursements

	Free	Reduced	Full Pay
Lunch	\$3.75	\$3.25	\$0.44
Breakfast	\$2.35	\$2.05	\$0.32
Snack	\$0.96		

À la Carte meal equivalency rate is calculated at \$3.83.

Projected Benefits to Lake Wales Charter Schools, Inc.

Based on the data derived from the RFP and our records from past 4.5 years, we conservatively project that the surplus to Lake Wales Charter Schools, Inc. in year 1 of a new contract with SLA, would be in excess of **\$513,292** for the school foodservice account, and as much as **\$2,566,460** over the entire 5 years. When you include a commodity usage allowance of **\$262,918** for each year, surplus in 1 year would be **\$776,210**, and **\$3,881,050 total over the life of the contract**, for your foodservice account. This amount will only deviate with changes in participation (increase or decrease) and will be pro-rated accordingly.

PLEASE NOTE: This pricing now also *includes* the premium products that are currently purchased for Lake Wales Charter Schools' Foodservice Program and will not be invoiced additionally.

In addition to the surplus revenue for your SLA-managed foodservice program, SLA will be making an investment in the Lake Wales program of approximately \$40,000. in the form of a Distric Service Van to use for deliveries from the central kitchens, and includes a fully equipped BBQ Grilling & Smoking Trailer for use at special events and to promote the foodservice program within the Lake Wales Charter Schools community.

Financial Proforma School Year 2022-23



Operating Budget

Report Date School year: 2022-23
School Lake Wales Charter Schools

School Food Authority Lake Wales Charter Schools, Inc.
Company Name SLA Management, Inc.

Actual "In-School" Revenue									
BREAKFASTS:									
Paid	#	169,300	X	\$	1.250	=	\$	211,625.00	
Reduced	#	135,689	X	\$	0.300	=	\$	40,706.70	
Adult	#	-	X	\$	2.000	=	\$	-	
Subtotal Breakfasts	#	304,989					\$	252,331.70	
LUNCHES:									
Paid	#	393,744	X	\$	2.800	=	\$	1,102,483.20	
Reduced	#	293,507	X	\$	0.400	=	\$	117,402.80	
Adult	#	-	X	\$	3.250	=	\$	-	
A la Carte	#	52,219.32	X	\$	3.830	=	\$	200,000.00	
Subtotal Lunches	#	739,470.32					\$	1,419,886.00	
Total "IN-SCHOOL" Revenue		#	1,044,459				\$	1,672,217.70	
Federal Reimbursement									
BREAKFASTS*									
Paid	#	169,300	X	\$	0.320	=	\$	54,176.00	
Reduced	#	135,689	X	\$	2.050	=	\$	278,162.45	
Free	#	182,721	X	\$	2.350	=	\$	429,394.35	
Subtotal Breakfasts	#	487,710					\$	761,732.80	
STANDARD RATE LUNCHES*									
Paid	#	393,744	X	\$	0.440	=	\$	173,247.36	
Reduced	#	293,507	X	\$	3.350	=	\$	983,248.45	
Free	#	431,553	X	\$	3.750	=	\$	1,618,323.75	
Subtotal Lunches	#	1,118,804					\$	2,774,819.56	
SNACKS/SUPPLEMENTS**									
Paid	#		X			=	\$	-	
Reduced	#		X			=	\$	-	
Free	#	14,760	X	\$	0.9600	=	\$	14,169.60	
Subtotal Snacks/Supplements	#	14,760					\$	14,169.60	
Total Federal Reimbursement		#	1,621,274				\$	3,550,721.96	
SUMMARY:									
Total "IN-SCHOOL" Revenue							\$	1,672,217.70	
Total All Federal Reimbursements							\$	3,550,721.96	
Total Revenue							\$	5,222,939.66	
EXPENSES:									
Invoices							\$	4,709,646.83	
Less: Commodity Allowance							\$	262,918.94	
Total Expenses							\$	4,446,727.89	
SUMMARY									
Total Revenue							\$	5,222,939.66	
Total Expenses							\$	4,446,727.89	
School Nutrition Program/Food Service Account Income (or Loss)							\$	776,211.77	

The attached proforma is based on the participation data provided, anticipated expenses, and revenue as a result of SLA Management, Inc. being awarded the bid for continuing service for Lake Wales Charter Schools, Inc. It is not intended as a guarantee.

Additional Scoring Criteria



► **SLA MANAGEMENT** is excited to offer Lake Wales Charter Schools, Inc. the School Food Service Program outlined here. **Our proposal has been customized to meet your needs and those of your Lake Wales Charter Schools, Inc. community.** After consideration of the criteria outlined in your Request for Proposal, we are determined to demonstrate our commitment to a continuation of our joint partnership with Lake Wales Charter Schools, Inc. SLA Management's success over the past 20 years, with all of its partner schools, is predicated on that principle.

We strongly believe that we are the best partner to provide your schools and communities, with an unmatched level of customer attentiveness and a superior school food service program. As you review our proposal, the elements of our comprehensive and strategic approach to your food service program will be highlighted.

You can expect SLA to...

- Focus on meeting your program objectives
- Focus on healthy eating
- Use high quality, fresh ingredients and scratch preparation
- Provide appealing and great tasting meals
- Provide nutritionally sound reimbursable meals
- Improve student satisfaction
- Increase participation at all levels
- Promote community engagement
- Provide a return surplus

Program Management & Experience (35 points)

1 *Management structure and staffing plan—describe how you will staff and provide support to the schools.*

SLA's Management structure at Lake Wales is excellent. We have a team of long tenured staff associates who have ascended in the Lake Wales meal program who now hold important Regional and Area Manager positions in our company, and are still affiliated with the Lake Wales Program. This includes Chief Operating Officer Jacob Clifton, Regional Manager Jennifer Walsh-Haughy, Area Manager Dawn Snider, Café Managers Tammy White and Tonia Vandervort. Virtually all still reside in Lake Wales and Polk County, and are part of the fabric of the meal programs we serve. We continue to develop and train local staff associates for the future. We consider Lake Wales part of our immediate SLA family.

- ▶ Please see the **Personnel & Training** section pages 3 & 5 for detailed Lake Wales Charter Schools staffing charts as well as the rest of the section for training and support programs.
- ▶ Please see the **Program Management & Business Practices** section pages 5–7 & 12 for management structure details.

2 *Multi-site systems in Florida—describe experience running multi-site systems in Florida under the NSLP program.*

SLA serves numerous charter school districts similar to Lake Wales in the state of Florida. SLA is the leading charter school food service provider in Florida serving over 125 schools and districts. Examples of charter districts served in Florida are: Charter School Associates—24 schools statewide, Franklin Academy in Fort Lauderdale—8 schools, Imagine Schools statewide—8 schools, Charter Schools USA—20 schools in Florida (2 10-school districts), KIPP Schools Jacksonville—3 schools, River City Science Academy in Jacksonville—6 schools.

- ▶ Please see the **Experience & References** section pages 3–4, for multi-site NSLP client examples and detailed references.

3 *Innovative menu design and program participation/promotion—describe innovations that have been used successfully to increase participation through menu design.*

Our approach to innovation and program promotion is school based. We work directly with school and district leaders to implement program improvements specific to their school. During our partnership with Lake Wales we have continued to evolve each individual meal program. At the elementary schools, we started by moving to on-site production and have since continued to increase offerings to their current level of a minimum of 3 entrees, 4–5 vegetables options and 3–4 fruit options. Increased variety in offerings has consistently improved participation and consumption of fruits and vegetables. Our Café teams partner with their schools to promote the nutrition program as a part of every special event, including cookouts, Dr. Seuss celebrations, Field Day's, etc. We also offer stand alone promotions on a regular basis, including Cookies for Cans, National School Breakfast Week, the Thanksgiving Feast, and other celebrations through the year. At the High School, we have continued to innovate the meal program in concert with school leaders and the food service Director. Over the years, we have expanded service capabilities to now 6 independent service locations, providing over 20 entrée choices daily and serving all students within one block. Creation of a dedicated a la carte service area has also provide a great complement of offerings for students in addition to their meal. This upcoming year we are excited to offer the

purchase of a traveling BBQ Smoker & Grill trailer, and creation of a District BBQ Team that would go to the schools throughout the district to provide fresh smoked and BBQ meals hot off the grill. This would be offered on an average of once per month at each school in addition to any special events. We look forward to continuing to partner together to evolve and innovate the programs in way that best accomplishes the goals of the Lake Wales Charter Schools district and the needs of the community.



- Please see the **Nutrition: Menus, Education & Promotion** section for Lake Wales Charter Schools' custom menus, as well as the marketing plan and promotion details.

4 **NSLP, SSO, and ASSP experience in Florida—list years of experience in Florida.**

There is no other bidder that has our level of experience managing National School Lunch Program schools in Florida. We have successful administrative reviews shepherded by SLA Compliance team. Our reputation with the Florida Department of Agriculture and Consumer Services has been built on exemplary results from our frequent administrative reviews and respectful relationships with the department and its team members. We operate 103 successful USDA meal programs in the state of Florida, 125,000 compliant meals are served by SLA Management daily.

- Please see the **Experience & References** section pages 2–4, for information on our experience with USDA School Meal programs in Florida.

5 **Accounting and reporting procedures—provide a typical billing sample including activity report. Also, describe how data from schools regarding meals consumed is collected, stored, and transmitted to the billing departments. Include the description the name of the software used if it is a commercially available product.**

SLA has a decade of experience working with Lake Wales' accounting department and the Meals Plus system. Our administrative teams reconcile weekly, and work extremely well. We have a seamless data flow from service to invoice to reimbursement claim. Point of Sale system: Meals Plus, Invoicing: QuickBooks. The two systems are linked by our proprietary software LISA.

- Please see the **Program Management & Business Practices** section pages 15–17 for details regarding our Finance & Technology systems.

6 **Utilization of USDA commodities—describe how commodities will be utilized in the operation.**

SLA Management believes it is our fiduciary responsibility to maximize the school's USDA commodity entitlement. Using a mixture of DOD produce and brown box, SLA manages the entire commodity process using our distributor GFS to maximize allocations and deliveries to circumvent unreliable state warehousing. We use the commodity entitlement in all facets of the meal program. Our utilization rates have been very significant even during COVID. It is a true testament to our Lake Wales partners and our Operations and Purchasing departments to continue to achieve this maximum result.

Commodity Usage: **17/18:** 88.57% **18/19:** 95.46% **19/20:** 82.95% (COVID) **20/21:** 95.42% (COVID)

- Please see the **Program Management & Business Practices** section pages 13–14 for additional information on our USDA foods management systems.

7 *Fresh fruit and vegetable procurement and utilization—describe how you will procure fresh fruits and vegetables and the typical number of fresh items offered daily to the students.*

Multiple fresh fruits and vegetables are offered every day. Fresh fruit is offered at both breakfast and lunch. Our Garden Patch program at lunch insures at least 3 fresh vegetables daily. We use our entire compliment of supply sources to continually offer fresh fruits and fresh vegetables in our meal programs. We are a leader in the use of fresh fruits and vegetables in our Florida meal programs.

- ▶ Please see the **Nutrition: Menus, Education & Promotion** section page 3, and the **Program Management & Business Practices** section pages 2 & 12 for fresh fruit and vegetable program information.

8 *Transition and hiring plan—describe your plan for assuming/departing the food service operation. (Please keep in my mind that we will be operating summer programs at this time.)*

Though heart-broken, should SLA not remain your School Foodservice Program provider, we would work to prevent any service interruption, and share with the next vendor all the information needed from us to ensure continuity in the meal program as best as possible.

- ▶ Please see the **Program Management & Business Practices** section page 21, for transition contingency details.

9 *Plan to address meal service for schools that are currently operating without kitchens—describe how you will service the two schools that are currently operating without a kitchen. Include things that you would require of the schools and/or system to fulfill this responsibility.*

We will provide service at any location for the district, as we always have. We will be investing in a district vehicle for the main purpose of supporting these satellite locations in addition to transporting the BBQ trailer and handle other needs the district may have i.e., summer programs, transferring product, etc. We have continued to evolve our satellite delivery programs. The investment in additional equipment will further enhance our capabilities.

- ▶ Please see the **Program Management & Business Practices** section page 7 for details on our satellite location service operations.

Community Outreach & School Partnerships (15 points)

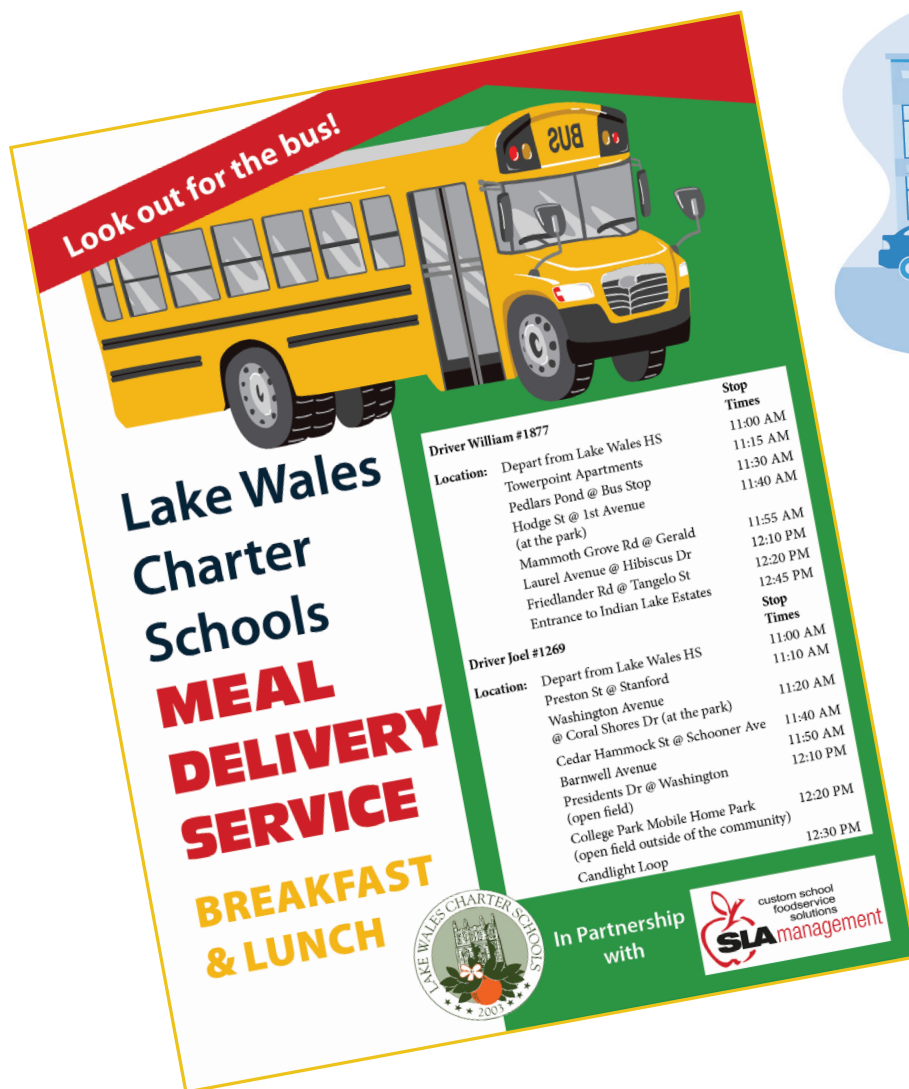
SLA Management is engaged in the Lake Wales community on an ongoing basis. We sponsor Welcome Back celebrations (\$2,000 in teacher basket sponsorship), we provide each school with annual donation budget, partner in the Cookies for Cans fund raiser to donate food locally at Thanksgiving. We cater various department meetings (transportation), and provide annual charter school office luncheons for our valued partners. All total we contribute in excess of \$10,000.00 per year in community outreach. We truly feel a part of the Lake Wales Charter community.

- ▶ Please see the **Nutrition: Menus, Education & Promotion** section pages 20–21, 28–32 for examples of our Community Outreach & School Partnership practices.

Emergency/Pandemic Response Plan (10 points)

SLA partnered with Lake Wales Charter Schools to provide emergency COVID feeding programs throughout the Lake Wales Charter School community. This included school bus deliveries to student's homes and multiple curbside pick up programs. Lake Wales charter was the first charter school district in Florida to obtain emergency feeding approvals. SLA subsequently is working with the state change future emergency feeding statutes to eliminate any impediment to feeding a charter school or district's community. As always, we were gratified to work in partnership with Lake Wales to serve the community this essential sustenance.

- Please see the **Program Management & Business Practices** section page 8 for an accounting of our Emergency/Pandemic Response practices.



Look out for the bus!

Lake Wales Charter Schools
MEAL DELIVERY SERVICE
BREAKFAST & LUNCH

Driver William #1877
Location: Depart from Lake Wales HS
Towerpoint Apartments
Pedlars Pond @ Bus Stop
Hodge St @ 1st Avenue
(at the park)
Mammoth Grove Rd @ Gerald
Laurel Avenue @ Hibiscus Dr
Friedlander Rd @ Tangelo St
Entrance to Indian Lake Estates

Driver Joel #1269
Location: Depart from Lake Wales HS
Preston St @ Stanford
Washington Avenue
@ Coral Shores Dr (at the park)
Cedar Hammock St @ Schooner Ave
Barnwell Avenue
Presidents Dr @ Washington
(open field)
College Park Mobile Home Park
(open field outside of the community)
Candlight Loop

Stop Times
11:00 AM
11:15 AM
11:30 AM
11:40 AM
11:55 AM
12:10 PM
12:20 PM
12:45 PM
11:00 AM
11:10 AM
11:20 AM
11:40 AM
11:50 AM
12:10 PM
12:20 PM
12:30 PM

Lake Wales Charter Schools
In Partnership with
SLA management
custom school foodservice solutions



EXPERIENCE & REFERENCES





SLA Core Values



Community

► We are committed to the cultivation of positive relationships between, and common experiences among, students, school faculty, SLA staff, and community families.



Teamwork

► Actively building a friendly, happy, and committed team that is dedicated to one another and to the children we serve. Trust is the foundation, delivering the ultimate customer experience is the goal.



Quality

► A “**no compromises**” approach, every day. Be it kitchen cleanliness or friendly service, streamlined processes or major projects—we will be recognized as the national leader in school foodservice management.



Stewardship

► We are committed to making decisions that will ensure the long-term growth of SLA Management and our school families. We strive to maximize the value of our human, financial, and physical resources.



Respect

► Positive, purposeful, and honest in all we do; considerate of the wellbeing of all around us.



Dedication

► Each tray is a testament. We are proud of our company. We are dedicated to the customers we serve.





SLA was founded in 2002 employing a formula of producing high quality meals, disciplined food cost budgeting, tight administrative & compliance support, and generating surplus from foodservice for our schools.

► Our company has 20 years of Involvement in the K-12 School Nutrition Segment, and has been identified among the Top 50 Foodservice Management companies in the Nation for three years running, and identified as 2020's fastest growing company in its field by Food Management Magazine.

SLA is a business partner of the Association of Educational Service Agencies (AESA). We encourage Lake Wales Charter Schools, Inc. to contact leadership from any of SLA's references on the following pages so they can share their SLA experience with you.

Experience

- Florida First Experience
- Our Florida Footprint
- Corporate Leadership Team
- Corporate Organizational Chart

- 🏆 2019 Top 50 Food Service Company
- 🏆 2020 Top 50 Food Service Company
- 🏆 2020 Fastest Growing Food Service Company
- 🏆 2021 Top 50 Food Service Company



SLA References

- References with Service Details
- Sample Similar Schools
- SLA Success Stories
- What Our Clients are Saying



When it Comes to Experience, We Are Florida First!

SCORING CRITERIA: Program Management & Experience—#4 NSLP, SSO, & ASSP experience in Florida

► SLA Management is **not** a multi-national company operating in multiple arenas of food service. We operate solely in K-12, and specialize in districts of Lake Wales Charter Schools, Inc.'s size. Our headquarters and support center are within driving distance from your schools. This is home base to Executive Management and Customer & Corporate Services. Our supply-chain in Florida has deep roots. We have extensive relationships with local vendors, manufacturers, and farmers.

There is no other bidder that has our level of experience managing National School Lunch Program schools in Florida. We have strong relationships with Florida Department of Agriculture's Department of Food, Nutrition and Wellness, garnering a reputation for unmatched excellence in compliance and quality of our meal programs. We operate 103 successful USDA meal programs in the state of Florida, 100,000 compliant meals are served by SLA Management daily.

We have had numerous successful administrative reviews shepherded by SLA Compliance team. Our reputation with the Florida Department of Agriculture

and Consumer Services has been built on exemplary results from our frequent administrative reviews and respectful relationships with the department and its team members.

SLA has extensive school food service management experience in all areas of school food management. **We have the highest credentials** in our industry with 2 School Nutrition Specialists, a Certified Executive Chef, Certified Culinary Educator, and a Registered & Licensed Dietitian.

We are experts in what it takes to run, maintain, and build kitchens for school foodservices. SLA has constructed more than 90 kitchens in the past 3 years, as well as consulting on electrical and plumbing upgrades.

Continuing our partnership with Lake Wales Charter Schools, Inc. is a treasured opportunity for SLA Management. We are determined to ensure that each of your students will encounter a school dining experience beyond expectations.



**SCORING CRITERIA: Program Management & Experience—#2 Multi-site systems in Florida
#4 NSLP, SSO, and ASSP experience in Florida**

Below is a list of 5 SLA Client References with contact information and service details, followed by our Florida Footprint map. At the end of this section, please see some of the testimonials from a few of our multi-site NSLP clients.

PROGRAMS SERVICED:

NSLP	National School Lunch Program
SBP	School Breakfast Program
ASSP	After School Snack Program
CACFP	Evening Supper Program
MSS	Multi-Site Service

CUSTOMER CONTACT INFORMATION	NO. OF SITES	PROGRAMS	YEARS OF SERVICE	ENROLLMENT
JOHN P. DRAG, Jr. Vice President of Operations Charter School Associates, Inc. 5471 North University Drive Coral Springs, FL 33067 (954) 907-2442 Drag@charterk12.com	20	NSLP SBP ASSP MSS	4	13,579
CIHAN OZTURK , Business Manager River City Science Academies 7565 Beach Boulevard Jacksonville, FL 32216 (904) 855-8010 ext. 1149 COzturk@rivercityscience.org	5	NSLP SBP MSS	10	3,950
DR. JENNIFER BROWN , Executive Director KIPP Jacksonville Schools 1440 McDuff Avenue North Jacksonville, FL 32254 (904) 683-6643 jbrown@kipjax.org	3	NSLP SBP ASSP MSS	11	1,128
DAMITRA SANTIAGO , Chief Operating Officer ReNEW Schools 1607 Carrollton Avenue New Orleans, LA 70118 (504) 669-8079 dsantiago@renewschools.org	5	NSLP SBP ASSP CACFP MSS	5	3,006
GRETCHEN LEVY , Mng. Dir., Compliance & Accountability KIPP: Memphis Collegiate Schools 2670 Union Avenue Ext., Ste. 1100 Memphis, TN 38112 (901) 292-9215 gleavy@kippmemphis.org	7	NSLP SBP ASSP CACFP MSS	3	2,702

SCORING CRITERIA: Program Management & Experience—
#2 Multi-site systems in Florida
#4 NSLP, SSO, and ASSP experience in Florida



Additional Sample of SLA Schools with Similar Scope & Size to Lake Wales Charter Schools, Inc.

Charter School Associates <i>SLA serves 20 of their schools across Florida, a sample is shown.</i>	<ul style="list-style-type: none"> ▶ Doral International Math & Science Academy ▶ Viera Charter School ▶ Summerville Advantage Academy ▶ Bell Creek Academy High School ▶ Pinellas Academy of Math and Science 	<p>782 Students, K-8, Standard 3</p> <p>1349 Students, K-8, Standard 3</p> <p>439 Students, K-5, Standard 3</p> <p>559 Students, 9-12, Standard 3</p> <p>786 Students, K-8, Standard 3</p>
Franklin Academy Charter Schools South FL <i>SLA serves 8 of their schools, a sample is shown.</i>	<ul style="list-style-type: none"> ▶ Franklin Academy Pembroke Pines K-8 ▶ Franklin Academy Boynton Beach ▶ Franklin Academy Sunrise ▶ Franklin Academy Cooper City ▶ Franklin Academy Palm Beach Gardens 	<p>1117 Students, K-8, Standard 3</p> <p>1305 Students, K-8, Standard 3</p> <p>1377 Students, K-8, Standard 3</p> <p>1349 Students, K-8, Standard 3</p> <p>1082 Students, K-8, Standard 3</p>
River City Science Academies Jacksonville, FL	<ul style="list-style-type: none"> ▶ RC Science Academy Elementary School ▶ RC Science Academy Middle-High School ▶ RC Science Academy Innovation School ▶ RC Science Academy Mandarin ▶ RC Science Academy Intracoastal 	<p>575 Students, K-5, Standard 3</p> <p>1048 Students, 6-12, Standard 3</p> <p>694 Students, K-8, Standard 3</p> <p>865 Students, K-6, Standard 3</p> <p>449 Students, K-8, Standard 3</p>
KIPP Jacksonville Jacksonville, FL	<ul style="list-style-type: none"> ▶ KIPP VOICE Academy ▶ KIPP Impact Academy ▶ KIPP Bessie Coleman Academy ▶ KIPP Bold City High School 	<p>650 Students, K-6, CEP</p> <p>450 Students, 5-8, CEP</p> <p>249 Students, K-7, CEP</p> <p>289 Students, 9-12, CEP</p>
Charter Schools USA Jacksonville, FL <i>SLA serves 9 of their schools, a sample is shown.</i>	<ul style="list-style-type: none"> ▶ Duval Scholars Academy ▶ Duval Charter HS at Baymeadows ▶ Duval Charter School at Coastal ▶ Duval Charter School at Flagler ▶ Duval Charter School at Mandarin 	<p>554 Students, K-8, Standard 3</p> <p>546 Students, 6-12, Standard 3</p> <p>545 Students, K-7, Standard 3</p> <p>940 Students, K-8, Standard 3</p> <p>885 Students, K-8, Standard 3</p>

Our Florida Footprint





Corporate Leadership Team



Brian Albertson

President & CEO, Founder

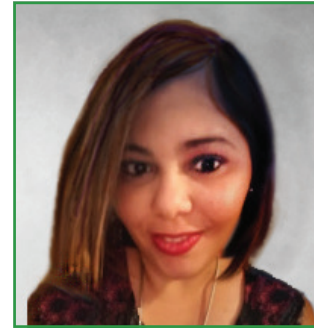
- ▶ Executive in food industry 37+ yrs
- ▶ Former CEO commodity food processing & distribution company
- ▶ Extensive industry knowledge & experience: farming, food packing, processing, global distribution
- ▶ 2-year volunteer consultancy with Orange County Public Schools FNS, inspired founding SLA in 2002.
- ▶ SLA has grown to an FSMC serving: CO, CT, FL, GA, LA, MA, MS, NY, TN



Jacob Clifton, SNS

Chief Operating Officer

- ▶ 19+ yrs food service experience, BS–Business, School Nutrition Specialist
- ▶ SLA start as Cafeteria Manager, rising through ranks to COO
- ▶ Experience includes: chef & culinary management, resorts, restaurants, country clubs
- ▶ Purchasing, Ops, & Compliance direct report; with Development, Marketing, Project Management involvement.



Adyol Soto, MBA

Chief Financial Officer

- ▶ 17+ years' experience in broad financial & business leadership roles
- ▶ Responsible for financial management of SLA—financial reporting & transparency, corporate treasury, corporate tax, planning
- ▶ Established & maintains SLA accounting structure, principles, practices, and procedures
- ▶ Responsible for automation of accounting functions, & implementing SLA reporting system (LISA)



John Birkner

Vice President, Operations

- ▶ 20+ years of management and multi-unit experience within the food service and retail industry with a proven track record of excellent results, accomplishments, innovation as well as a proven ability to organize, plan, motivate and supervise others
- ▶ Designed and equipped over 100 school kitchens in the last 4 years
- ▶ Oversees Operations of our School Cafés, as well as 5 Regional Managers and 25 Area Managers



Lucy Mawhinney

Director of Operations

- ▶ Graduate of & Chef Instructor for Culinary Arts Program at Art Institute of Ft. Lauderdale, specializing in cost control, menu management, purchasing, and restaurant operations
- ▶ Manager & Director-level experience in Food Service Management includes El-Hi Cafeteria, Higher Ed Campus Dining, Residential & Retail Dining, Catering Operations and multi-unit management.
- ▶ SLA tenure: Area Manager, Regional 5years ago, current role last year.



Aleisha Jimenez

Vice President, Corporate & Customer Services

- ▶ Joined SLA Marketing team 7 years ago, growing to manage multiple cross-department functions, and rising to Vice president 2 years ago
- ▶ BA in Marketing & PR, with 10+ years of industry-related experience
- ▶ Coordinates all On-line interactions between our client schools and accounting/customer service, including roster management for our NSLP participants. Oversees Marketing, Customer Service, IT, Project Management, State Licensing, Insurance, and Human Resources

EXPERIENCE & REFERENCES



Daniel Watterson

Director of Culinary Services

- ▶ Culinary Institute of America Graduate
- ▶ 27 yrs culinary & management experience as multidisciplinary operator including: resort, restaurant, hotel, casino, schools & districts
- ▶ Level 3 certification from School Nutrition Association
- ▶ Leads menu development, recipe creation & testing, culinary training, program consultation, Nutrition Ed.



Michael Jestus

Director of Compliance

- ▶ Bachelor of Science in Business Management with 25 yrs of professional & corporate experience
- ▶ Oversees all facets of USDA Meal Program compliance for our schools, including audit preparation, documentation
- ▶ Provided guidance, instruction, coaching & development to 400+ SFA's in numerous states



Sarah Manton

Director of Purchasing

- ▶ 10+ yrs with SLA—started as intern from Rosen College of Hospitality Management, UCF, rising through ranks to Purchasing Director
- ▶ Oversees food vendors, product & nutrition data maintenance, LISA purchasing module, maximization of USDA/ DoD produce and commodity usage & processing
- ▶ Created BBOTS, SLA in-house ordering/tracking system for Brown Box Commodities



Caitlin Leach

Director of Marketing

- ▶ Marketing & Communications degree, UCF
- ▶ Joined SLA in 2018 after 3 yrs as Marketing Assistant for Seminole County Public Schools, Florida.
- ▶ Leads, assists, & evaluates pan-organizational initiatives as they relate to: program promotion (including copy-writing and graphic design), product development, customer satisfaction, communication (corporate, client administrators, families), nutrition education, community engagement



Evelyn Klironomos, RD, LD

Registered Dietitian

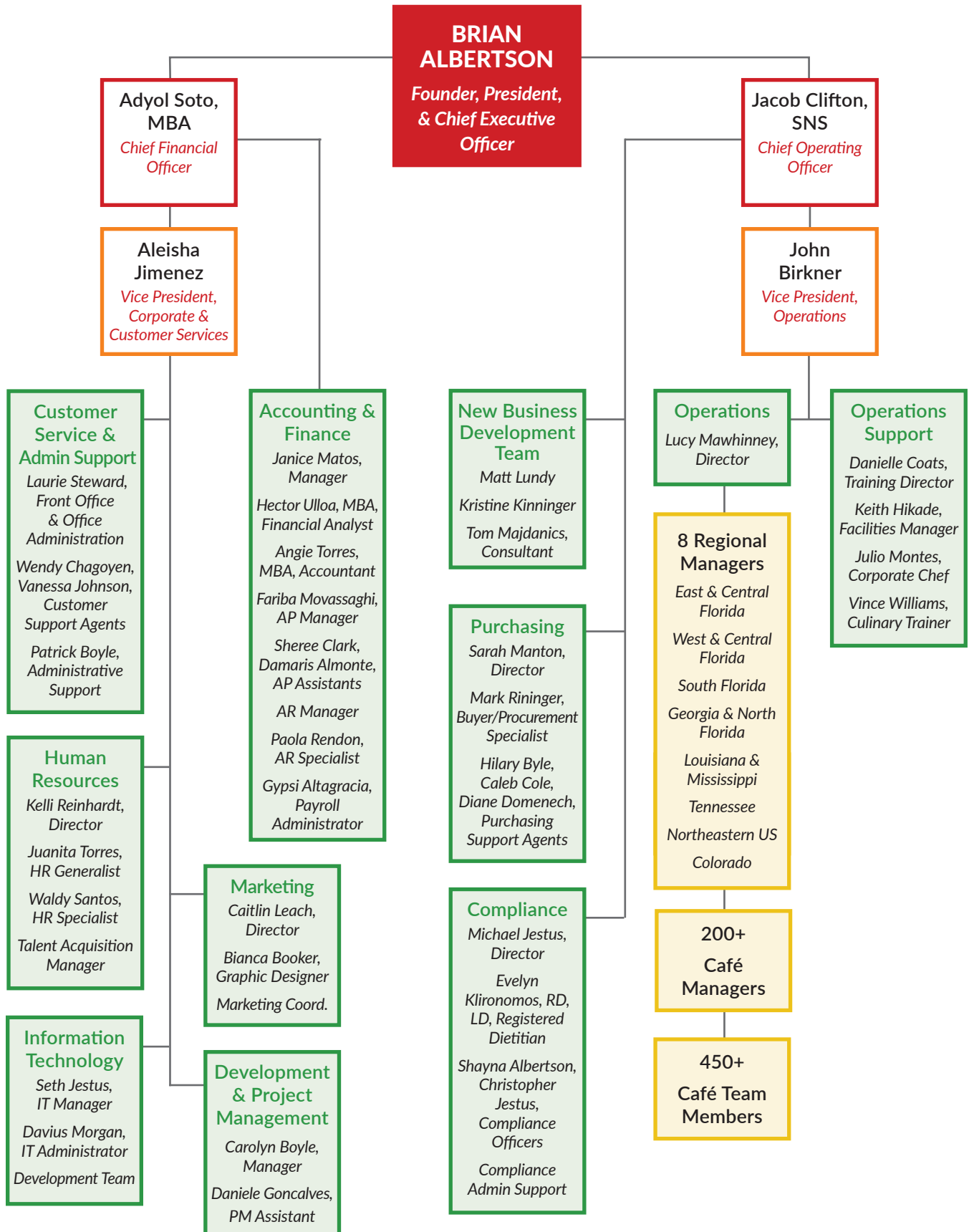
- ▶ Graduate Univ. Nevada & reg. by Commission on Dietetic Registration, licensed by State of Florida
- ▶ Clinical Dietitian & Hospital Dietitian/Food Service Director
- ▶ 20 yrs Volusia County Wellness Committee & 22 yrs in School Nutrition
- ▶ Expertise in USDA compliance menu analysis; trainer for summer meal programs, meal planning, customer satisfaction, ordering & inventory, allergies, special dietary needs



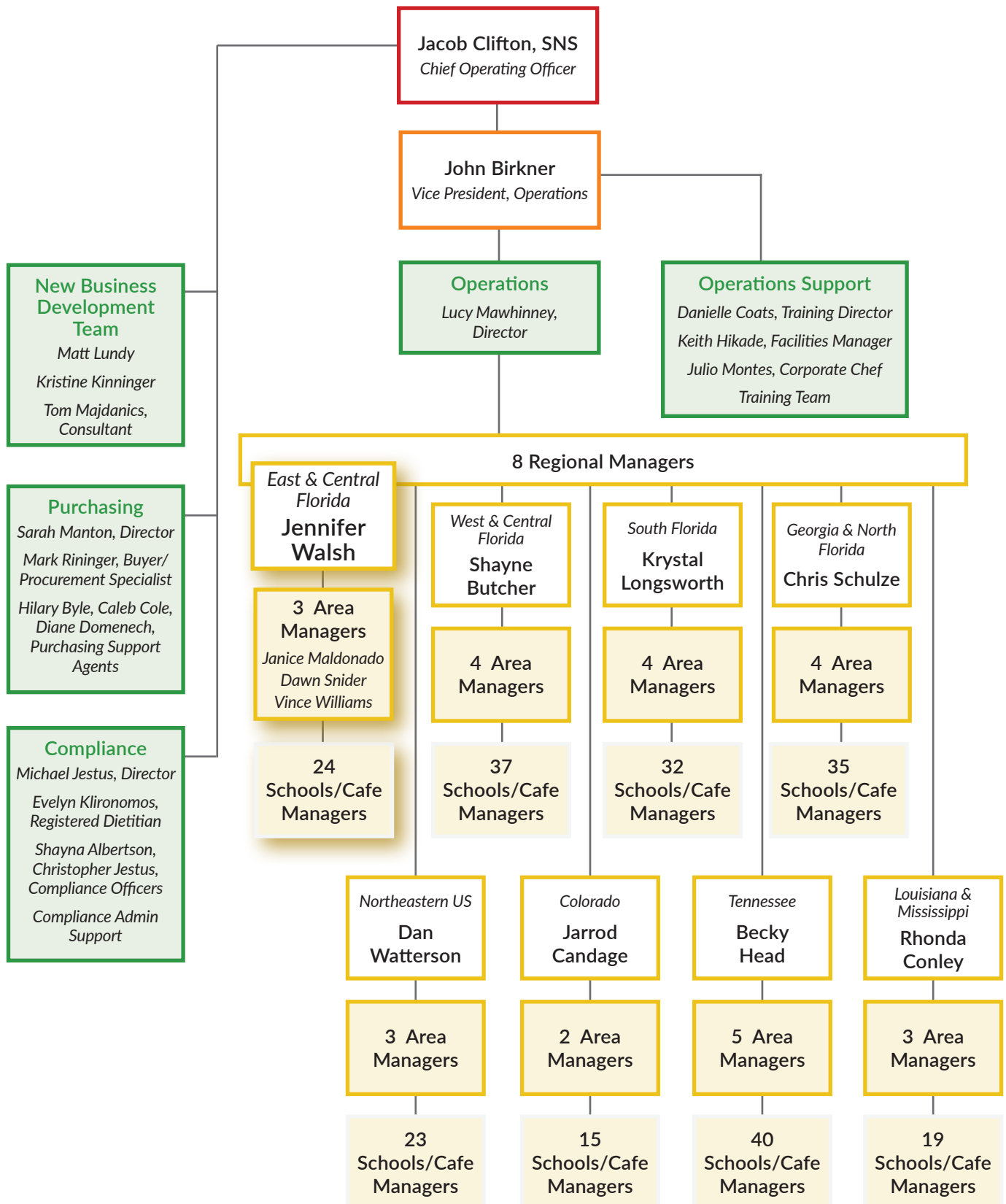
Danielle Coats

Director of Training

- ▶ Joined SLA earlier in 2021
- ▶ Over 10 years experience in Corporate Training and Leadership Development
- ▶ Hospitality Management degree
- ▶ Expertise in designing tiered training programs with incremental checks and recognition
- ▶ Established "Gap" training protocols and is part of "Pathways" development team for supporting internal job growth & career paths



Operations Organizational Chart





What our Partners are Saying...

"Our kids used to play with the food, throwing peas and carrots all over the floor. Now, they love the food so much, we reward good behavior with a pass to the front of the serving line."

—**Kristen Takara**
Assistant Principal,
Charter Schools USA
Magnolia School

"I am very pleased with the services provided by SLA. They have provided much higher quality food, fresh food, a great variety, prepared on site with friendly service and no shortages or payment issues.

I would absolutely recommend them. I have nothing but good things to say about SLA."

—**Ed Schorne**
Imagine Schools South Vero

"After we switched to SLA, kids are now running to the cafeteria."

—**Gordan Ford, Principal**
Lincoln Prep, Grambling, LA

"Burke Catholic has had the pleasure of doing business with SLA Management since September of 2017. They have been excellent to work with, and have delivered quality service to the entire Burke Catholic student body, faculty, and staff.

We look forward to a long successful relationship with Brain Albertson and the team at SLA."

—**John Douthit**
Principal-Operations, John S. Burke Catholic High School

SLA has been a game changer for our food service. For the first time in a long time, our kitchens are being used to cook and not heat up frozen and shipped meals. Students love the variety of the fresh food and the Directors of Operations appreciate the clear and quick communication from the team. SLA is truly a part of our school community.

SLA has proved to be a major improvement for food services at KMCH. Each morning it is a joy seeing kids actually eat food at breakfast and our once full "leftovers" table is now barren. We are excited to fill their stomachs and fuel their brains so they can have optimal performance both in and out of the classroom.

P.S.—*The Thanksgiving lunch is second to none."*

—**Robert Jones II**
Director of School Operations, KIPP Memphis

"Our staff regularly buys meals from SLA, as the freshness and variety of options are incredibly appealing."

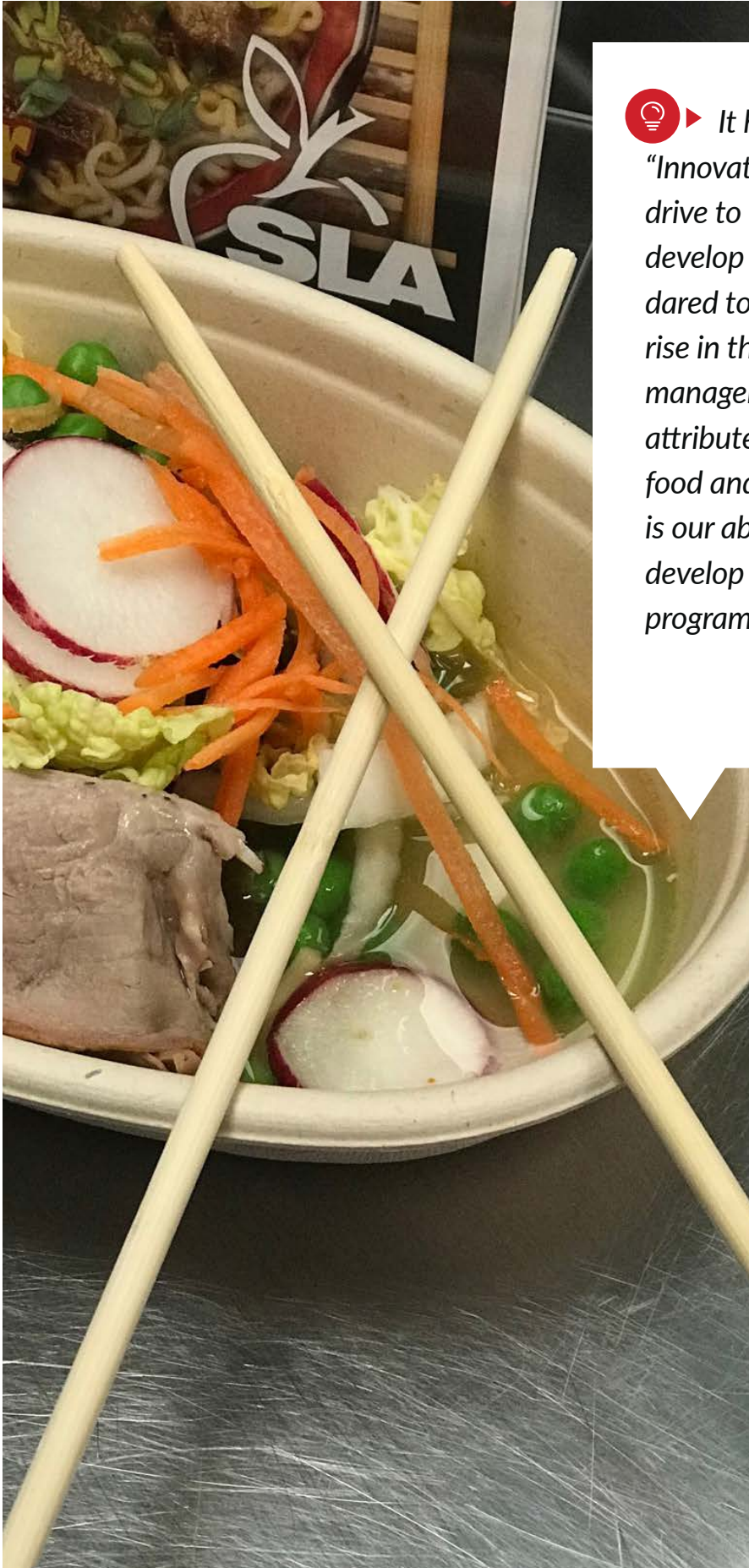
—**Catherine Cecere**
Senior Ops Manager,
KIPP Jacksonville

SLA Client
Testimonial
Videos



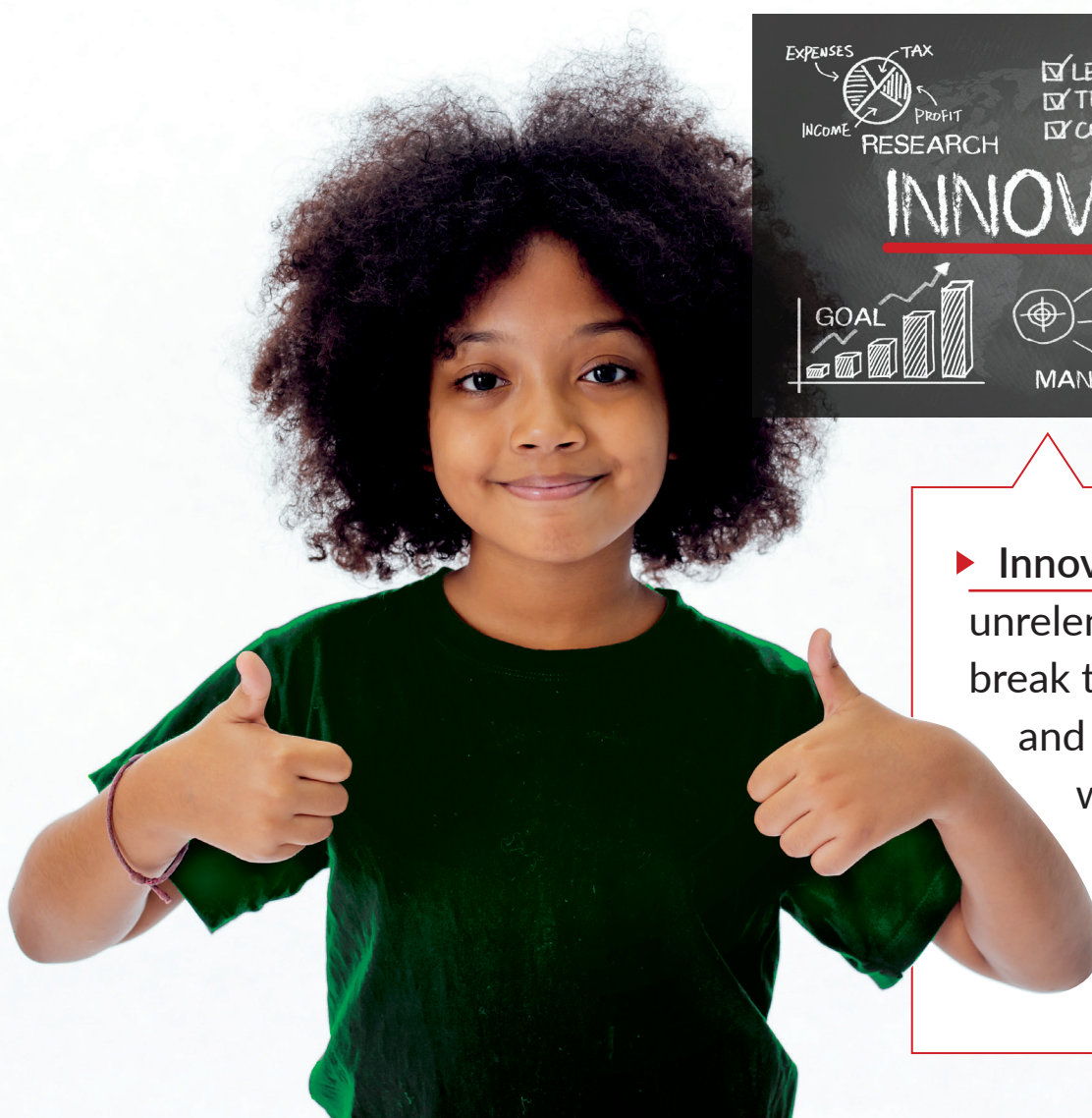
NUTRITION: MENUS, EDUCATION & PROMOTION





► It has been said,
“Innovation is the unrelenting drive to break the status quo and develop anew where few have dared to go.” SLA Management’s rise in the school foodservice management industry can be attributed to our innovations in food and delivery of service. It is our ability and willingness to develop custom designed meal programs that sets us apart.





► **Innovation (n)** the unrelenting drive to break the status quo and develop anew where few have dared to go.

► SLA Management's nutrition education and nutrition promotion strategies are customized to the needs of the stakeholders in each unique school community. It is our experience that there are several opportunities to improve meal participation and the student's overall dining experience. During both implementation and execution, we involve all key stakeholders including students, parents, and faculty.

Innovation

- Commitment to Quality
- Menu Innovation
- Recipe & Menu Development
- 21-day Cycle Menus

Nutrition Education & Promotion

- Creating the Right Environment
- Marketing & Think BIG Kitchen
- Monthly Promotions & Nutrition Education
- Digital Signage and Menu
- Plan Assessment

Stakeholder Involvement

- School Advisory Council
- Communication, Surveys, & Accessibility
- Engaging Adult Stakeholders
- Community Support



Commitment to Quality

“SLA is leading the way in scratch cooked dishes prepared from the freshest ingredients. Our culinary innovation is constantly updated to offer great tasting options with a key focus on nutrition.”

DAN WATTERSON
SLA Director of Culinary Services

► Over the years, SLA has continued to seek out the highest quality and freshest ingredients available. We have developed our own proprietary order guide of tested and approved ingredients and supplies which our distributors’ inventory exclusively for our meal programs. Our goal is to provide wholesome food, reducing the use of processed foods in our menus. Our chicken products are all whole-muscle and our beef products are 100% beef. We use reduced sodium and reduced fat products where available and opt to bake the majority of our breads in-house.

Non-processed Ingredients

Sometimes, innovation isn’t creating something new, sometimes innovation is taking old principles and reinventing them. Over the past decade, school food has moved away from heavily processed ingredients to scratch preparation. SLA has been a leader in advancing scratch prepared meals.

For example, unlike many of our competitors that serve cooked beef crumbles with soy, SLA Management starts from scratch, with raw ground beef in many of our recipes, including Italian Spaghetti with meat sauce, Soft or Crispy Beef Tacos, Heapin’ Beef Nachos, and more.

Menu Innovation

SCORING CRITERIA: Program Management Plan—

#3 Innovative Menu Design & Pprogram Participation/Promotion

#7 Fresh Fruit and Vegetable Procurement & Utilization

While other companies purchase large quantities of processed and formed chicken products, SLA incorporates whole muscle boneless chicken products into many of our recipes.



► Boneless chicken thighs are a great foundation for delicious recipes such as our Teriyaki Chicken, Jerk Chicken and Waffles, and Fiesta Chicken Pasta. Our Buffalo Chicken and BBQ Chicken flatbreads are a huge hit with students and staff members.

Our vendor partners provide us to offer some of the tastiest whole muscle breaded chicken items in the foodservice industry, that are converted via “speed scratch” into such flavor-packed and popular dishes as Garlic Parmesan Chicken Bites, Southern Chicken Bowl, and Mandarin Orange Chicken Stir Fry.

Emphasis on Fresh Fruits & Vegetables

► At SLA Management we pride ourselves on our significant use of fresh produce, unrivaled by our competitors. We use the highest quality fresh fruits and vegetables possible. Our culinary team consistently focuses on innovative ways to get our children to eat and enjoy their fresh fruits and vegetables. Sometimes the key is to introduce what they may be



unfamiliar with and combine with something they already enjoy. All juices that we serve are 100% fruit juice. Our smoothies are made from real fruit and natural yogurt, with no artificial flavorings. Frozen juice cups make great snacks and fruit often makes a great garnish for a healthy yogurt parfait dessert or breakfast.

We want students to eat their fruit and vegetables. We partner with local farms to provide a broad selection of local fruits and vegetables. We offer multiple daily offerings of fresh fruits and fresh vegetables. We have found when offering choice, students will indeed eat their fruits and vegetables.



Recipe and Menu Development

Chef's Imprint on Meals

SCORING CRITERIA: Program Management Plan—
#3 Innovative Menu Design & Program
Participation/Promotion

We push our culinary team to its creative limits and beyond.

- ▶ **OUR CHEFS** work diligently on recipe development and training. SLA Chefs model dishes after what is offered at home and being served in restaurants, but providing healthier versions than those available in quick-serve or fast-food restaurants.
- ▶ **OUR DIETITIANS** determine whether items meet the nutritional standards of the HHFKA and the USDA, hitting targets for fat, zero trans-fat, sodium, calories, essential nutrients, and of course, SLA Management's standards.
- ▶ **WE WORK** with our buyers to secure only the highest quality and freshest ingredients available, using regional foods that are placed on customized seasonal menus. The culinary team works with vendors and attend industry showcases to identify new products, healthy options, and creative new techniques to make a meal that satisfies parents' desires for healthy options while satisfying the students' desires for taste and variety.
- ▶ **ONCE THE PROPOSED NEW ITEM** has met these initial criteria, it faces the ultimate test—with students—to assess acceptability and their desire to have that item as a selection on their menu. From start to finish our team can develop, analyze and test new recipe requests within 60 days.



Substantial Reduction of Unhealthy Fats

The consumption of excess amounts of saturated fat have been linked with a risk of Type 2 Diabetes. SLA uses only lean proteins in our offerings.

Baking provides a very simple and effective way to reduce the amount of fat our children consume. This goes a long way in keeping our meals healthier without sacrificing those school lunch favorites that our children know and love.

Elimination of Trans Fats

Trans-fat is a type of fat that can occur naturally in some foods, particularly foods from animals. However, most trans-fats are made during food processing through partial hydrogenation of unsaturated fats. Research studies show that trans-fat increases unhealthy LDL cholesterol and lowers healthy HDL cholesterol, which can increase risk of cardiovascular disease. SLA Management has completely eliminated Trans Fats from our menus.

Additional Methods We Employ to Reduce Fat

Wherever possible, we incorporate reduced fat and fat free ingredients into our meals. We select a natural, part skim, mozzarella cheese company-wide. We also stock every flavor of salad dressing we offer in either a reduced fat, lite, or fat free alternative.

Fresh Herbs


Healthy school meals require innovation and flavor enhancements beyond table salt. Our chefs have increased the use of fresh herbs in our recipes. We have developed exciting spice blends which are used in our recipes and a Spice Station program which allows students to custom season their own dishes.

Healthy Snacks

Our chefs are proud of our new healthy snack line that features roasted Parmesan-garlic chickpeas, hummus, fresh fruit with fat-free yogurt dip, and homemade granola.



9–12 National School Lunch Program School Year 2022–23

	MON	TUES	WED	THURS	FRI			
Week 1	1	2	3	4	5			
HOT BAR	Philly Cheesesteak Sub	Heapin' Beef Nachos	Roasted Chicken with Cheesy Rice	Creamy Chicken Alfredo Pasta	Wai'kiki Meatballs over Rice			
ALL AMERICAN GRILL	All American Cheeseburger, Crispy Chicken Filet Sandwich, Buffalo Chicken Sandwich							
LITTLE ITALY	Scratch-Made Cheese Pizza & Pepperoni Pizza							
DELI DELIGHTS	Grilled Chicken Caesar Salad with Croutons							
VEGGIES	BBQ Baked Beans	Vegetarian Spicy Black Beans	Garlic Green Beans	Broccoli Parmesan	Seasoned Corn			
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch			
Week 2	6	7	8	9	10			
HOT BAR	Chicken Bites Basket with WG Biscuit	Fiesta Chicken Pasta Bake	Roasted BBQ Chicken with Mac & Cheese	Beef Macaroni Bake	Honey Ginger Chicken with Rice			
ALL AMERICAN GRILL	All American Cheeseburger, Crispy Chicken Filet Sandwich, Buffalo Chicken Sandwich							
LITTLE ITALY	Scratch-Made Cheese Pizza & Pepperoni Pizza							
DELI DELIGHTS	Chicken Ranch Wrap							
VEGGIES	BBQ Baked Beans	Vegetarian Spicy Black Beans	Garlic Green Beans	Seasoned Corn	Broccoli Parmesan			
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch			
Week 3	11	12	13	14	15			
HOT BAR	Grilled Cheese Sandwich	Heapin' Fajita Chicken Nachos	Shepherd's Pie with WG Biscuit	Spaghetti with Meat Sauce	Shredded Beef & Broccoli Stir Fry & Rice			
ALL AMERICAN GRILL	All American Cheeseburger, Crispy Chicken Filet Sandwich, Buffalo Chicken Sandwich							
LITTLE ITALY	Scratch-Made Cheese Pizza & Pepperoni Pizza							
DELI DELIGHTS	Ham and Cheese Sub							
VEGGIES	BBQ Baked Beans	Vegetarian Spicy Black Beans	Seasoned Corn	Garlic Green Beans	Broccoli Parmesan			
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch			
Week 4	16	17	18	19	20			
HOT BAR	Buffalo Chicken Bites Basket with Breadstick	Beef Quesadilla	Southern Chicken Bowl with Biscuit	Spaghetti with Meatballs	Honey Sriracha Chicken with Rice			
ALL AMERICAN GRILL	All American Cheeseburger, Crispy Chicken Filet Sandwich, Buffalo Chicken Sandwich							
LITTLE ITALY	Scratch-Made Cheese Pizza & Pepperoni Pizza							
DELI DELIGHTS	BBQ Chicken Wrap							
VEGGIES	Oven Crisped Fries	Veg Spicy Black Beans	Seasoned Corn	Broccoli Parmesan	BBQ Baked Beans			
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch			
Week 5	21							
HOT BAR	Philly Cheesesteak Sub							
ALL AMERICAN GRILL	All American Cheeseburger, Crispy Chicken Filet Sandwich, Buffalo Chicken Sandwich							
LITTLE ITALY	Scratch-Made Cheese Pizza & Pepperoni Pizza							
DELI DELIGHTS	Grilled Chicken Caesar Salad with Croutons							
VEGGIES	BBQ Baked Bean	▶ All Entrees with the exception of Entrée Salads are served with up		▶ Fruit Juice may be served everyday with any additional Fresh Fruit or				
	Garden Patch							

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21-Day Menus—Bok Academy, Dale R. Elementary, Hillcrest Elementary, Polk Avenue Elementary

LUNCH MENU

K-8 National School Lunch Program School Year 2022-23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Chicken Nuggets	Creamy Chicken Alfredo Pasta	Shepherd's Pie with WG Biscuit	Fiesta Chicken Pasta Bake	Fresh Baked Cheese Pizza
ALL AMERICAN GRILL	All American Cheeseburger	Crispy Chicken Sandwich	All American Hot Dog	Grilled Cheese	
DELI DELIGHTS	Turkey & Cheese Craftable	Turkey & Cheese Craftable	BBQ Chicken Salad with Breadstick	Turkey & Cheese Craftable	BBQ Chicken Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Seasoned Corn	Oven Crisped Fries	Seasoned Green Beans
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 2	6	7	8	9	10
CENTER PLATE	Mini Corn Dogs	Beef Macaroni Bake	Chicken Pot Pie	BBQ Sloppy Joe	Fiesta Beef Pizza
ALL AMERICAN GRILL	All American Cheeseburger	Crispy Chicken Sandwich	Grilled Cheese	All American Hot Dog	
DELI DELIGHTS	Ham & Cheese Sub	Ham & Cheese Sub	Grilled Chix Caesar Salad with Breadstick	Ham & Cheese Sub	Grilled Chix Caesar Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Steamed Peas & Carrots	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 3	11	12	13	14	15
CENTER PLATE	Chicken Tenders	Mini Cheese Calzone	Southern Chicken Bowl	Heapin' Beef Nachos	Fresh Baked Cheese Pizza
ALL AMERICAN GRILL	All American Cheeseburger	All American Hot Dog	Grilled Cheese Sandwich	Crispy Chicken Sandwich	
DELI DELIGHTS	Italian Sub	Italian Sub	BBQ Chicken Salad with Breadstick	Italian Sub	BBQ Chicken Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Southern Green Beans	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 4	16	17	18	19	20
CENTER PLATE	Garlic Parmesan Chicken Bites	Spaghetti with Meat Sauce	Homemade Mac & Cheese	Heapin' Fajita Chicken Nachos	Turkey Pepperoni Pizza
ALL AMERICAN GRILL	All American Cheeseburger	Grilled Cheese	Crispy Chicken Sandwich	All American Hot Dog	
DELI DELIGHTS	Pizza Craftable	Pizza Craftable	Grilled Chix Caesar Salad with Breadstick	Pizza Craftable	Grilled Chix Caesar Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Seasoned Green Beans	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 5	21	<p>▶ All Entrees with the exception of Entrée Salads are served with up to 2 Fruits and 2 Vegetables.</p> <p>▶ Entrée Salads may be served with up to 2 Fruits and 1 Vegetable.</p> <p>▶ There is at least 1 Fresh Fruit and 1 Canned Fruit option everyday.</p> <p>▶ Fruit Juice may be served everyday with any additional Fresh Fruit or Canned Fruit option.</p> <p>▶ Choice of Milk (1% White or Fat Free Chocolate).</p>			
CENTER PLATE	Chicken Nuggets				
ALL AMERICAN GRILL	All American Cheeseburger				
DELI DELIGHTS	Turkey & Cheese Craftable				
VEGGIES	BBQ Baked Beans				
	Garden Patch				

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Pre-K National School Lunch Program School Year 2022–23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Chicken Nuggets	Creamy Chicken Alfredo Pasta	Shepherd's Pie with WG Biscuit	Fiesta Chicken Pasta Bake	Fresh Baked Cheese Pizza
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Seasoned Corn	Oven Crisped Fries	Seasoned Green Beans
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 2	6	7	8	9	10
CENTER PLATE	Mini Corn Dogs	Beef Macaroni Bake	Chicken Pot Pie	BBQ Sloppy Joe	Fiesta Beef Pizza
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Steamed Peas & Carrots	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 3	11	12	13	14	15
CENTER PLATE	Chicken Tenders	Mini Cheese Calzone	Southern Chicken Bowl	Heapin' Beef Nachos	Fresh Baked Cheese Pizza
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Southern Green Beans	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 4	16	17	18	19	20
CENTER PLATE	Garlic Parmesan Chicken Bites	Spaghetti with Meat Sauce	Homemade Mac & Cheese	Heapin' Fajita Chicken Nachos	Turkey Pepperoni Pizza
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Seasoned Green Beans	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 5	21	<p>▶ All Entrees are served with 1 Fruit and 1 Vegetables.</p> <p>▶ There is at least 1 Fresh Fruit and 1 Canned Fruit option everyday.</p> <p>▶ Fruit Juice may be served everyday with any additional Fresh or Canned Fruit option.</p> <p>▶ 1% White Milk offered.</p>			
CENTER PLATE	Chicken Nuggets				
VEGGIES	BBQ Baked Beans				
	Garden Patch				



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K-8 National School Lunch Program School Year 2022-23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Chicken Nuggets	Spaghetti with Meat Sauce	Shepherd's Pie with WG Biscuit	All American Cheeseburger	Fresh Baked Cheese Pizza
DELI DELIGHTS	Turkey & Cheese Craftable	Turkey & Cheese Craftable	BBQ Chicken Salad with Breadstick	Turkey & Cheese Craftable	BBQ Chicken Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Seasoned Corn	Oven Crisped Fries	Seasoned Green Beans
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 2	6	7	8	9	10
CENTER PLATE	Mini Corn Dogs	Beef Macaroni Bake	Chicken Pot Pie	BBQ Sloppy Joe	Fiesta Beef Pizza
DELI DELIGHTS	Ham & Cheese Sub	Ham & Cheese Sub	Grilled Chix Caesar Salad with Breadstick	Ham & Cheese Sub	Grilled Chix Caesar Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Steamed Peas & Carrots	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 3	11	12	13	14	15
CENTER PLATE	Chicken Tenders	Mini Cheese Calzone	Southern Chicken Bowl	Heapin' Beef Nachos	Fresh Baked Cheese Pizza
DELI DELIGHTS	Italian Sub	Italian Sub	BBQ Chicken Salad with Breadstick	Italian Sub	BBQ Chicken Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Southern Green Beans	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 4	16	17	18	19	20
CENTER PLATE	Crispy Chicken Sandwich	All American Hot Dog	Homemade Mac & Cheese	Heapin' Fajita Chicken Nachos	Turkey Pepperoni Pizza
DELI DELIGHTS	Pizza Craftable	Pizza Craftable	Grilled Chix Caesar Salad with Breadstick	Pizza Craftable	Grilled Chix Caesar Salad with Breadstick
VEGGIES	BBQ Baked Beans	Broccoli Parmesan	Seasoned Green Beans	Oven Crisped Fries	Seasoned Corn
	Garden Patch	Garden Patch	Garden Patch	Garden Patch	Garden Patch
Week 5	21	<p>▶ All Entrees with the exception of Entrée Salads are served with up to 2 Fruits and 2 Vegetables.</p> <p>▶ Entrée Salads may be served with up to 2 Fruits and 1 Vegetable.</p> <p>▶ There is at least 1 Fresh Fruit and 1 Canned Fruit option everyday.</p> <p>▶ Fruit Juice may be served everyday with any additional Fresh Fruit or Canned Fruit option.</p> <p>▶ Choice of Milk (1% White or Fat Free Chocolate).</p>			
CENTER PLATE	Chicken Nuggets				
DELI DELIGHTS	Turkey & Cheese Craftable				
VEGGIES	BBQ Baked Beans				
	Garden Patch				



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6th Grade National School Lunch Program School Year 2022-23

MON		TUES		WED		THURS		FRI			
Week 1		1		2		3		4		5	
CENTER PLATE		Chicken Nuggets		Creamy Chicken Alfredo Pasta		Shepherd's Pie with WG Biscuit		All American Hot Dog		Fresh Baked Cheese Pizza	
DELI DELIGHTS		Turkey & Cheese Sub									
VEGGIES		BBQ Baked Beans		Broccoli Parmesan		Seasoned Corn		Oven Crisped Fries		Seasoned Green Beans	
		Garden Patch		Garden Patch		Garden Patch		Garden Patch		Garden Patch	
Week 2		6		7		8		9		10	
CENTER PLATE		Mini Corn Dogs		Beef Macaroni Bake		Chicken Pot Pie		BBQ Sloppy Joe		Fiesta Beef Pizza	
DELI DELIGHTS		Grilled Chicken Caesar Wrap									
VEGGIES		BBQ Baked Beans		Broccoli Parmesan		Steamed Peas & Carrots		Oven Crisped Fries		Seasoned Corn	
		Garden Patch		Garden Patch		Garden Patch		Garden Patch		Garden Patch	
Week 3		11		12		13		14		15	
CENTER PLATE		Sweet Chili Chicken Bites		Spaghetti with Meat Sauce		Homemade Mac & Cheese		All American Cheeseburger		Fresh Baked Cheese Pizza	
DELI DELIGHTS		Ham & Cheese Sub									
VEGGIES		BBQ Baked Beans		Broccoli Parmesan		Southern Green Beans		Oven Crisped Fries		Seasoned Corn	
		Garden Patch		Garden Patch		Garden Patch		Garden Patch		Garden Patch	
Week 4		16		17		18		19		20	
CENTER PLATE		Garlic Parmesan Chicken Tenders		Chicken Parmesan with Pasta		Southern Chicken Bowl		Grilled Cheese Sandwich		Turkey Pepperoni Pizza	
DELI DELIGHTS		BBQ Chicken Wrap									
VEGGIES		BBQ Baked Beans		Broccoli Parmesan		Seasoned Green Beans		Oven Crisped Fries		Seasoned Corn	
		Garden Patch		Garden Patch		Garden Patch		Garden Patch		Garden Patch	
Week 5		21		▶ All Entrees with the exception of Entrée Salads are served with up to 2 Fruits and 2 Vegetables. ▶ Entrée Salads may be served with up to 2 Fruits and 1 Vegetable.				▶ Fruit Juice may be served everyday with any additional Fresh Fruit or Canned Fruit option. ▶ Choice of Milk (1% White or Fat Free Chocolate).			
CENTER PLATE		Chicken Nuggets									
DELI DELIGHTS		Turkey & Cheese Sub									
VEGGIES		BBQ Baked Beans									
		Garden Patch									

- ▶ All Entrees with the exception of Entrée Salads are served with up to 2 Fruits and 2 Vegetables.
- ▶ Entrée Salads may be served with up to 2 Fruits and 1 Vegetable.
- ▶ There is at least 1 Fresh Fruit and 1 Canned Fruit option everyday.

- ▶ Fruit Juice may be served everyday with any additional Fresh Fruit or Canned Fruit option.
- ▶ Choice of Milk (1% White or Fat Free Chocolate).



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NUTRITION: MENUS, EDUCATION & PROMOTION

9-12 National School Lunch Program School Year 2022-23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Chicken Nuggets with WG Biscuit	Creamy Chicken Alfredo Pasta	Shepherd's Pie with WG Biscuit	All American Hot Dog	Fresh Baked Cheese Pizza
VEGGIES	BBQ Baked Beans Garden Patch	Broccoli Parmesan Garden Patch	Seasoned Corn Garden Patch	Oven Crisped Fries Garden Patch	Seasoned Green Beans Garden Patch
Week 2	6	7	8	9	10
CENTER PLATE	Mini Corn Dogs	Beef Macaroni Bake	Chicken Pot Pie	Crispy Chicken Filet Sandwich	Fiesta Beef Pizza
VEGGIES	BBQ Baked Beans Garden Patch	Broccoli Parmesan Garden Patch	Steamed Peas & Carrots Garden Patch	Oven Crisped Fries Garden Patch	Seasoned Corn Garden Patch
Week 3	11	12	13	14	15
CENTER PLATE	Chicken Tenders with WG Biscuit	Spaghetti with Meat Sauce	Homemade Mac & Cheese	All American Cheeseburger	Fresh Baked Cheese Pizza
VEGGIES	BBQ Baked Beans Garden Patch	Broccoli Parmesan Garden Patch	Southern Green Beans Garden Patch	Oven Crisped Fries Garden Patch	Seasoned Corn Garden Patch
Week 4	16	17	18	19	20
CENTER PLATE	Garlic Parmesan Chicken Bites with WG Biscuit	Chicken Parmesan with Pasta	Southern Chicken Bowl with WG Biscuit	BBQ Sloppy Joe	Turkey Pepperoni Pizza
VEGGIES	BBQ Baked Beans Garden Patch	Broccoli Parmesan Garden Patch	Seasoned Green Beans Garden Patch	Oven Crisped Fries Garden Patch	Seasoned Corn Garden Patch
Week 5	21	<ul style="list-style-type: none"> ▶ All Entrees with the exception of Entrée Salads are served with up to 2 Fruits and 2 Vegetables. ▶ Entrée Salads may be served with up to 2 Fruits and 1 Vegetable. ▶ There is at least 1 Fresh Fruit and 1 Canned Fruit option everyday. ▶ Fruit Juice may be served everyday with any additional Fresh Fruit or Canned Fruit option. ▶ Choice of Milk (1% White or Fat Free Chocolate). 			
CENTER PLATE	Chicken Nuggets with WG Biscuit				
VEGGIES	BBQ Baked Beans Garden Patch				



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21-Day Menus—Lake Wales HS

BREAKFAST MENU

9–12 School Breakfast Program School Year 2022–23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Chocolate Chip Muffin	Ham and Cheese Croissant	Strawberry Pancake Bowl	Biscuit with Gravy	Cinnamon Streussel Bread
BRKFST MIX & MATCH BAR	Grits, Sausage, Biscuit, French Toast Sticks w/ Maple Syrup, Cheesy Scrambled Eggs				
COLD BAR	Yogurt Parfaits, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 2	6	7	8	9	10
CENTER PLATE	Maple Waffles w/ Maple Syrup	Bagel with Cream Cheese	Breakfast Burrito	Bacon, Egg, and Cheese Biscuit	Jumbo Cinnamon Roll
BRKFST MIX & MATCH BAR	Grits, Bacon, Biscuit, French Toast Sticks w/ Maple Syrup, Cheesy Scrambled Eggs				
COLD BAR	Cheese Stick, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 3	11	12	13	14	15
CENTER PLATE	Chocolate Chip Muffin	Ham and Cheese Croissant	Strawberry Pancake Bowl	Biscuit with Gravy	Cinnamon Streussel Bread
BRKFST MIX & MATCH BAR	Grits, Sausage, Biscuit, French Toast Sticks w/ Maple Syrup, Cheesy Scrambled Eggs				
COLD BAR	Yogurt Parfaits, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 4	16	17	18	19	20
CENTER PLATE	Maple Waffles w/ Maple Syrup	Bagel with Cream Cheese	Breakfast Burrito	Bacon, Egg, and Cheese Biscuit	Jumbo Cinnamon Roll
BRKFST MIX & MATCH BAR	Grits, Bacon, Biscuit, French Toast Sticks w/ Maple Syrup, Cheesy Scrambled Eggs				
COLD BAR	Cheese Stick, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 5	21				
CENTER PLATE	Chocolate Chip Muffin	<p>► Each Breakfast includes Milk and a choice of 2 different fruits: Fresh Fruit, Fruit Cup, or 100% Fruit Juice.</p> <p>► Choice of 1% or Fat Free Milk available daily.</p>			
BRKFST MIX & MATCH BAR	Grits, Sausage, Biscuit, French Toast Sticks w/ Maple Syrup, Cheesy Scrambled Eggs				
COLD BAR	Yogurt Parfaits, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				

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21-Day Menus—Dale R. ES, Polk Avenue ES, Hillcrest ES, JH Wilson ES

BREAKFAST MENU

K-8 School Breakfast Program School Year 2022-23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Apple Breakfast Bar	Egg and Cheese Croissant	Breakfast Wrap Egg and Cheese	Chicken Biscuit	Cinnamon Roll, Mini
COLD BAR	Assorted 2 Grain Cereals				
Week 2	6	7	8	9	10
CENTER PLATE	Muffin, Chocolate Chip	Ham and Cheese Croissant	Breakfast Burrito	Turkey Sausage Biscuit	French Toast Sticks with Maple Syrup
COLD BAR	Assorted 2 Grain Cereals				
Week 3	11	12	13	14	15
CENTER PLATE	Apple Breakfast Bar	Egg and Cheese Croissant	Breakfast Wrap Egg and Cheese	Chicken Biscuit	Cinnamon Roll, Mini
COLD BAR	Assorted 2 Grain Cereals				
Week 4	16	17	18	19	20
CENTER PLATE	Muffin, Chocolate Chip	Ham and Cheese Croissant	Breakfast Burrito	Turkey Sausage Biscuit	French Toast Sticks with Maple Syrup
COLD BAR	Assorted 2 Grain Cereals				
Week 5	21	<ul style="list-style-type: none"> ▶ Each Breakfast includes Milk and a choice of 2 different fruits: Fresh Fruit, Fruit Cup, or 100% Fruit Juice. ▶ Choice of 1% or Fat Free Milk available daily. 			
CENTER PLATE	Apple Breakfast Bar				
COLD BAR	Assorted 2 Grain Cereals				



21-Day Menus—Victory Ridge

BREAKFAST MENU

K-8 School Breakfast Program School Year 2022-23

MON	TUES	WED	THURS	FRI
1	2	3	4	5
Assorted 1 Grain Cereals with Crackers	Assorted 1 Grain Pop Tarts	Chocolate Chip Muffin	Yogurt and Animal Crackers	Apple Breakfast Bar
6	7	8	9	10
Assorted 1 Grain Cereals with Crackers	Assorted 1 Grain Pop Tarts	Chocolate Chip Muffin	Yogurt and Animal Crackers	Apple Breakfast Bar
11	12	13	14	15
Assorted 1 Grain Cereals with Crackers	Assorted 1 Grain Pop Tarts	Chocolate Chip Muffin	Yogurt and Animal Crackers	Apple Breakfast Bar
16	17	18	19	20
Assorted 1 Grain Cereals with Crackers	Assorted 1 Grain Pop Tarts	Chocolate Chip Muffin	Yogurt and Animal Crackers	Apple Breakfast Bar
21	<ul style="list-style-type: none"> ▶ Each Breakfast includes Milk and a choice of 2 different fruits: Fresh Fruit, Fruit Cup, or 100% Fruit Juice. ▶ Choice of 1% or Fat Free Milk available daily. 			
Assorted 1 Grain Cereals with Crackers				

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21-Day Menus—Bok Academy & Bok Academy North

BREAKFAST MENU

K-8 School Breakfast Program School Year 2022-23

	MON	TUES	WED	THURS	FRI
Week 1	1	2	3	4	5
CENTER PLATE	Strawberry Pancake Bowl	Egg and Cheese Croissant	French Toast Sticks with Maple Syrup	Turkey Sausage Biscuit	Jumbo Cinnamon Roll
COLD BAR	Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 2	6	7	8	9	10
CENTER PLATE	Muffin, Chocolate Chip	Ham and Cheese Croissant	Pancakes with Maple Syrup	Chicken Biscuit	Bagel with Jelly
COLD BAR	Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 3	11	12	13	14	15
CENTER PLATE	Strawberry Pancake Bowl	Egg and Cheese Croissant	French Toast Sticks with Maple Syrup	Turkey Sausage Biscuit	Jumbo Cinnamon Roll
COLD BAR	Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 4	16	17	18	19	20
CENTER PLATE	Muffin, Chocolate Chip	Ham and Cheese Croissant	Pancakes with Maple Syrup	Chicken Biscuit	Bagel with Jelly
COLD BAR	Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				
Week 5	21				
CENTER PLATE	Strawberry Pancake Bowl	<ul style="list-style-type: none"> ▶ Each Breakfast includes Milk and a choice of 2 different fruits: Fresh Fruit, Fruit Cup, or 100% Fruit Juice. ▶ Choice of 1% or Fat Free Milk available daily. 			
COLD BAR	Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers				

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All ASSP Participants

SNACK MENU

K-12 After School Snack Program School Year 2022-23

	MON	TUES	WED	THURS	FRI
WEEK 1	1	2	3	4	5
	Rainbow Goldfish and 100% Fruit Juice	Cheese-its and 100% Fruit Juice	Chocolate Graham Crackers and Choice of 1% or Fat Free Milk	Baked Chips and 100% Fruit Juice	Fresh Baked Cookie and Choice of 1% or Fat Free Milk
WEEK 2	6	7	8	9	10
	Baked Chips and 100% Fruit Juice	Honey Grahams with Choice of 1% or Fat Free Milk	Cheese-its and 100% Fruit Juice	Rainbow Goldfish and 100% Fruit Juice	Pretzels and 100% Fruit Juice

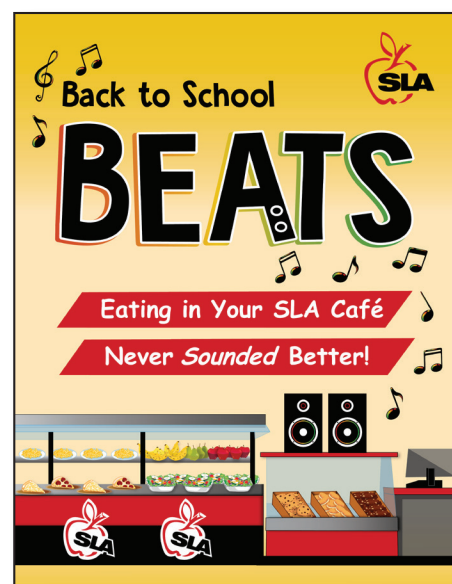
Creating the Right Environment



Kitchen Decorating & Themes

► At SLA Management we encourage our Café Managers to take great pride in their kitchens and create a warm dining environment. Sometimes in recognition of holidays and sometimes just because it's fun for students, Café Managers will decorate their kitchens and service areas with festive displays created by SLA Management staff and students from your school.

SLA offers a unique music enhancement in the service line we call **"Back to School Beats."** Coupled with our colorful wall art, line wraps, and vibrant directional signage, your Café can express itself as you prefer. Displays are themed with holidays, school events, and food and nutrition. Frequently the decoration theme will extend beyond the decorations themselves, making their way onto the menu.



Marketing Plan

SCORING CRITERIA: Program Management Plan—
#3 Innovative Menu Design & Program
Participation/Promotion



Think BIG Kitchen

► As an extension of our SLA family, we want to support every student we serve in their journey of self-discovery and academic achievement. We know how important the formative years of a child's life are and how they can shape the person they become and the dreams they aspire to reach. Within an educational environment, there are limitless opportunities to positively impact a student—we believe the same can be said about our Café environment. This idea is what led us to create the **Think BIG Kitchen**.

Your **Think BIG Kitchen** is where students will go to eat, engage, and be inspired. Its purpose is to encourage students to explore their full potential—creatively, socially, and academically. There are three key elements to the **Think BIG Kitchen** message.



- **1** Be kind to one another, be a friend to someone in need, and choose to take the high road in situations of conflict.



- **2** You can be anything you want to be if your imagination has no limits.



- **3** When you work hard and are the best version of yourself, doors of opportunity will open.

Signage Wall Art

*Proposed for High School
Inspirational Wall Quotes*

Know what
sparks the light
in you. Then use
that light to
illuminate the
world.

— Oprah Winfrey

One child,
one teacher,
one book, one
pen can
change the
world.

— Malala Yousafzai

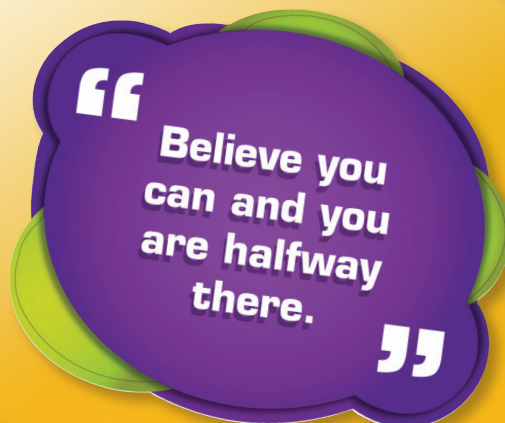
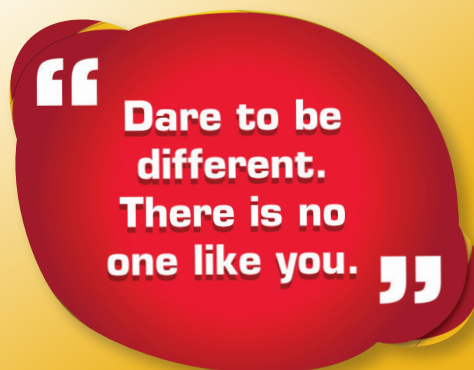
Have the courage
to follow your
heart and
intuition. They
somehow know
what you truly
want to become.

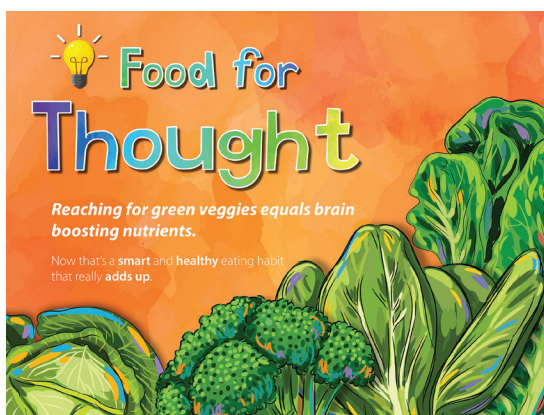
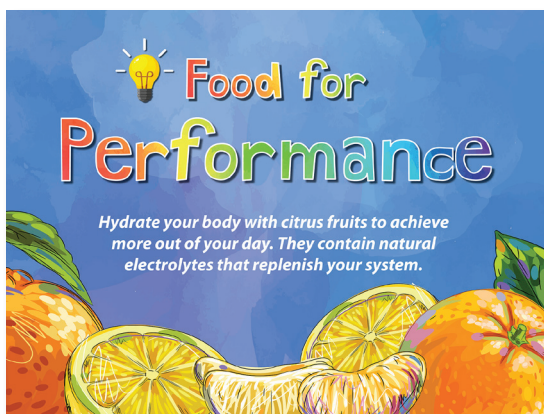
— Steve Jobs

Learn from
yesterday, live
for today, hope
for tomorrow.
The important
thing is not to
stop questioning.

— Albert Einstein







Signage Wall Art

Proposed for PreK–8 Sites

Food for Inspirational Facts

If you believe in yourself, you can achieve anything you put your mind to.

► Bringing this powerful messaging to life, **Think BIG Kitchen** uses a vibrant color palette to capture the attention of youthful minds. Every part of this concept was thoughtfully crafted to be both visually engaging and enlightening. With nutrition being an important element, students will learn how healthy meal choices can help their performance in school. From inspirational wall and floor decals to educational wall art, we have created an atmosphere that seamlessly promotes the power of food, knowledge, and self-worth.

Think BIG Kitchen will ignite the Café dining experience—bringing energy, fun, and delicious food to every student, teacher, and school it serves. Lake Wales Charter Schools, Inc. will get an update of their Café environment prior to the 2022–23 school year with the new **Think BIG Kitchen** concept. A nice fresh start for all!

Your limitation?

It's only your imagination.

► **Goals of Think BIG Kitchen:**

- **To partner with our schools** in an effort to support educational initiatives and promote student success and wellness.
- **To provide a fun, engaging** environment where students can get the most out of their meal service experience.
- **To promote a positive self-image** within students and encourage them to believe in themselves and their potential.
- **To add color and captivating imagery** throughout the cafeteria to brighten the look and feel of the dining and service areas.



SCORING CRITERIA: Community Outreach & School Partnerships

School Promotions & Nutrition Education

► SLA Management offers a wealth of promotions throughout the year and through several methods of contact. We encourage Area Managers and Café Managers to partner with school leadership on school-planned promotions and events unique to each community. Keeping young people engaged and informed is key in helping them make better eating decisions. Our marketing team has developed multiple outlets to increase meal

participation while bringing fun to food. Each month your designated marketing contact will receive a digital marketing package which will include pre-scaled images for the upcoming months promotions to be easily posted to your website and social media accounts.

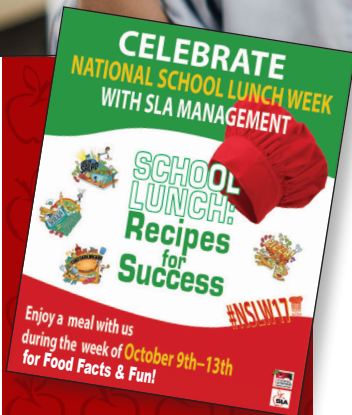
Each year we start off with a Back to School promotion highlighting our new recipes for the school year. In October we celebrate **National School Lunch Week**. This year we are focusing on our new Protein-packed Plant based dishes, including our three-bean vegetarian chili and lentil pasta dishes.

Students of all ages always look forward to our November **Thanksgiving Feast**. Served in a traditional style; including sliced turkey, dressing, mashed potatoes, green bean casserole, cranberry sauce, dinner roll and dessert.

SLA also partners with our schools each year for a community service project. Our annual **Cookies for Cans** food drive collects canned goods for a week, then they get turned over to a local community food-bank. Students who bring in a canned good are rewarded with a free cookie...one per day, max!



Our promotions are not only geared to promoting nutrition and participation in the dining program but also social awareness and community service.





Support & Social Awareness

Through building awareness of the unique treasures and challenges that are a part of our history and global community, we hope to inspire our Café Teams and those they serve to celebrate and support each other.



Community Service

Throughout the year, SLA looks for the opportunity to extend our reach into the communities we serve and we like to do so in partnership with our school families. Programs like the Cookies for Cans Food Drive are a simple yet effective way to make a big difference in the lives of many families right in each school's area.

Our Green Apple Initiative is a year-round initiative that both communicates to our school families the steps SLA has taken to build a greener future, as well as offering steps individuals can make at school, at home, or in their own neighborhood to lessen their impact on the environment. Please see the feature on this initiative further in this section.

Fresh from Florida Harvest of the Month Produce Examples

SEPTEMBER	Avocado, Star Fruit, Orange
OCTOBER	Satsuma, Bell Pepper, Spinach
NOVEMBER	Yellow Squash, Cucumber, Potato
DECEMBER	Snap Bean, Broccoli, Cabbage
JANUARY	Radish, Grapefruit, Tomato
FEBRUARY	Celery, Strawberry, Papaya
MARCH	Cauliflower, Eggplant, Guava
APRIL	Blueberry, Mushroom, Peanut
MAY	Watermelon, Sweet Corn, Mango

Nutrition Education

► Our culinary, marketing, and purchasing teams will work to combine our Farm to School Initiative with educating students on the benefits of sampling new varieties of locally grown fresh fruits and vegetables.

At Lake Wales Charter Schools, Inc., our specific strategies will be designed to address both childhood nutrition concerns and food insecurity through showing students what makes a meal healthy and helping to make sure families are aware of the healthy meals that are available to students at school.



► SLA has approached participation through various methods with positive results. For example, providing increased and improved offerings, creating additional awareness through signage both in and out of the cafeteria, and introducing alternative service styles to improve accessibility.

This upcoming year we are excited to offer the purchase of a traveling BBQ Smoker & Grill trailer, and creation of a District BBQ team that would go to the schools throughout the district to provide fresh smoked and BBQ meals hot off the grill. This would be offered on an average of once per month at each school in addition to any special events.

We look forward to continuing our partnership with you to encourage participation in the Lake Wales Charter Schools meal program. Participation isn't just about numbers; it's about preparing our students to be able to meet their full potential, and that's an investment that pays back many times over.





GREEN APPLE INITIATIVE

Reduce • Reuse • Recycle

Over the past few years, SLA has been dedicated to finding “greener” solutions within the school foodservice industry. The measures we take today will have a huge impact on the lives of the children we serve tomorrow.

The SLA Green Apple Initiative is encouraging students, parents and schools to join us in our commitment in the following ways:

Take the initiative by reducing waste.

SLA has partnered with Imperial Dade paper company to offer a fully biodegradable tray to replace the Styrofoam trays typically used in school cafeterias. We are proud to invest in this environmentally friendly tray to help reduce the waste in landfills, contributed by Styrofoam trays.

Take the initiative with cleaner water.

SLA thoughtfully chose SFSPac® for its kitchen cleaning solutions. The SFSPac® sanitation system we use offers products that are Green Seal™ certified, meaning they are safer for both students and the environment.

Investing in these eco-friendly solutions prevents hazardous chemicals from contaminating the water.

Take the initiative to save our trees.

SLA has partnered with an on-line menu and communication system, Nutrislice, in an effort to reduce paper usage in our Cafés. Investing in this platform allows our menus and cafés news to be shared digitally, instead of being printed on mass amounts of paper.

Take the initiative in your community.

SLA proudly partners with local farms as a source of fresh produce, when available. This allows our students

to enjoy produce that was locally grown, all while cultivating business for farms within their community. It's an initiative we take to support agricultural growth in areas we serve

For each slice of our Green Apple Initiative, SLA has partnered with vendors, who share the same values, to implement healthy, environmentally friendly, sustainable solutions.

Our goal is to inspire others to join us in this movement and make any contribution they can, big or small, toward leaving a smaller carbon footprint.



SLA's Green Apple Initiative is a year-round initiative that both communicates to our school families the steps we have taken to build a greener future, as well as offering steps individuals can make at school, at home, or in their own neighborhood to lessen their impact on the environment. Scanning this QR code will take you to the web page we have dedicated to this on-going initiative.

SFSPac®

PortionPac®

Our partnership with SFSPac is one of the most significant components of SLA's Green Apple Initiative. Their leadership in 3rd Party Food Safety Inspections and Training, as well as providing the highest quality pre-portioned, environmentally friendly cleaning products makes us more than just green. SFSPac helps keep our students safe, and provides:

- ▶ Significantly safer workers and workspaces.
- ▶ Increased productivity.
- ▶ Decreased costs, including reduced insurance premiums.
- ▶ Elimination of wasted product.
- ▶ Controlled inventory.



Prepared by staff who:

- are taught food safety by SFSPac® Specialists.
- receive monthly and ongoing food safety education from SFSPac® Specialists.
- are taught by SFSPac® Specialists to understand and practice compliance and safety techniques.
- are National Restaurant Association ServSafe™ Certified.

Standardized Products & Processes

All of the SFSPac products we use are Green Seal™ Certified and EPA-registered formulations that avoid the hazardous criteria of the OSHA HazCom Standard. That means the products have been proven effective and there is no need for School Nutrition Professionals to learn a vocabulary of hazard warning pictograms or precautionary statements.

By removing the guesswork from cleaning, SFSPac allows our teams to have confidence that each kitchen is maintained to meet District objectives and HACCP compliance. Along with higher standards, these methods lead to greater product control to maximize team productivity and minimize inefficient use of time and resources.



Prepared in a kitchen:

- inspected by SFSPac® for SLA at least 8 times per year (health inspectors come only 2 times a year).
- whose food safety plan is verified during each site visit by SFSPac® (they have over 26 years experience in food safety!).
- cleaned and sanitized by staff who were taught by SFSPac®.
- cleaned using environmentally preferred, Green Seal™ certified cleaners that have no OSHA HazCom hazards.
- using cleaners that are 100% biodegradable and reduce impact on our community.
- using cleaners that eliminate thousands of pounds of plastic, cardboard and water waste.

- ▶ Uniform products, color-coded, job coded—a green formulation such as **SFSPac® All Purpose Cleaner**, has a green bilingual label, a green spray bottle, and SDS printed on green paper.

- ▶ Controlled, uniform methods—programmed building cleanings.
- ▶ Simplified, proper mixing and use—add pre-measured chemical to water.
- ▶ Serves as a tool for directing supervision.

Bi-lingual training is offered, and each of our Café teams receive the SFSPac wall charts that provide easy-to-understand reinforcement, and the comprehensive Procedure & Reference Guide keeps in-depth instructions at their fingertips.



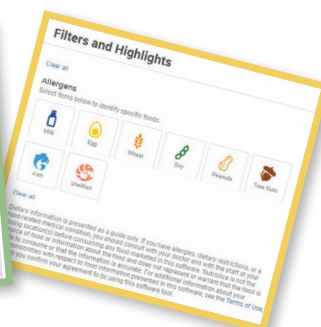
This QR code will take you to an SFSPac program overview video.

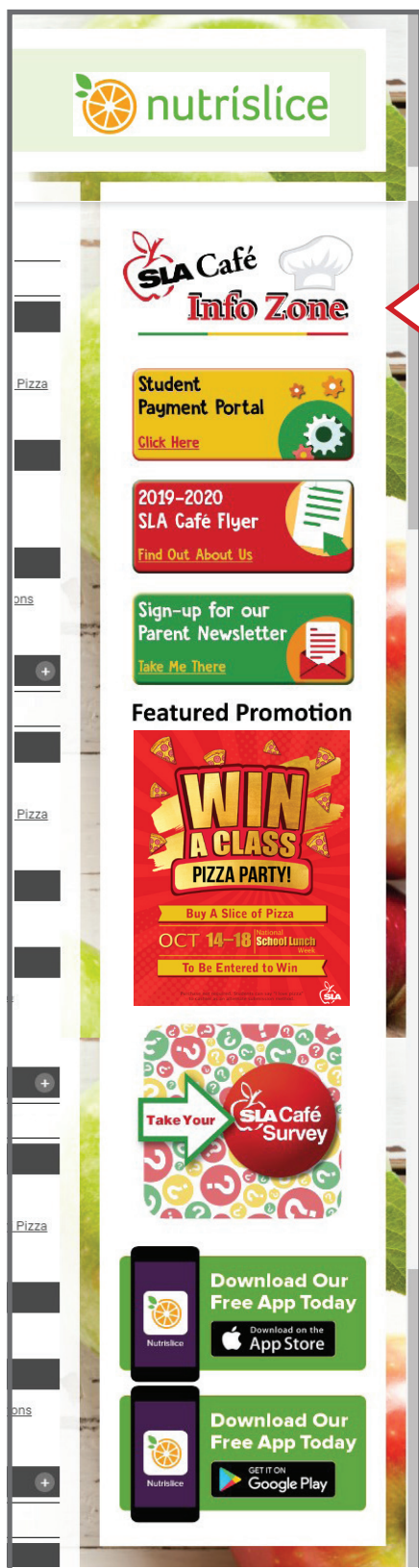
Digital Signage and Menus

► SLA's **Nutrislice** Digital Menu Boards are unlike any form of Marketing Lake Wales Charter Schools, Inc.'s students have ever been actively engaged by. SLA has quality and vibrant branded concepts, like most of our competitors, but few have a resource that speaks to students and parents in the newest forms of communication—on the web via a PC, laptop, tablet, or a smart phone app. Our partnership with **Nutrislice** enables SLA to engage stakeholders both away from, and in the cafeteria.



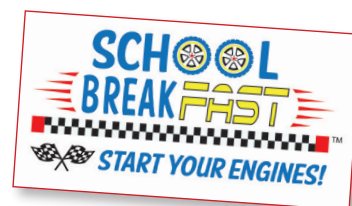
As shared earlier, while outside the Café, Lake Wales Charter Schools, Inc. stakeholders can easily access the **Nutrislice** application through a link that will be available on each school web page, as well as directly to Nutrislice through downloading their smartphone app or going to the Nutrislice web-page. Parents and students alike will be able to view the multiple meal and item selections offered to them in a daily, weekly, or monthly snapshot. Nutritional data, allergens, and vibrant pictures of our food offerings are just a small sample of the information provided to those that come to learn more about their meal program. The **Nutrislice** application also features our strategic marketing promotions that will be ongoing throughout the year.





► Parents can view The SLA Café Hub® Info Zone, right in the Nutrislice app or on-line menu, that provides not only additional promotional information but a digital copy of our SLA Parent Newsletter, our SLA Café Flyer, and the K12 Payment Center—where parents and students can check balances, purchases, and deposit additional funds either automatically or manually.

SLA's Digital Menu Boards in the cafeteria are a technological and visually appealing way to reach students with each day's menu. Students can view daily meal offerings for that day of service and a preview of the following days meals as well! They will see visually appealing pictures of our food items encouraging them to participate and to make healthy selections. As an added feature, and as part of our Nutrition Education efforts, each digital menu board will provide the students with fun facts and figures around the nutrient density of many varieties of fresh fruits and vegetables, the importance of proper hydration and physical activity, as well as highlighting the diversity of meals served worldwide.



Assessment and Feedback

► SLA Management has several ways that we continually assess the efficacy of our marketing program. Surveys are available for all stakeholders through mobile or desktop features. Both on the **Nutrislice** App and on your schools Menu Hub. These surveys are intended to provide feedback on any aspect of the program.

Additionally, there is a feature through the **Nutrislice** App to rate individual menu items and provide comments. We then use this data, specific to the school, to make upcoming menu changes. Critical feedback is also provided through in-person meetings as outlined in the following section.

There's also something relatively new in our Program Assessment tool-belt...the monthly **SLA Report Card**. Easily taken from your mobile device or computer via the link provided by your Area Manager, the report card asks for your grades on SLA's performance in 10 key service areas over the past month, along with space for comments.

SLA Report Card

SLA Foodservice Report Card

School Name

Your Name

This Report card is for the month starting:

Date

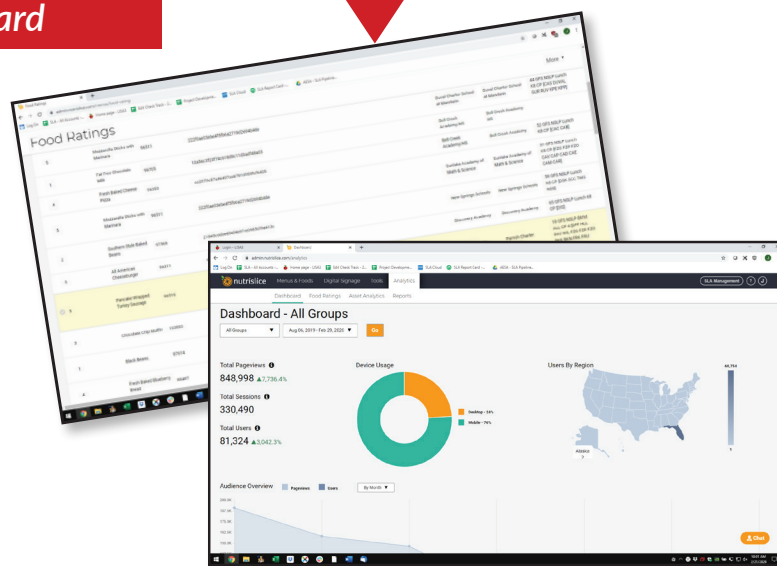
MM/DD/YYYY

Please grade your SLA experience (A, B, C, D, or F) over the last month in these areas:

Overall Food Quality, Taste and Appearance

SLA Management will evaluate the efficacy of its marketing plan and strategies through, and not limited to, the following methodologies:

- ▶ **Overall meal** count data
- ▶ **Increased Consumption** of fresh fruit and vegetables, as well as locally sourced proteins
- ▶ **Increased consumption** of feature items
- ▶ **Active engagement** in School Wellness Committee and assess Lake Wales Charter Schools, Inc. analytics on reduction in student obesity rates, school nurse visits, disciplinary issues, and improved academic performance
- ▶ **Participation in** Lake Wales Charter Schools, Inc. site-based School Advisory Councils receiving immediate feedback, suggested activities to further develop meal program and support efforts to feed healthier students.
- ▶ **SLA Report-Card** monthly grades from Lake Wales Charter Schools, Inc. administration.
- ▶ **Lunch Survey** results from students and parents.
- ▶ **Feedback Meetings** with Lake Wales Charter Schools, Inc.'s Café Manager, and with your Area Manager.



Stakeholder Involvement

SCORING CRITERIA: Community Outreach & School Partnerships

The old saying “Home is where the heart is,” still rings true today. Although our company is in several states, our heart is with your communities and with your children. This makes the Lake Wales Charter Schools, Inc. community our home as well.

- ▶ SLA Management's family culture and boutique approach have provided the perfect platform for integrating into the Lake Wales Charter Schools, Inc. community.

Our team will continue to work with the administration teams and other recommended community contacts to continue the outreach program specifically designed around Lake Wales Charter Schools, Inc.

SLA Management involves key stakeholders throughout the school year to ensure the program meets the goals of the entire community.

Our multi-pronged approach includes meeting with all stakeholders, regular solicitation of feedback via surveys, providing transparent and easily accessible information and consistent communication through our several channels.





LOCAL SUPPLIERS BENEFIT THE COMMUNITY

SLA Management not only engages the school communities we serve, we also engage and support surrounding local businesses and economies. Currently we have developed tried-and-true resources for bringing local food into cafeterias and engaging students in making healthy eating choices. Not only does this give children the opportunity to learn about local food and farms in the classroom, cafeteria, and community, but also re-circulates money back through the community.

SCORING CRITERIA: Community Outreach & School Partnerships

The School Advisory Council

► We value the input and perspective received from each learning community we serve. A successful Advisory Council—built around a diverse group including parents, students and administrators—is designed to benefit the nutritional needs and interests of the students, as well as the goals of the community.

Advisory Council efforts begin with a plan that is implemented prior to the first day of school and continue throughout the year with specific touch-points and opportunities for connection, engagement, and sustainment. Advisory Council strategies will help drive communication between students, parents, the learning community, and SLA teams as knowledge partners. Input and involvement from these key contributors is critical to successfully meeting the nutritional needs and diverse palate of your students.

We will continue to identify both prior successes as well as opportunities, and then we will close those gaps. We will implement strategies to drive community engagement because enhancing the meal program and the student experience overall is mutually beneficial.

Engagement of key contributors will be accomplished through the use of multiple communication channels and methods. SLA will find out what speaks to them, and leverage it. Sustaining key contributor involvement will take perseverance and a willingness to build on prior successes.

Our community advisory councils are wonderful learning experiences when student, parent, and administrator input results in tangible action.

We look forward to continuing to work with Lake Wales Charter Schools, Inc.'s Advisory Council.

SCORING CRITERIA: Community Outreach & School Partnerships

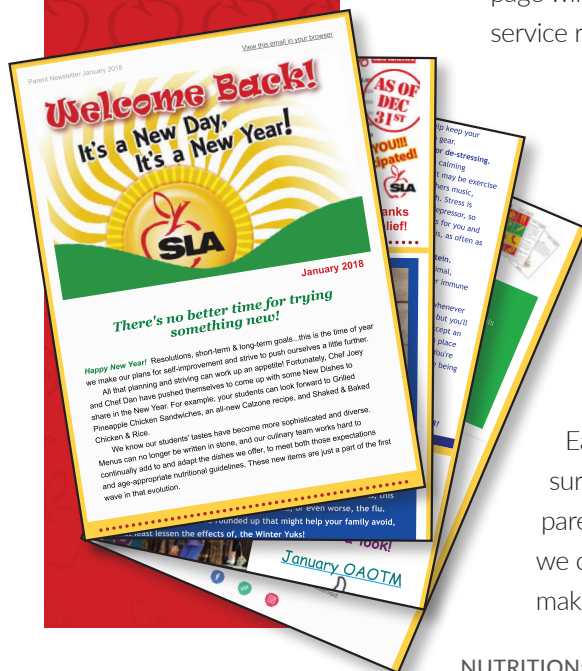


Monthly Menus, Newsletters, & Surveys

► We feel parent engagement is just as important as the student's engagement. Our menus are published monthly through each school's website. Every SLA school and district has an exclusive food service web page linked to each school's own website. The page will include menu, nutritional information and many additional school food service resources. In addition to daily meal offerings, the monthly menus are often used to inform parents of any changes to the program or upcoming special events. We may also include fun and informative facts about food, nutrition, education, and the environment.

Along with menus, monthly newsletters are emailed to all parents who are registered for a lunch account. Our newsletters provide an outlet for new products, free lunch winners, and provide informative articles about the world of school lunch. Take a look here at some of our past issues: <https://tinyurl.com/SLA-Parent-Newsletter>

Each year SLA Management provides an on-line lunch survey to all registered lunch accounts. We encourage all parents and students to take the survey together so that we can collect invaluable data that ensures the success in making our parents, students and school community happy.



Engaging Adult Stakeholders

Many foodservice management companies overlook one of the most important elements of a successful school community: adult stakeholders. We strongly believe that we can support your efforts to engage teachers, parents, and support team members.

► Some believe the greatest challenge in education today is recruiting quality teachers and staff retention. It is incumbent upon savvy leaders to provide additional benefits and incentives in an ever-tightening job market.

Teachers are our front-line advocates for our meal program. If teachers enjoy and support your meal program, they become proponents for your meal program with students and parents alike. Although we must work within a specific framework to be able to offer some items to students on campus, we will be piloting an expanded the menu for the adult members of your school community. Teachers and other staff members will be provided, in addition to the multiple entrees and sides offered your students on a daily basis, additional entrée and side selections.



Teacher of the Month

We strongly believe in the positive impact a teacher can make in the lives of their students and want to partner with you in rewarding excellence within your faculty. Whether you currently have a **Teacher of the Month** program or have considered implementing one, we can provide you with up to 20 adult lunch vouchers on a monthly basis to supplement that recognition. This will enable that special teacher to celebrate your recognition of their efforts, every day while they are **Teacher of Month**.



Community Support

SCORING CRITERIA: Community Outreach & School Partnerships



Participation in Fundraising

► One of the most direct ways in which SLA Management can continue to express its commitment to the Lake Wales Charter Schools, Inc. community is through donations, sponsorship of fundraisers connected to school events, and community service projects. Examples of projects SLA Management participates in throughout the year include:

- **Food drives** and Backpack Programs
- **Academics** Recognition Events
- **Central Office** Luncheons
- **Parent** Breakfasts
- **School** Picnics
- **Family Night** Dinners
- **Leadership Day** Refreshments



Catering and Special Events

Should the need arise, such as organizing the fundraiser or catering functions for your school, SLA can avail ourselves to you for foodservice related assistance! This includes everything from Principal's Breakfasts to Movie Nights, cookouts, galas, and art nights; just to name a few. Many of these functions are either provided as 100% donations (food and labor donated by SLA Management) or at the cost of the food only (the school pays for the food and we donate the labor). It is vital to us that we are not just a vendor in the community, but a fully engaged partner in the community.



PTA Meetings & School Board Meetings

SLA will be present and actively engaged in meeting with the PTA or School Board when requested, and believe it is a great opportunity to showcase our program.

PERSONNEL & TRAINING





► The primary objective of personnel management is to help in achieving organizational goals. At SLA, it is our goal to provide students a great thirty-minute experience, daily. Our team is taught to immerse themselves into our cultural goals and strategies, as well as those of each school community we serve. There will be a need for cooperation from everyone in the organization for achieving these intra-organizational goals. This requires talented team members committed to caring service and excellence.





In the following pages, you will observe SLA's strategies for identifying, employing, and training our team members as an integral part of our commitment to deliver superior customer value.

Personnel & Training

- ▶ SLA—A Great Team
- ▶ Staffing Schedule
- ▶ Recruiting & Attracting Great People
- ▶ Training & Support Programs
- ▶ Personnel Management
- ▶ Operations “Bridge” Chart



SLA—A Great Team

Our Team is the Reason for Our Success

- ▶ **We have attracted** highly qualified foodservice associates who value the quality of life experience we provide and we endeavor to provide a path for our staff associates to ascend in our company should they desire.
- ▶ **We inspire our leadership team** to train, empower, promote a positive attitude, and motivate all SLA employees.
- ▶ **The camaraderie** displayed within the foodservice units and across the school communities has been admired. SLA is a family.



Staffing Schedule

SCORING CRITERIA: Program Management & Experience—#1 Management Structure & Staffing Plan

Dale R. Fair Babson Park Elementary

POSITION	HOURS*
Café Manager	8
Lead Cook/Assistant	5.75
Food Service Assistant	5.75
Food Service Assistant	3

Hillcrest Elementary

POSITION	HOURS*
Café Manager	8
Assistant Manager	8
Lead Cook	8
Food Service Assistant	5.75
Food Service Assistant	5.75

Janie Howard Wilson Elementary

POSITION	HOURS*
Café Manager	8
Lead Cook/Assistant	8
Food Service Assistant	5.75
Dishwasher	4

Polk Avenue Elementary

POSITION	HOURS*
Café Manager	8
Lead Cook/Assistant	8
Food Service Assistant	5.75
Food Service Assistant	5.75
Dishwasher	3

**Staffing plan is based upon projected participation. In the event of a change in participation and/or enrollment, staffing will be adjusted accordingly.*

Bok Academy

POSITION	HOURS*
Café Manager	8
Assistant Manager	8
Lead Cook	8
Food Service Assistant	5.75
Food Service Assistant	5

Lake Wales Sr. High School, Bok Academy North, & Victory Ridge

POSITION	HOURS*
Café Manager	8
Cook Supervisor	8
Lead Cook	8
Assistant Cook	8
Food Service Assistant	5.75
Food Service Assistant	5.75
Food Service Assistant	5.75
Food Service Assistant	5.75
Food Service Assistant	5.75
Food Service Assistant	5.75
Food Service Assistant	4
Food Service Assistant	4
Food Service Assistant	4
Food Service Assistant	3
Cashier	1
Cashier	1
Cashier	1
Cashier	1
Cashier	1
Cashier	1



Our mission is to provide our children with the best 30 minutes of their day in an uplifting meal environment.

Recruiting & Attracting Great People

► *Selecting the best person for the right job is not always easy. At SLA Management, we work rigorously to assemble the finest school nutrition teams in the United States. An essential element is our local teams. Our local teams are the face of our company. We go to great lengths to assemble experienced, competent and engaging staff associates. We realize that any time a school partners with a program provider like SLA, a concern arises regarding the fate of the staff currently employed in the meal program. We are conditionally willing to retain existing staff, based on school approval. Not only do we take great pride in the employment opportunities created within each community we serve, we value the local knowledge those teams bring with them.*

Café Team Members

We love students, and we love to put a smile on their faces. Café team members prepare and serve quality, healthy food in a fast, friendly, school cafeteria environment.

- We look for experienced food service professionals who share our passion.
- Staff associates must share our commitment to quality food preparation and service, supreme attention to cleanliness and sanitation, all served in an uplifting and positive environment every school day.
- We offer high quality, full-time and part-time positions with above market pay. Our Café Team members work seasonally. Team members only work when school is in session .
- Our team members must be able to pass an extensive, nationwide criminal background check; must possess a high school diploma, GED, or equivalent vocational food service training; must have relevant food service experience and must possess fundamental math and computer skills.
- We have enjoyed great success promoting from within.

Café Managers

► Our café managers become a part of the school community. We encourage any current qualified SLA Management team members to apply for open positions, as well as any existing staff members from the partner district before seeking external candidates. Those that have experience managing shifts in a Quick Service Restaurant (QSR) or full service restaurant environment and thrive in the world of high pressure, fast paced food preparation and service would use comparable talents in this role.

SLA exceeds all NSLP Professional Training and Continuing Education Requirements

Professional Standards Training

New and Current Managers

Each year, at least 40 hours of annual continuing education/training. Includes topics such as: administrative practices (including training in application, certification, verification, meal counting, and meal claiming procedures), the identification of reimbursable meals at the point of service, nutrition, health and safety standards

New and Current Staff (other than the director and managers) that work an average of at least 20 hours per week.

Each year, at least 8 hours of annual continuing education/training. Includes topics such as: free and reduced price eligibility, application, certification, and verification procedures, the identification of reimbursable meals at the point of service, nutrition, health and safety standards (including other topics, as specified by Food and Nutrition Services)

Area & Regional Managers

► SLA Area and Regional Managers come with the highest of credentials. Both must have people-orientated leadership skills and be solution minded, with a proven track record of success in QSR or Café management. Strong customer service, computer, cost management, and sales skills should preface growth spanning at least 3–5 years. They will ideally have had successful multi-unit experience overseeing and supporting a minimum of 10–15 schools and able to provide examples of measurable results. They must be driven and determined to succeed with a desire for personal and professional growth.



Area Managers

- Have strong culinary background experience with ability to recruit, hire, train, and retain Café Managers and staff.
- Are committed to producing quality at all times.
- Are able to manage inventories and have the ability to conduct cost analysis, as well as teaching Café Managers cost control and budgeting.
- Are able to meet budgetary goals and guidelines.
- Work directly with school leadership on a regular and ongoing basis.
- Have the ability to collaborate with Marketing Team to develop customized marketing plans.
- Visit schools on a regular basis.

Regional Managers *(in addition to the AM capabilities):*

- Have strong culinary background experience with ability to recruit, hire, train, and retain Area Managers.
- Perform as in-field Operations and Business support.
- Oversee Regional/Area training events.
- Oversee compliance in their region.

Above Industry Average Employee Retention & Satisfaction



► Every SLA management team member is valued for their contribution to the company and to the difference they make in the lives of the students they are feeding. Everyone that becomes a team member is provided a career path and opportunity for upward mobility and long tenure.

The official Bureau of Labor Statistics turnover rate for the restaurant sector was 81.9% for the 2015–2017 period, but industry estimates are much higher, reaching 150%, and the problem has gotten worse in recent years. Our turnover rate for SY2019–2020 is lower than 50% of the industry average, with nearly **7 out of 10 of our Café Managers, Area Managers, and Regional Managers promoted from within**. Our Director of Purchasing began her career with SLA Management as an Intern. Our Chief Operations Officer began his career with SLA as a Café manager.



We provide our team members with very competitive wages, an uplifting work environment, respect for their hard work and diligence, and a career path should they desire one.





SLA Training & Support Programs

Extensive Training & Development

We strive for excellence in all things. In the world of school nutrition, this can be challenging due to the ever changing standards and highly regulated environment.

► At SLA Management, we believe continuous training contributes to the long-term success of a school nutrition program. Our training program begins each year with our summer workshops. Each workshop is at least 40 hours of professional development with a curriculum that includes culinary techniques (recipes, food & plate presentation), food safety & sanitation, NSLP compliance training, IT systems, and more.

SLA is committed to providing our school communities an uplifting, quality, diverse, and safe meal environment, meeting or exceeding the NSLP and HHFKA nutritional standards while providing a financial advantage to your school.

The training and development of a staff associate is critical. Studies have shown that a well-trained employee leads to higher job satisfaction and productivity.

OUR TRAINING MODULES INCLUDE:

Nutrition Training, High Volume Quality Food Production, Kitchen and Station Organization, Food Preparation and Presentation, and Customer Satisfaction.

Our core curriculum consists of: Customer Service Training, Culinary Arts Training, Professional and Managerial Development Training, IT Systems Training, Food Safety and Sanitation, NSLP/HHFKA Compliance Training, and program specific training.

In addition, we offer Summer Training Workshops, Culinary Techniques for Schools Training, and Extended Training Workshops. We do “Bite Size Training” during daily Café meetings, and provide refresher articles and updates through our employee newsletter, Inside the Apple, and our Culinary Team SOP updates. The world of school food changes at a dramatic pace. SLA has been and continues to be a leader in culinary advancement in the K-12 sector.

Orientation

► **SLA provides a comprehensive orientation for new food service team associates.** We believe it is critical for staff to understand their individual roles in delivering superior customer value.

Customer Service Training

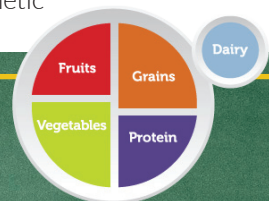
► SLA looks to employ only those candidates that share our passion for serving students, your school community, and share our commitment to excellence in customer service. Our customer service training program provides an introduction to SLA, our corporate culture, values, and what is required of them in their role. We focus heavily on training our personnel in assimilating into the cultures of our schools and having an empathetic approach with children, parents, and educators. We require our team to greet all our customers with a smile and treat them as if they were a guest in their own home. We train our team in effective conflict resolution techniques, and empower them to make decisions that ensure repeated business, increased participation, and happy children.

Healthy Hunger Free Kids Act (HHFKA)

► Improving child nutrition is the focal point of the Healthy, Hunger-Free Kids Act of 2010. The HHFKA has required a minimum number of hours for training annually, based on work roles, and more stringent guidelines that have now been incorporated into our USDA training module.

HHFKA Requires:

- Minimum servings of meat & protein appropriate for all grade levels
- Potable water offered to students during meal periods
- More red/orange vegetables and children must take a fruit or vegetable for their “reimbursable” meal
- Encouraging less starchy vegetables
- Legumes must be served at least once per week
- Sodium reduced
- Fat Free and 1% Milk must be offered
- All grains must be 50% or greater whole grain





School Nutrition Training

► NSLP regulations are designed to ensure that every child receives the proper amount of nutrients, the appropriate portion sizes, and the required servings of fruits and vegetables. Our hands-on School Nutrition training module includes all required National School Lunch Program (NSLP) paperwork within the kitchen, including: production records, temperature logs, edit checks, invoices, updated school rosters, and commodity ordering. NSLP compliance extends beyond paperwork into all business activities. We train all staff on proper identification of compliant (“reimbursable”) meals, identification of component groups and sub-groups, proper portioning and crediting of food items. Additional training on the new SMART Snacks regulations is included as well. Training also includes the federally mandated Civil Rights training for all school food service employees.

Culinary Arts Training

► Each tray is important. SLA's credo is, “If you won't serve it at home, don't serve it.” This drives our corporate chefs to share their expertise and passion with all of our team members. All of the Regional Managers have experience in the food and beverage industry and began their careers working with restaurants, resorts, country clubs, and other food service institutes. We introduce and train the staff on improved cooking methods and production techniques focusing on innovation, improved quality and efficiencies.

“If you won't serve it at home, don't serve it.”

Each year we present and train the staff with new recipes and products for the upcoming school year. Our team of culinary professionals continue to research market trends and to develop recipes that reflect these changes. Culinary training occurs not only during the summer workshops but also throughout the school year.





WHY DOES A SCHOOL HAVE A HACCP PLAN?

For years, HACCP plans were only for food manufacturing industry and large food chains. In 2004, Congress, in the Child Nutrition Reauthorization Act as part of the Richard B. Russell National School Lunch Act, required school food authorities (SFAs) to implement a food safety program for the preparation and service of school meals served to children in the school year beginning July 1, 2005. All SFAs must have a fully implemented food safety program that complies with HACCP principles no later than the end of the 2005–2006 school year.

Allergen Training

► The SLA foodservice team works with school administrators and health officials to implement any required training or action. Areas of training may include: proper food handling and storage, sanitation, and personal hygiene relevant to preventing cross contamination of products, or inadvertent contact with a child. Our goal is to try to find the best way to meet the child's needs and culinary desires, in a safe and careful manner.

HACCP and Food Safety/Sanitation Training

► HACCP (Hazard Analysis and Critical Control Points) is a systematic approach to constructing a food safety program, designed to reduce the risk of food-borne hazards by focusing on each step of the food preparation process, from receiving to service.

SLA has a complete HACCP protocol.

Some areas of HACCP training and planning include: hygiene, hand washing, types of food-borne illness and contamination, proper receiving and storage, handling of potentially hazardous foods, biological and chemical hazards to food, cooking time/temperature monitoring and control, cleaning and sanitizing utensils, and food contact surfaces, labeling, dating, and rotating food products.



You trust SLA with the safety of your children—feeding your children meals that are free from contamination and foodborne microorganisms. That is why safety and sanitation are and must always be, first and foremost in any SLA facility. We train our staff on proper food handling; including proper cooking and holding temperatures, proper food storage, proper sanitation of workspace and equipment, and safe serving methods. All Café Managers are also required to attend ServSafe® training for food safety and sanitation.

The National Restaurant Association's ServSafe® course is the most nationally recognized program to teach the tenets of food safety and sanitation to prevent food-borne illness outbreaks. Each local health agency may also have specific rules relative to their area of the country and we work closely with all federal, state, and local agencies.



Employee Safety Program

► Our team members are our most valued asset. As part of our overall training program, we incorporate safety into the curriculum. Employee Safety Training includes:

- Knife Safety
- Kitchen Machine Safety
- Meat Slicers
- Mixers
- Microwaves
- Safety Footwear
- Safe Floors and
- Walking Surfaces
- Preventing Slips,
- Trips, and Falls
- Safe Lifting
- Preventing Burns
- Security
- Deliveries
- Parking Area & Dumpsters
- Electrical
- Cleaning
- Supplies and
- Chemicals
- Fire Safety
- First Aid and CPR
(try to have at least one team member)
- Severe Weather

Café/Area Manager responsibility consists of: regularly communicating with employees about workplace safety & health matters, involving employees in hazard identification, assessment & training, encouraging employees to report job-related injuries, illnesses, incidents, & hazards promptly, and to make recommendations about appropriate ways to control those hazards, ensuring that all associates have a safe work environment, and that the team members follow safety & health standards & company policies.

Information Technology Systems (IT) Training

► IT systems training will prepare SLA Management personnel for the use of our Point of Sale (POS) system with a focus on both speed and accuracy, minimizing lunch line wait times while providing accurate, thoroughly documented claim figures. Efficient lunch lines yield better participation; accurate, well-documented claim figures yield timely federal reimbursement. IT systems training will prepare personnel to utilize our proprietary custom IT tools for order and inventory management, daily activities documentation and other managerial functions specific to internal auditing and controls.

Additional Training Opportunities Offered

► Our employees are empowered to develop their career path and have many additional opportunities to grow in their knowledge and expertise. Throughout the year employees will be encouraged and rewarded as they develop their professional skills. “Bite Size Training” sessions and our employee newsletter, **Inside the Apple**, and our culinary newsletter, **The Kitchen Chronicle**, supplement and refresh training along the way during the school year. Employee evaluations will identify areas of skill and opportunity. Monthly Café evaluations will identify Café successes and opportunities in areas including quality, perception, sanitation and service, providing continuous learning and improvement. While much of our training has been developed in-house, we also leverage best-in-class training modules available to the school food service industry from the Institute of Child Nutrition (formerly known as the National Food Service Management Institute) at the University of Mississippi, as well as information provided by the USDA and State Agencies.





Personnel Management

- ▶ Team Structure
- ▶ Communication
- ▶ Operations Organizational “Bridge” Chart

SCORING CRITERIA:

Program Management & Experience—
#1 Management Structure & Staffing Plan

Team Structure

CAFETERIA FOODSERVICE WORKER / DISHWASHER / COOK—These are the front-line employees who execute the day-to-day operations of the cafeteria...utilizes foodservice equipment to prepare food, monitors food for appearance and proper holding, serves food, cleans kitchen.

CAFÉ MANAGER—The Café Manager manages the overall operations of a given Café. They manage the cafeteria employees, assure high-quality food production and service, orders food supplies, maintain inventory, maintain production sheets, assure safety, to deliver a highest-quality foodservice program.

AREA MANAGER—Café Managers are led by an Area Manager. The Area Manager ensures that your Café is operating according to the SLA standard and provides the training, oversight, feedback, etc., to Café Managers and their teams to meet that standard. Your Area Manager is the primary point of contact for Lake Wales Charter Schools regional leadership on a day-to-day basis.

REGIONAL MANAGER—Area Managers are led by a Regional Manager. Regional Managers directly manage the Area Managers within the Region and are responsible for the overall sales, profits, development, and customer satisfaction within each area.

SLA CORPORATE STRUCTURE—Regional Managers are led by the Vice President of Operations. The Operations team and the rest of the Executive Leadership Team focus on organizational, personnel & management performance, food costs, inventory, regulatory compliance, and overall customer satisfaction, etc., and serve as coaches/advisors across the organization.

A key tenet of the SLA offering to its customers is consistent service—this includes high-quality and consistent cafeteria operations, accurate record keeping, and clear communication and feedback. SLA has built employee evaluation rubrics to assess its employees on an individual's responsibilities which contribute to the total SLA offering.



Communication

CAFÉ LEVEL TO SLA LEADERSHIP AND SUPPORT CENTER—SLA Management has a built-in daily communications tool as part of our intranet. Café Managers, as part of their daily paperwork, input several significant pieces of information, including: meal counts, deliveries and invoices, daily deposits, and a summary of operations for the day. The summary may include topics ranging from feedback regarding meal participation, any events that may have affected meals, recipe or menu acceptance, any staff related occurrences, and an overall snapshot of business for that day. The Manager's report and invoices, are reviewed nightly by the Area Manager, Regional Manager, Vice President of Operations, COO, and CEO. In addition, the reports are sent to all the Director-level leadership team in other departments at the SLA Support Center for additional review, and to assist in SLA's model of continuous improvement.

CAFÉ LEVEL WITH LAKE WALES CHARTER SCHOOLS—It will remain that most communication will be between the site-based Lake Wales Charter Schools Ops Team, the Café Manager at their site, and the Area Manager. If there is further resolution required, the Regional Manager or Vice President of Operations will get involved. In addition, communication will be scheduled and occur frequently between Lake Wales Charter Schools and the SLA management team. Anticipated frequency of visits are as follows:

- **LAKE WALES CHARTER SCHOOLS'S ASSIGNED AREA MANAGER**—will visit your school a minimum of once weekly during first 6 months and once every two weeks, minimum, thereafter, and will meet with Lake Wales Charter Schools Director of Operations on the same schedule. Higher frequency is dependent upon availability or opportunities/special events dictating additional time spent at the school.
- **REGIONAL MANAGER**—will visit with Lake Wales Charter Schools's Vice President of Operations once monthly, and will visit school sites a minimum of once every 6 to 8 weeks.
- **CHIEF OPERATIONS OFFICER/VICE PRESIDENT OF OPERATIONS**—collectively, will visit quarterly with Lake Wales Charter Schools Leadership, as well as some site-based visits.

Operations Organizational “Bridge” Chart

SCORING CRITERIA: Program Management & Experience—#1 Management Structure & Staffing Plan



The following SLA Management team members, whether school team members, Café Manager, Area Manager, Regional Manager, or SLA Support Center, are responsible for participating in, or monitoring, controlling, and evaluating SLA's Foodservice Management systems.

ROLES > TASKS v	CAFÉ TEAM	CAFÉ MANAGER	AREA MANAGER	REGIONAL MANAGER	SLA SUPPORT CENTER
Production Records	Assists with completion	Forecasts Tallies Completes	Checks / Corrects during visit	Checks during visit	COO VP Operations Director Compliance
Edit Checks		Daily Verifies Against PR and Sales Report Approves Monthly Edit Check	Checks/Corrects during site visit Approves Monthly Edit Check	Reviews and Intercedes if Systemic	Director Compliance (approves monthly) VP of Customer Services Accounts Receivable (reconciles & bills)
Food Quality	All team members accountable	QC daily	QC weekly to bi-weekly	QC bi-weekly to Monthly	COO VP Operations SLA Corporate Chef
HACCP/ Food Safety	All team members accountable	Oversees adherence to SOPs/Corrective action if required	Monitors Compliance weekly to bi-weekly	Reviews Health Inspection Reports	COO VP Operations SFSPac (3rd Party Audit Monthly)
Food Ordering/ Inventory/ Production	Receives Stocks Produces	Forecasts Orders Produces Inventory	Approves Orders Monitors Inventory Checks Food Quality Recipe & NSLP Compliance	Monitors All Activities	COO VP Operations Director Purchasing Facilities Manager SLA President/CEO
POS	Cashiers	Cashiering (when necessary) Reports/Edit Deposits	Monitors Participation Monitors Deposits Approves Edit Checks		IT Support Team Director Compliance COO VP Operations Finance Team Customer Service Team
Personnel		Leads site team members Evaluates site team members w/ AM Recommends Hire / Termination	Leads and Evaluates CM (with RM) Evaluates w/ CM Team Responsible for Hiring CM and site team Hire / Termination	Hiring of AM (w/Ops Leaders) Evaluates AM w/ SLA Senior Leadership	COO VP Operations SLA President/CEO Operations Training/ Recruiting Manager HR Team
Marketing and Promotions	Actively Involved	Leads and Ideates Local Marketing	Supports Marketing Efforts	Supports and Monitors Region	VP Customer Services Marketing Director* COO* SLA President/CEO*

*Marketing Ideation Team

PROGRAM MANAGEMENT & BUSINESS PRACTICES





► Our comprehensive personnel and program management plan is the blueprint of SLA Management's partnership with Lake Wales Charter Schools, Inc.. This proposal highlights the detailed information that supports our assertion that we have, and will continue to have, the greatest service capability for Lake Wales Charter Schools, Inc. of any food service management company.





SLA Program Management

- ▶ Boutique Approach to Meal Service
- ▶ **SLA Lunch Brands**
- ▶ Satellite Campuses & Teacher Menus
- ▶ Emergency Feeding & COVID-19
- ▶ USDA Commodities Management

SLA Business Practices

- ▶ Compliance Support
- ▶ Technological Advantage
- ▶ SLA Business Practices
- ▶ SLA's LISA Business System
- ▶ Finance + Technology
- ▶ SLA Business Practices
- ▶ Transition Contingency
- ▶ SLA Corporate Document of Good Standing



Our Boutique Approach to Meal Service

► SLA focuses on exciting presentation and efficient service. Meeting and exceeding your expectations are our goals. A partnership with SLA will result in a dining program that is continually growing and thriving as a result of our mission to provide the best 30 minutes of your student's day.



Our focus is on great-tasting nutritious foods. Our approach is to help you become familiar with the capabilities we bring to your school(s), including:

- Meals that nourish the body and minds of your students.
- A nutrition program that adheres to all federal, state and local guidelines.
- A dining environment that feels like a café... comfortable, energetic, entertaining, and colorful.
- Health and wellness initiatives that extend into every setting—classrooms, cafés, student homes, and the community.
- Engaging marketing that attracts and keep students, parents, and the school community thinking about nutrition.

We Custom Design Your Meal Program to Meet Your Needs

► School Food Authorities (SFA) often have varying goals, such as Breakfast in the Classroom, to minimize wasted time in the hallways before first period, or to ease the administrative burden of supervising meal times in the cafeteria. Whatever the need may be, alternative serving styles help offer students their best chance at a wholesome meal within the context of varied academic environments. We know the benefit that a flexible and responsive partnership brings. Examples of alternative serving styles we use to support education in the classroom are:

- Mobile Breakfast Carts
- Breakfast in the Classroom (BIC)
- After School Snacks in the Classroom
- Reimbursable, Family-Style Meals served in the Classroom
- Grab-n-Go meal options, as well as daily, fresh wraps and salads
- Catered reimbursable meals delivered to sites lacking production capability

Monthly Menus

► SLA will engage your students, and all of their senses, with the creation of new and fresh retail-style dining experiences in your cafés. Your students and faculty will look forward to breakfast, lunch, and snack time. Our approach is to create options for all tastes and deliver a variety of offerings that drive frequency and education through rotating menus and seasonal/regional ingredients. Each month we will update your school's customized Nutrislice landing page with the monthly menu. The menu will show all daily offerings and any choices the student will have for selection. Nutritional information will be available for every menu item. Parents are able to view menu and nutritional information on our Nutrislice phone app, as well as use a link to fund their students' school lunch accounts.

"As the school year comes to an end, I have realized that I have eaten the meals you have prepared on almost every day that I have been on campus. I have looked forward to lunch every day because of the very positive experience and want you to know how much I have enjoyed our contact and the food."

RICHARD CULYER

Teacher, Janie Howard Wilson ES



Let's Do Lunch!

Lunch is our Most Popular Meal

Lunch is where the majority of our meal participation occurs. It is the meal most shared with parents, administrators, and staff. Lunch is where we showcase our products, recipes, meals, and team members.

▶ Throughout this proposal, we have presented all the ingredients of SLA Management's expertise:

- ▶ our philosophy
- ▶ the customer value we provide
- ▶ the quality and taste of our meals

lunch is centered on our 5-week menu and our nutritious and healthy branded meals. Our menus have 50% greater variety than the national average.

We will comply with all RFP and USDA guidelines for the menu cycle.

SLA's School Foodservice Program is committed to...

- ▶ **Fresh, local** ingredients
- ▶ **Popular National** Brands
- ▶ **Chef-Created recipes**, scratch or "speed scratch"
- ▶ **Kid-Tested** menus
- ▶ **Registered Dietitian** Approved
- ▶ **Chef-Trained Kitchen** Team preparing SLA's Branded Concepts
- ▶ **TEAM Approach:** Trained, Happy Team Members providing Excellence In Customer Service
- ▶ **State of the Art** Technology
- ▶ **Transparency in** Finance with Fixed Cost per Meal
- ▶ **Engaged School** and Local Community Partners
- ▶ **Delivering Superior** Customer Value

Green Apple Initiative

Our biodegradable tray, as part of our **Green Apple Initiative**, is just one more way that we provide a value-add to the overall meal program and contribute to a brighter future for the students and communities we serve.

For more on this Initiative, please see our Nutrition Education section.



SLA Management Lunch Brands



Center Plate

► Our feature line of homemade hot dishes, scratch cooked favorites, and timeless classics. Including dishes like our Home Style Chicken Bowl, Tuscan Chicken Pasta, and Loaded Beef Nachos. Our center plate delivers high quality proteins, fresh ingredients, and rich flavors to get students excited about our cafe experience.



Deli Delights

► The Deli Delights line features our garden inspired wraps, salads, subs, and flat-breads. These dishes bring a lighter options to cafes for students. We offer a full variety of deli meats, cheese, and vegetable combinations to appeal to every student.



All American Grill

► Our All American Grill features hot and fresh Burgers, Hot Dogs, and Chicken Sandwiches. We serve a variety of dishes that have the appeal of a smoky backyard barbecue. As our grab and go line, this is a great way for students to get a great sandwich and be on their way.



Little Italy

► We have combined all the flavors of Italy and brought them to our cafes. From a perfect marinara sauce to dip your Mini Calzones to our scratch made Three Cheese Baked Ziti. Little Italy offers students a variety of pizza, pasta, and other favorite Italian options.



Giving You Our Best

► Parents want to know their students are eating well balanced, nutritious meals that use the freshest ingredients available including fresh fruit and vegetables, whole grains, minimally processed proteins, low-fat dairy, and low sodium and low-fat condiments and toppings.

Kids crave food that looks good and tastes even better, foods that they are familiar with, and quality of brands that they recognize.

The Importance of Breakfast in School Meal Programs

► Studies show that students are better prepared to take on their educational and social challenges when they begin their day with a healthy breakfast. Academic performance is improved, absenteeism and nurse visits are reduced, as well as disciplinary issues. We have extensive experience in offering traditional breakfast in the cafeteria and non-traditional options. SLA's boutique approach allows for our Café Managers to work with your administration in developing an efficient and compliant breakfast program that is designed around each school's serving times, bus schedule, service areas, and any other site considerations with the goal of providing as many of your students as possible with a healthy and delicious breakfast that they enjoy.

At SLA We Deliver What Parents Want & Kids Crave

► Our Chef created recipes are orchestrated by our highly skilled and trained Café Managers and cooks. A majority of the entrées and side items we serve are scratch or "speed scratch" prepared. We batch cook, thus ensuring that food is not prepared and heated for an extended period of time before it is served and that the last customer served that day receives as fresh a meal as the first.

"To me, breakfast is my most important meal. It's often the meal you play a game on. I make sure I have oatmeal, milk, and fruit. It's the fuel you use to hopefully do your best, so eating right is a big part of being a professional athlete. I wish I paid more attention to it earlier in my life.."

ANDREW LUCK
Retired Professional Athlete

Breakfast Done Your Way



Traditional Breakfast

Breakfast served traditionally in the cafeteria provides students with several hot or cold breakfast choices. The School Breakfast Program calls for proteins or grain items or combination protein and grain items, paired with fresh fruit or fruit juice. In a traditional breakfast program, your students would select their items and dine in the cafeteria..



Non-traditional Breakfast

Non-traditional breakfast is usually offered where there may be either facility challenges or administrators looking for opportunities to maximize the offering of breakfast. Non-traditional breakfasts, such as Breakfast in the Classroom or Grab and Go Breakfast, have yielded greater participation and educational environment results than most traditional breakfast options.



Breakfast in the Classroom

In schools offering Breakfast in the Classroom (BIC), meals can be staged at a central location on campus, or staged in the classroom itself, depending on what meets the needs of the administration and facility capabilities. Parameters and offerings can be determined and customized according to expectations and program compliance.

Mobile Carts or Grab-n-Go

Mobile carts offering **Grab-n-Go** breakfast is ideal for increasing breakfast participation, especially for multilevel buildings and schools with bus routes running close to the beginning of school.

Second Breakfast

Second breakfast is an excellent strategy for increasing breakfast consumption with secondary students, especially high school students who struggle to arrive at school during traditional breakfast service. Second breakfast is usually served between early school periods, sometimes with mobile carts.

Serving Satellite Campuses

► SLA will continue to provide service at any location for the district, as we always have. New for this coming school year, we will be investing in a district vehicle for the main purpose of supporting these satellite locations as well as for transporting the new BBQ trailer previously mentioned, and handle other needs the district may have, i.e., summer programs, transferring product, etc. We have continued to evolve our satellite delivery programs. We feel this investment in additional equipment will allow us to enhance our service Lake Wales Charter Schools.



Teachers' Menus

► In addition to developing hundreds of recipes specific for K–12 students, our Chefs have also designed a menu geared towards teachers. Our pre-order menu for teachers allows them the freedom and convenience to order what they want, when they want it.

Teachers can submit an order in the morning and the meal will be ready for pick-up at the time they indicate during lunch. No lines, no waiting. This new offering has really taken off with schools that are not conveniently located near restaurants or have limited time for lunch. Teachers are taking back their lunch break by dining with SLA. We look forward to serving your students and teachers.



***Teachers are
taking back
their lunch
break!***



Emergency Feeding & COVID-19

SCORING CRITERIA:
Emergency/Pandemic
Response Plan

SLA's Efforts to Keep Families Fed

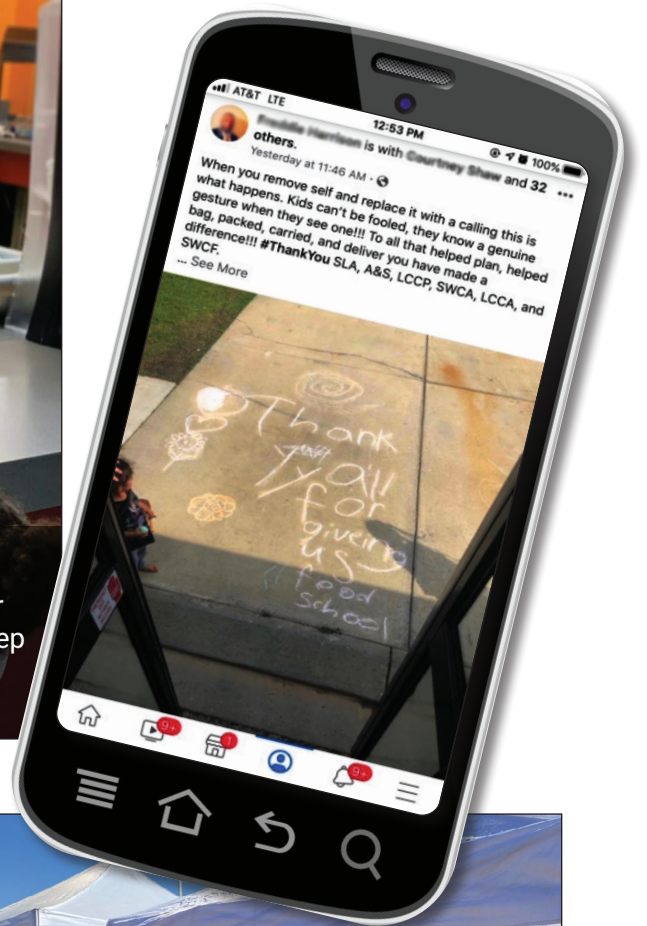
► **As COVID-19 continues** to impact the nation, SLA Management is proud to be among the many agencies currently operating emergency feeding locations throughout the United States. This national movement provides access to food in communities who might otherwise be without it due to school closures. Feeding during a pandemic is no longer uncharted territory for all of us—our years of experience providing emergency feeding during the aftermath of tornadoes, fires, and hurricanes has equipped us for most extenuating circumstances. We have established knowledge and best practices on emergency feeding, including a standard operating procedures manual and emergency feeding protocols on our administrator portals.

We have been successful in serving meals in traditional emergency shelter settings. Some compliance regulations can be and have been waived/relaxed by the USDA and FEMA. While social distancing is certainly a new dynamic, we have created multiple alternate service methods to provide meals to our communities and follow all mandated social protocols. SLA has served tens of thousands of breakfast and lunches during this most recent emergency and made them available through Grab-n-Go, drive-through pick-up, bus stop distribution and home delivery.



We continuously evaluate our methods, looking for improvements or efficiencies to be gained. We study industry the most current industry reviews and best practices so we can continue to develop alternative feeding plans that will enable us to address any school operating changes as a result of COVID-19 or any other contingency. Our top priority is always the safety of the students, school communities, and our team members. We are prepared to provide for our school communities' food service needs in any capacity humanly possible.

Examples of our COVID-19 Protocols are on the pages that follow.



DENVER
MAYOR'S OFFICE

WE HEAR YOU, WE GOT YOU!
 THE JOY OF GIVING EDITION
Friday, November 20th
 10:00am - 2:00pm (Or until supplies last)
Lalo Delgado Campus
3201 W. Arizona Ave, Denver, CO 80219
 FREE Flu Shots, Food Boxes, Baby Diapers and Formula, Thanksgiving Turkeys, Student Meal Kits, Pet Food, SNAP Registration, and Live Music.

In partnership with:
 Denver Public Health | We Don't Waste | WeeCycle | FirstBank
 SLA Management | Amazon | El Coco Pirata | STRIVE Prep
 Bright by Text | Denver Rescue Mission | Denver Water
 Confluence Ministries | Hunger Free Colorado | Chamba App



MEMO

To: Site Employees
From: SLA Management Support Center
RE: COVID-19 Return to Work

Welcome Back!

As we Return to Work and begin this "new normal" in our workplaces, we understand that many SLA Team Members are concerned about safety as well as the changes to company policies and procedures that we have implemented. We want everyone to be assured that the well-being of our staff is our utmost concern.

This has been a difficult time for everyone, and reestablishing a workplace where employees feel comfortable performing their jobs safely is a multi-faceted challenge.

It's important that we all respond responsibly and transparently to these health precautions. We assure you that we will always treat your private health and personal data with high confidentiality and sensitivity.

Finally, we are committed to doing everything we can to maintain a safe and healthy workplace. We are relying heavily on CDC and local health department information establishing safe working conditions and will continue to make our best efforts to keep our workplace safe.

Please read and sign the attached Return to Work Essentials Agreement. Submit both signed documents to your manager upon your return to your work location.

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Covid-19 Protocol Agreement

Daily Health and Wellbeing

- (1) SLA Management is implementing **daily staff health screening** procedures.
 - a. Effective immediately, all staff reporting to work will be screened for respiratory symptoms and have their body temperature taken as a precautionary measure to reduce the spread of COVID-19.
 - Screening will be conducted by an SLA Management Team Member using a touchless forehead/temporal artery thermometer.
 - Staff's temperature and answers to health symptom questions will be documented. All documentation will be maintained as a private medical record.
 - b. Time spent waiting for the health screening should be recorded as time worked for nonexempt employees.
 - c. A team member who has a fever at or above 100.4 degrees Fahrenheit or who is experiencing coughing or shortness of breath will be sent home.
- (2) Staff who begins feeling sick while working should notify their manager, repeat the daily health screening and go home immediately.
- (3) Staff who feels ill prior to arriving on site should notify their manager, describe symptoms for documentation, and **not** report to work.
- (4) Staff who resides with someone who has tested positive for Covid-19 or is quarantining should notify their manager, describe the situation for documentation, and **not** report to work.
- (5) Staff who has had unprotected exposure to someone who is Covid-19 positive is encouraged to get tested immediately.
- (6) If at any time a staff member tests positive for Covid-19, they must immediately report this to the SLA Human Resource Department, who will then notify all other necessary parties.

Returning to Work

Per current CDC Guidelines: Employees who are sent home or who are not able to report to work for any of the reasons outlined above cannot return until either:

- a. Employee has had no symptoms for at least three (3) days without taking medication to relieve symptoms during that time.
- OR
- b. A doctor releases the employee to return to work in writing.

If symptoms remain present after 72 hours, staff cannot return to work until they provide either:

- a. A written doctor's note, clearing the employee of any illness.
- OR
- b. A negative COVID-19 test.



Workplace Safety

Personal Protective Equipment (PPE)

SLA Management will provide all staff with **personal protective equipment (PPE)** which will include Face Coverings and Disposable Gloves

- (1) Face coverings – It is mandatory that all staff must wear face coverings at all times while on site.
- (2) Disposable Gloves – It is mandatory that all staff wear disposable gloves when cleaning and disinfecting. Please dispose of them immediately.
- (3) All SLA Management team members are expected to clean any shared equipment immediately after use including ovens, tables, service lines, computers, etc.

Cleaning and Disinfecting

SLA Management employees are expected to abide by the established cleaning and disinfecting guidelines below, during the current Covid-19 outbreak.

- (1) Wash hands frequently with soap and water for at least 20 seconds.
- (2) Wear disposable gloves to clean and disinfect.
- (3) Keep workspaces clean and disinfected at all times. Practice routine ongoing cleaning, increase frequency as necessary based on level of use.
 - a. Surfaces and objects in public places, such as point of sales keypads, should be disinfected before each use.
 - b. High touch surfaces should be disinfected after each use including doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets etc.
 - c. Electronics such as tablets, touch screens, keyboards, and remotes should be cleaned using alcohol-based wipes or sprays containing at least 70% alcohol. Dry surface thoroughly.
 - d. Any shared equipment should be cleaned immediately after use including ovens, tables, service lines, computers, etc.

Social Distancing Guidelines

To promote safe social distancing in the workplace, SLA Management has established the following social distancing guidelines.

Meetings

In-person meetings should be short and take place where staff can sit at least six feet apart. Avoid shaking hands and wear a face covering at all times.



Work Interactions

- (1) Staff should keep two arm lengths apart whenever possible.
- (2) Staff should take breaks separate from one another.
- (3) Staff should not share headsets, telephones, or other objects that are used near the mouth or nose.

Potential Exposure Response

Despite all precautionary measures, there is always a risk of workplace exposure to communicable diseases. SLA Management has established a response plan to communicate any potential exposure to our staff.

- a. Following a confirmed COVID-19 case, and as recommended by the CDC, SLA Management will notify all employees who work in the location or area where the affected employee works without revealing any confidential medical information such as the name of the employee. SLA Management will inform employees of the necessary actions to take, which may include requiring employees who worked closely to the infected worker to go home and self-quarantine for 14 days.
- b. SLA Management will require the infected employee to remain at home until released in writing by a physician or receiving a negative Covid-19 test.
- c. After a confirmed COVID-19 case, SLA Management will follow the CDC guidelines for cleaning and disinfecting the workplace.

Conclusion

This is a constantly evolving area, with new guidance being issued nearly every day. SLA Management will continue to monitor the rapidly developing COVID-19 situation and provide updates as appropriate.

This agreement is susceptible to changes with the introduction of new or updated governmental guidelines. If so, we will update you as soon as possible by email. In addition to our established protocols, team members will also be required to follow any other precautions established by our school partners. SLA may also assess and address some situations differently as unique scenarios might arise that may not be outlined herein.

Signature. Signing this *Return to Work Agreement* means that it has been reviewed and agreed upon by the employee, manager and Human Resources.

Employee's Signature:	Date:
Manager's Signature:	Date:
Human Resources Signature:	Date:



COVID-19 Staff Health-Screening Form

Staff name: _____

Job title: _____

Supervisor's name: _____

Date	Body Temperature	Respiratory symptoms? (Y/N) List of Symptoms	Screened by

If an employee's body temperature is at or above 100.4 degrees Fahrenheit, the employee must be sent home immediately and the following completed:

Date the employee was sent home: _____ Recorded temperature: _____

Are visible signs of respiratory illness present? ____ Yes ____ No

An employee sent home can Return to Work when:

- He or she has had no symptoms for at least three days without taking medication to relieve symptoms during that time;

BUT, if symptoms remain after 72 hours, staff must provide the following prior to returning:

- A written doctor's note, clearing the employee of any illness;
OR
- A negative COVID-19 test.

The employee may Return to Work earlier if a doctor confirms the cause of the employee's fever or other symptoms is not COVID-19 and provides a written medical release for the employee to Return to Work.

Date the employee returned to work: _____

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COVID-19 Employee Return to Work Health Screening Questionnaire

Please complete the questionnaire below and submit to your manager.

Do you have any of the following?

- | | | |
|---|--------------------------------------|---|
| <input type="checkbox"/> Fever over 100.4 | <input type="checkbox"/> Muscle pain | <input type="checkbox"/> Shortness of breath (not severe) |
| <input type="checkbox"/> Chills | <input type="checkbox"/> Cough | <input type="checkbox"/> New loss of taste or smell |
| <input type="checkbox"/> Repeated shaking with chills | <input type="checkbox"/> Sore throat | |

If any of the above symptoms are present, please certify the number of days that have passed since the last symptom.

Date fever and/or respiratory symptoms began: _____

Are you ill, or caring for someone who is ill?

- Employees who are well but who have a sick family member at home with COVID-19 should notify their supervisor. Anyone who has close contact with someone with COVID-19 should stay home for 14 days after exposure based on the time it takes to develop illness.

In the two weeks before you felt sick, did you:

- ☐ Have contact with someone diagnosed with Covid-19?
- ☐ Live or visit a place where Covid-19 is spreading?

I, _____, attest to the following:

I have had no fever or any respiratory symptoms for at least three days without taking medication to reduce fever during that time.

Employee name: _____

Employee signature: _____

Today's date: _____

Date returned to work: _____

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SOP Curbside Meal Service

Curbside Meal Pick-up Service is designed to provide meals to students that are virtual/remote learning. Meals will be available to pick up at designated schools and times. It is offered to any child enrolled in the school, and may also be offered to non-enrolled children, ages 3 through 18.

PROCEDURE

Items Needed for Packing:

- | | |
|------------------------------------|------------------------------------|
| • Paper Bags with handles | • Ice Bags |
| • Thank You Bags | • Saddle Bags |
| • 3-Compartment Aluminum Pan w/lid | • QA / Prep Instruction Cards |
| | • Entrée labels and Sharpie marker |
- **Milk** – Whether packing out for 2 or 3 days, milks should be packed together in an ice bag. Milk will not fit in an ice bag for a 5-day or 7-day pack out. Thank You bags hold them better. Hold in cooler until distribution.
 - **Juice** – Whether packing out 2, 3, 5, or 7 days, juice should be packed together in an ice bag. Hold in freezer where space allows, until distribution.
 - **Fruit** – Whether packing out 2, 3, 5, or 7 days, fruit should be packed in an individual ice bag. Hold at Room Temperature until distribution.

Assembling Bags for Distribution

Paper bags with handles should be used to serve families. Thank You bags with lunch containers should be placed in the bag first, followed by juice bags, then fruit bags, and then breakfast bags. Be sure to fill bags in such a way that items do not get crushed. Milk should be placed in the bag last to ensure milk is kept at a safe temp. All items must be inspected for quality assurance and initials signed to preparation instructions card before bag is ready for distribution.

Food Safety

All food items must be inspected during the pack-out process to maintain compliance with food safety regulations. All entrées must remain frozen, dairy is to remain below 40°F and all other items need to be monitored so that we maintain the integrity of the meals. Once meals are packed, they must be delivered within two hours.

Production Time

Estimated production time should be no more than 2 hours per 100 meals (Breakfast/Lunch combined).

Labeling

Print the entrée names on Avery labels and apply to each entrée lid. If labels are not available, write the entrée name on the lid with a Sharpie permanent marker.





SLA's USDA Programs Management

SCORING CRITERIA: Program Management Plan—#6 Utilization of USDA Commodities

Plan for Utilizing USDA Foods

► SLA has a long, successful history of maximizing the utilization of USDA commodities. SLA believes it is our fiduciary responsibility to maximize the use of government entitlements. SLA will continue to manage the entire commodity program for you. Over the last 2 years, SLA has grown to having greater than 60% of all our NSLP schools receiving USDA “Brown Box Commodities”, and are utilizing DoD produce. SLA employs all the tools available for maximization of commodity usage, including; K-12 Foodservice.com and ProcessorLink.com forecasting & inventory modules, FFAVORS DoD produce Portal for ordering & usage data, and our own BBOTS, “Brown Box Ordering and Tracking System” created by SLA’s Director of Purchasing to order and track Brown Box Commodities by site, and by percentage of usage versus percentage of remaining service days.

Management Plan

- Plan for Utilizing USDA Foods
- Data Driven Decision Making to Utilize Commodities



Though the industry average is well below the 90th percentile in a typical year, SLA strong performance in utilizing the entitlement provided to our partner schools frequently surpasses this benchmark.

Of course, it is always our desire to provide as much pass-through value to the schools we serve as possible and we always strive to deliver as close to 100% usage as possible.

Data Driven Decision Making to Utilize Commodities

► To maximize commodity credit rebates and utilization of all allocated commodities, SLA has perfected USDA commodity management through data driven decision making, responding to customer feedback, and employing sound menuing strategies.

SLA will maintain a very close working relationship with the Lake Wales Charter Schools, Inc. communities in all areas related to foodservice. SLA consistently

reviews meal participation data, to assess the popularity of menu items, and meal consumption trends. This will enable SLA to develop a plan for commodity allocation based on actual usage. SLA determines the best use of USDA Commodities to maximize the financial return to Lake Wales Charter Schools, Inc. SLA's cycle menus are designed to make the best possible use of USDA Government Entitlements.

Sarah Manton, our Director of Purchasing, has a proven record of maximizing usage of USDA commodities, including DoD produce and commodity processing. A stickler for systems and an advocate for our Café Managers, Sarah created BBOTS, an in-house ordering and tracking system for Brown Box Commodities.



BBOTS

► SLA Management developed BBOTS, as an in-house ordering/tracking system for Brown Box Commodities, assisting café managers and client schools both in the maximization of commodity entitlements. SLA Management believes it is our fiduciary responsibility to maximize the use of USDA commodity entitlements for our school clients. BBOTS is another proprietary system SLA Management employs for utilizing USDA Commodities, including DoD fresh Produce, Brown Box, and commodity processing.

Compliance Support

► Every one of our schools and districts are part of the SLA family. Our relationships with our school families are important to us and are considered true partnerships. Our boutique style allows us to develop custom designed meal programs to meet the needs and goals of every school and district. Every resource at our disposal is employed to achieve our collective goals. This includes our Executive Office Support Center, 6 North & Central Florida Area Managers, 6 South Florida Area Managers, and 3 Regional Managers all within driving distance of Lake Wales Charter Schools. Florida is our home. We are a Florida company, and we feel uniquely qualified to continue providing a superior meal program for your students.



The 4 Meal Items for
SCHOOL BREAKFAST

Grain

Meat**
or Meat Alternative

Fruit*
or Veggie Substitute

Milk

CHOOSE AT LEAST 3 INCLUDING

½ cup of Fruit or Vegetable + 2 Additional Items

The 5 Meal Components for
SCHOOL LUNCH

Grain

Meat
or Meat Alternative

Fruit*
or Veggie Substitute*

Vegetable*

Milk

CHOOSE AT LEAST 3 INCLUDING

½ cup of Fruit or Vegetable + At least 2 other Full Components

**At breakfast, Meat counts as a Grain.
*For Fruit and Vegetable components, select up to 2 choices (1 cup vol.)— Cannot be 2 Juices.

► ...all SLA customers are 100% audit ready...

Our compliance team is highly respected by the Department of Agriculture and Consumer Services. **No other vendor provides the Administrative Review support that SLA does.** SLA provides on-site preparation for the administrative review and will continue being present to work side by side with you while a state audit is being conducted. Our director of compliance, Michael Jestus, is highly experienced and makes certain all SLA customers are 100% audit ready.

Locally, your SLA-assigned Area Manager, in concert with our compliance team, will maintain relationships with FDAC staff that oversee the Lake Wales Charter Schools, Inc. foodservice program.

Our entire operations team including on-site supervisors, area managers, regional management and executive operations leadership are fully engaged in Lake Wales Charter Schools, Inc.'s operations from transition and opening, and throughout the school year. SLA's entire team is fully engaged and hands-on in all of our schools' meal programs.

Finance + Technology

► We are a different kind of School Foodservice Management Company. Our customers and potential customers find our fixed price fee structure refreshing and honest. Schools we serve enjoy a quality meal program with zero financial risk and minimal administrative responsibility. The result is that **virtually every SLA partner school generates positive revenue for their school food service account.** You will only pay for meals served.

All SLA Leadership, from the Café Manager to Senior Leadership, have financial performance expectations and goals established for them. All schools are expected and required to be fiscally responsible.

Key Performance Indicators (KPIs)

► SLA Management values data driven decision making and utilizes KPIs to achieve maximum efficiency and financial performance. Café performance, as related to KPIs, will be assessed in many areas including meal participation, customer feedback, and sales growth.

- *Monthly SLA Report Cards*
- *Weekly P & L Review*
- *Accurate Production Records & Edit Checks*
- *Online Parent/Student Satisfaction Survey*
- *Student Taste Tests*

BBOTS

► SLA Management developed BBOTS, as an in-house ordering/tracking system for Brown Box Commodities, assisting café managers and client schools both in the maximization of commodity entitlements. SLA Management believes it is our fiduciary responsibility to maximize the use of USDA commodity entitlements for our school clients. BBOTS is another proprietary system SLA Management employs for utilizing USDA Commodities, including DoD fresh Produce, Brown Box, and commodity processing.

Billing

► SLA Management will continue to invoice Lake Wales Charter Schools, Inc. at your agreed upon interval, unless there is a need for alteration.



MCS Edison

► MCS is a leading K-12 back-of-house software solution that manages, orders, inventory, menus and production. MCS is part of the Heartland Software Systems network. Our analyses are done to exceed the regulatory requirements of the Healthy Hunger Free Kids Act and 7 Cents certification.

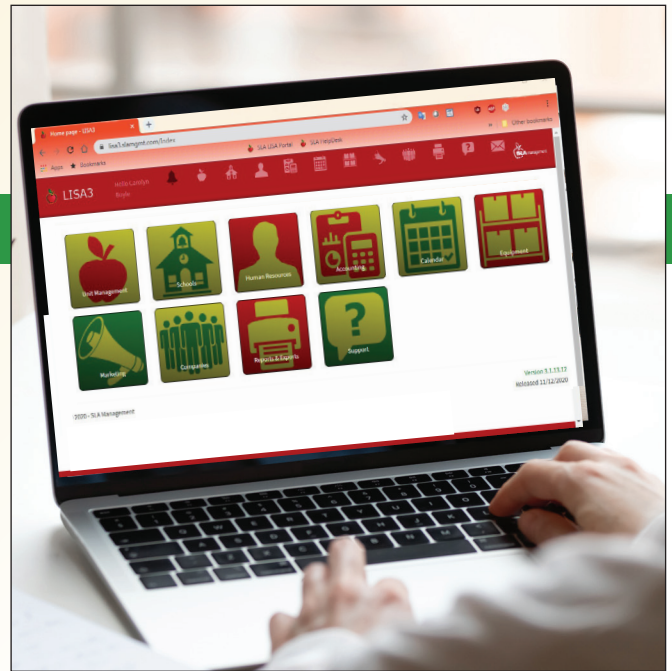


MCS ensures that all menus meet USDA guidelines, completing a full assessment each month. This system is maintained centrally at our Support Center which provide visibility and real-time updates at all times on production records, menus and recipes.



Lunch Information Service Application

► **LISA** is state-of-the-art, proprietary business system software that SLA developed that meets the unique needs of our industry. LISA provides flexibility and accountability to all our cafeterias. **LISA** revolutionizes the way we manage operations, and is part of what makes SLA the Foodservice Management Company above comparison.



Q: *What do you get* when you cross a School Foodservice Management innovator with a Digital Gaming developer?
A: *SLA's LISA, or SLA Lunch Information Service Application.*

After the growth that SLA experienced in our formative years, it became obvious that if we were going to do things differently than other FSMCs, we were going to have to develop more than recipes from scratch. Off-the-shelf business management systems just weren't going to suit our anything-but-cookie-cutter style. Thus began the search for the right recipe to cook up a system that would be as unique as our business ethos, but flexible enough to grow with SLA's planned success.

Ultimately, we found that skill set right in our own Information Technology department. With some previous experience outside of our box joined with current knowledge inside our box, the right combination to develop a proprietary business system for SLA was the *pièce de résistance!* Digital gaming organization is surprisingly parallel to the needs we felt when envisioning the right application for the functions we wanted to be able to execute.

User interface was key...we knew that not everyone who would be using the system would have the same comfort level or experience with this type of tool. Scalability, as mentioned, needed to be dynamic. Starting out as a menuing system, it would need to grow into a database, repository, and comprehensive business management system. It needed to have custom modules for each

subsection of a school foodservice program...hierarchical user groups and levels for cross-team access, all that goes with working for a single school or a district of many schools, private, and charter. Oh, and by the way, it needed to be able to integrate amicably with our customers' and vendors' business systems.

Did it happen all at one time? No. The earliest version of LISA was in development for 6 months and launched gradually over the course of the year. The first big update happened within the next 2 years. LISA has been through numerous smaller updates, but the most significant version upgrade was 2 years ago to LISA3. This brought expanded web, mobile, and remote access (including smart phones), allowing SLA to function virtually wherever we need to be. On the road, in the Support Center, visiting schools, or working from home, SLA and LISA don't miss a beat.

"Our Finance and Information Technology Departments recognize that we have many customers, both internal and external, and we design our systems to provide excellence in customer service to all."

Adyol Soto, MBA
CFO, SLA Management, Inc.



LISA **SCORING CRITERIA: Program Management Plan—#5 Accounting and Reporting Procedures** *Lunch Information Service Application*

LISA not only helps us out-perform our competition in operations, its integrated data exchange system allows SLA's schools, families, employees, and vendors to have efficient access to essential information. The LISA web portal has an interface created for use by both our staff and our school partners' designated administrators. **Every school administrator is assigned their own web portal page for access to all data for their school.** Additionally, school administrators can access any sales invoice in detail. Compliance paperwork is also readily available, as well as all school menus. LISA tracks sales from every cafeteria in near real-time. By connecting with the Point of Sale systems being used in the cafeterias, the system allows for analysis and sales forecasts to optimize inventory management. LISA compiles immediate sales information resulting in prompt invoicing, and timely submissions of compliance paperwork, including edit check lists and production reports. LISA makes it possible for all documentation required for program reimbursement is submitted within the first 5 business days of every month.

LISA Features & Tools	Corp	RM	AM	School	CM	CW
Web-mail	●	●	●		●	
Employee Time Clock/Payroll	●	●	●		●	●
User Profile & Account Management	●	●	●	●	●	●
Unit Manager's Report	●	●	●		●	
Sales	●	●	●		●	
New Students	●	●	●		●	●
Purchasing/Deliveries/Inventory	●	●	●		●	
Negative Balance Management	●			●	●	
HR, Procedurals/Training: Manuals, Forms, Videos, & Documents	●	●	●		●	●
Meal Count Verification	●	●	●	●	●	
Classroom Lunch Pre-orders				●	●	●
Academic Calendar	●	●	●		●	
Order Uniforms	●		●		●	
Tech Support Requests	●	●	●		●	
Enrollment	●	●	●	●	●	
Rosters	●			●		
Customer Program Info & Contacts	●					
Customer Service	●	●	●	●	●	
USDA program management	●	●	●	●	●	
Equipment, Marketing, IT Inventories	●					
Accounts Payable/Receivable	●					
P & L Tracking	●	●	●			
Marketing Campaign Management	●					
Unit COI, Bonding, & Photo Archives	●	●	●			
Vendor Account Management	●					
Integrated Reporting	●	●	●	●	●	
Support Center/Field Team Alerts	●	●	●	●	●	●
User Specific rights management	●	●	●	●	●	●



SLA Management has a strong financial foundation to manage current and future K–12 management opportunities.

► This includes multi-million dollar lines of credit. SLA's has nominal long-term debt, primarily in the form of equipment purchases to support our existing customer base. In this Company Information section, you will find the items requested in the RFP as well as the other information listed here.

SLA Officers, Directors, Regional & Area Managers have decades of experience in food service management with over 500 years experience among the Senior Leadership Team. We seek to expand our management teams from within by establishing career ladders for team members to grow their careers, helping to maintain a strong bank of knowledge and experience for SLA.

SLA BUSINESS PRACTICES

- Foundation for Sound Financial Stability
- Transition Contingency
- SLA Corporate Document of Good Standing



Foundation for Sound Financial Stability



SLA Management, since its founding in 2002, has grown to be numbered among the Top 50 Foodservice Management companies in the Nation for three years running, and identified as 2020's fastest growing company in its field.

MARKETS WE SERVE

SLA Management is solely focused on the K-12 Market, strengthening our ability to maximize efficiencies in procurement, food quality, staffing, and sound financial practices.

SLA FOOTPRINT

SLA Management serves over 225 school communities Nationwide, while feeding 124 schools in Florida.

CORPORATE PROFILE

SLA Management, Inc. Officers:

- ▶ Brian Albertson, CEO
- ▶ Jacob Clifton, COO
- ▶ Adyol Soto, CFO

CERTIFIED PUBLIC ACCOUNTANT

SLA Management has had a long-standing business relationship with Edwin Rivera, CPA, and Associates, a Florida-based accounting, tax, and consultative firm providing SLA with independent Accountant Review Reports following generally accepted sound accounting principles.

PAST REVIEWS

Past years of SLA Management's financial statements can be provided upon request.





“I wish people could get a clearer representation of what our company is and what we have to offer, than what can be gleaned from any document—we are a great company with talented and passionate people that love to feed students and want to make a difference in their lives.”

SLA Business Practices

We believe that the quality of SLA’s business practices is demonstrated in its high customer retention rates. High customer retention is critical to propel the SLA business model forward. SLA has a 98% customer retention rate.

► In many cases, **SLA makes investments in cafeteria equipment at school sites** so that the SLA foodservice model can be properly implemented.

SLA invested in more than 30 kitchens in SY 2019–20, contributing nearly \$1.4M to new kitchen equipment needs for our school partners. With such investments, SLA is able to drive its profitability and growth through long-term customer relationships. Our growth investing in partner schools has been managed strategically and with fiscal prudence, without incurring substantial long-term debt.

JACOB CLIFTON, SNA
Chief Operating Officer
SLA Management

Transition Out of Lake Wales Charter Schools

SCORING CRITERIA: Program Management Plan—#8 Transition Plan

If SLA were not to be the awarded vendor, SLA Management would give every effort to provide outstanding service through the end of the bid period to all LWCS stakeholders.

- ▶ SLA would provide an opportunity for a joint meeting between SLA Management's Lake Wales Charter Schools leadership team and the incoming Food Service Management Company.
- ▶ All service levels, whether site-based staffing, menu offerings, or food quality, would be maintained according to SLA's standards of excellence through the end of our contract period.
- ▶ SLA Management would work to allay team member concerns that may arise and identify opportunities for some team members in other local sites not under Lake Wales Charter. SLA Management would allow an opportunity for existing team members, not reassigned to other SLA area schools, to meet with the new Food Service Management Company to expedite, and assist them in, employment retention.
- ▶ We would do our best to utilize as much inventory and commodities as possible, as not to cause any hardship or excessive inventory carryover.
- ▶ Your SLA team would provide an incoming FSMC with a list of allocated commodities and prospective delivery dates.
- ▶ We would create an inventory of smallwares and equipment that are property of SLA Management, and expedite their removal after meal service has ended.
- ▶ SLA Management would offer a copy of a list of reacquired items to Lake Wales Charter Schools, to supply a list of equipment needs for the incoming Food Service Management Company and provide transparency to Lake Wales Charter.
- ▶ SLA would help with summer feeding transition to prevent any interruption of meal service to the LWCS community. If desirable, SLA Management would be willing to be the vendor throughout the Summer and not just discontinue service as of June 30.
- ▶ In understanding the idiosyncrasies of the Summer Feeding Program at Lake Wales Charter, and if Lake Wales Charter decides to switch mid-Summer, SLA Management would allow an incoming Food Service Management person, or personnel, to job-shadow some SLA team members.

Our SLA Management family is a part of the fabric of your community. We are parents and grandparents of children in the Lake Wales Charter Schools system. We are community volunteers, serving in local churches and service organizations. SLA Management's leadership and Lake Wales Charter Schools team will forever be connected and committed to the betterment of the children of Lake Wales Charter Schools and the entire Lake Wales community. As in any real and relevant relationship, this commitment would not change based on the outcome of a bid selection. It goes without saying, that SLA Management would assist with a transition in a positive and professional manner while working to regain and earn Lake Wales Charter Schools' business for the future.

Certificate of Good Standing

State of Florida Department of State

I certify from the records of this office that SLA MANAGEMENT INC is a corporation organized under the laws of the State of Florida, filed on January 9, 2020, effective August 29, 2002.

The document number of this corporation is P20000010828.

I further certify that said corporation has paid all fees due this office through December 31, 2021 and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Thirteenth day of January,
2021*



Randy R. Lee
Secretary of State

Tracking Number: 1037673829CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

ORIGINAL RFP WITH SLA SIGNATURES





Thank you.

Best 30 minutes.



Thank you for allowing us to present our proposal and commitment to your food service program. We are thrilled for the opportunity to continue our partnership.

Our enthusiasm is fueled by the desire to further engage with your students, faculty, and community; bringing you our expertise in nutrition and community engagement, along with our diverse and exciting meal concepts. As top leaders in child nutrition, we love putting our ideas to work; rooted in operational knowledge, targeted by our marketing plan with a strong understanding of your local market, and all while generating a financial surplus for the Lake Wales Charter Schools district.

Very simply, our goal is to continue to enhance the important school experience you provide.

We love what we do, we believe it is important.

Sincerely,

SLA Management



Request for Proposal and Contract

Nonprofit School Food Service

Food Service Management Company

Lake Wales Charter Schools, Inc.

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, sex, disability, age, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA.

Persons with disabilities who require alternative means of communication for program information (e.g. Braille, large print, audiotape, American Sign Language, etc.), should contact the Agency (State or local) where they applied for benefits. Individuals who are deaf, hard of hearing or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, (AD-3027) found online at: How to File a Complaint, and at any USDA office, or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

1. mail: U.S. Department of Agriculture
Office of the Assistant Secretary for Civil Rights
1400 Independence Avenue, SW
Washington, D.C. 20250-9410;
2. fax: (202) 690-7442; or
3. email: program.intake@usda.gov.

This institution is an equal opportunity provider.

SECTION 1 INSTRUCTIONS

1.1 Notice of Proposal

This Invitation to Proposal (RFP) is for the purpose of obtaining responses from caterers and vendors to provide meal services for **Lake Wales Charter Schools** (sponsor) (SFA). Child Nutrition Programs operated may include the United States Department of Agriculture's (USDA) National School Lunch Program (NSLP), School Breakfast Program (SBP), Afterschool Snack Program (ASP), and the Seamless Summer Option (SSO). **Lake Wales Charter Schools** (SFA/sponsor) is a system of 8 charter schools located in Lake Wales and Babson Park, Florida. The goal of the Food Service Program is to **provide high quality and nutritionally balanced meals that are prepared on site, when facilities are available, that meet USDA standards of the Healthy Hunger Free Kids Act at a reasonable cost for the students within our system and/or under our sponsorship. Catering, commissary and/or prepackaged type programs will not be considered.**

1.2 Proposal Presentations and Submission

Responses should address each of the requirements set forth in this RFP. Please provide the requested information no later than 8:00 AM EST on December 15, 2021. Vendors will be provided an opportunity to make presentations to the selection committee prior to the public opening on December 15, 2021. Presentations will begin at 8:00 AM and each presenter will have 30 minutes to address the selection committee. Proposals will be collected and opened at the conclusion of the vendor presentations. The location for the presentations and opening of proposals will be held at the address below.

Selection committee members will evaluate submitted proposals beginning January 3rd and will run through January 11, 2022. Selection committee recommendation will be delivered to FDACS for review no later than January 14, 2022. Once approved by FDACS the vendor will be notified of their selection.

Lake Wales High School

Food Service

Reinaldo Cuadrado

1 Highlander Way

Lake Wales, FL 33853

reinaldo.cuadrado@lwcharterschools.com

1.3 Timeline

The following timeline will be used for the process of selection. Any vendors interested in submitting a proposal must contact Reinaldo Cuadrado via email, at reinaldo.cuadrado@lwcharterschools.com, with their intent to participate in the selection process between November 12th and November 18th, 2021. See Addendum 2 for letter of intent requirements.

- November 1, 2021 RFP available to public
- November 12, 2021 RFP closes
- November 12 -18, 2021 Prospective vendors contact FSA with letter of intent
- November 19, 2021 Proposal questions due

- December 3, 2021 Proposal questions answered (see section 1.6 for details)
- December 6, 2021 Site visits (see section 1.6 for details)
- December 15, 2021 Presentations and Proposal submissions and public opening
- January 3 - 11, 2022 SFA review of Proposals
- January 12-14, 2022 SFA recommendation to FDACS for review
- January 24, 2022 Recommendation to finance committee
- January 24, 2022 Recommendation to board for approval***
- January 31, 2022 Contract awarded***
- July 1, 2022 Awarded Vendor begins service

*** Date is contingent on boards schedule and actions

1.4 Evaluation Criteria

Proposals received will be reviewed to ensure all material have been submitted as specified in this RFP. The evaluation of proposals will be conducted in accordance with the below criteria. Contract award decision will be made based on the vendor that attains the greatest overall proposal score. (Sponsor must include criteria and how contract will be awarded)

Evaluation Criteria

	Weight
*Price	40 points
Program management and experience:	35 points
1) Management structure and staffing plan (5pts)	
2) Multi-site systems in Florida (3pts)	
3) Innovation in menu design and program participation/promotion (4pts)	
4) Years of experience working with NSLP, SSO, and the ASSP in Florida (4pts)	
5) Accounting and reporting procedures (4pts)	
6) Utilization of USDA Commodities (3pts)	
7) Fresh fruit and vegetable procurement and utilization (3pts)	
8) Transition and hiring plan (4pts)	
9) Plan to address meal service for schools that are currently operating without kitchens (5pts)	
Community outreach and school partnerships	15 points
Emergency/pandemic response plan	10 points
Total	100 points

*See addendum 1 for detailed criteria

1.5 Proposal Attachments

1. Exhibit A – Location of school(s)
2. Exhibit B – Approved 21-day cycle menu
3. Exhibit C – Menu Planning Approach Guidelines
4. Exhibit D – 2020-2021 School Calendar
5. Drug-Free Workplace Program Bidder Certification
6. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
7. Certification Regarding Lobbying
8. Disclosure of Lobbying Activities
9. Proposal Summary
10. Addendum 1 – Scoring criteria (detailed)
11. Addendum 2 – Letter of intent requirements

1.6 Questions and Site Visits

Questions concerning this RFP and requests for a site visit can be submitted in writing via email to Reinaldo.cuadrado@lwcharterschools.com or via phone at (863) 215-8384 xt 7014. All responses to questions received will be made in writing on December 3, 2021 and sent to all potential vendors.

Site visits will be conducted on December 6, 2021, beginning at 8:00AM. Visit will include breakfast service at Lake Wales High School, lunch service at an elementary school. Visits to other sites will be done for facility/equipment evaluation as requested. All interested parties will meet at 8:00AM at Lake Wales High School, 1 Highlander Way, Lake Wales, FL 33853.

All correspondence or questions regarding this RFP must be made in writing and sent via email to Reinaldo Cuadrado. (reinaldo.cuadrado@lwcharterschools.com)

1.7 Addenda

Revisions which modify the RFP documents, by addition, deletions, clarifications or corrections will be issued in writing prior to the opening of Proposals.

SECTION 2 GENERAL CONDITIONS

2.1 Rejection of Proposal

Proposals that do not conform to the requirements of this RFP shall be rejected. Proposals may be rejected for reasons that include, but are not limited to, the following:

- a. The letter of intent was not received during specified time or is incomplete;
- b. The proposal was received after the submission deadline;
- c. The proposal was not signed by an authorized representative of the FSMC;
- d. The proposal contained unauthorized amendments, deletions, or contingencies to the requirements of the RFP;
- e. The proposal was incomplete or contained significant inconsistencies or inaccuracies.

2.2 Errors or Omissions

If the SFA determines that a proposal contains a minor irregularity or an error, such as a transposition, extension or footing error in figures that are presented, the SFA may allow the FSMC an opportunity to

correct the error. Information that is required to be included in the proposal and is inadvertently omitted shall not be accepted under this error correction provision. All information required to be included in a proposal must be received by the date and time that proposals are due. The SFA reserves the right to seek clarification of any information contained in the FSMC's proposal.

2.3 Deviations or Exceptions

Deviations or exceptions to the specifications provided in this RFP will not be considered.

2.5 Specifications and Conditions

By submitting a response to this RFP, FSMCs are acknowledging that they have read the specifications and conditions provided in the RFP and that their proposal is made in accordance with the provisions of such specifications. FSMCs further agree to deliver services that meet or exceed specifications provided in the RFP should they be awarded a contract for services.

2.6 Withdrawal of Proposal

Requests for withdrawal of a proposal may be considered if such request is received in writing within 72 hours after the proposal opening time and date. Requests received in accordance with this provision may be granted upon proof of the impossibility to perform based upon an obvious error on the part of the FSMC. If a request for withdrawal is not received, a FSMC shall be legally responsible for fulfilling all requirements of its proposal if it is accepted.

2.7 Proposal Modifications

Requests for modifications of a proposal may be considered if such request is received in writing within 72 hours after the proposal opening time and date. Requests received in accordance with this provision may be granted upon proof of the impossibility to perform based upon an obvious error on the part of the FSMC. If a request for modification is not received, a FSMC shall be legally responsible for fulfilling all requirements of its proposal if it is accepted.

2.8 Prohibition of Gratuities

By submission of a proposal, a FSMC certifies that no employee of SFA has or shall benefit financially or materially from such proposal or subsequent contract. Any contract issued as a result of this RFP may be terminated at such time as it is determined that gratuities of any kind were either offered or received by any of the aforementioned persons.

2.9 FSMC Research

SFA reserves the right to research any FSMC submitting a proposal in response to this RFP to ensure the FSMC's ability to perform the services as specified.

2.10 Conditions for Acceptance

FSMCs must submit a proposal meeting the requirements of the RFP to include the required attachments and certifications signed by the authorized official. Proposals must be received by the time and date specified in subsection 1.2, Proposal Submission, above.

2.11 Proposal computation method

Estimated totals must be carried out to the second decimal place and must not be rounded.

2.12 Proposal bond requirements (optional)
Not Applicable

2.13 Performance bond requirements (optional)
3 Not Applicable

3.5 Protest of the RFP

Any adversely affected person who desires to file a formal protest to this RFP must do so in accordance under chapter 120, Florida Statutes. Failure to file a protest within the time prescribed in section 120.57(3), Florida Statutes, or failure to post the bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings under chapter 120, Florida Statutes.

3.6 Indemnification (optional)

Contractor agrees to indemnify and hold harmless **Lake Wales Charter Schools** of and from any and all claims, demands, causes of action, damage, lawsuits, judgments, including attorney's fees and costs arising out of or relating to the work of the Contractor.

3.7 Copyrights

The SFA reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, for SFA purposes: (a) The copyright in any work developed under a grant, subgrant, or contract under a grant or subgrant; and (b) Any rights of copyright to which a grantee, sub grantee or contractor purchases ownership with grant support. 2 C.F.R. Appendix II to Part 200(F)

3.8 Patents

The SFA reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish or otherwise use, and to authorize other to use, for SFA purposes patent rights with respect to any discovery or invention which arises or is developed in the course of or under such contract. 2 C.F.R. Appendix II to Part 200(F)

3.9 Confidentiality (optional)
Not Applicable

3.10 Federal Debarment Certification

FSMC will comply with the Federal Debarment Certification regarding debarment suspension, ineligibility and voluntary exclusion, as required by Executive Order 12549, Debarment and Suspension and implemented at 2 C.F.R. 417.

- (1) The prospective lower tier (\$25,000) participant certifies, by submission and of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

- (2) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this proposal.

3.11 Public Entity Crimes Certification

Pursuant to Section 287.133(2)(a), Florida Statutes, a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity; may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work; may not submit proposals on leases of real property to public entities; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for Category Two for a period of 36 months from the date of being placed on the convicted vendor list.

3.12 Drug Free Workplace Certification

In accordance with Section 287.087, Florida Statutes, whenever two or more proposals, or replies that are equal with respect to price, quality, and service are received by an SFA for the procurement of commodities or contractual services, a reply received from a business which certifies that it has implemented a Drug Free Workplace Program by signing the enclosed Drug Free Workplace Certification Form, shall be given preference in the award process.

SECTION 3 SCOPE

- 3.1 The food service provided shall be operated and maintained as a benefit to the SFA's students, faculty, and staff.
- 3.2 The food service operation shall be managed to promote maximum participation in the Child Nutrition Programs.
- 3.3 The FSMC shall have the exclusive right to manage the Child Nutrition Programs at the sites specified on Exhibit A.
- 3.4 The FSMC will provide food services to each site as specified in Exhibit A.
- 3.5 The SFA may add or remove sites and/or meal periods for existing programs to Exhibit A at any time during each Contract Term unless the addition or removal of sites and/or meal periods creates a material or substantive Contract change.
- 3.6 The SFA reserves the right to maintain, add, and/or remove present food and beverage vending machines in its facilities.
- 3.7 The FSMC shall be an independent contractor and not an employee of the SFA. The employees of the FSMC shall be considered solely employees of the FSMC and shall not be considered employees or agents of the SFA in any fashion.
- 3.8 The FSMC shall conduct the food service operation to ensure compliance with the rules and regulations of the Florida Department of Agriculture and Consumer Services ("FDACS") and the USDA regarding Child Nutrition Programs.

- 3.9 The SFA shall be legally and financially responsible for the conduct of the food service operation and shall supervise the food service to ensure compliance with the rules and regulations of the FDACS and the USDA regarding Child Nutrition Programs.

SECTION 4 SCHOOL FOOD AUTHORITY RESPONSIBILITIES

- 4.1 The SFA shall ensure that the food service operation is in conformance with its *National School Lunch and Breakfast Program Sponsor Agreement* and the *Policy Statement for Free Meals, Free Milk, and Reduced-Price Meals*.
- 4.2 The SFA shall retain control of the quality, extent, and general nature of its food service operation and the prices to be charged for meals, milk, a la carte items, adult meals, and vending machine items, as applicable.
- 4.3 The SFA shall monitor the food service operation through periodic on-site reviews to include the inspection of meals, food preparation, storage and service areas, sanitation practices, and procedures for accurately counting and claiming meals provided that nothing in this paragraph shall be construed as to relieve the FSMC of its independent obligation to provide proper oversight and supervision of its operations or to otherwise comply with State and Federal rules and/or regulations.
- 4.4 The SFA shall approve the menus and recipes for meals and other food to be served or sold to students to ensure compliance with the rules and regulations of the FDACS and the USDA.
- 4.5 The SFA shall approve all a la carte items and the prices charged for those items in advance of sale by the FSMC.
- 4.6 The SFA shall retain signatory authority on the FDACS *Annual School Application for Participation in Child Nutrition Programs and Food Distribution Programs*; the *Policy Statement for Free Meals, Free Milk, and Reduced-Price Meals*; the *National School Lunch and Breakfast Program Sponsor Agreement*; and the *Child Nutrition Program Monthly Claim for Reimbursement*.
- 4.7 The SFA will establish internal controls that ensure the accuracy of meal counts before submittal of the *Monthly Claim for Reimbursement*. At a minimum, these controls will include:
- An on-site review of the meal counting and claiming system employed by each school,
 - Reviews of meal count data for each site, and
 - Edit checks of meal count data against the product of the eligibility data times an attendance factor.
- 4.8 The SFA shall ensure USDA Foods received for use by the SFA and made available to the FSMC are utilized within the Term of this Contract in the SFA's food service operation for the preparation and service of meals and for other allowable uses in accordance with the Code of Federal Regulations, 7 C.F.R. 250.

- 4.9 The SFA shall maintain and visibly post applicable health certification and assure all state and local regulations are met by the FSMC preparing or serving meals at SFA facilities.
- 4.10 The SFA shall establish and maintain an advisory board composed of parents, teachers, and students to assist in menu planning.
- 4.11 The SFA shall distribute and collect the letter and household applications for free and reduced-price meals or milk and determine eligibility of students for meal benefits.
- 4.12 SFA retains signature authority of Child Nutrition Program Agreement, free and reduced-price policy statement, and all claims input into the Florida Automated Nutrition System (7 CFR 210.16 (a)(5)). SFA is the approving official for the free/reduced eligibility applications, direct certification process, benefits issuance list, submission of claims for reimbursement, and verification requirements.
- 4.13 The SFA shall verify applications for free and reduced-price meals and conduct any appeals or hearings for eligibility determinations.
- 4.14 The SFA shall inform the FSMC of any adjustments to menus and monitor implementation of adjustments.
- 4.15 The SFA shall be responsible for resolution of program reviews and audit findings.

SECTION 5 FOOD SERVICE MANAGEMENT COMPANY RESPONSIBILITIES

- 5.1 The FSMC will conduct the school food service operation in conformance with the Program Sponsor Agreement between SFA and FDACS and in accordance with generally accepted standards of care and best practices in the industry.
- 5.2 The FSMC shall serve, on such days and at such times as requested by the SFA:
 - 5.2.1 Breakfasts, priced as a unit, which meet USDA requirements
 - 5.2.2 Lunches, priced as a unit, which meet USDA requirements
 - 5.2.3 After-school snacks, priced as a unit, pursuant to the After-School Care Program
 - 5.2.4 Summer meals, priced as a unit, which meet USDA requirements
 - 5.2.5 Milk, served to all children pursuant to the Special Milk Program
 - 5.2.6 Fresh fruit and vegetables, served to all children pursuant to the USDA Fresh Fruit and Vegetable Program
 - 5.2.7 Other foods as agreed upon by the FSMC and SFA, pursuant to applicable regulatory requirements
- 5.3 The FSMC shall serve free, reduced-price, and paid meals and/or free milk to those children designated by the SFA.
- 5.4 The FSMC shall implement collection procedures as specified by the SFA and approved by the FDACS.
- 5.5 The FSMC shall implement the *Offer versus Serve* provision at the food service sites specified by the SFA on Exhibit A.
- 5.6 The FSMC shall adhere to the 21-day cycle menu(s) and portion sizes specified by the SFA on Exhibit B for the first 21 days of meal service. After the first 21 days of meal service, menu changes may be

made with SFA approval. Meals must meet the Healthy Hunger-Free Kids Act of 2010 as designated herein by the SFA for each Term of the Contract, as applicable. Meals must meet or exceed the calories and meet the nutrient standards for National School Lunch, School Breakfast, and/or Summer Food Service Program meals for the age/grade groups of school children and as listed in Exhibit C.

- 5.7 The serving sizes, if applicable, provided by the SFA on the 21-day cycle menu(s) in Exhibit B are, in most cases based on the required minimum serving sizes stated in Exhibit C. If the serving sizes for the food items indicated on the menu(s) do not meet the required weekly calorie and nutrient standards as stated in Exhibit C, the FSMC must increase serving sizes and/or provide additional food items as necessary to meet the calorie and nutrient standards without altering the 21-day cycle menu(s). Serving sizes may not be decreased unless otherwise stated in this *Request for Proposal and Contract*.
- 5.8 The FSMC shall be responsible for providing meals and menus appropriate for the age of the students served and acceptable to students evidenced through production records, a minimum of plate waste and participation levels in the National School Lunch, School Breakfast, and/or Summer Food Service Program meals, as applicable.
- 5.9 The FSMC shall participate in the parent, teacher, and student advisory board.
- 5.10 The FSMC shall cooperate with the SFA in promoting nutrition education and assist in the coordination of the SFA's food service with classroom instruction.
- 5.11 The FSMC shall use SFA facilities for preparation of food to be served as specified on Exhibit A.
- 5.12 The FSMC shall not directly or indirectly prevent the sale or marketing of fluid milk at any time, in any place on school premises or at any school-sponsored event. [7 CFR 210.21(e)]
- 5.13 The FSMC is required to substitute food components of the meal pattern for students who are considered to have a disability under 7 C.F.R. 15b and the disability restricts their diet. Substitutions must be made on a case by case basis only when supported by a written statement of the need for substitution(s) that includes recommended alternate foods, unless otherwise exempted by FNS. Such statement must be signed by a licensed physician.

The FSMC may make substitutions for students without disabilities who cannot consume the regular lunch or afterschool snack because of medical or other special dietary needs. These substitutions must be made on a case by case basis and only when supported by a written statement of the need for substitutions that includes recommended alternate foods, unless otherwise exempted by FNS. Except with respect to substitutions for fluid milk, such a statement must be signed by a recognized medical authority.

- 5.14 The FSMC shall deposit daily all monies in the SFA's nonprofit food service account.
- 5.15 The FSMC will operate and care for equipment and food service areas in a clean, safe and healthy condition in accordance with the standards prescribed in the SFA's written food safety program and comply with all applicable federal, state, and local laws, ordinances, regulations, and rules concerning sanitation.
- 5.16 It will be the joint responsibility of the SFA and the FSMC to protect the anonymity of all children receiving free or reduced-price meals, and methods for ensuring anonymity shall be jointly agreed upon; provided that nothing in this paragraph shall be construed to relieve the FSMC of its independent obligation to protect the anonymity of all children receiving free or reduced-price meals and to provide the required quality and extent of goods and services hereunder.

SECTION 6 INVOICING AND PAYMENT

- 6.1 The Vendor shall submit itemized invoices to the SFA bi-weekly or monthly. Invoices shall specify the number of meals provided to the SFA and the unit price for each meal type.
- 6.2 The SFA shall pay the Vendor the unit price specified in the Bid Summary times meals provided as specified in the invoice. The SFA shall pay:
 - 6.2.1 According to the time frame as stated on the Vendor's invoice; or
 - 6.2.2 Five (5) business days after receiving Meal Claim Reimbursement; whichever occurs sooner.
 - 6.2.3 No later than forty-one days (41) calendar days of its receipt of the invoice from the Vendor.
- 6.3 The Vendor shall use the following delinquent payment notification procedures in order to exercise its right to demand payment from the SFA:
 - 6.3.1 For invoices not paid within forty-two (42) calendar days after the SFA received the invoice, the Vendor shall send the SFA a notice letter with a copy of the original invoice attached. The Vendor shall also provide a copy of the notice letter to the FDACS.
 - 6.3.2 When an invoice previously noticed when delinquent forty-two (42) calendar days is still delinquent and not paid in full within sixty-three (63) calendar days after the SFA received the invoice, the Vendor must provide a second letter to the SFA with a copy of the original invoice attached and provide a copy to the FDACS.
 - 6.3.3 The Vendor may suspend service or terminate its contract with the SFA if the SFA has failed to make full and complete payment for any invoice sixty-three (63) or more calendar days after the invoice was received. The Vendor's failure to terminate its contract shall not waive its right to seek payment under appropriate Florida Law and procedures.

SECTION 7 USDA FOODS

- 7.1 Any USDA Foods received for use by the SFA and made available to the FSMC shall be utilized within the specified Term of this Contract in the SFA's food service operation for the preparation and service of meals and for other allowable uses in accordance with 7 C.F.R. 250.
- 7.2 The FSMC shall accept and use USDA Foods in as large a quantity as may be efficiently utilized in the nonprofit food service operation, subject to approval of the SFA.
- 7.3 The FSMC shall manage all USDA Foods to ensure the foods are utilized in the SFA's food service. USDA Foods shall not be sold, exchanged or otherwise disposed of without the approval of the USDA.
- 7.4 The FSMC shall utilize all USDA ground beef, ground pork, and processed end products received in the SFA's food service operation. Commercially purchased foods shall not be substituted for these foods.
- 7.5 The FSMC shall utilize all other USDA Foods, or substitute commercially purchased foods of the same generic identity, of U.S. origin, and of equal or better quality than the USDA Foods as determined by the SFA, in the SFA's food service operation.

- 7.6 The FSMC shall credit the SFA for the full value of all USDA Foods received for use in the SFA's meal service during the school year (including both entitlement and bonus foods) regardless of whether the USDA Foods have been used. If the FSMC acts as an intermediary between a processor and the SFA, the FSMC shall credit the SFA for the value of USDA Foods contained in the processed end products at the USDA processing agreement value, unless the processor is providing such credit directly to the SFA. The FSMC will issue all such credit in full prior to the expiration of each Contract Term.
- 7.7 The FSMC will clearly identify USDA food credits on the SFA's monthly bill/invoice and record these credits on a separate line item entry. Each month, the FSMC will also provide a detailed account of all the USDA Food items that were used and the credits issued for any unused USDA Food items.
- 7.8 The current value of USDA Foods is based on the information listed on the SFA's Web-Based Supply Chain Management (WBSCM) Requisition and by the Requisition Status Report. If not listed, the current market value of USDA Foods will be based on the prices issued by the FDACS.
- 7.9 The SFA shall ensure the method and timing of crediting does not cause its cash resources to exceed limits established in 7 C.F.R. subparagraph 210.9(b)(2).
- 7.10 At the end of each Contract Term and upon expiration or termination of the Contract, a year-end reconciliation shall be conducted by the SFA to ensure and verify correct and proper credit has been received for the full value of all USDA Foods received by the FSMC during each Contract Term for use in the SFA's food service operation.
- 7.11 The SFA shall verify receipt of USDA Foods shipments through its electronic records or by contacting FDACS or the processor, as applicable.
- 7.12 The FSMC must keep separated inventories (both physical and accounting) of USDA Foods and regular purchased food.
- 7.13 The SFA and FSMC must maintain records of receipt of USDA Foods and processed end products, of crediting for the value of USDA Foods, and other records relating to USDA Foods in accordance with 7 C.F.R. section 250.54. All records pertaining to USDA Foods shall be maintained and made available for inspection by the SFA, FDACS and the USDA for a period of five (5) years plus the current year.
- 7.14 FSMC will comply with the storage and inventory management requirements for USDA Foods in 7 C.F.R. paragraph 250.14(b). USDA ground beef, ground pork, and processed end products shall be stored in a manner that ensures usage in the SFA's food service operation.
- 7.15 The FSMC must accept liability for any fault or negligence on its part that results in any loss, damage, out of condition, or improper use of USDA Foods not yet credited to the SFA.
- 7.16 SFA and FDACS have and preserve a right to assert claims against other persons to whom USDA Foods are delivered for care, handling or distribution, and will take action to obtain restitution in connection with claims for improper distribution, use or loss of, or damage to, USDA Foods.
- 7.17 The SFA and FSMC shall consult and agree on end products to be produced from USDA Foods during each Contract Term. If the SFA and FSMC cannot agree on end products, the FSMC shall utilize the USDA Foods in the form furnished by the USDA.
- 7.18 The SFA shall be responsible for contracting with any commercial facility for the processing or repackaging USDA Foods. The FSMC shall pay all related processing fees and costs. The SFA shall not be responsible for any costs associated with processing USDA Foods. Although the FSMC may procure processed end products on behalf of the SFA, the FSMC itself shall not enter into any processing agreements with a processor, nor shall the FSMC enter into any subcontracts for further

processing of USDA Foods. If the FSMC procures processed end products on behalf of the SFA, the FSMC will comply with the provisions of the SFA processing agreement(s) and the requirements in subpart C of 7 C.F.R. 250.

- 7.19 The FSMC shall have records maintained and available to substantiate the receipt, use, storage, and inventory of USDA Foods. The FSMC must submit to the SFA monthly inventory reports showing all transactions for processed and non-processed USDA Foods. Failure by the FSMC to maintain records as required 7 C.F.R. section 250.16 shall be considered prima facie evidence of improper distribution or loss of USDA Foods and the FSMC shall be subject to the provisions of § 250.13(e).
- 7.20 The SFA, FDACS, Comptroller General of the United States, Florida Auditor General, USDA, or any of their duly authorized representatives may perform on-site reviews of the FSMC's food service operation at any reasonable time. This includes the inspection and inventory of USDA Foods in storage or the facilities used in the handling or storage of such USDA Foods, and inspection and audit all records, including financial records, and reports pertaining to the distribution of USDA Foods and may review or audit the procedures and methods used in carrying out the requirements of this contract and 7 C.F.R. 250 and 210.
- 7.21 The FSMC shall return all unused USDA ground beef products, ground pork products, and processed end products to the SFA upon termination, expiration, or non-renewal of the Contract.
- 7.22 At the discretion of the SFA, the FSMC may be required to return other unused USDA Foods to the SFA upon termination, expiration, or non-renewal of the Contract.
- 7.23 The SFA shall retain title to all USDA Foods provided to the FSMC for use in the SFA's food service operation.
- 7.24 USDA Foods or processed end products containing USDA Foods shall not be used for catering or special functions conducted outside of the nonprofit school food service operation.

SECTION 8 PURCHASES/BUY AMERICAN

- 8.1 The FSMC shall retain title to all purchased food and nonfood items.
- 8.2 The FSMC shall purchase, to the maximum extent practicable, domestic commodities or products that are either agricultural commodities produced in the United States or food product processed in the United States substantially using agricultural commodities produced in the United States.
- 8.3 The FSMC shall inform the SFA if a domestic food is unavailable. Documentation must be shown that consideration was given on the use of a domestic alternative food before approving an exception.
- 8.4 The FSMC shall not substitute commercially-purchased foods for USDA ground beef, ground pork, and processed end products received.
- 8.5 The FSMC may substitute commercially-purchased foods for all other USDA Food received. All commercially-purchased food substitutes must be of the same generic identity as the USDA food received, of United States origin, and of equal or better quality than the USDA Foods as determined by the SFA.
- 8.6 The SFA shall ensure commercially-purchased foods used in place of USDA Foods received are of the same generic identity as the USDA Foods received, of United States origin, and of equal or better quality than the USDA Foods as determined by the SFA.

- 8.7 The FSMC may be required to certify the percentage of United States content in the products supplied to the SFA.
- 8.8 The SFA reserves the right to review FSMC purchase records to ensure compliance with the *Buy American* provision in 7 C.F.R. sections 210.21 and 250.23.
- 8.9 The FSMC shall provide Nutrition Facts labels and any other documentation requested by the SFA to ensure compliance with United States content requirements.
- 8.10 The FSMC shall provide documentation on the use of non-domestic food when competition reveals the cost of domestic food is significantly high than non-domestic food.
- 8.11 The FSMC shall provide documentation for the use of a non-domestic alternative food due to the domestic food not produced or manufactured in sufficient and reasonable available quantities of a satisfactory quality.

SECTION 9 USE OF FACILITIES AND EQUIPMENT

- 9.1 The SFA shall make available without any cost or charge to the FSMC, the areas and premises agreeable to both parties in which the FSMC shall render its services.
- 9.2 The SFA shall furnish and install any equipment and make any structural changes needed to comply with federal, state, and local laws, ordinances, rules, and regulations.
- 9.3 The FSMC shall not use the SFA's facilities to produce food, meals, or services for other organizations or otherwise use the facilities of the SFA for any reason other than those specifically provided for in this Contract without the express written consent of the SFA.
- 9.4 The FSMC and SFA shall inventory the equipment and supplies owned by the SFA at the beginning of the school year and the end of the school year, including but not limited to flatware, trays, chinaware, glassware, and kitchen utensils. The FSMC will be responsible for correcting any discrepancies and any equipment repairs that are not the result of normal wear and tear within 30 days of the end-of-the-school-year inventory.
- 9.5 The SFA shall repair and service equipment except when damages result from the use of less-than-reasonable care by the FSMC employees or agents as determined by the SFA. When damage results from less-than-reasonable care on the part of any FSMC employees or agents, it will be the FSMCs responsibility to repair and service the damaged equipment, incurring all applicable fees and costs, within a reasonable timeframe to ensure no disruption in service.
- 9.6 The SFA reserves the right, at its sole discretion, to use its facilities to sell or dispense any food or beverage before or after regularly scheduled lunch or breakfast periods provided such use does not interfere with the operation of the Child Nutrition Programs.
- 9.7 The SFA shall return facilities and equipment to the FSMC in the same condition as received when the SFA uses the facilities for extra-curricular activities.
- 9.8 The FSMC shall maintain the inventory of expendable equipment necessary for the food service operation and at the inventory level as specified by the SFA.
- 9.9 The SFA shall be legally responsible for any losses of USDA Foods which may arise due to equipment malfunction or loss of electrical power not within the control of the FSMC.

- 9.10 The FSMC and/or its employees or agents shall not remove equipment or property of the SFA from the SFA's premises including, but not limited to, food preparation and/or serving equipment.
- 9.11 The FSMC shall provide written notification to the SFA of any equipment belonging to the FSMC within ten days of its placement on SFA premises.
- 9.12 The SFA shall not be legally responsible for loss or damage to equipment and/or vehicles owned by the FSMC and located on SFA premises.
- 9.13 The SFA shall provide sanitary toilet facilities for the FSMC employees.
- 9.14 The SFA shall have access, with or without notice to the FSMC, to all SFA facilities used by the FSMC for inspection and audit purposes.
- 9.15 The FSMC shall surrender all equipment and furnishings in good repair and condition to the SFA upon termination of the Contract, reasonable wear and tear excepted.
- 9.16 The SFA must give prior approval and have final authority for the purchase of equipment used for the storage, preparation, serving, or delivery of school meals.
- 9.17 The SFA retains title to all property and equipment when placed in service. If the property and/or equipment is amortized through the FSMC and the Contract expires or is terminated, the SFA can return the property to the FSMC for full release of the unpaid balance or continue to make payments in accordance with amortization schedules.

SECTION 10 SANITATION

- 10.1 The FSMC shall place garbage and trash in containers as specified by the SFA and place them in designated areas.
- 10.2 The SFA shall remove all garbage and trash from the designated areas.
- 10.3 The FSMC shall clean the kitchen area including, but not limited to, sinks, counters, tables, chairs, flatware, and utensils.
- 10.4 The FSMC shall operate and care for all equipment and food service areas in a clean, safe, and healthy condition in accordance with standards acceptable to the SFA and comply with all applicable laws, ordinances, regulations, and rules of federal, state, and local authorities.
- 10.5 The SFA shall clean grease traps, walls, floors, light fixtures, window coverings, and ducts and hoods above the filter line.
- 10.6 The SFA shall provide extermination services as needed.
- 10.7 The SFA shall clean the dining/cafeteria area, including tables, chairs, and floors after the meal service.

SECTION 11 EMPLOYEES

- 11.1 The FSMC shall comply with all wage and hours of employment regulations of federal and state law.

- 11.2 The FSMC shall pay all FSMC employees in accordance with the Fair Labor Standards Act and any other applicable statutes.
- 11.3 The FSMC and SFA recognize that one of the most important elements of a successful food service program is the staff employed to administer the food service program. The FSMC shall be responsible for the employment of all staff necessary for the safe, timely, and efficient distribution of meals to students and members of the SFA staff.
- 11.4 The FSMC shall instruct its employees to abide by the policies, rules, and regulations, with respect to use of SFA premises, as established by the SFA and furnished in writing to the FSMC.
- 11.5 The FSMC shall provide the SFA with a list of its personnel policies and employee handbook.
- 11.6 The FSMC shall ensure, at its own expense, required fingerprint-based criminal history record checks are conducted on all FSMC employees assigned to the SFA and results are provided to the SFA per the Jessica Lunsford Act, section 1012.32, Florida Statutes.
- 11.7 The SFA shall submit to the FSMC a current schedule of employees, positions, assigned locations, hours of work, wages and benefits (as applicable) on Exhibit F which must be used for proposal calculation purposes.
- 11.8 The FSMC shall maintain the same minimum level of employee positions, hours, wages, and benefits as stipulated on Exhibit F throughout the entire Contract Term, and each subsequent Contract Term, as applicable, unless a reduction in the required levels is authorized by the SFA. The FSMC shall provide the SFA with written notice of any increases in employee positions, hours, wages, and benefits.
- 11.9 In the event a reduction in employee positions, hours, wages, and/or benefits occurs and such reduction is authorized by the SFA, the FSMC shall credit the SFA's monthly bill/invoice for the exact dollar amount related to the cost of the labor reduction as indicated on Exhibit F for the remainder of the Contract Term, including the value of any subsequent and future increases in employee wages and benefits. Such credits shall be termed a Labor Reduction Fee.
- 11.10 The FSMC must ensure that the employees' hours listed on Exhibit F are not used for catering or special functions.
- 11.11 Upon written request of the SFA, the FSMC will remove any FSMC employee who violates health requirements or conducts himself/herself in a manner which is detrimental to the physical, mental, or moral well-being of students or staff, or otherwise violates SFA policies, procedures, and practices.
- 11.12 In the event of the removal or suspension of any employee, the FSMC shall immediately restructure its staff without disruption in service.
- 11.13 All food service personnel assigned to each school shall be instructed on the use of all emergency valves, switches, and fire and safety devices in the kitchen and cafeteria areas.
- 11.14 The use of student workers or students enrolled in vocational classes in the food service operation shall be mutually agreed upon.
- 11.15 The FSMC shall provide daily, on-site supervisory personnel dedicated solely to the SFA, for the overall food service operation.
- 11.16 The FSMC shall conduct civil rights training for all food service employees, including front-line staff, on an annual basis. Civil rights training must include:
 - Collection and use of data,

- Effective public notification systems,
- Complaint procedures,
- Compliance review techniques,
- Resolution of noncompliance,
- Requirements for reasonable accommodation of persons with disabilities,
- Requirements for language assistance,
- Conflict resolution, and
- Customer service.

11.17 The FSMC shall conduct periodic training on various food service operations related topics for all food service employees.

SECTION 12 DESIGNATION OF PROGRAM EXPENSE

12.1 The FSMC guarantees to the SFA that the proposal meal rates and fees for each reimbursable school meal and a la carte equivalent shall include the expenses designated under Column I. The FSMC shall be responsible for negotiating/paying all employees' fringe benefits, employee expenses, and accrued vacation and sick pay for staff on their payroll.

12.2 The SFA shall pay those expenses designated under Column II.

	<u>Column I</u>	<u>Column II</u>
LABOR		
Payroll, Managers, and/or Supervisor	X	
Payroll, Full-, and Part-Time Workers	X	
Payroll,		
Ticket Sellers	X	
Cashiers	X	
Drivers	X	

EMPLOYEE BENEFITS/COSTS—TO BE PAID BY PARTY DESIGNATED AS EMPLOYER. MAY INCLUDE, BUT NOT LIMITED TO:

Life Insurance, Medical/Dental Insurance	X
Retirement Plans, Social Security	X
Vacation, Sick Leave, Holiday Pay	X
Uniforms, Tuition Reimbursement	X
Labor Relations	X
Unemployment Compensation, Workers	
Compensation	X
Processing and Payment of Payroll	X

FOOD	
Food Products	X
Commodity Delivery	X
Commodity Freight/Handling Costs	X
Food Storage/Warehouse	X

OTHER EXPENSES	
Accounting	
Bank Charges	X
Data Processing	X

Record Keeping	X	
Processing and Payment of Invoices	X	
Equipment—Major		
Original Purchase		X
Routine Maintenance		X
Major Repairs		X
Replacement		X
Equipment—Expendable (Trays, tableware, glassware, utensils)		
Original Purchase	X	
Replacement	X	
Cleaning/Janitorial Supplies	X	
Insurance		
Liability Insurance	X	
Insurance on Supplies/Inventory	X	
Laundry and Linen	X	
Office Materials	X	
Paper/Disposable Supplies	X	
Pest Control	X	
Postage	X	
Printing	X	
Product Testing	X	
Promotional Materials	X	
Taxes and License	X	
Telephone		
Local	X	
Long Distance	X	
Tickets/Tokens	X	
Training	X	
Transportation	X	
Trash Removal		
From Kitchen	X	
From School Premises		X
Travel		
Required	X	
Requested	X	
Vehicles	X	

SECTION 13 FEES

- 13.1 All proposals must be calculated based on the menu(s) in Exhibit B. All proposals shall be submitted using the *Proposal Summary* form attached herein. The proposal price(s) must not include the use of commodities or any alternate pricing structure. All rates must be written in ink or typed in the blank space(s) provided and the estimated totals must be carried out to the second decimal place and must not be rounded.
- 13.2 Gross Sales shall be remitted to SFA or deposited in the nonprofit food service account on a daily basis. FSMC shall be paid a fixed meal price for each Reimbursable Meal and Meal Equivalent provided by the FSMC under this Agreement.

- 13.3 The total cost shall include SFA's salary and benefits, indirect cost, commodity and other SFA cost. These are SFA direct pay items that must be funded from Food Service Program revenues but are included in the Fixed Meal Price paid per meal to FSMC. A meal or meal equivalent shall be calculated as follows:
- 13.3.1 A reimbursable student lunch and paid adult lunches are counted as one meal equivalent for each lunch served. A reimbursable student breakfast and paid adult breakfast are counted as one half (.50) of a meal equivalent for each breakfast served. A reimbursable student afterschool snack is counted as one quarter (.25) of a meal equivalent. A la carte food sales are converted to meal equivalents by dividing the total amount of a la carte sales by three dollars and eighty-three cents (\$3.83).
- 13.4 The FSMC shall invoice the SFA at the end of each accounting period as determined by the SFA. Invoiced amounts shall be paid within **15 days** after receipt of the invoice. Reconciliation shall be made for any over-payment or under-payment on the invoice for the next accounting period. Invoices to the SFA must include a statement that documentation is available at the SFA Food Service office or reasonably accessible to support the invoice and any auditing process. All clerical/recordkeeping requirements of the Food Service operation shall be completed by the staff, both SFA and FSMC, assigned to the SFA Food Service office. Upon termination of the Agreement all outstanding amounts shall be paid within thirty (30) days. In addition, FSMC and SFA shall perform a final reconciliation of the records and FSMC shall either invoice SFA for amounts due or refund SFA for any overpayment resulting from such reconciliation.
- 13.5 The FSMC shall receive no payment for meals that are spoiled or unwholesome at the time of serving, that do not meet the detailed specifications for each food component or menu item in accordance with 7 C.F.R. 210, or that do not otherwise meet the requirements of the contract.
- 13.6 The FSMC must subtract from the SFA's monthly bill/invoice the value of all USDA Foods received. Credit issued by the FSMC to the SFA for USDA Foods receipts shall be recorded on the monthly bill/invoice as a separate line item entry and shall be clearly identified and labeled.
- 13.7 The FSMC shall submit separate billing for special functions conducted outside of the nonprofit school food service account.
- 13.8 The fixed meal rate for meals must be calculated as if no USDA Foods were available.

SECTION 14 REVENUE

- 14.1 The SFA shall receive all revenue from the food service operation.
- 14.2 The food service revenue shall be used only for the SFA's nonprofit food service.
- 14.3 The food service revenue shall flow through the SFA's chart of accounts.
- 14.4 All goods, services, or monies received as the result of any equipment or government commodity rebate shall be credited to the SFA's nonprofit food service account.
- 14.5 If reimbursement is denied as a direct result of the failure of the FSMC to comply with the provisions of this Contract, the FSMC shall assume responsibility for the amount denied.

SECTION 15 LICENSES, CERTIFICATIONS, AND TAXES

- 15.1 Throughout the Term of the Contract and each renewal Term, the FSMC shall obtain and maintain all applicable licenses, permits, and health certifications required by federal, state, and local law.
- 15.2 The FSMC shall have state or local health certification for any facility outside the SFA in which it proposes to prepare meals, if applicable, and must maintain this health certification for each Contract Term.
- 15.3 The FSMC and all affiliates shall collect and remit Florida Use Tax on all sales of tangible personal property in the State of Florida in accordance with applicable state statutes.

SECTION 16 RECORD KEEPING

- 16.1 The FSMC shall maintain such records as the SFA will need to meet monthly reporting responsibilities and will report claim information, including daily meal counts, to the SFA promptly at the end of each month.
- 16.2 The FSMC shall have records maintained and available to demonstrate compliance with the requirements relating to USDA Foods. Such records shall include the following
 - 16.2.1 The receipt, use, storage, and inventory of USDA Foods;
 - 16.2.2 Monthly inventory reports showing all transactions for processed and non-processed USDA Foods; and
 - 16.2.3 Documentation of credits issued to the SFA for USDA Foods received; and
 - 16.2.4 Documentation of credits issued to the SFA for USDA Foods owned by the SFA prior to the contract execution date.
- 16.3 The FSMC shall retain all records relating to the initial contract and all subsequent renewals for a minimum of five (5) years or the longer of the retention periods required by federal, state or local laws and regulations that govern the SFA regarding recordkeeping and records retention.
- 16.4 All records must be maintained for the longer of the retention periods specified above for the purpose of making audits, examinations, excerpts, and transcriptions by representatives of the SFA, the FDACS, the USDA, and the Auditor General, and other governmental entities with monitoring authority at any reasonable time and place. If audit findings have not been resolved, the records shall be retained beyond the specified period as long as required for the resolution of the issues raised by the audit.
- 16.5 The FSMC accepts liability for any over-claims due to FSMC negligence or noncompliance with regulations, including those over-claims based on review or audit findings.

SECTION 17 TERMS AND TERMINATION

- 17.1 This Contract is effective for a one-year period, commencing **July 1, 2022** or upon written acceptance of the Contract, whichever occurs last, and ending **June 30, 2023** ("contract term" or "term"). This contract will be renewable on an annual basis, upon mutual agreement of the SFA and FSMC, for up to four (4) additional years (each year a "renewal term").
- 17.2 Renewal of this Contract is contingent upon the fulfillment of all Contract provisions relating to USDA Foods.

- 17.3 Either the SFA or FSMC can terminate this Contract for cause or for convenience with a sixty- (60) day written notification. Following sixty- (60) day written notification, the SFA can terminate this Contract in whole or in part without the payment of any penalty or incurring any further obligation to the FSMC.
- 17.4 Following any termination for convenience, the FSMC shall be entitled to compensation for services completed upon submission of invoices and proof of claim for services provided under this Contract up to and including the effective date of termination. The SFA shall have the right to receive services from the Contractor through the effective date of the notice of termination, and may, at its election, procure such work from other contractors as may be necessary to complete the services.
- 17.5 Notwithstanding any provision to the contrary in this Contract, obligations of the SFA will cease immediately without penalty of further payment being required if sufficient funds for this Agreement are not appropriated by the Florida Legislature or a federal funding source, or such funds are otherwise not made available to the SFA for payments in accordance with this Contract.
- 17.6 Notwithstanding the notice period in paragraph 16.3, the SFA may immediately terminate the Contract, in whole or in part, upon notice to the FSMC if the SFA determines that the actions, or failure to act, of the FSMC, its agents, employees or subcontractors have caused, or reasonably could cause jeopardy to health, safety, or property; or if the SFA determines that the FSMC lacks the financial resources to perform under the Contract.
- 17.7 If the FSMC fails to perform to the SFA's satisfaction any material requirement of this Contract or is in violation of a material provision of this Contract, the SFA shall provide written notice to the FSMC requesting that the breach or noncompliance be remedied within sixty- (60) days. If the breach or noncompliance is not remedied by the specified period of time, the SFA may either: (a) immediately terminate the Contract without additional written notice or, (b) enforce the terms and conditions of the Contract, and in either event seek any available legal or equitable remedies and damages. The SFA may finish the services by whatever method the SFA may deem expedient. Any damages incurred by the SFA as a result of any FSMC default shall be borne by the FSMC at its sole cost and expense, shall not be payable as part of the Contract amount, and shall be reimbursed to the SFA by the FSMC upon demand.
- 17.8 Neither the FSMC nor SFA shall be responsible for any losses resulting if the fulfillment of the terms of the Contract is delayed or prevented by wars, acts of public enemies, strikes, fires, floods, acts of God, or any other acts which could not have been prevented by the exercise of due diligence ("Act of God"). The SFA may cancel the Contract without penalty if the FSMC's performance does not resume within thirty (30) days of the FSMC's interruption of services due to an Act of God.
- 17.9 The only rates and fees that may be renegotiated in subsequent years of this contract are the fixed rates and fixed fees contained herein. Before any fixed rate or fee increases can be implemented as part of a contract renewal agreement, the FSMC shall document to the SFA, through a written financial analysis, the need for such increases. Renegotiation of all fixed rates and fees in subsequent years of the contract must not exceed the *Consumer Price Index for Urban Consumers—Food Away From Home* annualized rate for December of the current school year. Individual per meal fixed rate and applicable fixed fee increases cannot exceed *the CPI Index* as stated above. Percentage increases cannot be applied to any previous year's total estimated or actual contract cost. The calculation method regarding the determination of a la carte equivalents is outlined in the *Fees* section of this contract.

SECTION 18 GENERAL CONTRACT TERMS

- 18.1 No provision of this Contract shall be assigned or subcontracted without prior written consent of the SFA. The FSMC shall not subcontract for the total meal, with or without milk, or for the assembly of the meal.

- 18.2 This solicitation/Contract, exhibits, and attachments constitute the entire agreement between the SFA and FSMC and may not be changed, extended orally, or altered by course of conduct. No other contracts will be signed by the SFA.
- 18.3 Each party to this Contract represents and warrants to the other that: (a) it has the right, power and authority to enter into and perform its obligations under this Contract and (b) it has taken all requisite action (corporate, statutory or otherwise) to approve execution, delivery and performance of this Contract, and (c) this Contract constitutes a legal, valid and binding obligation upon itself in accordance with its terms.
- 18.4 Any silence, absence, or omission from the Contract specifications concerning any point shall be regarded as meaning that only the best commercial practices are to prevail, and all materials, workmanship, and services rendered shall be of a quality that would normally be specified by the SFA.
- 18.5 No course of dealing or failure of the SFA to enforce strictly any term, right, or condition of this Contract shall be construed as a waiver of such term, right, or condition. No express waiver of any term, right, or condition of this Contract shall operate as a waiver of any other term, right, or condition.
- 18.6 Payments on any claim shall not prevent the SFA from making claim for adjustment on any item found not to have been in accordance with the provisions of this Contract.
- 18.7 It is further agreed between the SFA and FSMC that the exhibits, attachments, and clauses attached and designated are hereby in all respects made a part of this Contract.
- 18.8 Minority-Owned Business Enterprise

Both parties agree to take affirmative steps to ensure that small businesses, minority-owned businesses and women's business enterprises are used whenever possible. Affirmative steps shall include the following:

- 18.8.1 Include qualified small businesses, minority-owned businesses and women's business enterprises on solicitation lists;
- 18.8.2 Assuring that small businesses, minority-owned businesses and women's businesses are solicited whenever they are potential sources;
- 18.8.3 When economically feasible, dividing total requirements into smaller tasks or quantities so as to permit maximum small businesses, minority-owned businesses and women's business participation;
- 18.8.4 Where the requirement permits, establishing delivery schedules which will encourage participation by small businesses, minority-owned businesses and women's businesses;
- 18.8.5 Using the services and assistance of the Small Business Administration and the Department of Commerce's Minority Business Development Agency in the solicitation and utilization of small businesses, minority-owned businesses and women's business enterprises.
- 18.9 The FSMC shall comply with the Title VI of the Civil Rights Act of 1964; USDA regulations implementing Title IX of the Education Amendments of 1972; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; 7C.F.R. Parts 15, 15a, and 15b; FNS Instruction 113-1, *Civil Rights Compliance and Enforcement—Nutrition Programs and Activities*; and any additions or amendments to such laws and regulations.
- 18.10 If this Contract is in excess of \$100,000, the SFA and FSMC shall comply with all applicable standards, orders, or regulations, including but not limited to:
- The Clean Air Act (42 U.S.C. § 7401 *et seq.*), the Clean Water Act (33 U.S.C. § 1251 *et seq.*), as amended, Executive Order 11738, and Environmental Protection Agency regulations (2 C.F.R. 1532);

- *Certification Regarding Lobbying* pursuant to 31 U.S.C. 1352 (2 C.F.R. Appendix II to Part 200); and
- *Disclosure of Lobbying Activities* pursuant to 31 U.S.C. 1352 (2 C.F.R. Appendix II to Part 200).

18.11 The FSMC will comply with:

- Energy Policy and Conservation Act (42 U.S.C. section 6201 *et seq.*);
- Sections 103 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), as supplemented by Department of Labor regulations (29 C.F.R. 5);
- Executive Order 11246, entitled *Equal Employment Opportunity*, as amended by Executive Order 11375 and Department of Labor Regulation (41 C.F.R. Chapter 60);
- Copeland "Anti-Kickback" Act (18 U.S.C. 874) as supplemented in Department of Labor regulations (29 C.F.R. Part 3); and
- Davis-Bacon Act (40 U.S.C. 276a to 276a-7) as supplemented by Department of Labor regulations (29 C.F.R. Part 5).
- Procurement of Recovered Materials. (Stat. 200.322 Solid Waste Disposal Act)

18.12 The FSMC is subject to the provisions of 7 U.S.C. section 2209d due to the use of federal funds for operation of the food service program. All announcements and other materials publicizing this program must include statements as to the amount and proportion of federal funding involved.

18.13 The FDACS and the USDA are not parties to this Contract and are not obligated, liable, or responsible for any action or inaction by the SFA or the FSMC. The SFA and the FSMC have full responsibility for ensuring the terms of the Contract are fulfilled

18.14 To the fullest extent permitted by law, the FSMC agrees to indemnify, defend, and hold harmless the SFA and its respective agents, officers and employees from and against any and all claims, demands, suits, liabilities, injuries (personal or bodily), property damage, causes of action, losses, costs, expenses, damages, or penalties, including, without limitation, reasonable defense costs, and reasonable legal fees, arising or resulting from, or occasioned by or in connection with (i) any bodily injury or property damage resulting or arising from any act or omission to act (whether negligent, willful, wrongful, or otherwise) by the FSMC, its subcontractors, anyone directly or indirectly employed by them or anyone for whose acts they may be liable; (ii) failure by the FSMC or its subcontractors to comply with any Laws applicable to the performance of the Services; (iii) any breach of this Contract, including, without limitation, any representation or warranty provided by the FSMC herein; (iv) any employment actions of any nature or kind including but not limited to, workers compensation, or labor action brought by the FSMC's employees; or (v) any identity breach or infringement of any copyright, trademark, patent, or other intellectual property right.

SECTION 19 FOOD SPECIFICATIONS

19.1 All USDA Foods offered to the SFA and made available to the VENDOR are acceptable and should be utilized in as large a quantity as may be efficiently utilized.

For all other food components, specifications shall be as follows:

19.2 All breads, bread alternates, and grains must be whole grain or whole grain-rich. All breads and grains must be fresh (or frozen, if applicable) and must meet the minimum weight per serving as listed on USDA's *Exhibit A: School Lunch and Breakfast*. Ready-to-Eat (RTE) breakfast cereals must list a whole grain as the primary ingredient and the cereal must be fortified. RTE cereals that are made from 100 percent whole grains do not have to be fortified. If applicable, product should be in moisture-proof wrapping and pack-code date provided.

19.3 All meat and poultry must have been inspected by the USDA and must be free from off color or odor.

- 19.3.1 Beef must be at least 70:30 lean to fat, preferably 80:20 lean to fat or better.
- 19.3.2 Poultry should be U.S. Grade A when applicable and should meet the recommendations outlined in *Specifications for Poultry Products, A Guide for Food Service Operators* from the USDA.
- 19.3.3 For breaded and battered meat/meat alternate items, all flours must be whole grain or whole grain-rich and breading/batter must not make up more than 30 percent of the weight of the finished product. Note: Manufacturers producing qualifying products (meat/ meat alternate entrées containing grains) may apply for a Child Nutrition (CN) Label to indicate the number of ounce equivalent (oz. eq.) grains that meet the whole grain-rich criteria. The term "oz. eq. grains" on the CN Label indicates that the product meets the whole grain-rich criteria and credit for as a grain serving while the terms "bread" or "bread alternate" on the CN Label indicate that the product meets previous program requirements for grains/breads and are not creditable toward a grain serving.
- 19.3.4 For sausage patties, the maximum fat allowed is 50 percent by weight; industry standard of 38 to 42 percent fat preferred.
- 19.4 All cured processed meats (bologna, frankfurters, luncheon meat, salami, others) shall be made from beef, pork and/or poultry. No meat by-products, fillers, extenders, non-fat milk solids, or cereal will be allowed except to include those products containing Alternate Protein Products (APP) within the limits specified in 9 CFR 319.180(e) and meeting the requirements of Appendix A of 7 CFR 210, 220, 225, and 226. No other binders and extenders may be used in conjunction with the APP to receive the ounce per ounce crediting. Meats must not show evidence of greening, streaking, or other discoloration.
- 19.5 All cheese should be free of mold and undesirable flavor and odors; pasteurized when applicable; and preferably reduced- or low-fat. Hard cheese should have a bright, uniform, attractive appearance, and demonstrate satisfactory meltability. Soft (e.g., cottage cheese) and hard cheese should have a pleasing flavor; and contain proper moisture and salt content. Cream cheese, if offered, maybe offered as a extra food or condiment. Any item labeled as "imitation" cheese or cheese "product" does not meet the requirements for use in food-based menu planning approaches and are not creditable toward meal pattern requirements.
- 19.6 All fish must have been inspected by the United States Department of Commerce (USDC) and meet minimum flesh and batter/breading requirements for a USDC Grade A product or a product packed under federal inspection (PUFI) by the USDC. Note: Manufacturers producing qualifying products (meat/ meat alternate entrées containing grains) may apply for a Child Nutrition (CN) Label to indicate the number of ounce equivalent (oz. eq.) grains that meet the whole grain-rich criteria. The term "oz. eq. grains" on the CN Label indicates that the product meets the whole grain-rich criteria and credit for as a grain serving while the terms "bread" or "bread alternate" on the CN Label indicate that the product meets previous program requirements for grains/breads and are not creditable toward a grain serving.
- 19.7 All fresh fruits must be ripe and in good condition when delivered and must be ready for consumption per the *USDA Food Buying Guide*. At a minimum, fruits must meet the food distributors' second-quality level. Fruits should have characteristic color and good flavor and be well-shaped and free from scars and bruises. Size must produce a yield equal to or greater than the attached 21-day cycle menu requirements.
- 19.8 All fresh vegetables must be ripe and in good condition when delivered and must be ready for consumption per the *USDA Food Buying Guide*. At a minimum, fresh vegetables must meet the food distributors' second-quality level. Fresh vegetables should have characteristic color and good flavor, be well shaped, and free from discoloration, blemishes, and decay. Size must produce a yield equal to or greater than the attached 21-day cycle menu requirements
- 19.9 All canned vegetables must meet the food distributors' first quality level (extra fancy and fancy) and should be reduced-sodium, low-sodium or no added salt.
- 19.10 All canned fruits must meet the food distributors' second quality level (standard). Canned fruit must be packed in juice, water or light syrup, and all frozen or dried fruit must have no added sweetener (nutritive or non-nutritive).
- 19.11 All fruit juices must be 100 percent, full strength juice.

- 19.12 Eggs must be inspected and passed by the state or federal Department of Agriculture and used within 30 days of date on carton. Eggs should be grade A, uniform in size, clean, sound-shelled, and free of foreign odors or flavors.
- 19.13 Sauces, (i.e., spaghetti, pizza) and gravy must be smooth and uniform in color with no foreign substance, flavor, odor, or off color.
- 19.14 If applicable, the food production facility, manufacturing plant, and products must meet all sanitary and other requirements of the Food, Drug, and Cosmetic Act and other regulations that support the wholesomeness of products.
- 19.15 Meals and food items must be stored and prepared under properly controlled temperatures and in accordance with all applicable health and sanitation regulations.
- 19.16 When the specification calls for "Brand Name or Equivalent", the brand name product is acceptable. Other products may be considered with proof that such products meet stated specifications and are deemed equivalent to the brand products in terms of quality, performance, and desired characteristics, as determined by the SFA.
- 19.17 Breakfast and lunch program meals must meet the sodium target level prescribed in 7 C.F.R. section 210.10 for the applicable school year.
- 19.18 Nutrition labels or manufacturer specifications must indicate zero grams of added trans-fat (less than 0.5 grams) per serving. Meats that contain a minimal amount of naturally-occurring trans fats are allowed in the school meal programs.
- 19.19 USDA requires SFA's to offer two fluid milk choices daily. Fluid milk choices must be from unflavored low-fat (1 percent milk fat) or fat-free, flavored or unflavored.

SFA Name: **Lake Wales Charter Schools, Inc.**Sponsor Number **01-564****PROPOSAL SUMMARY****Request for Proposal and Contract
Nonprofit School Food Service**

This document contains a proposal solicitation for the furnishing of management services for the operation of the nonprofit food service programs for the period beginning **July 1, 2022**, and ending **June 30, 2023**, and sets forth the terms and conditions applicable to the procurement. Upon acceptance, this document shall constitute the Contract between the FSMC and the SFA. The FSMC shall not plead misunderstanding or deception because of such estimate of quantities, or of the character, location, or other conditions pertaining to the contract.

MEAL RATES AND FEES MUST BE QUOTED AS IF NO USDA FOODS WILL BE RECEIVED

1. All proposals must be calculated based on the menu(s) in Exhibit B. All proposals shall be submitted using the Proposal Summary form attached herein. The proposed price must not include the use of USDA Foods or any alternate pricing structure. Proposals must be written in ink or typed in the blank space provided.
2. FSMC shall be paid a fixed meal price for each reimbursable meal and meal equivalent provided by the FSMC under this Agreement. The fixed meal price is:

\$ 3.32

Individual Meal Pricing

Breakfast price	\$ <u>1.66</u>
Lunch price	\$ <u>3.32</u>
Snack price	\$ <u>.83</u>

The fixed meal price must be carried out to the second decimal place and must not be rounded.

3. The total cost includes direct pay items that must be funded from Food Service Program revenues but are included in the Fixed Meal Price paid per meal to FSMC, such as SFA's salary and benefits, indirect cost, and other SFA costs.
4. A meal or meal equivalent shall be calculated as follows:
A reimbursable student lunch and paid adult lunches are counted as one meal equivalent for each lunch served. A reimbursable student breakfast and paid adult breakfast are counted as one half (.50) of a meal equivalent for each breakfast served. A reimbursable student afterschool snack is counted as one quarter (.25) of a meal equivalent. A la carte food sales are converted to meal equivalents by dividing the total amount of a la carte sales by three dollars and eighty-three cents (\$3.83).


SLA Management, Inc.

Name of FSMC

3217 Corrine Drive, Orlando, FL 32801

FSMC Address

By submission of this proposal, the FSMC certifies that, in the event the FSMC receives an award under this solicitation, the FSMC shall operate in accordance with all applicable current program regulations. This agreement shall be in effect for one year and may be renewed by mutual agreement for four additional one-year renewal terms.

Brian Albertson	President & CEO
Authorized FSMC Name	Title
	12/10/2021
Authorized FSMC Signature	Date

ACCEPTANCE OF CONTRACT

01-564

Sponsor Number

Lake Wales Charter Schools, Inc.

School Food Authority (SFA) Name

Chris Reams

Authorized SFA Name

Director of Food Service

Title

Authorized SFA Signature	Date
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2021-2022
LAKE WALES CHARTER SCHOOL INSTRUCTIONAL
CALENDAR FOR STUDENTS, TEACHERS AND
PARAEDUCATORS

Approved at the March 30, 2021 School Board Meeting
 Dates are subject to change.

Events	Dates
Teacher Work Days – August 2, 3, 6, and 9 Staff Development Days – August 4 (Contact Day) and August 5 (No unpaid training/workdays are to be scheduled before August 3, 2021)	Monday, August 2 – Monday, August 9, 2021
STUDENT ORIENTATION DAY/Paraeducator First Work Day	Friday, August 6, 2021
FIRST DAY OF SCHOOL FOR STUDENTS	Tuesday, August 10, 2021
HOLIDAY (Labor Day) – STUDENT, Teacher (Paid), Paraeducator (Paid)	Monday, September 6, 2021
1 st Interim Report (22 nd Day – September 8, 2021)	Distribute Week of September 6-10, 2021
Staff Development Day (Data Day), HOLIDAY – STUDENT and Paraeducator	Monday, September 13, 2021
FTE Week	Monday-Friday, October 11-15, 2021
End of First 9-Week Grading Period	Thursday, October 14, 2021
Grades Due	Monday, October 18, 2021
Teacher Work Day, HOLIDAY – STUDENT and Paraeducator	Monday, October 18, 2021
Distribute Report Cards (9 Weeks)	Monday, October 25, 2021
HOLIDAY (Veterans Day) – STUDENT, Teacher and Paraeducator	Thursday, November 11, 2021
2 nd Interim Report (22 nd Day – November 17, 2021)	Distribute Week of November 15-19, 2021
HOLIDAY – STUDENT, Teacher and Paraeducator (Paid 11/25 and 11/26)	Monday-Friday, November 22-26, 2021
Storm Make-Up Days (As needed)	Monday & Tuesday, Nov. 22 and 23, 2021
END OF 1 ST SEMESTER/Last Day of Second Grading Period	Friday, December 17, 2021
Last School Day before Winter Break	Friday, December 17, 2021
Teacher Work Day/STUDENT and Paraeducator Holiday	Monday, January 3, 2022
STUDENTS and Paraeducators Return after Winter Break	Tuesday, January 4, 2022
Grades Due	Friday, January 7, 2022
Distribute Report Cards (9 weeks)	Friday, January 14, 2022
HOLIDAY (Dr. Martin Luther King, Jr. Day) – STUDENT, Teacher (Paid), Paraeducator (Paid)	Monday, January 17, 2022
3 rd Interim Report (24 th Day – February 7, 2022)	Distribute Week of February 7-11, 2022
FTE Week	Monday-Friday, February 7-11, 2022
Teacher Staff Development Day	Friday, February 18, 2022
HOLIDAY – STUDENT and Paraeducator (Storm Make-up Day, if needed)	Friday, February 18, 2022
HOLIDAY (Presidents' Day) – Student, Teacher and Paraeducator (Paid)	Monday, February 21, 2022
End of Third 9-Week Grading Period	Thursday, March 10, 2022
Grades Due	Monday, March 14, 2022
Distribute Report Cards (9 Weeks)	Friday, March 18, 2022
SPRING BREAK	Monday-Friday, March 21 – March 25, 2022
No School for STUDENTS, Teachers and Paraeducators	Friday, April 15, 2022
4 th Interim Report (24 th Day – April 21, 2022)	Distribute Week of April 18 – April 22, 2022
GRADUATIONS	April 29 – May 27, 2022
LAST DAY FOR TEACHER AND STUDENTS/EARLY DISMISSAL/Report Cards – End of Fourth 10-Week Grading Period – Last Work Day for Paraeducators	Friday, May 27, 2022
HOLIDAY (Memorial Day) – Teacher	Monday, May 30, 2022

Designated Storm Make-Up Days: 11/22/21, 11/23/21, 02/18/22 and 5/27/22. Reminder: Non-Refundable Travel Tickets Should Not Be Purchased In The Event That Storm Days Are Used As Student Attendance Days and/or Teacher Work Days.

The following dates have been chosen as the seven Student Early Dismissal days for school year 2021-2022:

Wednesday, September 8, 2021	Wednesday, February 2, 2022
Wednesday, October 27, 2021	Wednesday, March 16, 2022*
Wednesday, November 17, 2021	Wednesday, April 20, 2022
Wednesday, January 12, 2022	

*Designated for Teacher Staff Development

Friday, May 27, 2022, the last day for students, will also be a Student Early Dismissal Day (subject to change).

**DRUG-FREE WORKPLACE PROGRAM
BIDDER CERTIFICATION**

IDENTICAL TIE PROPOSALS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more Proposals which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under Proposal a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



VENDOR'S SIGNATURE



Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions

AD-1048

The following statement is made in accordance with the Privacy Act of 1974 (5 U.S.C. § 552a, as amended). This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, and 2 C.F.R. §§ 180.300, 180.335, Participants' responsibilities. The regulations were amended and published on August 31, 2005, in 70 Fed. Reg. 51865-51880. Copies of the regulations may be obtained by contacting the Department of Agriculture agency offering the proposed covered transaction.

According to the Paperwork Reduction Act of 1995 an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0505-0027. The time required to complete this information collection is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The provisions of appropriate criminal, civil, fraud, privacy, and other statutes may be applicable to the information provided.

(Read instructions on page two before completing certification.)

- A. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency;
- B. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

ORGANIZATION NAME

SLA Management, Inc.

PR/AWARD NUMBER OR PROJECT NAME

Lake Wales Charter Schools, Inc. RFP for FSMC

NAME(S) AND TITLE(S) OF AUTHORIZED REPRESENTATIVE(S)

Brian Albertson, President & CEO

SIGNATURE(S)

DATE

12/10/2021

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotope, American Sign Language, etc.) should contact the responsible agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at [How to File a Program Discrimination Complaint \(https://www.ascr.usda.gov/filing-program-discrimination-complaint-usda-customer\)](https://www.ascr.usda.gov/filing-program-discrimination-complaint-usda-customer) and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442.

Instructions for Certification

- (1) By signing and submitting this form, the prospective lower tier participant is providing the certification set out on page 1 in accordance with these instructions.
- (2) The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension or debarment.
- (3) The prospective lower tier participant shall provide immediate written notice to the person(s) to which this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- (4) The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549, at 2 C.F.R. Parts 180 and 417. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
- (5) The prospective lower tier participant agrees by submitting this form that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
- (6) The prospective lower tier participant further agrees by submitting this form that it will include this clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
- (7) A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the System for Award Management (SAM) database.
- (8) Nothing contained in the foregoing shall be construed to require establishment of a system of records to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- (9) Except for transactions authorized under paragraph (5) of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

CERTIFICATION REGARDING LOBBYING

CERTIFICATION FOR CONTRACTS, GRANTS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated-funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of congress, or an employee of a member of congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal-appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of congress, an officer or employee of congress, or an employee of a member of congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub-contracts, subgrants, and contracts under grants, loans and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

By 
Signature of Vendor Official (Executive Director)

Date: 12/10/2021

By _____
Signature of Vendor Official (Chief Financial Officer)

Date: _____

For _____
Name of Grantee (SFA)

National School Lunch Program

Title of Grant Program

Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

(See reverse for public burden disclosure)

1. Type of Federal Action: <u>a</u> a. contract b. grant c. cooperative agreement d. loan e. loan guarantee f. loan insurance	2. Status of Federal Action: a. bid/offer/application <u>a</u> b. initial award c. post-award	3. Report Type: <u>a</u> a. initial filing b. material change For material change only: Year _____ quarter _____ Date of last report _____
4. Name and Address of Reporting Entity: <u>X</u> Prime _____ Subawardee Tier _____, if Known: SLA Management, Inc. 3217 Corrine Drive Orlando, FL 32803 Congressional District, if known:	5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency: US Department of Agriculture	7. Federal Program Name/Description: National School Lunch Program CFDA Number, if applicable: _____	
8. Federal Action Number, if known:	9. Award Amount, if known: \$	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11. Information requested through this form is authorized by Title 31 U.S.C. Section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: <u>B. Albertson</u> Print Name: <u>Brian Albertson</u> Title: <u>President & CEO</u> Telephone No.: <u>407-740-7677</u> Date: <u>12/10/21</u>	

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitations to Bid (ITB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Included prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10(a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form; print his/her name, title, and telephone number.

EXHIBIT A

**SITE INFORMATION LIST
NATIONAL SCHOOL LUNCH PROGRAM**

Sponsor Name: Lake Wales Charter Schools

School Listing of daily averages as of October 1, 2021, for the
2021-2022 school year

Sponsor Number 01-564

Site Name & Address	Enrollment	Grade Levels	Number of Days Meals Served	Average Daily Participation	Meal Type	Serving Times	
						Begin	End
Dale R. Fair Babson Park Elementary – 1421 815 N. Scenic Highway Babson Park, FL 33827 863-678-4664	506	K-5	180	158	Brkfst	7:15a	7:40a
				410	Lunch	10:40a	1:00p
				40	Snack	2:30p	3:00p
Hillcrest Elementary- 1361 1051 State Rd 60 East Lake Wales, FL 33853 863-678-4216	711	PK-5	180	176	Brkfst	7:15a	7:45a
				465	Lunch	10:30a	1:30p
				31	Snack	2:45p	3:15p
Janie Howard Wilson Elementary 1401 306 Florida Avenue Lake Wales, FL 33853 863-678-4211	405	K-5	180	138	Brkfst	7:15a	7:45a
				306	Lunch	10:25a	1:00p
				Not started	Snack	3:00p	3:15p
Polk Avenue Elementary – 1351 110 East Polk Avenue Lake Wales, FL 33853 863-678-4244	565	PK-5	180	266	Brkfst	7:55a	8:20a
				399	Lunch	10:15a	1:00p
				11	Snack	3:00p	3:30p
Bok Academy- 1601 13901 Highway 27 Lake Wales, FL 33859 863-679-2517	603	6-8	180	172	Brkfst	8:30a	9:00a
				408	Lunch	11:06a	12:28p
				Not started	Snack	4:15p	4:30p
Bok Academy North – 1621 405 3 rd Street North Lake Wales, FL 33853	552	6-8		114	Brkfst	8:30a	8:55a
				297	Lunch	11:06a	12:40p
				Not started	Snack	4:00p	4:15p

Lake Wales Sr High School - 1721 1 Highlander Way Lake Wales, FL 33853 863-678-4222	1558	9-12	180	212	Brkfst	7:30a	8:25a
				778	Lunch	11:28p	1:35p
				Not started	Snack	3:30p	3:45p
Victory Ridge Academy - 8143 555 Burns Avenue Lake Wales, FL 33853 863-679-3944	290	K-12	180	188	Brkfst	7:45a	8:15a
				156	Lunch	10:30a	12:30 a
				N/A	Snack	N/A	

EXHIBIT B, PART 1
Food-Based Meal Pattern
21-Day Cycle Menu for K – 8th Grade

Lunch

	1	2	3	4	5	VEG Weekly cup portions
M/M/A	3-4 oz. Baked Chicken (2 oz. cooked chicken = 2 oz. eq. M/M/A)	4 oz. Cheese Sauce (2 oz. eq. M/M/A)	4.5 oz. Chicken/Cheese (Quesadilla) (2 oz. cooked chicken & 1/2 oz. cheese = 2.5 oz. eq. M/M/A)	3 oz. Hamburger (2 oz. cooked beef = 2 oz. eq. M/M/A)	4.5 oz. slice Pepperoni/Cheese Pizza (2 oz. cheese and/or pepperoni = 2 oz. eq. M/M/A)	x 1/2 cup Dark Green
G/B	1 oz. WGR Dinner Roll (1 oz. eq. grain)	1/2 c. WGR Pasta Macaroni (1 oz. eq. grain)	1.5 oz. 8" WGR Tortilla (1.5 oz. eq. grain)	2 oz. WGR Bun (2 oz. eq. grain)	2 oz. WGR Pizza Crust (2 oz. eq. grain)	x 3/4 cup Red/Orange
	1/2 c. Seasoned WGR Brown Rice		1 oz. WGR Tortilla Chips			x 1/2 cup Beans/Peas
Fruit	1/2 c. 1/2 cup Peaches	1/2 c. 1/2 cup Fresh Apple Slices	1/2 c. 1/2 cup Pineapple Chunks	1/2 c. 1/2 cup Cinnamon Applesauce	1/2 c. 1/2 cup Fresh Orange Wedges	x 1/2 cup Starchy
						x 1/2 cup Other
Veg	1/4 c. 1 cup Baked Beans = 3/4 cup credit (USDA #06)	3/4 c. 1.5 cup (3/4 cup credit) Romaine OR Other Dark Green Lettuce Salad* FF Dressings	3/4 cup 1 Cup (1/2 cup credit) Iceberg Lettuce 1/4 cup Salsa	1 cup 3/4 cup Baked Potato Wedges 1/4 cup lettuce (1/8 cup credit) & 1/8 cup onion, pickles (garnish)	3/4 c. 3/4 cup Baby Carrots FF Ranch	x 1 cup Add'l
						x Grains (9.5 oz.)
M/ MA	4 pieces (4 oz.) Oven-Baked Fish Nuggets (4 pieces = 2 oz. eq. M/M/A)	1 Cup Spaghetti (1/2 cup meat sauce = 2 oz. eq. M/M/A)	2 oz. BBQ Pork (2 oz. cooked pork = 2 oz. eq. M/M/A)	3 oz. Grilled Chicken Caesar Wrap (2 oz. cooked chicken = 2 oz. eq. M/M/A)	4 oz. Grilled Cheese (2 oz. cheese = 2 oz. eq. M/M/A)	x 1/2 cup Dark Green
G/B	1 oz.-1.25 oz. WGR Nugget Breading (1-1.25 oz. eq. grain)	1/2 c. WGR Pasta—Spaghetti (1 oz. eq. grain)	2 oz. WGR Bun (2 oz. eq. grain)	1 oz. 6" WGR Tortilla (1 oz. eq. grain)	2 oz. WGR Bread (2 oz. eq. grain)	x 3/4 cup Red/Orange
	1 oz. WGR Dinner Roll (1 oz. eq. grain)					x 1/2 cup Beans/Peas
Fruit	1/2 c. 1/2 cup Fresh Fruit Mix—Grapes, Blueberries, Strawberries	1/2 c. 1/2 cup Fresh Banana	1/2 c. 1/2 cup Fruit Cocktail	1/2 c. 1/2 cup Cantaloupe Wedges	1/2 c. 1/2 cup Pears	x 1/2 cup Starchy
						x 1/2 cup Other

Veg	¾ c.	¾ cup Black-eyed peas	1 cup	1.5 cup (¾ cup credit) Romaine OR Other Dark Green Lettuce Salad* FF Dressings ¼ cup Tomato Sauce	¾ c.	¾ cup Baked Sweet Potato Fries	¾ c.	¾ cup Sweet Peas	¾ c.	¾ cup Green Beans	x	1 cup Add'l
											x	Grains (8-25 oz.)
M/MA	11	Chili (2 oz. cooked beef = 2 oz. eq. M/MA)	12	Turkey Chef Salad (1 oz. cooked turkey & 1 oz. LF Cheese = 2 oz. eq. M/MA)	13	Hot Dog (2 oz. all meat hot dog = 2 oz. eq. M/MA)	14	Chicken Fajita (USDA D-40-1 fajita = 2 oz. eq. M/MA)	15	Pepperoni/Cheese Pizza (2 oz. cheese and/or pepperoni = 2 oz. eq. M/MA)	x	VEG Weekly cup portions
G/B	1 oz.	WGR Oyster Crackers (1 oz. eq. grain)	1 oz.	WGR Croutons (1 oz. eq. grain)	1.5 oz.	WGR Hot Dog Bun (1.5 oz. eq. grain)	1 oz.	6" WGR Tortilla (1 oz. eq. grain)	2 oz.	WGR Pizza Crust (2 oz. eq. grain)	x	½ cup Dark Green
	1 oz.	WGR Dinner Roll (1 oz. eq. grain)	1 oz.	WGR Soft Breadstick (1 oz. eq. grain)	1 oz.	WGR Tortilla Chips (1 oz. eq. grain)	1 oz.	WGR Tortilla Chips (1 oz. eq. grain)	1 oz.	WGR Tortilla (1.5 oz. eq. grain)	x	¾ cup Red/Orange
Fruit	½ c.	1/2 cup Mixed Fruit	½ c.	1/2 cup Watermelon	½ c.	1/2 cup Fresh Apple Slices	½ c.	1/2 cup Fresh Orange Wedges	½ c.	1/2 cup Peaches	x	½ cup Starchy
											x	½ cup Other
Veg	¾ c.	¾ cup Variety Beans (Chili)	1 cup	1.5 cup (¾ cup credit) Romaine OR Other Dark Green Lettuce Salad* FF Dressings	¾ c.	¾ cup Cucumber Sticks	1 cup	¾ cup Mexican Corn	¾ c.	¾ cup Baby Carrots	x	1 cup Add'l
											x	Grains (9.5 oz.)
M/MA	16	Baked Breaded Chicken Tenders (5 pieces = 2 oz. eq. M/MA)	17	Pork Stir Fry (2oz. cooked porked = 2 oz. eq. M/MA)	18	Ziti- (1/2 Cup turkey meat sauce = 2 oz. eq. M/MA)	19	Hot Deli Turkey and Cheese Sub (1.66 oz. Turkey & 1 oz. Cheese = 2 oz. eq. M/MA)	20	Beef Burrito (2 oz. cooked beef = 2 oz. eq. M/MA)	x	VEG Weekly cup portions
G/B	1 oz.	WGR Biscuit (1 oz. eq. grain)	½ c.	WGR Brown Rice (1 oz. eq. grain)	½ c.	WGR Pasta- Ziti (1/2 Cup pasta = 1 oz. eq. grain)	2 oz.	WGR Bun (2 oz. eq. grain)	1.5 oz.	8" WGR Tortilla (1.5 oz. eq. grain)	x	½ cup Dark Green
	1 oz.	Tenders WGR Breeding (1 oz. eq. grain)									x	¾ cup Red/Orange
											x	½ cup Beans/Peas

Fruit	1/2 c.	1/2 cup Baked Cinnamon Apples	1/2 c.	1/2 cup Fresh Pineapple Chunks	1/2 c.	1/2 cup Fresh Banana	1/2 c.	1/4 cup Sliced Kiwi with 1/4 cup Red Grapes	1/2 c.	1/2 cup Fresh Melon(s)	x	1/2 cup Starchy
Veg	3/4 c.	3/4 Cup Black Beans	3/4 c.	1/2 cup Broccoli, Steamed 1/4 cup Oriental Veg (Stir Fry)	1 cup	3/4 cup Carrot Sticks 1/4 cup Tomato Sauce	3/4 c.	3/4 Cup Tater Tots	3/4 c.	1 Cup (1/2 Cup credit) Iceberg Lettuce 1/4 cup Tomatoes, Onion (Salsa)	x	1/2 cup Other
											x	1 cup Add'l
	21	It is recommended to utilize USDA recipe to prepare menu items when applicable.										
M/M/A	1 Each	Breaded Chicken Patty (3 oz. = 2 oz. eq. M/M/A)	WGR = whole grain-rich, eq. = equivalent, M/M/A = Meat/Meat Alternate									
G/B	1 oz.	Whole Grain Rich Bun (1 oz. eq. grain)	A 8 oz. milk served daily per meal pattern requirements. Two choices required daily from: Fat Free flavored or unflavored; 1% or less unflavored.									
Fruit	1/2 c.	1/2 cup Fresh Apple Slices	The contractor must adhere to each 21-day cycle menu for the first 21 days of meal service.									
			Products may be brand name or equivalent as stipulated in this contract.									
			The contractor is encouraged to incorporate low sodium products.									
Veg	1-3/4 cup	1 cup (1/2 cup credit) Romaine OR Other Dark Green Lettuce Salad* FF Dressings 1/4 cup Tomatoes	Required average daily calorie range per 5-day week = 600-650									
			*Leafy green vegetables: 1 cup counts as 1/2 cup of vegetables. Dark green leafy choices include romaine, spinach, Mesclun, and green and red leaf lettuce.									
			Grains must meet the designated ounce equivalents per the menu guidelines.									
			Light, low-fat, non-fat, and low- sugar products/food items are to be used as necessary to meet the average daily calorie range.									
			Condiments to be included,									
		3/4 cup Crinkle Cut Fries										

EXHIBIT B, PART 1
Food-Based Meal Pattern
21-Day Cycle Menu for 9th – 12th Grade
Lunch

	1	2	3	4	5	VEG Weekly cup portions
M/MA	3-4 oz. Baked Chicken (2 oz. cooked chicken = 2 oz. eq. M/MA)	4 oz. Cheese Sauce (2 oz. eq. M/MA)	4.5 oz. Chicken/Cheese (Quesadilla) (2 oz. cooked chicken & 1/2 oz. cheese = 2.5 oz. eq. M/MA)	3 oz. Hamburger (2 oz. cooked beef = 2 oz. eq. M/MA)	4.5 oz. slice Pepperoni/Cheese Pizza (2 oz. cheese and/or pepperoni = 2 oz. eq. M/MA)	x 1/2 cup Dk Green
G/B	1 oz. WGR Dinner Roll (1 oz. eq. grain)	1/2 cup WGR Pasta—Macaroni (1 oz. eq. grain)	1.5 oz. 8" WGR Tortilla (1.5 oz. eq. grain)	2 oz. WGR Hamburger Bun (2 oz. eq. grain)	2 oz. WGR Pizza Crust (2 oz. eq. grain)	x 1-1/4 cup Red/Orange
	1/2 cup Seasoned WGR Brown Rice (1 oz. eq. grain)	1 oz. WGR Dinner Roll (1 oz. eq. grain)	1 oz. WGR Tortilla Chips (1 oz. eq. grain)			x 1/2 cup Beans/Peas
Fruit	1 cup 1 cup Peaches	1 cup 1/2 cup 100% Fruit Blend Juice 1/2 cup Fresh Apple Slices	1 cup 1 cup Pineapple Chunks	1 cup 1 cup Cinnamon Applesauce	1 cup 1 cup Grapes	x 1/2 cup Starchy 3/4 cup Other
Veg	1 cup 1-1/3 Cup Baked Beans = 1 Cup credit (USDA 1-05)	1 cup 2 cups (1 cup credit) Romaine OR Other Dark Green Lettuce Salad* FF Dressings	1 cup 1-1/2 Cup (3/4 Cup credit) Iceberg Lettuce 1/4 Cup Salsa	1 cup 1 Cup Baked Potato Wedges	1 cup 1 Cup Baby Carrots	x 1-1/2 cup Add'l
					FF Ranch	x Grains (10.5 oz)
M/MA	6 4 pieces (4 oz.) Oven-Baked Fish Nuggets (4 pieces = 2 oz. eq. M/MA)	7 1 Cup Spaghetti (1/2 Cup meat sauce = 2 oz. eq. M/MA)	8 2 oz. BBQ Pork (2 oz. cooked pork = 2 oz. eq. M/MA)	9 3 oz. Grilled Chicken Caesar Wrap (2 oz. cooked chicken = 2 oz. eq. M/MA)	10 2 oz. Grilled Cheese (2 oz. cheese = 2 oz. eq. M/MA)	x 1/2 cup Dk Green
G/B	1 oz.-1.25 oz. WGR Nugget Breading (1-1.25 oz. eq. grain)	1 cup WGR Pasta—Spaghetti (1 oz. eq. grain)	2 oz. WGR Bun (2 oz. eq. grain)	2 oz. 10" WGR Tortilla (2 oz. eq. grain)	2 oz. WGR Bread (2 oz. eq. grain)	x 1-3/4 cup Red/Orange
	1 oz. WGR Dinner Roll (1oz. eq. grain)	1 oz. Garlic Bread (1 oz. eq. grain)				x 1/2 cup Beans/Peas
Fruit	1 cup 1 cup Fresh Fruit Mix—Grapes, Blueberries, Strawberries	1 cup 1/2 cup Fresh Banana 1/2 cup 100% Apple Juice	1 cup 1 cup Fruit Cocktail	1 cup 1 cup Cantaloupe Wedges	1 cup 1 cup Pears	x 1/2 cup Starchy 3/4 cup Other
Veg	1 cup 1 cup Black Beans		1 cup	1 cup 1 Cup Sweet Peas	1 cup 1 Cup Green Beans	x 1-1/2 cup Add'l

Fruit	1 cup Baked Cinnamon Apples	1 cup	1 cup Pears	1 cup	1/2 cup Fresh Banana	1 cup	1/2 cup Sliced Kiwi with 1/2 cup Red Grapes	1 cup	1 cup Fresh Melon(s)	x	1/2 cup Starchy
Veg	1 - 1/3 Cup Baked Beans = 1 Cup credit (USDA F-06)	1 cup	3/4 cup Broccoli 1/4 cup Oriental Veg (Stir Fry)	1-1/4 cup	1 cup Carrot Sticks 1/4 cup Tomato Sauce	1 cup	1 cup Tater Tos	1-1/4 cup	2 Cups (1 Cup credit) Iceberg Lettuce 1/4 cup Tomatoes, Onion (Salsa)	x	3/4 cup Other 1-1/2 cup Add'l
M/MA	Breaded Chicken Patty (3 oz. = 2 oz. eq. M/MA)	2 oz.	<p>WGR = whole grain-rich, eq. = equivalent, M/MA = Meat/Meat Alternate</p> <p>A 8 oz. milk served daily per meal pattern requirements. Two choices required daily from: Fat Free Flavored or unflavored; 1% or less unflavored.</p> <p>The contractor must adhere to each 21-day cycle menu for the first 21 days of meal service.</p> <p>Products may be brand name or equivalent as stipulated in this contract.</p> <p>The contractor is encouraged to incorporate low sodium products.</p> <p>Required average daily calorie range per 5-day week = 750-850</p> <p>*Leafy green vegetables: 1 cup counts as 1/2 cup of vegetables. Dark green leafy choices include romaine, spinach, Mesclun, and green and red leaf lettuce.</p> <p>Grains must meet the designated ounce equivalents per the menu guidelines.</p> <p>Light, low-fat, non-fat, and low- sugar products/food items are to be used as necessary to meet the average daily calorie range.</p> <p>Condiments to be included,</p> <p>It is recommended to utilize USDA recipe to prepare menu items when applicable.</p>								
G/B	Whole Grain Rich Bun (2 oz. eq. grain)	2 oz.									
Fruit	1 cup Fresh Apple Slices	1 cup									
Veg	1 cup (1/2 cup credit) Romaine OR Other Dark Green Lettuce Salad* FF Dressings 1/4 cup Tomatoes 3/4 cup Crinkle Cut Fries	1-3/4 cup									
Grains (10.5 oz)											

EXHIBIT B, PART 2
Food-Based Meal Pattern
21-Day Cycle Menu for K – 12th Grade
Breakfast

1	2	3	4	5
G/B 1.2 oz. WGR Pancakes (1 oz. eq. grain)	1 oz. WGR Toast (1 oz. eq. grain)	1 oz. WGR English Muffin (1 oz. eq. grain)	1 oz. WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	2 oz. WGR Bagel (2 oz. eq. grain) w/ Low-Fat cream cheese
G/B or 1 oz. Turkey Sausage (1 oz. cooked = 1 oz. eq. M/MA)	1/2 egg Scrambled Eggs (1/2 egg = 1 oz. eq. M/MA) w/Veggies	1 oz. 1/2 Eggs (1 oz. eq. M/MA)	4 oz. Fat-Free Yogurt (1/2 cup = 1 oz. eq. M/MA)	
M/MA 1/2 c. Fresh Blueberries	1/2 c. Orange Wedges	1/2 oz. Low-fat Cheese (.5 oz. eq. M/MA)		
F/V 1/2 c. 100% Pineapple Juice Syrup	1/2 c. 100% Orange Juice 1/4 c. Mushrooms, Red/Green Peppers, and Onions	1/2 c. Fresh Strawberries 1/2 c. 100% Apple Juice	1/2 c. Fresh Banana 1/2 c. 100% Grape Juice	1/2 c. Fresh Apple Slices 1/2 c. 100% Fruit Punch Juice
6	7	8	9	10
G/B 1/2 c. WGR Oatmeal (1 oz. eq. grain)	1 oz. WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	2.4 oz. WGR Waffles (2.4 oz. = 2 oz. eq. grain)	1 oz. WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	1 oz. WGR English Muffin
G/B or 2 oz. WGR Granola Bar (2 oz. plain granola bar = 1 oz. eq. grain)	2 oz. WGR Apple Muffin (2 oz. = 1 oz. eq. grain)		1 oz. WGR Animal Crackers (1 oz. = 1 oz. eq. grain)	
M/MA 1/2 c. Cinnamon Apples	1/4 c. Raisins (1/4 c. credits 1/2 c.)	1/2 c. Pineapple 1/2 c. 100% Apple Juice Syrup	1/2 c. Pears 1/2 c. 100% Grape Juice	2 Tbsp. Peanut Butter (2 Tbsp. = 1 oz. eq. M/MA)
F/V 1/2 c. 100% Pineapple Juice	1/2 c. 100% Orange Juice			1/2 c. Peaches 1/2 c. 100% Fruit Punch Juice
11	12	13	14	15

G/B 4.8 oz. WGR French Toast (4.8 oz. = 2 oz. eq. grain)	1 oz. WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	1 oz. WGR Biscuit (1 oz. eq. grain)	1 oz. WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	1 oz. WGR Toast (1 oz. eq. grain)
G/B or 1/2 c. Applesauce 100% Pineapple Juice	1/2 c. Fat-Free Yogurt (1/2 cup = 1 oz. eq. M/MA)	1 oz. Egg (1/2 egg = 1 oz. eq. M/MA)	2 oz. Hard Boiled Egg (1 egg = 2 oz. eq. M/MA)	1/2 egg Scrambled Eggs (1/2 egg = 1 oz. eq. M/MA) w/Veggies
M/MA 1/2 c. Applesauce	1/2 c. Fresh Banana	1/2 oz. Low-fat Cheese (.5 oz. eq. M/MA)	1/2 c. Mixed Fruit	1/2 c. Fresh Blueberries
F/V 1/2 c. 100% Pineapple Juice	1/2 c. 100% Orange Juice	1/2 c. Orange Wedges 100% Apple Juice	1/2 c. 100% Grape Juice	1/2 c. 100% Orange Juice
Syrup				1/4 c. Mushrooms, Red/Green Peppers, and Onions
16 G/B 1/2 c. WGR Oatmeal (1 oz. eq. grain)	17 WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	18 2.4 oz. WGR Waffles (2.4 oz. = 2 oz. eq. grain)	19 WGR Cereal- 1 Cup (flakes/rounds) = 1 oz. eq. 1.25 Cups (puffed cereal) = 1 oz. eq.	20 WGR Breakfast Muffin (2 oz. = 1 oz. eq. grain)
G/B or 2 oz. Whole Grain Granola Bar (2 oz. plain granola bar = 1 oz. eq. grain)	2 oz. WGR Blueberry Muffin (2 oz. = 1 oz. eq. grain)		1 oz. WGR Graham Crackers (1 oz. = 1 oz. eq. grain)	1 oz. Scrambled Eggs (1/2 egg = 1 oz. eq. M/MA)
M/MA 1/2 c. Cinnamon Apples	1/2 c. Pineapple	1/2 c. Peaches	1/2 c. Fresh Strawberries	1/2 c. Fresh Apple Slices
F/V 1/2 c. 100% Pineapple Juice	1/2 c. 100% Orange Juice	1/2 c. 100% Apple Juice	1/2 c. 100% Grape Juice	1/2 c. 100% Fruit Punch Juice
21 G/B 1.2 oz. Whole Grain Rich Pancakes (1.2 oz. = 1 oz. eq. grains)	WGR = whole grain-rich, eq. = equivalent, M/MA = Meat/Meat Alternate A 8 oz. milk served daily per meal pattern requirements. Two choices required daily from: Fat Free flavored or unflavored; 1% or less unflavored. The contractor must adhere to each 21-day cycle menu for the first 21 days of meal service.			Grains and meat/meat alternates must meet the designated ounce equivalents per the menu guidelines.

<p>M/MA 1 oz. Turkey Sausage (1 oz. cooked = 1 oz. eq. M/MA)</p>	<p>The breakfast menu must meet the 2014-2015 meal pattern requirements for all components, including the whole grains and daily one-cup fruit requirements, and Sodium Target 1 (<540 mg sodium at breakfast). Condiments to be included. The contractor is encouraged to incorporate low sodium products.</p>	<p>F/V 1/2 c. Mixed Fruit</p>
<p>1/2 c. 100% Orange Juice</p>		

EXHIBIT C
FOOD BASED NUTRITION STANDARDS
FOR MENU PLANNING
NATIONAL SCHOOL LUNCH PROGRAM & SCHOOL BREAKFAST PROGRAM

	Breakfast Meal Pattern			Lunch Meal Pattern		
	Grades K-5	Grades 6-8	Grades 9-12	Grades K-5	Grades 6-8	Grades 9-12
Meal Pattern	Amount of Food ^a Per Week (Minimum Per Day)					
Fruits (cups) ^{b,c}	5 (1)	5 (1)	5 (1)	2½ (½)	2½ (½)	5 (1)
Vegetables (cups) ^{b,c}	0	0	0	3¾ (¾)	3¾ (¾)	5 (1)
Dark green ^d	0	0	0	½	½	½
Red/Orange ^d	0	0	0	¾	¾	1¼
Beans/Peas (Legumes) ^d	0	0	0	½	½	½
Starchy ^d	0	0	0	½	½	½
Other ^{d,e}	0	0	0	½	½	¾
Additional Veg to Reach Total ^f	0	0	0	1	1	1½
Grains (oz. eq.)	7 (1)	8 (1)	9 (1)	8 (1)	8 (1)	10 (2)
Meats/Meat Alternates (oz. eq.)	0 ^g	0 ^g	0 ^g	8-10 (1)	9-10 (1)	10-12 (2)
Fluid milk (cups) ⁱ	5 (1)	5 (1)	5 (1)	5 (1)	5 (1)	5 (1)
Other Specifications: Daily Amount Based on the Average for a 5-Day Week						
Min-max calories (kcal) ^{h,i,o}	350-500	400-550	450-600	550-650	600-700	750-850
Saturated fat (% of total calories) ⁱ	< 10	< 10	< 10	< 10	< 10	< 10
Sodium (mg) ^{i,j}	≤ 540	≤ 600	≤ 640	≤ 1,230	≤ 1,360	≤ 1,420
Target 1, 2014-2015						
Target 2, 2017-2018	≤ 485	≤ 535	≤ 570	≤ 935	≤ 1,035	≤ 1,080
Target 3, 2022-2023	≤ 430	≤ 470	≤ 500	≤ 640	≤ 710	≤ 740
Trans fat ⁱ	Nutrition label or manufacturer specifications must indicate zero grams of <u>trans</u> fat per serving.					

^aFood items included in each food group and subgroup and amount equivalents. Minimum creditable serving is ½ cup.

^bOne quarter-cup of dried fruit counts as ½ cup of fruit; 1 cup of leafy greens counts as ½ cup of vegetables. No more than half of the fruit or vegetable offerings may be in the form of juice. All juice must be 100% full-strength.

^cFor breakfast, vegetables may be substituted for fruits, but the first two cups per week of any such substitution must be from the dark green, red/orange, beans and peas (legumes) or "Other vegetables" subgroups as defined in §210.10(c)(2)(iii).

^dLarger amounts of these vegetables may be served.

^eThis category consists of "Other vegetables" as defined in §210.10(c)(2)(iii)(E). For the purposes of the NSLP, "Other vegetables" requirement may be met with any additional amounts from the dark green, red/orange, and beans/peas (legumes) vegetable subgroups as defined in § 210.10(c)(2)(iii).

^fAny vegetable subgroup may be offered to meet the total weekly vegetable requirement.

^gThere is no separate meat/meat alternate component in the SBP. Schools may substitute 1 oz. eq. of meat/meat alternate for 1 oz. eq. of grains after the minimum daily grains requirement is met.

^hThe average daily amount of calories for a 5-day school week must be within the range (at least the minimum and no more than the maximum values).

ⁱDiscretionary sources of calories (solid fats and added sugars) may be added to the meal pattern if within the specifications for calories, saturated fat, trans fat, and sodium. Foods of minimal nutritional value and fluid milk with fat content greater than 1 percent milk fat are not allowed.

^jFinal sodium specifications are to be reached by SY 2022-2023 or July 1, 2022. Intermediate sodium specifications are established for SY 2014-2015 and 2017-2018. See required intermediate specifications in § 210.10(f)(3) for lunches and § 220.8(f)(3) for breakfast.

NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA

COUNTY OF Orange

Brian Albertson (VENDOR) being first duly sworn, deposes, and says that:
(FSMC Official)

VENDOR is the Officer of SLA Management, Inc.
(Owner, Partner, Officer, Representative, Agent) (FSMC)

VENDOR is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;

Such proposal is genuine and is not a collusive or sham proposal;

Neither the said VENDOR nor any of its officers, partners, owners, agents, representative, employees or parties in interest, including this affidavit, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other VENDOR, firm or person to submit a collusive or sham proposal in connection with the contract for which the attached proposal has been submitted; or to refrain from proposing in connection with such contract; or have in any manner, directly or indirectly, sought by agreement or collusion, or communications, or conference with any VENDOR, firm, or person to fix the price or prices in the attached proposal or any other VENDOR, or to fix any overhead, profit, or cost element of the proposal price or the proposal price of any other VENDOR, or to secure through any collusion conspiracy, connivance, or unlawful agreement any advantage against the SFA, or any person interested in the proposed contract;

The price of items quoted in the attached proposal are fair and proper and are not tainted by collusion, conspiracy, connivance, or unlawful agreement on the part of the VENDOR or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.

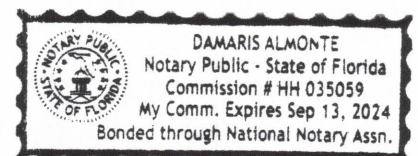
By Bert

Subscribed and sworn to before me this 10th day of December, 20 21.

Damaris Almonte
Notary Public (Signature)

My Commission Expires:

9/13/2024



Food Service Management Company (FSMC) Monitoring Tool

Twice a year, an official of the school sponsor should conduct a monitoring visit of *each* food service site. Complete a copy of this form for each site monitored. **Keep a copy of this form with your program records.**

Sponsor #/Name: _____ Site Name _____

FSMC Name: _____ Review Date: _____ Base Year of Contract: _____ Renewal Year (1,2,3,4): _____

Meal Type	Fixed Fee Per Meal	Meal Type	Fixed Fee Per Meal
Student Lunches	\$ _____	SFSP Lunch/Supper Meals	\$ _____
Student Breakfasts	\$ _____	SFSP Snacks	\$ _____
Meal Equivalent Fee	\$ _____	FFVP Meal Equivalent Fee	\$ _____
Meal Equivalent Factor (breakfast, snack, adult, etc.)	\$ _____		\$ _____
Student Afterschool Snacks	\$ _____		
SFSP Breakfast	\$ _____		

Menus and Service	Yes	No	NA	Comments
1. Has the FSMC followed the 21-day cycle menu, as described in Exhibit B of the contract, for the first 21 days of the contract? (Monitor during the first year of contract only)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. If changes were made to menus following the first 21 days of the contract, did the sponsor approve them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Do cycle menus meet requirements for all grade groups?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Are production records completed each day for all meals claimed for reimbursement and component contributions available for each menu item?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. If the "Offer vs Serve" provision was implemented, are students required to take the minimum number of menu items (including ½ cup fruit and/or vegetable)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Are meal modifications provided to students? Is appropriate meal modification documentation on file at the serving site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Does the FSMC provide fluid milk substitutions as Sponsor as indicated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. Are fluid milk substitutions compliant with USDA substitution criteria?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. Are the Smart Snacks In Schools regulations being followed by the FSMC?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Is the FSMC complying with Vending as stated in the Contract?	<input type="checkbox"/>	<input type="checkbox"/>		
11. Does the FSMC comply with the Sponsor's Local Wellness Policy?	<input type="checkbox"/>	<input type="checkbox"/>		
12. Are meals monitored after the last food or menu item is served/selected to ensure only reimbursable meals are claimed?	<input type="checkbox"/>	<input type="checkbox"/>		
13. Do the foods purchased meet the quality specification standards indicated in the contract?	<input type="checkbox"/>	<input type="checkbox"/>		
14. Is FSMC complying with Buy American Requirements?	<input type="checkbox"/>	<input type="checkbox"/>		

Financial Accountability Procedures	Yes	No	NA	Comments
1. Do the school food service daily income records accurately reflect the revenue received by meal type? (Student meals, adult meals, a la carte, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Do the school food service daily meal count record forms accurately reflect the counts of student and adult meals by meal type and eligibility category?	<input type="checkbox"/>	<input type="checkbox"/>		
3. Are all records being maintained that are needed to support the Claim for reimbursement, reports with claim information (promptly at the end of each month), and meal count records for meals not covered by the Claim, such as adult meals?	<input type="checkbox"/>	<input type="checkbox"/>		
3. Are all invoices monitored to assure the FSMC invoices per the current pricing agreement indicated in the contract or addendum and have not double-invoiced or included costs which are not allowed by the contract?	<input type="checkbox"/>	<input type="checkbox"/>		
4. Do the records show a la carte, adult, and other food sales are being invoiced at the meal equivalency rate or accurately per the contract?	<input type="checkbox"/>	<input type="checkbox"/>		
5. Are all discounts, rebates, and credits for food and supplies received, where applicable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sanitation and Safety Procedures	Yes	No	N/A	Comments
1. Are facilities and equipment adequately maintained for safety and sanitation?	<input type="checkbox"/>	<input type="checkbox"/>		
2. Do employees practice safe food handling procedures?	<input type="checkbox"/>	<input type="checkbox"/>		
3. Is a Food Safety (HACCP) plan available at the serving site?	<input type="checkbox"/>	<input type="checkbox"/>		
4. If yes, is the plan being implemented?	<input type="checkbox"/>	<input type="checkbox"/>		
5. Has the plan been reviewed and revised annually?	<input type="checkbox"/>	<input type="checkbox"/>		
6. Are health licenses maintained as required by the contract?	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/> Sponsor responsibility <input type="checkbox"/> FSMC responsibility
7. Has the Sponsor/FSMC met the food safety training requirements for their employees?	<input type="checkbox"/>	<input type="checkbox"/>		
Other Contractual Requirements	Yes	No	N/A	Comments
1. Has the advisory committee of parents, students and teachers met to assist in menu planning? (Attach documentation - Agendas, Surveys, Taste Testing Results, etc.)	<input type="checkbox"/>	<input type="checkbox"/>		
2. If recommendations or concerns have been noted as a result of the meetings, has the FSMC implemented recommendations or addressed the concerns brought forth by the advisory committee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. If the Sponsor has requested that the FSMC representative participate in the advisory committee meetings has the FSMC complied with this requirement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

4. Have all corrections been made as required if problems were noted during a sponsor review, the administrative review, or a program audit?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other Contractual Requirements Cont.	Yes	No	N/A	Comments
5. Were the Sponsor's Civil Rights policies followed?	<input type="checkbox"/>	<input type="checkbox"/>		
6. Have there been any Civil Rights complaints this year?	<input type="checkbox"/>	<input type="checkbox"/>		
7. Is the FSMC performing any Sponsor special functions/catering outside the nonprofit school food service account? List functions in the comments section.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. If yes to the above, is there a method which delineates the cost allocation for Sponsor special functions/catering conducted outside the nonprofit school food service? (i.e. ensures labor costs are not double invoiced)				
9. Is the FSMC performing any special functions/catering for entities other than the Sponsor? (Any external catering-not for the benefit of the district requires a separate contract.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. If yes to the above, what process is in place to ensure that any and all resources of the school food service department, which are to be used by the FSMC, produce revenue to fully fund the costs of the non-school catering. Are all costs related to the use of the school district's facilities (including food service facilities for catering) paid for by a source other than the food service fund? Please describe process.				
11. Is the FSMC adhering to the Sponsor's free and reduced priced policy statement?	<input type="checkbox"/>	<input type="checkbox"/>		
Staffing and Professional Development	Yes	No	N/A	Comments
12. Is FSMC complying with Professional Standards requirements for its employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. Is FSMC providing appropriate and timely training for FSMC staff? List training in comments section at end of monitoring form.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Renewal Process (If Applicable)	Yes	No	N/A	Comments
14. Do all the invoices match the prices with the current renewal addendum prices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. Did the renewal adhere to CPI meal rate increases as described in the contract?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
USDA Foods (If Applicable)	Yes	No	N/A	Comments
16. Did the FSMC credit the full value of all donated foods received for use in the meal service as required by contract requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

17. Is the FSMC complying with contract requirements that the procurement of processed end products on behalf of the recipient agency, as applicable, complies with the requirements in subpart C of 7 CFR part 250 and with the provisions of distributing or recipient agency processing agreements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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Other Comments:

List any Corrective Actions Required of the Food Service Management Company	Date of Implementation

Signature of Sponsor's Monitoring Official

Title

Date

Signature of FSMC Official

Title

Date

Addendum 1

Scoring criteria

Price (40pts) – Lowest price will receive the maximum points available (40). Other vendors will receive points equal to the lowest price divided by their meal price multiplied by 40.

Program management and experience (35pts) – The SFA will reward maximum points the FSMC that provides the most comprehensive responses to the 9 criteria listed.

- 1) Management structure and staffing plan – describe how you will staff and provide support the schools
- 2) Multi-site systems in Florida – describe experience running multi-site systems in Florida under the NSLP program
- 3) Innovative menu design and program participation/promotion – describe innovations that have been used successfully to increase participation through menu design
- 4) NSLP, SSO, and ASSP experience in Florida – list years of experience in Florida
- 5) Accounting and reporting procedures – provide a typical billing sample including activity report. Also, describe how data from schools regarding meals consumed is collected, stored, and transmitted to the billing departments. Include the description the name of the software used if it is a commercially available product.
- 6) Utilization of USDA commodities – describe how commodities will be utilized in the operation
- 7) Fresh fruit and vegetable procurement and utilization – describe how you will procure fresh fruits and vegetables and the typical number of fresh items offered daily to the students.
- 8) Transition and hiring plan – describe your plan for assuming/departing the food service operation. (Please keep in my mind that we will be operating summer programs at this time.)
- 9) Plan to address meal service for schools that are currently operating without kitchens – describe how you will service the two schools that are currently operating without a kitchen. Include things that you would require of the schools and/or system to fulfill this responsibility.

Community Outreach and School Partnerships (15pts) – The SFA recognizes that the FSMC will become a member of the school/district/community family. it is important that FSMC be able to demonstrate a verifiable commitment to the communities that it serves. Maximum points will be awarded to the FSMC that presents the best, verifiable, community outreach/school partnership.

Emergency/Pandemic Response Plan (10pts) – Maximum points award for the most comprehensive response plan. Plan must address how FSMC will mobilize and prepare food when the system is given permission by the state for emergency feeding. Please address contingency plans for personnel shortages, supply chain disruptions, and increased protective postures for food service in a pandemic situation.

Addendum 2

Letter of interest requirements

The letter of interest should include all the following:

- Name of Company
- Point of contact for proposal (include phone and email address)
- Company website address
- Years of experience in Florida
- Number of public K-12 schools in Florida that company currently serves
- A minimum of three school-based references in Florida (district level and or college level references will not be considered)