PROPOSAL for FOODSERVICE MANAGEMENT
SCHOOL YEAR 2022–2023

Prepared for Rocketship Education

June 03, 2022

partnerships@slamgmt.com
3217 Corrine Dreive
Orlando, FL 32803
www.slamgmt.com
“Our Mission is to give children the very best thirty minutes of their day.”
**LETTER OF INTENT**

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**ORIGINAL RFP with SLA-COMPLETED DOCUMENTS**
“...I would have switched to SLA in a heartbeat, knowing what I know about them now, after having worked with them for three years in Jacksonville. In fact, I can safely say that of the dozens of vendors I’ve worked with as an operations leader in the charter space during my career, SLA literally ranks #1 overall. They honestly are that good.”

ZACH ROSSLEY
Chief Operating Officer
KIPP Jacksonville Schools
& past COO of Achievement School District—Memphis
Dear Rocketship Education Evaluation Committee,

We at SLA Management are very excited at the prospect of continuing to serve Rocketship Public Schools and its Nashville school community into the coming years.

In addition to the pages that follow in this RFP response, we want to share the below thoughts on what the full potential of your foodservice program would mean for your students, schools and finances.

Fundamentally, SLA recognizes that a foodservice program, done right, with site-prepped meals—where our employees take ownership and pride in their daily work as well as the nutrition served to your students—can make a big contribution to the student and school culture that you have built at Rocketship Education. We observe that in an increasingly competitive environment to recruit and retain students, the high-quality school food that SLA provides can be a differentiator.

This RFP is unlike others we have prepared in recent years, given the emergency service relationship that officially began between Rocketship Education and SLA in April. We are in the midst of an “on the job interview,” serving your students and schools as you read these words. You have direct experience on the quality of the SLA nutrition served to your students and how that impacts their school day. You also have a window into how SLA operates, communicates, and conducts business. We had heard about how Revolution Foods was abruptly discontinuing service to many of its customers and reached out to see if you were impacted. We then discussed your situation, jointly created a plan, visited & assessed your kitchens, negotiated a contract, hired employees, imported & installed equipment and began serving your students in under two months – all within the constraints of one of the most challenging supply chain and labor environments in recent history. We’re proud of our work to date and we think your students are happy with the results so far!

As we describe the SLA value proposition below, I hope you can agree that SLA delivers what it promises. Your student foodservice experience has been significantly upgraded and we’re excited to show you 100% of our full capabilities next August, after a full summer of planning and training!

First and foremost, SLA believes a topflight program starts with food quality. We recognize that across many of the schools that SLA serves, that the food that we are responsible for providing to our students may be the best or most consistent a child receives that day or possibly, week. So it is critical that we provide children with highest quality, site-prepped meals that are tasty and nutritious, as well as regionally and culturally relevant. Presentation matters. Choices matter. Plating matters. If you do it right, school food ends up in students, not in cafeteria garbage cans. School food can (and should) bring joy to a student’s day!

SLA will continue to be partners in providing a top meal experience for your students, with menus customized to the unique tastes and needs of your individual school communities. The entirety of SLA’s business is serving schools of choice—across Tennessee and across Nashville. We have found continues
that every school is different in its own way—even those run by the same CMO. We have the history, track record and systems to provide a customized meal experience to each individual Rocketship campus. (And we have the references to affirm these claims).

Key to SLA’s ability to adapt and customize is clear and consistent communication with our schools. What’s working? What isn’t? What can we do better? What should we prioritize? What changes are you anticipating in your enrollment? Where can we innovate? We aim to proactively and continuously improve to make your student experience better—week by week, month by month, year by year. You’ve had the experience of working and communicating with SLA over these past three months. Our nimbleness and ability to adapt, in our opinion, is one of our core strengths.

Ultimately, as your foodservice vendor-partner, SLA wishes to be a strategic resource to you in an effort to make foodservice a net contributor to a sustainable financial and operating model for Rocketship Education. Your foodservice program should generate a healthy and consistent annual surplus, and we will work with you to make sure that this surplus is optimized. We want our relationship to enhance teaching & learning at your schools—both through the positive school climate that a top foodservice program helps foster but also through the positive financial contribution that a well-structured foodservice program can indeed make to your bottom line.

Highest quality school food, full of choices, that lands in student stomachs. Proactive, customized service that adapts to needs of your students, schools, and organization. Pricing and financial acumen to drive foodservice surpluses. That trio has propelled SLA’s growth to serve more and more charter schools across the nation. And we look forward to rolling up our sleeves to work with the Rocketship Education team over the long haul, to provide the highest quality foodservice to your schools and students.

From our family to yours,
Price & Financial Proposal

- SLA Management, Inc. submits the following proposal with the confidence that we are still the school foodservice management company best suited to serve Rocketship Education, Inc.’s schools. We help every client earn the most value for their meal program, and we is committed to providing Rocketship the highest quality food in the industry with the best value for all of your stakeholders.

In this section of our proposal, you will find the following:

- Financial Proformas showing Anticipated Revenue & Projected Reimbursements.
- SLA Menus built for Rocketship, and sample menus from some of our other SFA’s.
- SLA’s Café Team staffing plan.
- SLA’s comprehensive Kitchen & Equipment Plan.
We have reviewed the documentation provided in the School Foodservice Management Request for Proposal from Rocketship Education, as well as information provided by school administrators.

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

- **Lunch**: $3.52  
- **Breakfast**: $2.35

**Assumptions:**

Enrollment and Participation data for the calculations of lunch, breakfast, and snack were obtained from information supplied with the Rocketship Education Food Service Management Company Request for Proposal. The cost of equipment/facilities upgrades and smallwares is included.

**Federal Reimbursement Rates:**

<table>
<thead>
<tr>
<th>Severe need</th>
<th>Free</th>
<th>Reduced</th>
<th>Full Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lunch</td>
<td>$3.75</td>
<td>$3.35</td>
<td>$0.44</td>
</tr>
<tr>
<td>Breakfast</td>
<td>$2.35</td>
<td>$2.05</td>
<td>$0.33</td>
</tr>
<tr>
<td>Snack</td>
<td>$1.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

À la Carte meal equivalency rate is calculated at $3.968.

**Projected Benefits to Rocketship Education:**

Based on the data derived from the RFP, and the Federal Reimbursement rates, we project that a surplus to Rocketship Education in year 1 of a contract with SLA would be **$19,954** for the school foodservice account, and as much as **$99,774** over the entire 5 years. When you include a commodity usage allowance of **$22,557** for each year, surplus in 1 year would be **$42,512** and **$212,562 total over the life of the contract**, for your foodservice account as you will see in the Proforma on the next page. This amount will only deviate with changes in participation (increase or decrease), or a change in reimbursement rate, and will be pro-rated accordingly.

With the projected increase in participation in mind after the 3rd Rocketship is launched next Fall, we are providing a second Operating Budget Proforma for your review. Based on the enrollment projection provided for the additional site, the surplus to Rocketship Education in year 1 would be **$43,470**, **$217,350** over the entire 5 years. Including a yearly commodity usage allowance of **$49,140**, surplus in 1 year would be **$92,610** and **$463,050 total over the life of the contract**, for your foodservice account. This amount will only deviate with changes in participation (increase or decrease), or a change in reimbursement rate, and will be pro-rated accordingly.
### Financial Proforma

#### Rocketship Nashville Schools

**Operating Budget**

*Based on RFP Figures*

<table>
<thead>
<tr>
<th>Report Date</th>
<th>School year: 2022-23</th>
<th>School Food Authority</th>
<th>Rocketship Education Nashville</th>
</tr>
</thead>
<tbody>
<tr>
<td>School(s)</td>
<td>Rocketship United Academy</td>
<td></td>
<td>Company Name SLA Management, Inc.</td>
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<table>
<thead>
<tr>
<th></th>
<th><strong>BREAKFASTS</strong></th>
<th></th>
<th><strong>LUNCHES</strong></th>
<th></th>
<th><strong>SNACKS/SUPPLEMENTS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>MEALS</strong></td>
<td><strong>RATES</strong></td>
<td><strong>MEALS</strong></td>
<td><strong>RATES</strong></td>
<td><strong>MEALS</strong></td>
</tr>
<tr>
<td>Paid</td>
<td># - X $1.940</td>
<td>$</td>
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<td># - X $0.300</td>
<td>$</td>
</tr>
<tr>
<td>Reduced</td>
<td># - X $0.300</td>
<td>$</td>
<td></td>
<td>Full Paid</td>
<td># - X $3.240</td>
</tr>
<tr>
<td>Adult</td>
<td># - X $2.000</td>
<td>$</td>
<td></td>
<td>A la Carte</td>
<td># - X $3.968</td>
</tr>
<tr>
<td><strong>Subtotal Breakfasts</strong></td>
<td># -</td>
<td>$</td>
<td></td>
<td><strong>Subtotal Lunches</strong></td>
<td># -</td>
</tr>
<tr>
<td><strong>Total IN-SCHOOL Revenue</strong></td>
<td># -</td>
<td>$</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

#### Federal Reimbursement

<table>
<thead>
<tr>
<th></th>
<th><strong>BREAKFASTS</strong></th>
<th></th>
<th><strong>STANDARD RATE LUNCHES</strong></th>
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<th><strong>SNACKS/SUPPLEMENTS</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>MEALS</strong></td>
<td><strong>RATES</strong></td>
<td><strong>MEALS</strong></td>
<td><strong>RATES</strong></td>
<td><strong>MEALS</strong></td>
</tr>
<tr>
<td>Paid</td>
<td># - X $0.330</td>
<td>$</td>
<td></td>
<td># - X $0.440</td>
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<tr>
<td>Reduced</td>
<td># - X $2.050</td>
<td>$</td>
<td></td>
<td># - X $3.500</td>
<td>$</td>
</tr>
<tr>
<td>Free</td>
<td># 92,340 X $2.350</td>
<td>$216,999.00</td>
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<td># 86,760 X $3.750</td>
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<tr>
<td><strong>Subtotal Breakfasts</strong></td>
<td># 92,340</td>
<td>$216,999.00</td>
<td></td>
<td><strong>Subtotal Lunches</strong></td>
<td># 86,760</td>
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<tr>
<td><strong>Total Federal Reimbursement</strong></td>
<td># 179,100</td>
<td>$542,349.00</td>
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</tbody>
</table>

#### SUMMARY:

- Total IN-SCHOOL Revenue: $542,349.00
- Total Federal Reimbursements: $542,349.00
- Total Revenue: $542,349.00

#### EXPENSES:

- Invoices: $522,394.20
- Less: Commodity Allowance: $22,557.60
- **Total Expenses**: $499,836.60

#### SUMMARY

- Total Revenue: $542,349.00
- Total Expenses: $499,836.60
- School Nutrition Program/Food Service Account Income (or Loss): $42,512.40

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**PRICE & FINANCIAL PROPOSAL**

2
## Operating Budget
**Based on SLA Projection Adding New Site**

<table>
<thead>
<tr>
<th>School(s)</th>
<th>Rocketship United Academy</th>
</tr>
</thead>
<tbody>
<tr>
<td>School year: 2022-23</td>
<td>Rocketship Education Nashville</td>
</tr>
<tr>
<td>Company Name</td>
<td>SLA Management, Inc.</td>
</tr>
</tbody>
</table>

### Actual "In-School" Revenue

<table>
<thead>
<tr>
<th>MEALS</th>
<th>RATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid</td>
<td># - X $ 1.940 = $ -</td>
</tr>
<tr>
<td>Reduced</td>
<td># - X $ 0.300 = $ -</td>
</tr>
<tr>
<td>Adult</td>
<td># - X $ 2.000 = $ -</td>
</tr>
<tr>
<td><strong>Subtotal Breakfasts</strong></td>
<td># - $ -</td>
</tr>
<tr>
<td>Reduced</td>
<td># - X $ 0.400 = $ -</td>
</tr>
<tr>
<td>Full Paid</td>
<td># - X $ 3.240 = $ -</td>
</tr>
<tr>
<td>Adult</td>
<td># - X $ 4.000 = $ -</td>
</tr>
<tr>
<td>A la Carte</td>
<td># - X $ 3.968 = $ 50.00</td>
</tr>
<tr>
<td><strong>Subtotal Lunches</strong></td>
<td># - $ -</td>
</tr>
<tr>
<td><strong>Total &quot;IN-SCHOOL&quot; Revenue</strong></td>
<td># - $ -</td>
</tr>
</tbody>
</table>

### Federal Reimbursement

<table>
<thead>
<tr>
<th>MEALS</th>
<th>RATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid</td>
<td># - X $ 0.330 = $ -</td>
</tr>
<tr>
<td>Reduced</td>
<td># - X $ 2.050 = $ -</td>
</tr>
<tr>
<td>Free</td>
<td># 162,000 X $ 2.350 = $ 380,700.00</td>
</tr>
<tr>
<td><strong>Subtotal Breakfasts</strong></td>
<td># 162,000 $ 380,700.00</td>
</tr>
<tr>
<td>Paid</td>
<td># - X $ 0.440 = $ -</td>
</tr>
<tr>
<td>Reduced</td>
<td># - X $ 3.500 = $ -</td>
</tr>
<tr>
<td>Free</td>
<td># 189,000 X $ 3.750 = $ 708,750.00</td>
</tr>
<tr>
<td><strong>Subtotal Lunches</strong></td>
<td># 189,000 $ 708,750.00</td>
</tr>
<tr>
<td>Paid</td>
<td># X = $ -</td>
</tr>
<tr>
<td>Free</td>
<td># - X $ 1.0000 = $ -</td>
</tr>
<tr>
<td>Reduced</td>
<td># X = $ -</td>
</tr>
<tr>
<td><strong>Subtotal Snacks/Supplements</strong></td>
<td># - $ -</td>
</tr>
<tr>
<td><strong>Total Federal Reimbursement</strong></td>
<td># 351,000 $ 1,089,450.00</td>
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### SUMMARY:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Total &quot;IN-SCHOOL&quot; Revenue</td>
<td>$ -</td>
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<tr>
<td>Total All Federal Reimbursements</td>
<td>$ 1,089,450.00</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 1,089,450.00</td>
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</table>

### EXPENSES:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Invoices</td>
<td>$ 1,045,980.00</td>
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<tr>
<td>Less: Commodity Allowance</td>
<td>$ 49,140.00</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$ 996,840.00</td>
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### SUMMARY:

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$ 1,089,450.00</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 996,840.00</td>
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<tr>
<td>School Nutrition Program/Food Service Account Income (or Loss)</td>
<td>$ 92,610.00</td>
</tr>
</tbody>
</table>
## K–8 National School Lunch Program School Year 2022–23

### 21-Day Cycle Menus

<table>
<thead>
<tr>
<th>Week 1</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTER PLATE</td>
<td>Mandarine Orange Chicken Over Rice</td>
<td>All American Cheeseburger</td>
<td>Crispy Chicken Sandwich</td>
<td>Spaghetti w/ Meat Sauce</td>
<td>Cheese Pizza &amp;/or Pepperoni (Turkey) Pizza</td>
</tr>
<tr>
<td>DELI DELIGHT</td>
<td>Entrée Chef Salad (Turkey) w/ Croutons &amp; a WG Breadstick</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEGGIES PICK 2</td>
<td>Garlic Steamed Broccoli</td>
<td>Cajun Tater Tots</td>
<td>BBQ Baked Beans</td>
<td>Roasted Italian Veggies</td>
<td>Seasoned Corn</td>
</tr>
<tr>
<td></td>
<td>Garden Patch</td>
<td>Garden Patch</td>
<td>Garden Patch</td>
<td>Garden Patch</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 2</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTER PLATE</td>
<td>Chicken Tenders w/ Whole Grain Roll</td>
<td>Beef Quesadillas</td>
<td>Korean BBQ Chicken Bowl over Rice</td>
<td>Meatball Bowl w/ Breadstick</td>
<td>Cheese Pizza &amp;/or Pepperoni (Turkey) Pizza</td>
</tr>
<tr>
<td>DELI DELIGHT</td>
<td>Italian Wrap (Turkey)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEGGIES PICK 2</td>
<td>Honey Glazed Carrots</td>
<td>Spicy Pinto Beans</td>
<td>Garlic Green Beans</td>
<td>Coleslaw</td>
<td>Herb Buttered Corn</td>
</tr>
<tr>
<td></td>
<td>Garden Patch</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 3</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTER PLATE</td>
<td>Three Cheese Baked Rotini w/ Meat Sauce</td>
<td>Southern Chicken Bowl w/ a Biscuit</td>
<td>Mini Corn Dog Nuggets</td>
<td>Honey Ginger Chicken w/ Rice</td>
<td>Cheese Pizza &amp;/or Pepperoni (Turkey) Pizza</td>
</tr>
<tr>
<td>DELI DELIGHT</td>
<td>Entrée Grilled Chicken Caesar Salad w/ Croutons &amp; a WG Breadstick</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEGGIES PICK 2</td>
<td>Garlic Steamed Broccoli</td>
<td>Southern Green Beans</td>
<td>BBQ Baked Beans</td>
<td>Roasted Oriental Veggies</td>
<td>Seasoned Corn</td>
</tr>
<tr>
<td></td>
<td>Garden Patch</td>
<td>Garden Patch</td>
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<table>
<thead>
<tr>
<th>Week 4</th>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTER PLATE</td>
<td>Pulled BBQ Chicken Sandwich</td>
<td>Smothered Chicken over Rice</td>
<td>Meatloaf w/ Brown Gravy w/ Texas Toast</td>
<td>Chicken Nuggets</td>
<td>Cheese Pizza &amp;/or Pepperoni (Turkey) Pizza</td>
</tr>
<tr>
<td>DELI DELIGHT</td>
<td>Pepperoni Pizza Craftable</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VEGGIES PICK 2</td>
<td>Spicy Pinto Beans</td>
<td>Herb Roasted Broccoli</td>
<td>Creamy Mashed Potatoes w/ Gravy</td>
<td>Cajun Fries</td>
<td>Herb Buttered Corn</td>
</tr>
<tr>
<td></td>
<td>Garden Patch</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Week 5</th>
<th>21</th>
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</thead>
<tbody>
<tr>
<td>CENTER PLATE</td>
<td>Buffalo Chicken Bites w/ a Biscuit</td>
</tr>
<tr>
<td>DELI DELIGHT</td>
<td>Chicken Ranch Wrap</td>
</tr>
<tr>
<td>VEGGIES PICK 2</td>
<td>Sweet Potatoe Fries</td>
</tr>
</tbody>
</table>

- 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).

### DISCLAIMER
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This institution is an equal opportunity provider and employer.
## 21-Day Cycle Menus

### K-8 School Breakfast Program School Year 2022–23

<table>
<thead>
<tr>
<th>CENTER PLATE</th>
<th>MON</th>
<th>TUES</th>
<th>WED</th>
<th>THURS</th>
<th>FRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Chicken &amp; Waffle Sandwich</td>
<td>Strawberry Banana Yogurt &amp; Crackers Honey Grahams</td>
<td>Turkey Sausage Biscuit</td>
<td>French Toast Sticks w/ Maple Syrup</td>
<td>Egg &amp; Cheese English Muffin</td>
</tr>
<tr>
<td>COLD BAR</td>
<td>Assorted 1 WG Cereals &amp; Grahams Crackers or Assorted 2 WG Cereals</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Week 2</td>
<td>Chocolate Chip Muffin</td>
<td>Turkey Sausage Breakfast Pizza</td>
<td>Yogurt Parfait</td>
<td>Chicken Biscuit</td>
<td>Blueberry Pancake Pouch I&amp;W</td>
</tr>
<tr>
<td>COLD BAR</td>
<td>Assorted 1 WG Cereals &amp; Grahams Crackers or Assorted 2 WG Cereals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td>Whole Wheat Buttermilk Biscuit &amp; Chicken Patty</td>
<td>Breakfast Pizza</td>
<td>Whole Grain Waffles</td>
<td>Whole Wheat Buttermilk Biscuit &amp; Sausage Patty</td>
<td>Whole Grain Cinnamon Rolls Frosted</td>
</tr>
<tr>
<td>COLD BAR</td>
<td>Assorted 1 WG Cereals &amp; Grahams Crackers or Assorted 2 WG Cereals</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Week 4</td>
<td>Blueberry Pancake on a Stick &amp; Turkey Sausage</td>
<td>Granola &amp; Yogurt Parfait</td>
<td>Whole Wheat Buttermilk Biscuit &amp; Sausage Patty</td>
<td>Peanut Butter &amp; Banana Rollup</td>
<td>Whole Wheat Buttermilk Biscuit &amp; Chicken Patty</td>
</tr>
<tr>
<td>COLD BAR</td>
<td>Assorted 1 WG Cereals &amp; Grahams Crackers or Assorted 2 WG Cereals</td>
<td></td>
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<td></td>
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<tr>
<td>Week 5</td>
<td>Whole Wheat Buttermilk Biscuit &amp; Chicken Patty</td>
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<tr>
<td>COLD BAR</td>
<td>Assorted 1 WG Cereals &amp; Grahams Crackers or Assorted 2 WG Cereals</td>
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</tbody>
</table>

- 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.

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Each Breakfast includes Milk and a choice of 2 different fruits:
- Fresh Fruit
- Fruit Cup
- 100% Fruit Juice

Choice of 1% or Fat Free Milk available daily.

### K–8 School Breakfast Program School Year 2022–23

<table>
<thead>
<tr>
<th>CENTER PLATE</th>
<th>TUES</th>
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<th>THURS</th>
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<td><strong>Week 1</strong></td>
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<tr>
<td>Assorted 1 WG Cereals &amp; Grahams</td>
<td>Strawberry Banana</td>
<td></td>
<td>French Toast Sticks</td>
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</tr>
<tr>
<td>Crackers or Assorted 2 WG Cereals</td>
<td>Yogurt &amp; Crackers</td>
<td></td>
<td>w/ Maple Syrup</td>
<td></td>
</tr>
<tr>
<td>Honey Grahams</td>
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<tr>
<td><strong>Week 2</strong></td>
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<tr>
<td>Chocolate Chip Muffin</td>
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<tr>
<td>Turkey Sausage</td>
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</tr>
<tr>
<td>Breakfast Pizza</td>
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<tr>
<td><strong>Week 3</strong></td>
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<tr>
<td>Mini Blueberry WG</td>
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<tr>
<td>Waffles IW</td>
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<td><strong>Week 4</strong></td>
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<tr>
<td>Assorted 1 WG Cereals &amp; Grahams</td>
<td>Strawberry Banana</td>
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</tr>
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<tr>
<td>Honey Grahams</td>
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<tr>
<td><strong>Week 5</strong></td>
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<tr>
<td>Chocolate Chip Muffin</td>
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### All ASSP Participants

<table>
<thead>
<tr>
<th>CENTER PLATE</th>
<th>TUES</th>
<th>WED</th>
<th>THURS</th>
<th>FRI</th>
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<tbody>
<tr>
<td><strong>Week 1</strong></td>
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</tr>
<tr>
<td>Baked Chips &amp; 100% Fruit Juice</td>
<td>Cheese Stick &amp; 100%</td>
<td>Fresh Baked Cookie</td>
<td>Crackers Cheez-Its</td>
<td>Non Fat Yogurt</td>
</tr>
<tr>
<td></td>
<td>Fruit Juice</td>
<td>&amp; Choice of 1% or Fat Free Milk</td>
<td>&amp; 100% Fruit Juice</td>
<td>&amp; 100% Fruit Juice</td>
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<tr>
<td><strong>Week 2</strong></td>
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</tr>
<tr>
<td>Goldfish &amp; 100% Fruit Juice</td>
<td>Baked Chips &amp; 100%</td>
<td>Fresh Baked Cookie</td>
<td>Hummus / Sliced</td>
<td>Whole Grain Blueberry Muffin &amp; 100% Fruit Juice</td>
</tr>
<tr>
<td></td>
<td>Fruit Juice</td>
<td>&amp; Choice of 1% or Fat Free Milk</td>
<td>Celery Stick &amp; 100% Fruit Juice</td>
<td>&amp; 100% Fruit Juice</td>
</tr>
</tbody>
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### DISCLAIRER
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### NSLP Breakfast K-8

**MONDAY**
- Strawberry Pancake Bowl [1.75WG, 0.5F]

**TUESDAY**
- Egg and Cheese Croissant [1.5M, 1WG]

**WEDNESDAY**
- French Toast Sticks w/ Maple Syrup [2.25WG]

**THURSDAY**
- Turkey Sausage Biscuit [1M, 2G]

**FRIDAY**
- Jumbo Cinnamon Roll [2WG]

**Cold Bar**
- Yogurt [1M], String Cheese [1M], Assorted 1 Grain Pop Tarts [1WG], Assorted 1 Grain Cereals [1WG], Animal Crackers [1WG]

**Cold Bar**
- Yogurt [1M], String Cheese [1M], Assorted 1 Grain Pop Tarts [1WG], Assorted 1 Grain Cereals [1WG], Animal Crackers [1WG]

**Daily Offering**
- Each Breakfast includes Milk and a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free Milk Available Daily

### NSLP Breakfast K-8

**MONDAY**
- Apple Breakfast Bar [2WG, 0.5F]

**TUESDAY**
- Egg and Cheese Croissant [1.5M, 1WG]

**WEDNESDAY**
- Breakfast Wrap Egg and Cheese IW [1M, 1WG]

**THURSDAY**
- Chicken Biscuit [1M, 2G, 0.5WG]

**FRIDAY**
- Cinnamon Roll, Mini IW [2WG]

**Cold Bar**
- Assorted 2 Grain Cereals [2WG]

**Cold Bar**
- Assorted 2 Grain Cereals [2WG]

**Daily Offering**
- Each Breakfast includes Milk and a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free Milk Available Daily

### NSLP Breakfast 9-12

**MONDAY**
- Chocolate Chip Muffin [2WG]

**TUESDAY**
- Ham and Cheese Croissant [1.5M, 2WG]

**WEDNESDAY**
- Strawberry Pancake Bowl [1.75WG, 0.5F]

**THURSDAY**
- Biscuit with Gravy [2G]

**FRIDAY**
- Cinnamon Streusel Bread [2WG]

**Brkfst Mix & Match Bar**
- Grits [1G], Sausage [1M], Biscuit [2G], French Toast Sticks w/ Maple Syrup [2WG], Cheesy Scrambled Eggs [1M]

**Cold Bar**
- Yogurt Parfaits [1M], Assorted 1 Grain Pop Tarts [1WG], Assorted 1 Grain Cereals [1WG], Animal Crackers [1WG]

**Week Two**
- Maple Waffles w/ Maple Syrup [2WG]

**Week Two**
- Bagel with Cream Cheese [2.25WG]

**Week Two**
- Breakfast Burrito [2M, 1WG]

**Week Two**
- Bacon, Egg, and Cheese Biscuit [J ONLY] [1.25M, 2G]

**Week Two**
- Jumbo Cinnamon Roll [2WG]

**Brkfst Mix & Match Bar**
- Grits [1G], Bacon (Bacon doesn’t count), Biscuit [2G], French Toast Sticks w/ Maple Syrup [2WG], Cheesy Scrambled Eggs [1M]

**Cold Bar**
- Cheese Stick [1M], Assorted 1 Grain Pop Tarts [1WG], Assorted 1 Grain Cereals [1WG], Animal Crackers [1WG]

**Daily Offering**
- Each Breakfast includes Milk and a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free Milk Available Daily
### Additional Menu Samples in use at other SFA’s

#### NSLP Breakfast K-12

<table>
<thead>
<tr>
<th>Week One</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Egg &amp; Cheese Croissant</td>
<td>Cinnamon Streusel Bread</td>
<td>Chicken Biscuit</td>
<td>Cinnamon Monkey Bread</td>
<td>Mini Blueberry Waffles with Maple Syrup</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cold Bar</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers</td>
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</table>

<table>
<thead>
<tr>
<th>Week Two</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini Cinnamon Roll</td>
<td>Cheesy Scrambled Eggs with Pancake &amp; Maple Syrup</td>
<td>Maple Waffles with Maple Syrup</td>
<td>French Toast Sticks with Maple Syrup</td>
<td>Egg &amp; Cheese Breakfast Wrap</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cold Bar</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yogurt, String Cheese, Assorted 1 Grain Pop Tarts, Assorted 1 Grain Cereals, Animal Crackers</td>
<td></td>
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</tr>
</tbody>
</table>

### Daily Offering
- Each Breakfast includes Milk & a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free White Milk Available Daily

#### NSLP Lunch K-8 Southeast

<table>
<thead>
<tr>
<th>Week One</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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</thead>
</table>

### Daily Offering
- Each Breakfast includes Milk & a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free White Milk Available Daily

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**NSLP Breakfast K-12**

**PAP, VRA (OCA)**

<table>
<thead>
<tr>
<th>Week One</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assorted 1 Grain Cereals with Crackers</td>
<td>Assorted 1 Grain Pop Tarts</td>
<td>Chocolate Chip Muffin</td>
<td>Yogurt and Animal Crackers</td>
<td>Apple Breakfast Bar</td>
<td></td>
</tr>
</tbody>
</table>

### Daily Offering
- Each Breakfast includes Milk & a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free White Milk Available Daily

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**NSLP Lunch K-8 Southeast**

**FRF, FRH, FRK, FRM, FRN, FRQ**

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center Plate</td>
<td>Italian Meatball Bowl</td>
<td>Heapin’ Beef Nachos</td>
<td>Spaghetti with Meat Sauce</td>
<td>BBQ Korean Chicken Sandwich</td>
<td>Cheese or Turkey Pepperoni Pizza</td>
</tr>
<tr>
<td>All American Grill</td>
<td>Chicken Tenders</td>
<td>Cheesy Breadstick Dippers with Marinara</td>
<td>Chicken Nuggets</td>
<td>Cheesy Breadstick Dippers with Marinara</td>
<td></td>
</tr>
</tbody>
</table>

### Daily Offering
- Each Breakfast includes Milk & a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice. Cannot choose 2 juice. Choice of 1% or Fat Free White Milk Available Daily

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### Pricing & Financial Proposal

<table>
<thead>
<tr>
<th>Price &amp; Financial Proposal</th>
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<tbody>
<tr>
<td>22-23</td>
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</table>

**NSLP Breakfast K-12**

**NSLP Lunch K-8 Southeast**

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**All Entrees with the exception of Entrée Salads are served with up to Two Fruits & Two Vegetarianables. Entrée Salads may be served with up to One Vegetarianable & Two Fruits.**

**Fruit Juice may be served daily with any additional Fresh Fruit or Canned Fruit option. Everyday there should be at least One Fresh Fruit & One Canned Fruit Option. Can’t take 2 juice.**
### Additional Menu Samples in use at other SFA’s

#### NSLP Snack

<table>
<thead>
<tr>
<th>Week</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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</thead>
<tbody>
<tr>
<td>One</td>
<td>Rainbow Goldfish and 6oz 100% Fruit Juice</td>
<td>Cheese-its and 6oz 100% Fruit Juice</td>
<td>Chocolate Graham Crackers and Choice of 1% or Fat Free Milk</td>
<td>Baked Chips and 6oz 100% Fruit Juice</td>
<td>Fresh Baked Cookie and Choice of 1% or Fat Free Milk</td>
</tr>
<tr>
<td>Two</td>
<td>Baked Chips and 6oz 100% Fruit Juice</td>
<td>Honey Grahams with Choice of 1% or Fat Free Milk</td>
<td>Cheese-its and 6oz 100% Fruit Juice</td>
<td>Rainbow Goldfish and 6oz 100% Fruit Juice</td>
<td>Pretzels and 6oz 100% Fruit Juice</td>
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</tbody>
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#### MS Lunch

<table>
<thead>
<tr>
<th>WEEK</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Mozzarella Sticks with Marinara (1G, 2M)</td>
<td>Smothered Chicken with Biscuit (1G, 2M)</td>
<td>Mini Corn Dog Basket (1G, 2M)</td>
<td>Pulled BBQ Chicken Sandwich (1G, 2M)</td>
<td>Fresh Baked Cheese or Pepperoni Pizza</td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
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<td>All American Grill</td>
<td>All American Cheeseburger</td>
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<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
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<table>
<thead>
<tr>
<th>Veggies</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Roasted Broccoli</td>
<td>Creamy Mashed Potatoes</td>
<td>Southern Baked Beans</td>
<td>Garlic Green Beans</td>
<td>Herb Buttered Corn</td>
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<tbody>
<tr>
<td>2</td>
<td>Chicken Tender Basket w/ a Biscuit</td>
<td>Three Cheese Baked Ziti</td>
<td>Shepherd’s Pie w/ a Roll</td>
<td>Jerk Chicken with Waffles</td>
<td>Texas Toast Pizza Sliders</td>
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<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
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<td>All American Grill</td>
<td>All American Cheeseburger</td>
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<td>All American Cheeseburger</td>
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<tbody>
<tr>
<td></td>
<td>Southern Baked Beans</td>
<td>Roasted Italian Veggies</td>
<td>Garlic Green Beans</td>
<td>Cajun Tater Tots</td>
<td>Seasoned Corn</td>
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<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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</thead>
<tbody>
<tr>
<td>3</td>
<td>Roasted Chicken with Cheesy Rice (1G, 2M)</td>
<td>Homemade Mac and Cheese</td>
<td>All American Cheeseburger</td>
<td>Roasted Chicken with a WG Biscuit (1G, 2M)</td>
<td>Fresh Baked Cheese or Pepperoni Pizza</td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
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<th>Side Salad</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Roasted Broccoli</td>
<td>Garlic Green Beans</td>
<td>Sweet Potato Fries</td>
<td>Mashed Potato</td>
<td>Seasoned Corn</td>
</tr>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>WEEK</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Chicken Nugget Basket</td>
<td>Beef Macaroni Bake</td>
<td>Cheesy Quesadilla Strips (1G, 2M)</td>
<td>Oven Fried Chicken w/ a Biscuit</td>
<td>Texas Toast Pepperoni Pizza Sliders</td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Hamburger</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Hamburger</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Hamburger</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Veggies</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sweet Potato Fries</td>
<td>Garlic Green Beans</td>
<td>Sweet Potato Fries</td>
<td>Black Beans</td>
<td>Mashed Potato</td>
</tr>
<tr>
<td></td>
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<table>
<thead>
<tr>
<th>WEEK</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Sweet Sticky Chicken</td>
<td>BBQ Sloppy Joe</td>
<td>Herb Roasted Chicken with Dinner Roll</td>
<td>Swedish Meatballs over Rice (1G, 2M)</td>
<td>Fresh Baked Cheese or Pepperoni Pizza</td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All American Grill</td>
<td>All American Cheeseburger</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Veggies</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
<th>Side Salad</th>
<th>Garden Patch</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Oven Crisp Tots</td>
<td>Garden Patch</td>
<td>Roasted Broccoli</td>
<td>Garlic Green Beans</td>
<td>Seasoned Corn</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### 9-12 Breakfast

<table>
<thead>
<tr>
<th>Week</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Raspberry Pastry (2G)</td>
<td>Rise and Shine Wrap</td>
<td>WG Dutch Waffle with Maple Syrup (2G)</td>
<td>Blueberry Bread with Yogurt (1M, 1G)</td>
<td>Pancakes with Maple Syrup (2G)</td>
</tr>
<tr>
<td>Two</td>
<td>Cinnamon Roll (2G)</td>
<td>Cheesy Egg Toast (1G, 2M)</td>
<td>Pancake Wrapped Sausage</td>
<td>Turkey Bacon and Egg Biscuit (1G, 1.5M)</td>
<td>Muffin (2G)</td>
</tr>
<tr>
<td>Three</td>
<td>Turkey Sausage Breakfast Pizza (1.5G, 1M)</td>
<td>Egg and Cheese Biscuit</td>
<td>Cinnamon Monkey Bread (2G)</td>
<td>Chicken Biscuit</td>
<td>Scrambled Eggs with Pancakes (1.5G, 2M)</td>
</tr>
</tbody>
</table>

Each Breakfast includes Milk and a Choice of Two Different Fruits: Fresh Fruit, Fruit Cup or 100% Fruit Juice.
### Additional Menu Samples in use at other SFA’s

#### Summer / Cold Menus (Seamless)

<table>
<thead>
<tr>
<th>Breakfast</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
</tr>
<tr>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
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<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lunch</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ham and Cheese Sandwich [N] [2M,2WG]</td>
<td>Clubhouse Wrap [N] [2.5M,2WG]</td>
<td>BBQ Chicken Flatbread [N] [2M,2WG]</td>
<td>Turkey and Cheese Sandwich [N] [2.5M,2WG]</td>
<td>Chicken Caesar Wrap [N] [2.5M,2WG]</td>
<td></td>
</tr>
<tr>
<td>Fresh Celery (O) [1c V]</td>
<td>Roasted Corn Salsa (5) [1c V]</td>
<td>Marinated Chick Peas (BP) [1/2c V]</td>
<td>Fresh Broccoli (DG) [1c V]</td>
<td>Fresh Carrots (RO) [1c V]</td>
<td></td>
</tr>
<tr>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td>Assorted Fruit [1/2c F] &amp; 100% Fruit Juice [1/2c F]</td>
<td></td>
</tr>
<tr>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
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<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Snack</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
<td>1% White Milk or Fat Free Chocolate Milk [1Mi]</td>
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</tbody>
</table>

### SFSP Daily Meal Pattern Requirements

<table>
<thead>
<tr>
<th>Breakfast</th>
<th>Lunch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serve all THREE</td>
<td>Serve all FOUR</td>
</tr>
</tbody>
</table>

### SSO Daily Meal Pattern Requirements

<table>
<thead>
<tr>
<th>Breakfast</th>
<th>Lunch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serve all THREE</td>
<td>Serve all FIVE</td>
</tr>
</tbody>
</table>

### Price & Financial Proposal

10
# Staffing Schedule

## Rocketship Education

### Nashville Northeast

<table>
<thead>
<tr>
<th>POSITION</th>
<th>HOURS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café Manager</td>
<td>7</td>
</tr>
</tbody>
</table>

### United Academy

<table>
<thead>
<tr>
<th>POSITION</th>
<th>HOURS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café Manager</td>
<td>7</td>
</tr>
</tbody>
</table>

### New Site

<table>
<thead>
<tr>
<th>POSITION</th>
<th>HOURS*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Café Manager</td>
<td>8</td>
</tr>
<tr>
<td>Lead Cook/Assistant</td>
<td>8</td>
</tr>
<tr>
<td>Food Service Worker</td>
<td>6</td>
</tr>
<tr>
<td>Food Service Worker</td>
<td>6</td>
</tr>
</tbody>
</table>

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

- Maximization of Kitchen Space with Floorplans
- Sample Equipment & Supplies Lists
- Equipment Resources & Contractors
Hands down, one of the highlights of this school year has been our partnership with SLA! For the past several years, our meal program has been something that our students, parents, and teachers have consistently given negative feedback on. Our meal program lacked fresh food/ingredients, appropriate portion sizes, and high-quality guest experience. To be short and sweet, SLA has changed all of this for the better for our students!
School Cafeteria service is a unique market within the food service industry especially when your customers must be served once or twice per day for a limited amount of time each day. At SLA we pride ourselves on creating cafeteria kitchens that are state of the art and we welcome the opportunity to create a vision for you. As you review the numerous proposals received for this bid, please take notice that we are light years ahead of the other providers as they will not build you a kitchen better then SLA.

The dining space needs to also be adequate for enough seating, but focus is now placed on the environment and ensuring that the space is engaging and not too institutionalized. The dining experience is now, perhaps more than ever before, becoming an integral part of the student body’s learning environment. SLA has proven throughout the many accounts we serve, that with access to breakfast and lunch, student learning and achievement can be tied to school meal programs that enrich students’ educational environments.

We are extremely experienced at assisting our school families with the efficient design of kitchen facilities and service areas. Every single renovated kitchen and upgraded meal program we have implemented has resulted in substantial increases in meal participation, parent/student satisfaction, and increased revenue for our school partners.

Minimum equipment required to create an efficient cafeteria in SLA’s optimal floor plan:

- Prep area
- Serving line
- Warmers
- Hot box
- Ovens
- Refrigeration
- Freezer

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## Sample Equipment & Supplies Lists (per kitchen)

<table>
<thead>
<tr>
<th>EQUIPMENT</th>
<th>QTY</th>
<th>SUPPLIES</th>
<th>QTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Double Stack Oven</td>
<td>1</td>
<td>Steam Table Pan, Stainless Steel - various sizes</td>
<td>80</td>
</tr>
<tr>
<td>Hot Box</td>
<td>1</td>
<td>Steam Table Pan Cover, Stainless Steel</td>
<td>30</td>
</tr>
<tr>
<td>2-Door Freezer</td>
<td>2</td>
<td>Bun / Sheet Pan - various sizes</td>
<td>54</td>
</tr>
<tr>
<td>2-Door Cooler</td>
<td>2</td>
<td>Oven Mitt</td>
<td>4</td>
</tr>
<tr>
<td>Prep Sink</td>
<td>1</td>
<td>Plastic Food Pan</td>
<td>4</td>
</tr>
<tr>
<td>Pos Station</td>
<td>1</td>
<td>Portion Scale</td>
<td>1</td>
</tr>
<tr>
<td>Hot Table</td>
<td>1</td>
<td>Thermometer</td>
<td>2</td>
</tr>
<tr>
<td>Cold Table</td>
<td>1</td>
<td>Refrig/Freezer Thermometer</td>
<td>10</td>
</tr>
<tr>
<td>Milk Cooler from Vendor</td>
<td>1</td>
<td>Timer, Electronic</td>
<td>1</td>
</tr>
<tr>
<td>Probe Wipes - box</td>
<td>1</td>
<td>Wedger</td>
<td>1</td>
</tr>
<tr>
<td>Chef Knife - various</td>
<td>4</td>
<td>Bread / Sandwich Knife</td>
<td>2</td>
</tr>
<tr>
<td>Utility Knife</td>
<td>2</td>
<td>Knife Sharpener</td>
<td>1</td>
</tr>
<tr>
<td>Cut Resistant Glove - various</td>
<td>5</td>
<td>Cutting Board</td>
<td>4</td>
</tr>
<tr>
<td>Cutting Board</td>
<td>2</td>
<td>Colander</td>
<td></td>
</tr>
<tr>
<td>Standard Round Bowl Disher - various</td>
<td>12</td>
<td>Standard Round Bowl Disher - various</td>
<td></td>
</tr>
<tr>
<td>Ladle</td>
<td>1</td>
<td>Measuring Cup</td>
<td>1</td>
</tr>
<tr>
<td>Portion Control Spoon/Ladle - various</td>
<td>36</td>
<td>Portion Control Spoon/Ladle - various</td>
<td></td>
</tr>
<tr>
<td>Perforated Serving Spoon</td>
<td>6</td>
<td>French Whip/Wisk - various</td>
<td>2</td>
</tr>
<tr>
<td>Solid Serving Spoon</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility Tongs - Various</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>French Whip/Wisk - various</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*continues*
<table>
<thead>
<tr>
<th>SUPPLIES continued</th>
<th>QTY</th>
<th>SUPPLIES</th>
<th>QTY</th>
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</thead>
<tbody>
<tr>
<td>Measuring Cup Set</td>
<td>1</td>
<td>Measuring Spoon Set</td>
<td>1</td>
</tr>
<tr>
<td>Mixing Bowl, Metal - various</td>
<td>3</td>
<td>Pastry Brush</td>
<td>2</td>
</tr>
<tr>
<td>Pizza Cutter</td>
<td>2</td>
<td>Pizza Screen</td>
<td>18</td>
</tr>
<tr>
<td>Spatula</td>
<td>4</td>
<td>Utility/Bussing Cart</td>
<td>1</td>
</tr>
<tr>
<td>Bib Apron</td>
<td>8</td>
<td>First Aid Supply Kit</td>
<td>1</td>
</tr>
<tr>
<td>Broom</td>
<td>2</td>
<td>Lobby Dust Pan</td>
<td>2</td>
</tr>
<tr>
<td>Mop Broom Handle</td>
<td>2</td>
<td>Wet Mop Head</td>
<td>2</td>
</tr>
<tr>
<td>Mop Bucket with Wringer</td>
<td>2</td>
<td>Garbage Can</td>
<td>4</td>
</tr>
<tr>
<td>Wet Floor Sign</td>
<td>2</td>
<td>Display Tray, Market/Bakery, Plastic - various</td>
<td>30</td>
</tr>
<tr>
<td>Condiment Caddy</td>
<td>2</td>
<td>Universal Pan Rack</td>
<td>2</td>
</tr>
<tr>
<td>Can Opener</td>
<td>1</td>
<td>Refrigerator Rack, Reach-In</td>
<td>1</td>
</tr>
</tbody>
</table>
“It has been said, to do the best job you can, you need the right tools.” Building the right kitchen is important when you want to produce a quality meal, especially when kitchen and dining spaces are at a premium. Combine that with building as many as 30 kitchens per year, growing and selecting the right equipment distributor makes hiring installation contractors become a top priority. We have done our due diligence in selecting strategic partners for procuring equipment and installations, anywhere in the United States.

**Equipment Distributor**

We partner with Central Restaurant Products as our equipment distributor. Central is a wholesale distributor of commercial foodservice equipment and supplies, striving to fit their customers’ unique needs with individualized solutions to help run an efficient operation. There are experienced and have expertise since their founding in 1981. They share emerging trends and operations management advice, outfitting each of our cafes with customized equipment necessary to achieve our menu goals.

**Installation Contractor**

With over 20 years’ experience, Ameritech Facility Services has become the industry leader in national and regional facility upgrades, renovations and multi-store roll-outs for the food service, hospitality, retail, and health care industries. Ameritech Facility Services leads the industry in planning, managing and executing projects on both small and large-scale operations. They have a depth of products and services needed in the food service space including their own mill work operation as well as a custom stainless fabrication company specializing in cook and serving modifications.

With the experience and knowledge of our equipment and installation partners, Central Restaurant Products and Ameritech Facility Services, you can rest assured that your kitchen projects will be done right and done on time.
SERVICE CAPABILITY
<table>
<thead>
<tr>
<th>SLA Core Values</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community</strong></td>
</tr>
<tr>
<td>▶ We are committed to the cultivation of positive relationships between, and common experiences among, students, school faculty, SLA staff, and community families.</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
</tr>
<tr>
<td>▶ 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.</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
</tr>
<tr>
<td>▶ A &quot;no compromises&quot; 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.</td>
</tr>
<tr>
<td><strong>Stewardship</strong></td>
</tr>
<tr>
<td>▶ 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.</td>
</tr>
<tr>
<td><strong>Respect</strong></td>
</tr>
<tr>
<td>▶ Positive, purposeful, and honest in all we do; considerate of the wellbeing of all around us.</td>
</tr>
<tr>
<td><strong>Dedication</strong></td>
</tr>
<tr>
<td>▶ Each tray is a testament. We are proud of our company. We are dedicated to the customers we serve.</td>
</tr>
</tbody>
</table>
Service Capability

- SLA’S Boutique Approach to Meal Service
- Let’s Do Lunch! — SLA’s Lunch Brands
- Best Way to Start the Day — Breakfast Done Your Way
- Teachers’ Menus
- Committed to Quality & Freshness
- Menu Innovation & Recipe Development
- Emergency Feeding & COVID-19
- Example Health Inspections
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 students’ 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 keeps students, parents, and the school community thinking about nutrition.

We Custom Design Your Meal Program to Meet Your Needs

School Food Authorities (SFAs) 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

SERVICE CAPABILITY
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 Financial Condition/Stability & Business Practices section.
Center Plate

- Our feature line of homemade hot dishes, scratched 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.
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
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.
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!
Committed to Quality & Freshness

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.

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.

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

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.
Recipe Development

Chef’s Imprint on Meals

*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.

- **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.

- **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.

- **ONCE THE PROPOSED NEW ITEM** has met these initial criteria, it is given 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.
Emergency Feeding & COVID-19

SLA’s Efforts to Keep Families Fed

As the fallout of COVID-19 continues to impact the nation, SLA Management is proud to be among the many agencies who is capable to operate 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.
Christ's Church Academy

★★ CCA Superhero of the Week ★★ Thank you to our “Amazing Lunch Lady” Ms. April for all you do to keep our students and staff well fed! #247eagles — at Christ’s Church Academy.
**Memo**

To: SLA 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 multifaceted challenge.

It’s important that we all respond responsibly and transparently to these health precautions. We assure you that we will always treat your personal 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.

---

**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. (1) Face coverings – It is mandatory that all staff must wear face coverings at all times while on site.

2. (2) Disposable Gloves – It is mandatory that all staff wear disposable gloves when cleaning and disinfecting. Please dispose of them immediately.

3. (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. (1) Wash hands frequently with soap and water for at least 20 seconds.

2. (2) Wear disposable gloves to clean and disinfect.

3. (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 sale keypads, should be disinfected before each use.
   - b. High touch surfaces should be disinfected after each use including door knobs, light switches, countertops, handle, 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.

---

**Covid-19 Protocol Agreement**

**Daily Health and Wellbeing**

1. (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. (2) Staff who begins feeling sick while working should notify their manager, repeat the daily health screening and go home immediately.

3. (3) Staff who feels ill prior to arriving on site should notify their manager, describe symptoms for documentation, and meet to report to work.

4. (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. (5) Staff who has had unprotected exposure to someone who is Covid-19 positive is encouraged to get tested immediately.

6. (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.

- 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.


**Work Interactions**

1. (1) Staff should keep two arm lengths apart whenever possible.

2. (2) Staff should take breaks separate from one another.

3. (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.

<table>
<thead>
<tr>
<th>Employee's Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager's Signature:</td>
<td>Date:</td>
</tr>
<tr>
<td>Human Resources Signature:</td>
<td>Date:</td>
</tr>
</tbody>
</table>
Curbside Meal Service

SOP

Curbside Meal Pick-up Service is designed to provide meals to students who 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
- Thank You Bags
- 3-Compartment Aluminum Pan w/lid
- 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).

Labelling
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.
Example Health Inspections
Example Health Inspections

Service Capability
EXPERIENCE & REFERENCES

EXPERIENCE & REFERENCES
Our comprehensive service capability plan is a blueprint for SLA Management’s partnership with XYZ College Prep. Our proposal highlights detailed information that supports our confidence that we have the greatest service capability for XYZ College Prep of any food service management company:

 Pokémon

 SLA Management currently serves over one hundred thousand meals per day equaling millions of meals annually. We enjoy strong partnerships with over 230 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 four years running, and becoming the 2nd fastest growing company in its field, as of this 2022.

SLA is a business partner of the Association of Educational Service Agencies (AESA). We encourage Rocketship Nashville to contact leadership from any of SLA’s references on the following pages so they can share their SLA experience with you. We have enjoyed spending this Spring with you and we'd love for you to get to know us even better.

Experience
- We’re First in Experience
- Our Tennessee Footprint
- Corporate Leadership Team
- Corporate Organizational Chart

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

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.
SLA Management is not a multi-national company operating in multiple arenas of food service. We operate solely in K–12, and specialize in schools of Rocketship Nashville’s size. Our supply-chain 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. We have strong results with the Departments of Agriculture’s Department of Food, Nutrition and Wellness in the states we serve, garnering a reputation for unmatched excellence in compliance and quality of our meal programs.

We have always had a reputation for successful administrative reviews. With our growth over the years, we’ve established a dedicated SLA Compliance Team to shepherd our schools and managers through the process. Our reputation with the Departments of Agriculture and Consumer Services in the states we serve, has been built on exemplary results from our frequent administrative reviews and respectful and helpful work with the department review teams.

We continue to add to our compliance oversight. This year SLA has piloted a “night audit” extension to our compliance team. This initiative gives our operations teams a hands on approach to ensure our school partners remain audit ready at all times.

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 and 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.

Establishing a partnership with Rocketship Nashville has been a welcome opportunity for SLA Management. We are determined to ensure that each of your students will encounter a school dining experience beyond expectations.
Our Tennessee Footprint

Memphis, Tennessee
- Caldwell-Guthrie Elementary School
- Florida-Kansas Elementary School
- Journey Coleman School
- Journey East Academy
- Journey Hanley Elementary School
- Journey Hanley Middle School
- KIPP Memphis Academy Elementary
- KIPP Memphis Academy Middle
- KIPP Memphis Collegiate Elementary
- KIPP Memphis Collegiate High
- KIPP Memphis Collegiate Middle
- Memphis Scholars Middle School
- PCA Elementary School Southeast
- PCA Middle School Southeast
- Power Center Academy Elementary School
- Power Center Academy High School
- Power Center Academy Middle School

Nashville, Tennessee
- Independence Academy High School
- KIPP Antioch College Prep Middle School
- KIPP Nashville - Kirkpatrick Campus
- KIPP Nashville - Antioch Campus
- KIPP Nashville College Prep Elementary School
- KIPP Nashville College Prep Middle School
- Knowledge Academies
- Liberty Collegiate Academy
- Nashville Preparatory Charter School
- Opportunity Academy Middle School
- RePublic High School
- Valor College Prep.
- Valor Flagship
- Valor Voyager
- Rocketship Nashville Northeast
- Rocketship United Academy
- Aventura Community School
Below is a list of 6 SLA Client References with contact information and service details. If you would like additional references, they can be provided upon request.

<table>
<thead>
<tr>
<th>CUSTOMER CONTACT INFORMATION</th>
<th>NO. OF SITES</th>
<th>PROGRAMS</th>
<th>YEARS OF SERVICE</th>
<th>ENROLLMENT</th>
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<tr>
<td>THOMAS BRANCH, COO Valor Collegiate Prep 4527 Nolensville Pike, Suite 200 Nashville, TN 37211 (615) 823-7982 <a href="mailto:tbranch@valorcollegiate.org">tbranch@valorcollegiate.org</a></td>
<td>3</td>
<td>NSLP SBP ASSP MSS</td>
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<td>DAN GENNAOUI, CFO KIPP Nashville Schools 3410 Knight Drive Nashville, TN 37207 (615)-226-4484 <a href="mailto:dgennaoui@KIPPNashville.org">dgennaoui@KIPPNashville.org</a></td>
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<td>ANGELA GOODIN, Managing Director, Finance &amp; Operations Memphis Scholars Academy 1380 Pennsylvania Street Memphis, TN 38106 (901) 236-0110 <a href="mailto:agoodin@memphisscholars.org">agoodin@memphisscholars.org</a></td>
<td>3</td>
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<td>CHRIS REAMS, Assistant Principal Lake Wales Charter Schools 338 East Central Avenue Lake Wales, FL 33853 (863) 678-4222 <a href="mailto:chris.reams@lwcharterschools.com">chris.reams@lwcharterschools.com</a></td>
<td>8</td>
<td>NSLP SBP ASSP MSS</td>
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<td>CIHAN OZTURK, Business Manager River City Science Academies 7565 Beach Boulevard Jacksonville, FL 32216 (904) 855-8010 ext. 1149 <a href="mailto:COzturk@rivercityscience.org">COzturk@rivercityscience.org</a></td>
<td>5</td>
<td>NSLP SBP MSS</td>
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<td>DR. JENNIFER BROWN, Executive Director KIPP Jacksonville Schools 1440 McDuff Avenue North Jacksonville, FL 32254 (904) 683-6643 <a href="mailto:jbrown@kippjax.org">jbrown@kippjax.org</a></td>
<td>3</td>
<td>NSLP SBP ASSP MSS</td>
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Sample of Additional SLA Schools with Similar Scope and/or Size to Rocketship Nashville School

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<thead>
<tr>
<th>KIPP Nashville Charter Schools</th>
<th>KIPP Nashville Kirkpatrick Campus</th>
<th>460 Students, K–4, Standard 3</th>
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<td>KIPP Nashville College Prep</td>
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<td>Gestalt Community Schools</td>
<td>Power Center Academy Elementary School</td>
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<tr>
<td>Jackson, MS</td>
<td>Nashville Preparatory Charter School</td>
<td>356 Students, 5–8, CEP</td>
</tr>
<tr>
<td></td>
<td>ReImagine Prep</td>
<td>886 Students, 5–8, CEP</td>
</tr>
<tr>
<td></td>
<td>Joel E. Smilow Collegiate</td>
<td>515 Students, K–3, CEP</td>
</tr>
<tr>
<td></td>
<td>Joel E. Smilow Prep</td>
<td>822 Students, 5–8, CEP</td>
</tr>
</tbody>
</table>
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

Aleisha Jimenez
Vice President, Corporate & Customer Services
- Started as Area Manager for SLA in 2017 and transitioned to Sales & Development in 2019
- 10+ years’ service industry experience includes: Restaurant and Hotel Operations Management, Special Event sales and production.
- Extensive knowledge of the Foodservice Management industry specializing in the K–12 market

Matthew Lundy
Director of Partnerships
- 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
Julio Montes
Corporate Chef
- Graduate of the Caribbean Culinary Institute in Ponce, P.R.
- After establishing an excellent reputation at some of the best restaurants in Puerto Rico, moved to the mainland where he has worked in leadership roles for national Corporate and K-12 Dining Services companies.
- Julio brings innovative ideas and unique cultural influences to his menus, recipes and presentation.

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 and logistics, inventory management, product data maintenance, LISA purchasing module and USDA Commodities
- Created SLAs in-house ordering and tracking system for maximization of USDA Commodity usage.

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

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.

Danielle Coats
Director of Training
- Joined SLA earlier in 2021
- Over 10 years of 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

Jacob Clifton, SNS
Chief Operating Officer

John Birkner
Vice President, Operations

Operations
Lucy Mawhinney,
Shayne Butcher,
Directors of Operations

Operations Support
Danielle Coats, Training Director
Keith Hikade, Facilities Manager
Julio Montes, Corporate Chef
Diane Domenech, Ops. Support Coordinator

Partnership Development & Support
Matt Lundy
Kristine Kinninger
Tom Mojdanics, Consultant

Purchasing
Sarah Manton, Director
Hilary Byle, Purchasing Assistant
Mark Rininger, Buyer/Procurement Specialist
Caleb Cole, Jalissa Burt, Purchasing Support Agents

Compliance
Michael Jestus, Director
Evelyn Klironomos, Registered Dietitian
Shayna Albertson, Christopher Jestus, Compliance Officers
Compliance Admin Support

Operations
10 Regional Managers

East & Central Florida
Jennifer Walsh
3 Area Managers
23 Schools/Cafe Managers

Northeast US
Dan Watterson
4 Area Managers
29 Schools/Cafe Managers

Colorado
Jarrod Candage
2 Area Managers
15 Schools/Cafe Managers

South Florida
Krystal Longsworth
4 Area Managers
32 Schools/Cafe Managers

Georgia & North Florida
Chris Schulze
4 Area Managers
37 Schools/Cafe Managers

Louisiana & Mississippi
Rhonda Conley
3 Area Managers
23 Schools/Cafe Managers

West & Central Florida
Brian Potts
5 Area Managers
37 Schools/Cafe Managers

Texas
NEW
3 New Area Managers

East & Central Florida
Jennifer Walsh
3 Area Managers
23 Schools/Cafe Managers

Northeast US
Dan Watterson
4 Area Managers
29 Schools/Cafe Managers

Colorado
Jarrod Candage
2 Area Managers
15 Schools/Cafe Managers

Texas
NEW
3 New Area Managers

Louisiana & Mississippi
Rhonda Conley
3 Area Managers
23 Schools/Cafe Managers

EXPERIENCE & REFERENCES
Blackstone Valley Prep Mayoral Academy, Rhode Island

School Year 2021–22... things are moving closer and closer to our “old normal” after two years of a “new normal” that was anything but. UNTIL... four weeks into the 2nd semester, your school lunch provider says, “We’re going to be terminating our contract.” You think, “OK, so I guess we’re going out to RFP for SY22–23.” ...and then it happens, they say, “No, not at the end of the school year... NOW.”

That’s exactly what happened to Blackstone Valley Prep Mayoral Academy in Rhode Island. On a Friday afternoon in mid-February, SLA received an email requesting our assistance given their unplanned Revolution Foods contract termination. We were on the phone with Blackstone Valley Prep later that day to begin a dialogue. We discussed the situation, jointly created a plan, visited & assessed their kitchens, negotiated an emergency contract, hired employees, imported & installed equipment, and began serving our new students in under two months—all within the constraints of one of the most challenging supply chain and labor environments in recent history.

We’re proud of our work to date and we think the Blackstone Valley Prep students are happy with the results so far. These student letters made our day!
Lake Wales Charter Schools system (LWCS) opened its doors to their first students in August of 2004. LWCS faces several challenges, including educating a large migrant population and high poverty rates. Serving over 4,000 students in Lake Wales, Florida, superintendent of schools Jesse L. Jackson and his administration have worked to foster an internal culture of collaboration and communication to innovatively engage their students and families.

The school food service program had underperformed for years and had been siphoning valuable dollars from limited education funds to support foodservice operations. To make matters more troublesome, implementing the Healthy Hunger Free Kids Act was presenting a major challenge. Meal participation had been declining, and in 2011, LWCS had to use $77,000 dollars from the general fund to cover foodservice shortfalls. During an audit, SLA was recommended to LWCS as a solution to their food service issues and as a partner that could customize a program to fit their multi-cultural and school community culture.

Over the last three years, SLA has exceeded everyone’s expectation. There has been a noticeable improvement of food quality, variety, and value. Nearly a thousand more meals are served daily. LWCS received numerous compliments when the switch in companies was made from students, parents, and staff. Education scores are on the rise and the success has been attributed, due in part, to the increased consumption of meals and alternative services provided by SLA, with programs such as Breakfast in the Classroom. This year, the school foodservice fund surplus exceeded $500,000, ensuring that education dollars were spared.
SLA MANAGEMENT Success Story

KIPP Jacksonville Schools

KIPP Jacksonville Schools was founded in 2010, with a starting class of 90 fifth-grade students. KIPP engaged SLA Management to start up its foodservice program.

KIPP Jacksonville’s campus is sited in what used to be a greyhound racing track clubhouse. The facility was renovated and re-purposed into an educational facility. SLA Management assisted KIPP leadership, architects and building contractors to design and re-purpose space within the clubhouse into a functional cafeteria kitchen and dining space. Similar SLA assistance was provided when KIPP Jacksonville built their new facility in 2015 to accommodate growth.

Today, SLA serves meals to 1,100 students across the two sites of KIPP Jacksonville. Along with increasing staff, SLA invested in additional equipment and cold storage capacity to successfully accommodate new students. KIPP Jacksonville is CEP eligible and provides breakfast in the classroom, lunch, and afternoon snacks to all students.

The result of those efforts—Students love SLA food and so does the KIPP staff! In fact, many adults dine with SLA on a regular basis because the options are appealing and a great value. SLA also serves meals for after-school events such as parent nights and weekend fairs because we are part of the KIPP Jacksonville community.

SLA enables a smooth monthly NSLP reimbursement process, and is there to support KIPP Jacksonville staff through state audits and other program reviews. SLA Management boosts KIPP’s financial strength and contributes to a scalable and sustainable KIPP Jacksonville operating model.

This school year, KIPP Jacksonville is on track to generate a $200,000 surplus through its relationship with SLA. According to their leadership, that $200,000 surplus approaches the size of KIPP Jacksonville’s largest individual philanthropic donor. That kind of surplus, combined with SLA’s consistently topflight meals, programs and service, KIPP Jacksonville tells us, is why they call their partnership with SLA Management “an ace up their sleeve.”
The Mission of AESA is to support and strengthen regional educational service agencies through:

- Serving as a national voice for educational service agencies
- Providing professional growth opportunities, technical assistance, advocacy and research
- Helping member agencies promote, distribute, and leverage their knowledge, products, and services
- Assisting in the establishment of educational service agencies.

The Association of Educational Service Agencies (AESA) is a professional organization serving educational service agencies in 45 states; there are 553 agencies nationwide with hundreds of thousands of staff members. AESA’s outreach is to well over 80% of the public school districts, over 83% of the private schools, over 80% certified teachers, and more than 80% non-certified school employees, and well over 80% public and private school students. AESA’s membership is agency wide and includes all Educational Service Agency (ESA) employees and board members.

One of the most critical responsibilities that AESA has is to ensure that AESA and schools have access to the best educational products and services available. SLA Management is one of only eight exclusive business providers and the only foodservice provider fully endorsed to conduct business through AESA. To achieve this, SLA had to complete a due diligence process. Following a review by AESA staff and/or AESA Foundation staff, SLA was reviewed by an outside consultant hired by AESA. The due diligence process consists of a product and service quality review and financial review to determine whether the relationship will be mutually beneficial for both SLA Management and AESA agencies.

SLA has been featured in the AESA News, is involved in national networking and marketing programs and is a key participant at the AESA Annual Conferences.
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

“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

“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

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

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

—Gordan Ford, Principal
Lincoln Prep, Grambling, LA

“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

EXPERIENCE & REFERENCES 14
“It is my pleasure to write a letter of recommendation for SLA Management. In my experience, they are just simply the best. SLA has been a partner through our transition from a variety of food service arrangements in our magnet schools to bringing all the services under one contract. They are reliable and offer pertinent advice and support. Each of our schools, as I imagine yours schools are, have uniqueness and their own culture. SLA has navigated this beautifully. They have done this while bringing standard processes and procedures to the food services of our 7 schools. The staff are dedicated and responsive. The SLA management team delivers on their words. You would be well served to engage in a partnership with them.”

—Doreen Marvin

LEARN

“As the first conversion charter school system in the nation, the leadership team from Lake Wales Charter Schools (LWCS) has sought to improve upon every aspect involved in educating children. The food service component is no exception and through our partnership with SLA Management, we have fostered a program that provides healthy, high-quality meals to students each day. The best part is that students love the food and as a result participation in the program has significantly increased, especially purchases of reimbursable meals. The SLA Management leadership team and staff are all top-notch and are committed to running a program that is both appealing and financially sound. They pay attention to the details and respond quickly when needed. We could not have asked for a better business partner. Our system consists of six schools and approximately 4,000 students in grades PreK–12. SLA Management has managed to relieve the burdens associated with running such a large school meals program and as a result has become a key player in the overall success of our system.”

—Ken Henson

Lake Wales Charter Schools

“Hi Anne! Thank YOU! It has been a pleasure to work with you and the SLA team. I know I can speak on behalf of Sr. Cynthia and Sr. Dianne when I say we truly value your partnership. You and your team make the entire food service management process look easy because you really know your business and are true professionals. Thank you for everything you do to serve the school and the students. You and your team are greatly appreciated. We look forward to continuing our ongoing partnership with you and the SLA team.”

—Nancy M. Geary

Operations Mgr., Guardian Catholic School

“We’re fortunate to have folks like SLA Management as business partners that are able to help feed kids at times when they may not be getting meals in any other way, so we appreciate what they do. We know that SLA is in many of our member states and if you are looking at managed food services, SLA, we would put them up there and say give them a chance, give them a call, because you can see what they can do in times of need. They have quality service throughout the year and we appreciate their partnership as part of AESA.”

—John Bass

COO of AESA, Association of Educational Service Agencies
FINANCIAL STABILITY & BUSINESS PRACTICES
We decided that this was something we could do to make a difference.

BRIAN ALBERTSON
SLA President & CEO
(Founder of SLA 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
- We’re Invested in You!
- SLA Corporate Documents of Good Standing
- SLA Accounting & Reporting Systems
- Compliance Support
- Finance + Technology
- Technological Advantage
SLA Management, since its founding in 2002, has grown to be numbered among the Top 50 Foodservice Management companies in the Nation for four years running, and identified as 2022’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 244 school communities Nationwide, while feeding 43 schools in Tennessee.

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
Our past three years’ financial statements are on the pages that follow, along with examples of successful NSLP/SBP audit assistance and proof of insurability.
“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.”
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

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
Tennessee Certificate of Good Standing

Division of Business Services
Department of State
State of Tennessee
312 Rosa L. Parks AVE, 6th FL
Nashville, TN 37243-1102

BRIAN ALBERTSON
3217 CORRIE DR.
ORLANDO, FL 32803

Request Type: Certificate of Existence/Authorization
Request #: 0403677

Document Receipt
Receipt #: 006080554
Filing Fee: $20.00
Payment-Credit Card - State Payment Center - CC #: 3799427584
$20.00

Regarding:
Filing Type: For-profit Corporation - Foreign
Formation/Qualification Date: 03/07/2018
Status: Active
Duration Term: Perpetual

SLA MANAGEMENT INC
Control #: 951257
Date Formed: 08/29/2002
Formation Locale: FLORIDA
Inactive Date:

CERTIFICATE OF AUTHORIZATION

I, Tre Hargett, Secretary of State of the State of Tennessee, do hereby certify that effective as of the issuance date noted above

SLA MANAGEMENT INC

* a Corporation formed in the jurisdiction set forth above, is authorized to transact business in this State;
* has paid all fees, interest, taxes and penalties owed to this State (as reflected in the records of the Secretary of State and the Department of Revenue) which affect the existence/authorization of the business;
* has filed the most recent annual report required with this office;
* has appointed a registered agent and registered office in this State;
* has not filed an Application for Certificate of Withdrawal.

Tre Hargett
Secretary of State

Processed By: Cert Web User

Verification #: 044574735

Phone (615) 741-6438 * Fax (615) 741-7310 * Website: http://tnbear.tn.gov/
Proof of Insurability

CERTIFICATE OF LIABILITY INSURANCE

This certificate is issued as a matter of information only and confers no rights upon the certificate holder. This certificate does not affirmatively or negatively amend, extend or alter the coverage afforded by the policies below. This certificate of insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder.

IMPORTANT: If the certificate holder is an additional insured, the policy(ies) must have additional insured provisions or be endorsed. If subrogation is waived, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Brown & Brown of Florida, Inc
2290 Lucien Way, Suite 400
Maitland FL 32751

INSURED
SLA Management Inc
3217 Corrine, LLC
3217 Corrine Drive
Orlando FL 32803

COVERAGES
CERTIFICATE NUMBER: CL2211496199

- COMMERCIAL GENERAL LIABILITY
- AUTOMOBILE LIABILITY
- UMBRELLA LIABILITY
- WORKERS' COMPENSATION & EMPLOYERS' LIABILITY
- EXCESS LIABILITY

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER
SLA Management Main Office
3217 Corrine Drive
Orlando FL 32803

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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SLA Annual Reports

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Accountants' Report Page 3
Balance Sheet Page 4
Statement of Income & Expenses Page 5
Statement of Cash Flows Page 6
Notes to Financial Statements Page 7-10

We believe that an audit opinion has been obtained in sufficient and appropriate evidence to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SLA Management Inc. as of December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Eddie Rios & Associates CPA PA
Orlando, Florida
May 10, 2021
### SLA Management
#### Balance Sheet
**December 31, 2023**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
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<td>Current Assets</td>
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<td>Accounts Receivable</td>
<td>6,063,291</td>
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<td>Prepaid Expenses</td>
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<td>Other Current Assets</td>
<td>2,471</td>
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<td>Total Current Assets</td>
<td>8,099,631</td>
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<td>Fixed Assets</td>
<td>72,551</td>
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<tr>
<td>Automobiles</td>
<td>133,010</td>
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<tr>
<td>Computer Equipment</td>
<td>1,063,925</td>
</tr>
<tr>
<td>Equipment, Furniture &amp; Fixtures</td>
<td>3,272,432</td>
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<tr>
<td>Land: Appraised Depreciable</td>
<td>3,086,181</td>
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<tr>
<td>Total Fixed Assets</td>
<td>5,560,718</td>
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<tr>
<td>Other Assets (Note 8)</td>
<td>2,062,911</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>10,189,065</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES &amp; EQUITY</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>1,016,623</td>
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<td>Notes Payable</td>
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<td>Other Current Liabilities</td>
<td>5,120,184</td>
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<td>Total Current Liabilities</td>
<td>8,006,031</td>
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<tr>
<td>Long Term Liabilities</td>
<td>3,116,102</td>
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<td>Long-Term Note Liabilities</td>
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<td>Total Liabilities</td>
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<td>Equity</td>
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<td>Paid-in Capital</td>
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<td>Retained Earnings</td>
<td>519,012</td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>13,032,077</strong></td>
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<tr>
<td><strong>TOTAL ASSETS &amp; EQUITY</strong></td>
<td><strong>10,189,065</strong></td>
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### SLA Management
#### Profit & Loss
**For the year ended December 31, 2020**

<table>
<thead>
<tr>
<th>Income/Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>25,600,239</td>
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<tr>
<td>Cost of Goods Sold</td>
<td>19,060,547</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>6,539,692</td>
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<tr>
<td>Expenditures</td>
<td>5,724,182</td>
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<tr>
<td>Salaries &amp; Benefits</td>
<td>3,292,609</td>
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<tr>
<td>Taxes</td>
<td>6,035,197</td>
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<tr>
<td>Professional Fines</td>
<td>122,340</td>
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<tr>
<td>Training &amp; Computer</td>
<td>388,019</td>
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<tr>
<td>Operational Expenses</td>
<td>392,556</td>
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<td>Insurance</td>
<td>250,899</td>
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<tr>
<td>Rent</td>
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<td>Interest Expense</td>
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<td>Travel Expense</td>
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<td>Dues and Subscriptions</td>
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<td>Marketing and Advertising</td>
<td>68,779</td>
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<td>Maintenance</td>
<td>57,101</td>
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<td>Telegraph</td>
<td>50,000</td>
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<tr>
<td>Other Expenses</td>
<td>42,000</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>5,474,348</strong></td>
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<tr>
<td><strong>Net Income Before Non-Current Item</strong></td>
<td><strong>2,125,881</strong></td>
</tr>
<tr>
<td><strong>Non-Current Adjustment</strong></td>
<td><strong>76,293</strong></td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td><strong>2,125,881</strong></td>
</tr>
</tbody>
</table>

---

### SLA Management
#### Statement of Cash Flows
**For the year ended December 31, 2020**

<table>
<thead>
<tr>
<th>Cash Flows from Operating Activities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>487,012</td>
</tr>
<tr>
<td>Adjustments to reconcile net income</td>
<td>398,012</td>
</tr>
<tr>
<td>Depreciation</td>
<td>398,012</td>
</tr>
<tr>
<td>Increase in Accounts Receivable</td>
<td>486,012</td>
</tr>
<tr>
<td>Increase in Prepaid Rent</td>
<td>76,012</td>
</tr>
<tr>
<td>Decrease in Other Current Assets</td>
<td>490,012</td>
</tr>
<tr>
<td>Decrease in Deferred Revenue</td>
<td>396,012</td>
</tr>
<tr>
<td>Decrease in Other Current Liabilities</td>
<td>64,012</td>
</tr>
<tr>
<td>Increase in Short-Term Liabilities</td>
<td>396,012</td>
</tr>
<tr>
<td><strong>Net cash provided by Operating Activities</strong></td>
<td><strong>1,487,012</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Investing Activities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of Fixed Assets</td>
<td>1,037,012</td>
</tr>
<tr>
<td>Increase in Land Held for Development</td>
<td>1,037,012</td>
</tr>
<tr>
<td><strong>Net cash used by Investing Activities</strong></td>
<td><strong>588,012</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Financing Activities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from Long Term Liabilities</td>
<td>76,012</td>
</tr>
<tr>
<td>Proceeds from Long Term Liabilities</td>
<td>76,012</td>
</tr>
<tr>
<td><strong>Net cash used by Financing Activities</strong></td>
<td><strong>304,012</strong></td>
</tr>
</tbody>
</table>

| Net cash increase for period | 1,487,012 |

| Cash at beginning of period | 3,210,729 |
| Cash at end of period | 4,697,741 |

---

### SLA Management
#### Notes to Financial Statements
**As of December 31, 2020**

1. Significant Accounting Policies
   - **Depreciation**: The company uses straight-line depreciation and amortization methods for all depreciable assets. The useful life of assets is estimated based on their usage and disposal.

2. Method of income Recognition: Revenue is recognized when the company delivers the goods or services to the customer.

3. Property and Equipment: Property and equipment are stated at cost and depreciated over their estimated useful lives. The equipment is depreciated over 5 years, while fixtures are depreciated over 10 years.

4. Income Taxes: The company follows the same tax rate and methodology as the parent company.

5. Other Receivables: Other receivables include amounts due from customers and suppliers, which are recorded at the date of sale and include sales tax.

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**FINANCIAL STABILITY & BUSINESS PRACTICES**

8
FINANCIAL STABILITY & BUSINESS PRACTICES

7. Other Current Assets

- Inventory Asset: $10,171
- Supplies: $1,300

8. Other Assets

- Bank of America Real Estate: $10,000
- Bank of America Real Estate 2nd Lien: $21,000
- Bank of America Real Estate 3rd Lien: $12,000
- Bank of America Real Estate 4th Lien: $3,000
- Bank of America Real Estate 5th Lien: $9,000

Total Other Assets: $67,000

9. Other Current Liabilities

- Credit Cards: $7,000
- Bank of America Line of Credit: $30,000
- Bank of America Revolving Credit: $25,000
- Bank of America Revolving Credit 2nd Lien: $20,000
- Bank of America Revolving Credit 3rd Lien: $15,000
- Bank of America Revolving Credit 4th Lien: $10,000
- Bank of America Revolving Credit 5th Lien: $5,000

Total Other Current Liabilities: $97,000

10. Long-Term Liabilities

- Senior Equipment: $85,000
- Revolving Credit: $30,000
- Revolving Credit 2nd Lien: $20,000
- Revolving Credit 3rd Lien: $10,000
- Revolving Credit 4th Lien: $5,000

Total Long-Term Liabilities: $155,000

II. Expenses Under $10,000

- Leasing: $20,000
- Security: $10,000
- Insurance: $5,000
- Utilities: $3,000
- Property Tax: $2,000

Total Expenses: $40,000

III. Year-End Adjustment

A. Revaluation of Real Estate

A revaluation of real estate at the beginning of the current year, for the year ended in 2019, documents internal changes in the marketability of the property. The property is valued at $100,000, resulting in an increase in net income of $50,000.

B. Deferred Revenue

Deferred revenue represents revenue recognized in the current period but collected in future periods. This adjustment is made to recognize revenue in the period it is earned, regardless of when cash is received.

C. Inventory

The inventory balance is adjusted to reflect the current market value, which is determined by a recent independent appraisal. The current market value is $120,000, resulting in a decrease in the inventory account of $40,000.
INDEPENDENT AUDITORS REPORT

To the Board of Directors and Stockholders

SLA Management Inc.
Orlando, Florida

We were engaged to audit the accompanying financial statements of SLA Management Inc., a Florida corporation which comprise the balance sheet as of December 31, 2019, and the related statements of income, retained earnings, and cash flows for the year then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SLA Management Inc. as of December 31, 2019, and the results of its operations and its cash flows for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

Subsequent Events

The United States of America is currently facing an unprecedented event, the COVID-19 pandemic. The accompanying financial statements have been prepared to assume that the company will continue to operate during the outbreak at a lower capacity and after this subsequent event, as discussed in Note 13 of the financial statements. The company has developed a business continuity plan responding to the event of the COVID-19 outbreak. As a result of the spread of the COVID-19, economic uncertainties have arisen and while the disruptions is currently expected to be temporary, there is a considerable uncertainty around the duration nationwide. The potential financial impact to SLA Management is unknown at this time. SLA Management, Inc. currently follows the Florida Department of Health, World Health Organization (WHO), and Centers for Disease Control (CDC) recommendations and guidelines. The financial statements do not include any adjustments that might result from the outcome of this uncertainty. Our opinion is not modified concerning that matter.

Edwin Rivera & Associates CPA PA
Orlando, Florida
April 7, 2020

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- Accountants’ Audit Report
- Balance Sheet
- Statement of Income & Expenses
- Statement of Cash Flows
- Notes to Financial Statements
SLA Management
Balance Sheet
December 31, 2019

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$ 2,193,711</td>
</tr>
<tr>
<td>Checking/Savings</td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>3,819,155</td>
</tr>
<tr>
<td>Prepaid Commodities &amp; Expenses</td>
<td>25,257</td>
</tr>
<tr>
<td>Other Current Assets (Note 7)</td>
<td>775,550</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>6,353,623</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$ 4,290</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>179,400</td>
</tr>
<tr>
<td>Equipment, Furniture &amp; Fixtures</td>
<td>3,147,495</td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>426,897</td>
</tr>
<tr>
<td>Less: Accumulated Depreciation</td>
<td>(1,403,175)</td>
</tr>
<tr>
<td>Total Fixed Assets</td>
<td>2,777,022</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$ 239,234</td>
</tr>
<tr>
<td>Deferred Tax</td>
<td>82,706</td>
</tr>
<tr>
<td>Total Other Assets</td>
<td>321,940</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$ 6,884,469</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; EQUITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$ 2,397,384</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td></td>
</tr>
<tr>
<td>Notes Payable (Note 9)</td>
<td>2,168,502</td>
</tr>
<tr>
<td>Other Current Liabilities (Note 10)</td>
<td>1,163,526</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>5,729,412</td>
</tr>
<tr>
<td>Long Term Liabilities (Note 11)</td>
<td>1,321,059</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$ 7,050,471</td>
</tr>
<tr>
<td>Equity</td>
<td>$ 2500</td>
</tr>
<tr>
<td>Capital Stock</td>
<td>424,644</td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>(784,945)</td>
</tr>
<tr>
<td>Net Income</td>
<td>2,777,022</td>
</tr>
<tr>
<td>Total Equity</td>
<td>$ 8,884,469</td>
</tr>
</tbody>
</table>

SLA Management
Statement of Cash Flows
For the Year Ending December 31, 2019

| Cash Flows from Operating Activities      |       |
| Adjustments to reconcile net income      |       |
| Depreciation/Amortization                 | 433,747 |
| Increase in Accounts Receivable           | (400,580) |
| Increase in Other Receivables             | 6,749   |
| Increase Prepaid Commodities              | (14,425) |
| Increase in Other Current Assets          | 196,682 |
| Decrease in Other Assets                  | 151,247 |
| Increase in Accounts Payable              | 346,234 |
| Decrease in Notes Payable                 | (16,413) |
| Increase in Other Current Liabilities     | 286,585 |
| Net cash provided by Operating Activities | $ 2,372,486 |

| Cash Flows from Investing Activities      |       |
| Purchase of Equipment                     | (1,014,893) |
| Less: Proceeds from Sales                  | (15,031) |
| Net cash used by Investing Activities     | $ (1,029,924) |

| Cash Flows from Financing Activities      |       |
| Increase in Long Term Liabilities         | 150,485 |
| Payment of Dividend                       | (790,698) |
| Net cash used by Financing Activities     | (662,510) |
| Net cash increase for period              | $ 1,067,512 |

| Cash at Beginning of Period               | $ 3,146,699 |
| Cash at End of Period                     | $ 2,983,911 |

SLA Management
Income Statement
For the Year Ending December 31, 2019

<table>
<thead>
<tr>
<th>Income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ordinary Income/Expense</td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td></td>
</tr>
<tr>
<td>Food Service</td>
<td>$ 38,310,889</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>28,471,986</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>$ 19,838,903</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$ 4,098,708</td>
</tr>
<tr>
<td>Payroll &amp; Other Taxes</td>
<td>1,148,158</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>959,269</td>
</tr>
<tr>
<td>Operational Expense</td>
<td>502,864</td>
</tr>
<tr>
<td>Insurance</td>
<td>419,450</td>
</tr>
<tr>
<td>Technology &amp; Computer</td>
<td>262,911</td>
</tr>
<tr>
<td>Trend Expense</td>
<td>136,993</td>
</tr>
<tr>
<td>Marketing &amp; Trade Shows</td>
<td>135,889</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>318,999</td>
</tr>
<tr>
<td>Rent</td>
<td>115,287</td>
</tr>
<tr>
<td>Days and Subscriptions</td>
<td>82,999</td>
</tr>
<tr>
<td>Maintenance</td>
<td>68,545</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>50,999</td>
</tr>
<tr>
<td>Telephone</td>
<td>53,249</td>
</tr>
<tr>
<td>Meals &amp; Entertainment</td>
<td>45,250</td>
</tr>
<tr>
<td>Employee Related Expenses</td>
<td>45,467</td>
</tr>
<tr>
<td>Bank Service Charges</td>
<td>42,002</td>
</tr>
<tr>
<td>Postage and Delivery</td>
<td>26,493</td>
</tr>
<tr>
<td>Cable &amp; Utilities</td>
<td>33,317</td>
</tr>
<tr>
<td>Expense under 520K (Note 12)</td>
<td>90,709</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 6,267,581</td>
</tr>
<tr>
<td>Net Ordinary Income</td>
<td>$ 3,050,045</td>
</tr>
<tr>
<td>Other Income/Expense</td>
<td></td>
</tr>
<tr>
<td>Other Income</td>
<td>$ 28,436</td>
</tr>
<tr>
<td>Total Other Income</td>
<td>28,436</td>
</tr>
<tr>
<td>Other Expenses</td>
<td></td>
</tr>
<tr>
<td>Depreciation/Amortization</td>
<td>423,747</td>
</tr>
<tr>
<td>Donations</td>
<td>45,476</td>
</tr>
<tr>
<td>Other Life Insurance</td>
<td>39,017</td>
</tr>
<tr>
<td>Total Other Expense</td>
<td>$ 507,240</td>
</tr>
<tr>
<td>Net Income Before Tax</td>
<td>$ 1,036,741</td>
</tr>
<tr>
<td>Estimated Federal &amp; State Tax</td>
<td>784,254</td>
</tr>
<tr>
<td>Net Income</td>
<td>$ 2,575,795</td>
</tr>
</tbody>
</table>

Significant Accounting Policies

1. Organization
SLA Management, Inc. is a Profit Corporation organized within the State of Florida in the year 2001. The Corporation is engaged in the preparation and supply of foods for schools.

2. Method of Income Recognition
Revenue recognition is based on the revenue recognition principle and the matching principle. The principle prescribes that revenue is recognized within the accounting period where the revenue was earned. The interpretation of the revenue recognition principle obligates that revenue is considered to be earned upon delivery of services at the point the service is rendered.

3. Account Receivables Recognition
Daily reconciliation of all amounts due are recognized as income and receivables have been reported for all known collectible accounts. SLA Management, Inc. currently has a total of 168 schools as of December 31, 2019, and the aging of receivables is composed of 1% customers ranging from 3 days to a maximum of 90 days with a balance due from its suppliers. An allowance for doubtful accounts is established when the uptake of management collection of the account is doubtful. In the year 2019, a total of $18,444,80 were reported as uncollectible.

4. Property and Equipment
Property and equipment are carried at cost and are depreciated under the straight-line and double-declining method. The method is based on the estimated useful life of the particular asset depreciated generally in five to seven years.

5. Income Taxes
The Corporation tax at C-Corp for federal purposes. Current federal tax rate is 21%.

6. Other Receivables
Items totaling the other current assets are:

- Loans Receivable $ 17,245
- Security Deposites Receivable 3,158
- Supply Deposits 1,990
- 19,393
Annual Reports continued

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7. Other Current Assets
   Items detailing the other current assets are:
   Due from Related Entity
   Due from School GMS/GHE
   $ 452,010
   $ 775,646

8. Other Assets
   Items detailing the other assets are:
   Shareholder Receivables
   Deferred Interest
   Intangible Assets
   $ 51,618
   35,892
   3,243
   $ 90,753

9. Notes Payable
   Bank of America Line of Credit
   $3,040,000.00, 3 year Libor Plus 4.6185%, payable in one year with a
   principal balance of $2,000,000.33, maturing in May, 2020.
   Collateralized by commercial security agreement.

10. Other Current Liabilities
    Items detailing the other current liabilities are:
    Income Tax Payable
    Customer Prepayments
    Credit Cards
    $ 612,783
    866,824
    24,655
    $ 1,504,262

11. Long Term Liabilities
    Items detailing the long term liabilities are:
    Direct Capital Corp (Equipment Loans)
    Bank of America (Equipment Loans)
    SBA Loan
    Vending Machine Loan
    $ 495,091
    36,361
    12,045
    $ 643,507

Direct Capital Corp (Equipment Loans)
$1,378,479.27, 4 years Capital Lease rate at 8.375% to 10.39% due payable, repayable
in monthly installments of $24,495.52 with an outstanding balance as Dec 31, 2019,
of $609,090.86. Maturing dates in 2020 of $609,090.89, in 2021 of $74,306.99, and 2022
of $536,793.40.

Bank of America (Equipment Loans)
$400,000, 6 years Bank of America rate of 4.59% note payable, repayable
in monthly payments of $14,585.34 with an outstanding balance as Dec 31, 2019,
of $105,295.98, maturing in October, 2023.

SBA Loan
$60,000, 5 years 5% interest payable, repayable in monthly installments of interest
and principal in the amount of $12,045 with an outstanding balance as Dec 31, 2019

Vending Machines Loan (Rental Finance)
$1,738,000.00, 3 yrs 5% interest after 12 months, no interest during the first 12 months.
note payable, repayable during the first year in monthly installments of principal $83,577
then apply the 5% interest rate until month 36. Balance as Dec 31, 2019 of $1,204,586.
Maturing in October, 2022. Collateralized by commercial equipment.

12. Expenses Under $20,000
   Expenses:
   Merchant Fees
   Storage
   Bad Debts
   Gifts
   $ 16,560
   10,850
   10,444
   1,808
   $ 39,759

13. Covid-19 Pandemic
    Due to the uncertainty created by the COVID-19 pandemic, The Company’s day to day
    operations have been affected.

    SLA Management has developed a Business Continuity Plan on how the company will
    respond to events that significantly disrupt the business. It will decrease downtime and
    mitigate the impact of a business interruption during the crisis, which leads to lost
    revenue, loss of customer relationships, and reduced customer satisfaction.

    In response to the COVID-19 outbreak, SLA Management will work with school
    districts to continue to provide and receive daily nutritious meals as well as pre-packaged
    meals through "grab and go" meal services at identified disaster feeding sites. The grab-and-go
    program will allow children to still get free meals while practicing social distancing amid
    concerns about the spread of COVID-19. SLA Management has developed communication and
    procurement plans, in conjunction with local public health authorities, to ensure
    facilities/buildings are safe to return.

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   Statement of Income & Expenses Page 5
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   Notes to Financial Statements Page 7-9

FINANCIAL STABILITY & BUSINESS PRACTICES
**SLA Management**

**Profit & Loss**

For the year ended December 31, 2018

<table>
<thead>
<tr>
<th>Income</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Service</td>
<td>$31,230,486</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>$23,641,963</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>$7,588,523</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$9,975,589</td>
</tr>
<tr>
<td>Payroll &amp; Other Taxes</td>
<td>$1,125,850</td>
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<tr>
<td>Professional Fees</td>
<td>$591,709</td>
</tr>
<tr>
<td>Operational Expenses</td>
<td>$599,669</td>
</tr>
<tr>
<td>Travel &amp; Entertainment</td>
<td>$205,328</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$69,003</td>
</tr>
<tr>
<td>Computer &amp; Technology</td>
<td>$200,940</td>
</tr>
<tr>
<td>Insurance</td>
<td>$409,170</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>$160,135</td>
</tr>
<tr>
<td>Marketing and Advertising</td>
<td>$132,869</td>
</tr>
<tr>
<td>Interest</td>
<td>$100,135</td>
</tr>
<tr>
<td>Rent</td>
<td>$71,062</td>
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<tr>
<td>Maintenance</td>
<td>$71,062</td>
</tr>
<tr>
<td>Dues and Subscriptions</td>
<td>$53,266</td>
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<tr>
<td>Telephone</td>
<td>$51,560</td>
</tr>
<tr>
<td>Donations</td>
<td>$41,765</td>
</tr>
<tr>
<td>Postage &amp; Delivery</td>
<td>$42,337</td>
</tr>
<tr>
<td>Bank Service Charges</td>
<td>$48,282</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$38,877</td>
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<tr>
<td>Employee Related</td>
<td>$3,227</td>
</tr>
<tr>
<td>Meals</td>
<td>$3,563</td>
</tr>
<tr>
<td>Cable &amp; Utilities</td>
<td>$24,325</td>
</tr>
<tr>
<td>Storage</td>
<td>$13,588</td>
</tr>
<tr>
<td>Merchant Fees</td>
<td>$13,245</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$5,085</td>
</tr>
<tr>
<td>Expenses under 5% (Note 10)</td>
<td>$1,488</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$7,582,279</td>
</tr>
</tbody>
</table>

Net Income Before Other Income and Taxes: $1,716,214

Other Income:
- Gain on sale of equipment: $12,703
- Net income before taxes: $1,729,217
- Estimated Federal & State Taxes: $304,831
- Net Income: $1,424,386

---

**SLA Management**

**Statement of Cash Flows**

For the Year ended December 31, 2018

<table>
<thead>
<tr>
<th>Cash Flows from Operating Activities</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>$1,484,079</td>
</tr>
<tr>
<td>Adjustments to reconcile net income</td>
<td>$249,136</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$2,633</td>
</tr>
<tr>
<td>Increase in Accounts Payable</td>
<td>$658,083</td>
</tr>
<tr>
<td>Decrease in Receivables</td>
<td>$29,178</td>
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<tr>
<td>Decrease in Prepaid Expenses</td>
<td>$32,488</td>
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<tr>
<td>Increase in Notes Receivable</td>
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<td>Decrease in Other Accounts Payable</td>
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<td>Increase in Dividends</td>
<td>$485,241</td>
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<td>Increase in Prepaid Expenses</td>
<td>$485,241</td>
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<tr>
<td>Increase in Federal &amp; State Taxes</td>
<td>$326,835</td>
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<tr>
<td>Net cash provided by Operating Activities</td>
<td>$1,685,686</td>
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<table>
<thead>
<tr>
<th>Cash Flows from Investing Activities</th>
<th>Amount</th>
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</thead>
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<tr>
<td>Purchase &amp; Disposal of Equipment</td>
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<tr>
<td>Increase in Deferred Interest</td>
<td>($327,298)</td>
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<tr>
<td>Increase in Deferred Taxes</td>
<td>$327,298</td>
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<tr>
<td>Increase in Landlord Improvements</td>
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<td>Net cash used for Investing Activities</td>
<td>($1,208,596)</td>
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<table>
<thead>
<tr>
<th>Cash Flows from Financing Activities</th>
<th>Amount</th>
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<tr>
<td>Increase in Direct Capital Corp</td>
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<tr>
<td>Decrease in Long Term Loan</td>
<td>$231,543</td>
</tr>
<tr>
<td>Distribution to Shareholder</td>
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<tr>
<td>Net cash used for Financing Activities</td>
<td>$521,266</td>
</tr>
<tr>
<td>Net cash increase for period</td>
<td>$194,176</td>
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</table>

| Add: Cash at beginning of period    | $3,109,835 |
| Cash at end of period               | $3,109,835 |
Significant Accounting Policies

1. Organization
SLA Management, LLC is a Limited Liability Corporation organized within the State of Florida in the year 2003. The corporation is engaged in the preparation and supply of funds for schools.

2. Method of Income Recognition
Revenue recognition is based on the revenue recognition principle and the matching principle. The matching principle states that revenue is recognized within the accounting period whereby the revenue was earned. The interpretation of the revenue recognition principle stipulates that revenue is recorded to be earned upon delivery of service or at the time the service is rendered.

3. Accounts Receivable Recognition
Daily reconciliation of all amounts due, recognized as income and receivables have been adjusted for all known collectible accounts. SLA Management, LLC earns a profit of $569.16 on December 31, 2018, and the aging of receivables is comprised of 118 customers ranging from 5 days to a maximum of 90 days with a balance due from its clients. An allowance for doubtful account is established when in the opinion of management collection of the account is doubtful. In the year 2018, a total of $40.00 were reported as uncollectible.

4. Property and Equipment
Property and equipment are carried at cost and are depreciated under the straight-line and double-declining methods. The method is based on the estimated useful life of the particular asset, depreciated generally five to seven years.

5. Income Taxes
The corporation revoked the S-Corp status accounts for income taxes as a conduit entity and now will be taxed in the entity level. Current federal tax rate is 23%.

6. Other Current Assets
Items detailing the other current assets are:

- Due from Customer LLC $485,244
- Due from School GRO/GEU 7,000
- Inventory $4,400
- Prepaid Expense 7,404

Total $523,048

7. Other Assets
Items detailing the other assets are:

- Deferred Taxes $327,298
- Deferred Interest 196,442
- Shareholder Receivable 53,524

Total $577,264

8. Current Liabilities
Items detailing the current liabilities are:

- ROA Line of Credit $1,255,680
- Customer Prepayments 593,877
- Income Tax Payable 1,272,652

Total $3,022,215

9. Long-Term Liabilities
Items detailing the long-term liabilities are:

- Direct Capital Corp (Equipment lease) $1,118,899
- SBA Loan 15,500

Total $1,134,399

Bank of America Credit Line
Total: $1,201,185
In the amount of $1,125,690.00, maturing in May 31, 2019. Collateralized by commercial security agreement.

Direct Capital Corp (Equipment Lease in Detail)
Direct Capital Corp 880-8804311-605
$234,294.78, 4 years capital lease rate of 9.39% non-payable, repayable in monthly payments of $8,117.67 with an outstanding balance as Dec 31, 2018, of $199,939, maturing in July 07, 2019. Collateralized by commercial equipment.

Direct Capital Corp 880-8804311-604

Direct Capital Corp 880-8804311-603
$156,909.45, 4 years capital lease rate of 10.15% non-payable, repayable in monthly payments of $8,575.77 with an outstanding balance as Dec 31, 2018, of $96,535, maturing in June 30, 2021. Collateralized by commercial equipment.

Direct Capital Corp (Monthly Lease in Detail)
Direct Capital Corp 880-8804311-606
$76,393.88, 4 years capital lease rate of 16.15% non-payable, repayable in monthly payments of $8,390.64 with an outstanding balance as Dec 31, 2018, of $67,704, maturing in August 07, 2021. Collateralized by commercial equipment.

Direct Capital Corp 880-8804311-600

Direct Capital Corp 880-8804311-601
$343,852.58, 4 years capital lease rate of 8.86% non-payable, repayable in monthly payments of $9,784.48 with an outstanding balance as Dec 31, 2018, of $235,573, maturing in June 28, 2022. Collateralized by commercial equipment.

Direct Capital Corp 880-8804311-602
$197,182.27, 4 years capital lease rate of 9.9% non-payable, repayable in monthly payments of $8,380.95 with an outstanding balance as Dec 31, 2018, of $158,704, maturing in July 25, 2022. Collateralized by commercial equipment.

Direct Capital Corp 880-8804311-603
$46,406.08, 3 years 2.9% non-payable, repayable in monthly installments of interest and principal in the amount of $460, maturing in June 6, 2019. With an outstanding balance as Dec 31, 2018 of $41,648. Collateralized by commercial equipment.

10. Expenses Under $4,000

- Advertising $380
- Amortization 167
- Gifts 713
- Office Cleaning 400
- Office Furnishings 5

Total Expenses $1,666
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, your Area and Regional managers, as well as 2 other nearby Area & Regional Managers within driving distance of Rocketship Nashville.

We feel uniquely qualified to continue providing a superior meal program for your students. To even further bolster the compliance support for our school partners, we have developed a team of night auditors to oversee submission paperwork every day of service. We are able to address any need for clarity or correction as close to real time as possible.

Our compliance team is highly respected by the Florida Department of Agriculture and Consumer Services. No other vendor provides the Administrative Review support that SLA does. SLA provides assistance with preparation for the administrative review and works in conjunction with you during the process. Our Director of Compliance, Michael Jestus, along with the Compliance team, are highly experienced and will assist you toward 100% administrative review readiness.

Our entire operations team including on-site supervisors, area managers, regional management and executive operations leadership are fully engaged in Rocketship Nashville’s operations from school opening throughout the school year. SLA’s entire team is hands-on in all of our schools’ meal programs.

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

SLA’s Brown Box Ordering & Tracking System

- SLA Management developed our in-house “Brown Box Ordering & Tracking System” for Brown Box Commodities, assisting café managers and client schools both in the maximization of commodity entitlements. SLA believes it is our fiduciary responsibility to maximize the use of USDA commodity entitlements for our school clients. This system is one of SLA Management’s proprietary developments that we employ for utilizing USDA Commodities, including DoD fresh Produce, Brown Box, and commodity processing.

Billing

- SLA Management will invoice Rocketship Nashville at your agreed upon interval, unless there is a need for alteration.
LISA

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 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.

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<th>LISA Features &amp; Tools</th>
<th>Corp</th>
<th>RM</th>
<th>AM</th>
<th>School</th>
<th>CM</th>
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</table>
Our business model is about providing superior value to the communities we serve. We know that many administrators wear multiple hats—we will have discussions with you around ways we can support your program beyond breakfast and lunch.
“We had a vision of being a different kind of Management Company. One that removes the financial risk from schools and districts, and guarantees operating revenues for the schools and districts.”

Brian Albertson
President & CEO
Founder, SLA Management, Inc.
SLA Management has experience working with several leading K–12 point-of-sale software solutions. LunchTime is our preferred system because of the significant integration it has with our back-of-house systems, LISA and MCS. LunchTime also offers several useful reports including: A La Carte Item List, Amount Tendered, Daily Register, Meal Counts, Participation, Patron Balance, Patron List, Sales Activity, and a Transaction Viewer.

We have significant training programs in place to ensure our teams operate any system properly. All members of our Support Center also have the resources and knowledge to assist in troubleshooting any issues and provide follow-up training during the transition.

Payment Options

Traditionally, many schools utilize a 5-digit PIN # assigned to each student to transact for lunch at school. Alternatively, if your school were to use a bar code ID system, the point of service system can utilize that method of identification quickly and easily.

Seamless Integration

SLA will integrate with whichever POS System Rocketship Nashville prefers, to ensure a seamless interaction for parents and students. We will add links to the payment portal on both the menu hub and the Nutrislice APP so parents can conveniently access them.

PAYMENT VIA THE NUTRISLICE MENU APP

One of our most popular recent innovations is our partnership with Nutrislice for managing our digital menus. The mobile version is available in the iTunes App Store and on Google Play, at no charge, for all our SLA families. They can check what’s on the menu or manage student lunch accounts from a link to your payment portal right from the convenience of their mobile device. They also have access to nutritional information, allergy information, and much more. We are compatible with multiple on-line systems and have integrated with Rocketship Nashville.

Paying by Check

All checks must be made payable to your school system or school food authority. The on-site Café Manager will enter these deposits into our on-line lunch system and will prepare the physical deposit for the school. Detailed instructions are provided to parents and school staff on how to access and use the on-line lunch system. Our Customer Service department is available to handle all parent and school questions pertaining to all student accounts, on-line registration, and rosters.

Parents can pay by credit card, debit card, or ACH check.
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 few 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; four own ordering and tracking system created by SLA’s Director of Purchasing to accurately track entitlement usage by site, and by percentage of usage versus percentage of remaining service days.

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

Management Plan

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

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.

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.
Data Driven Decision Making to Utilize Commodities

SLA will continue to maintain a very close working relationship with Rocketship Nashville 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 Rocketship Nashville. 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, in both the Brown Box and DoD fresh produce commodity programs. A stickler for systems and an advocate for our Café Managers, Sarah developed our in-house “Brown Box Ordering & Tracking System” to consolidate and communicate usage data and ensure Café Managers have the tools and information they need to utilize all available entitlement funds.

► SLA Management believes it is our fiduciary responsibility to maximize the use of USDA commodity entitlements for our school clients.
Purchasing SOP

SLA Management Area Manager Purchasing SOP SY 2021/2022

Last Revision Date: 4/1/2021

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SLA Management Area Manager Purchasing SOP SY 2021/2022

➢ Order Deadlines:

➢ Paper/Plastic:

Schools should place orders for delivery only once per week. In order to be able to properly review each school's orders, they should place orders every 2 weeks, even if they are able to place weekly orders.

➢ Paper/Plastic:

Schools should place paper orders for delivery only once per week, even if they are able to place weekly orders.

➢ Paper/Plastic:

A $10 fee is charged on any orders that do not meet the $200 minimum. If a school cannot meet the $200 minimum, they should place orders every 2 weeks instead of weekly.

➢ Paper/Plastic:

For all service needs, call 800-289-7725 ext. 5703 or email support@sfspac.com with the full details of the problem. Cafeteria Managers should communicate directly with their driver/local reps about delivery days, hours, and other operational needs. In case of delivery exceptions, please text us 30 mins prior to delivery day, a text is sent 30 mins prior to the truck arrival, and the next delivery day, two text messages are sent at 30 mins prior to the truck arrival.

➢ Paper/Plastic:

If you text 'ETA' – Jackson (LA & MS) – US Foods (USF): a 2 hour window. If you text 'ETA' – US Foods (USF): the driver has 2 hours until the truck is due to arrive. If you text 'eta' – US Foods (USF): the driver has 2 hours until the truck is due to arrive. If you text 'ETA' – Chicago, IL – the driver has 2 hours until the truck is due to arrive. If you text 'ETA' – Chicago, IL – The driver has 2 hours until the truck is due to arrive. If you text 'ETA' – Chicago, IL – the driver has 2 hours until the truck is due to arrive.

➢ Paper/Plastic:

If you text 'ETA' – Jackson (LA & MS): a 3 hour window. If you text 'ETA' – US Foods (USF): the driver has 3 hours until the truck is due to arrive. If you text 'eta' – US Foods (USF): the driver has 3 hours until the truck is due to arrive. If you text 'ETA' – Chicago, IL: the driver has 3 hours until the truck is due to arrive. If you text 'ETA' – Chicago, IL: the driver has 3 hours until the truck is due to arrive.

➢ Paper/Plastic:

We understand that some orders may be placed prior to the delivery day. If any of your schools receive subs that are not acceptable from any vendor, notify the Purchasing Department so we can make sure we and our vendor reps do not sub with that product again.

➢ Paper/Plastic:

In the event the driver left the items at the site of the school instead of the local institution, a text is sent 30 mins prior to the delivery day. To confirm set up. They will then be set up for the following alerts:

➢ Paper/Plastic:

The ONLY reasons items should ever be rejected is if they are damaged, bad quality or the item does not arrive at the school in a timely manner. If any of your schools receive subs that are not acceptable from any vendor, notify the Purchasing Department so we can make sure we and our vendor reps do not sub with that product again.
Purchasing SOP continued

1. A numeric entry is made in the Quantity column to enter items/denomination quarterly.

2. A numeric entry is made in the Quantity column to enter items/denomination quarterly.

3. A numeric entry is made in the Quantity column to enter items/denomination quarterly.

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100. A numeric entry is made in the Quantity column to enter items/denomination quarterly.
1. Click Start to begin the receiving process.

2. Select the second option on the list: items that have been transferred from a warehouse or another soup kitchen.

3. Click the Print button on the top right of the screen and select Print to send the invoice to the Purchasing Department.

4. Enter the date the items were received and select the Inventory Management Area Manager when the items were received.

5. Enter the quantity received. If the quantity received is different than what was received, adjust the quantity by clicking the Receive button.

6. Remove the items on the right-hand side to reflect what was received.

7. If the quantity received is different than what was ordered, adjust the quantity to reflect the discrepancy.

8. Enter the date the invoice was received. This would be the delivery date.

9. Enter the purchase order number. (The purchase order number must be entered in Edison in order to receive an invoice.)

10. Enter the date the order was placed. This would be the order date.

11. Enter the date the order was received. This would be the delivery date.

12. Enter the invoice number.

13. Enter the invoice number.

14. Enter any necessary comments by clicking the Comments button.

15. Enter the date the invoice was received. This would be the delivery date.

16. Enter the purchase order number. (The purchase order number must be entered in Edison in order to receive an invoice.)

17. Enter the date the order was placed. This would be the order date.

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109. Enter the date the order was placed. This would be the order date.

110. Enter the date the order was received. This would be the delivery date.

111. Enter the date the invoice was received. This would be the delivery date.

112. Enter the purchase order number. (The purchase order number must be entered in Edison in order to receive an invoice.)
SLA Management Area Manager Commodities SOP
SY 2021/22

Last Revision Date: 3/25/2021

Purchasing SOP continued

Commodities SOP

USDA Commodities Overview

1. USDA Commodities program is a Federal-funded program designed to help local produce suppliers and producers participate in the National School Lunch Program (NSLP) for children from low-income families. USDA commodities consist of a variety of food items that is designated as the "essentials" of NSLP. The amount is based on reimbursable lunches served in schools.

2. There are various commodity programs that the schools can participate in. The USDA commodities program is one of the most common.

3. Program is usually split between two programs, one for the first six months of the year and one for the last six months of the year. The amount is based on reimbursable lunches served in schools.

4. This report can be an important tool for monitoring each school and ensuring that they are receiving the commodities they need.

五个分支显示在

1. USDA Commodities Overview

2. Brown Box

3. Placing Orders

4. Delivering to the Schools

5. Food Code

6. Dried Fruits and Strings

7. Placing Orders

8. Delivering to the Schools


10. Brown Box Instructions

ACCOUNTING & REPORTING SYSTEMS

8
The procedure for placing orders for delivery to the school depends on the state and warehouse used:

➢ Connecticut
- Orders are placed weekly through the FFAVORS website.
- The DoD commodity program includes Fresh Fruit and Vegetables delivered by a local produce company.
- The delivery minimum is typically $150. The minimum amount for each particular vendor contributes to the total order amount.
- For every order received, you must send the invoice to the Director of Purchasing or Purchasing Department to schedule this in advance.

➢ Florida – Statewide/Florida Department of Agriculture
- Orders are placed once a month in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Florida – Gordon Food Service
- Orders are placed in Edison under the vendor “$100 COM” – match date to regular USP date.
- The schedule of items and quantities to be delivered each month is arranged when receiving the order.
- Orders meet the 20cs minimum.
- When receiving commodity invoices in Edison, CMs can put the invoice total amount as $0 because we are paying the school for the food in the form of a credit.
- Upon receipt, all cases must be stamped with the “USDA” sticker; these fees are displayed on the invoice and will be included in that school’s food cost.
- Food Cost:
  - $0 because we are paying the school.
  - SLA pays for the full value of the food received in the form of a credit on the school’s invoices.
  - Food cost for the order is included on the week received.

➢ Georgia
- The Delivery company provides the invoice total amount as $0 because we are paying the school for the food.
- When receiving commodity invoices in Edison, please communicate to the Purchasing Department if any discrepancies.
- SLA pays for the full value of the food received in the form of a credit on the school’s invoices.

➢ HPC
- The form of a credit instead of paying the produce company (since we are paying the school for the food).
- Please communicate with CM’s on these order days.

➢ Louisiana – Local Food Bank
- The Director will submit the order to the warehouse each month from the list of items available at the warehouse.
- Please communicate with CM’s on these order days.

➢ Maryland
- The DoD commodity program includes Fresh Fruit and Vegetables.
- Area Managers will have 5 business days to go back into FFAVORS to confirm receipt of the order. It is important to be aware of deliveries otherwise so this is very important.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Michigan – Local Food Bank
- The Director will submit the order to the warehouse each month from the list of items available at the warehouse.
- Please communicate with CM’s on these order days.

➢ New York
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- The DoD commodity program includes Fresh Fruit and Vegetables delivered by a local produce company.
- The delivery minimum is typically $150. The minimum amount for each particular vendor contributes to the total order amount.
- For every order received, you must send the invoice to the Director of Purchasing or Purchasing Department to schedule this in advance.
- SLA pays for the full value of the food received in the form of a credit on the school’s invoices.

➢ North Carolina
- Orders are placed by the Area Manager once a month in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Ohio
- Orders are placed weekly through the FFAVORS system.
- The schedule of items and quantities to be delivered each month is arranged when receiving the order.
- Orders meet the 20cs minimum.

➢ Pennsylvania
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ South Carolina
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Texas
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Virginia
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Wisconsin
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ West Virginia
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.

➢ Wyoming
- Orders are placed monthly in Edison under the vendor “USDA COMMODITY”.
- Area Managers should be the ones who place and receive the orders through FFAVORS.
- Please communicate with CM’s on these order days.
## On-Hand Inventory Report

### BLA VGMF GFS

**Inventory On Hand**

**Report Summary for Date:** 03/30/2023

<table>
<thead>
<tr>
<th>Catalog Number</th>
<th>Item Description</th>
<th>Brand / Product Code</th>
<th>Case / Unit Description</th>
<th>Quantity</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>254975</td>
<td>Jelly Donut Flap / Enc.</td>
<td>39448-710500</td>
<td>1200 CT / FOLDED</td>
<td>1 x 20</td>
<td>$31.53</td>
</tr>
<tr>
<td>255115</td>
<td>Kening Meat Sticks</td>
<td>850226</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$19.99</td>
</tr>
<tr>
<td>422101</td>
<td>Macaroni &amp; Cheese</td>
<td>853180</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$8.00</td>
</tr>
<tr>
<td>382123</td>
<td>Meatballs Meatballs</td>
<td>853722</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$8.00</td>
</tr>
<tr>
<td>653896</td>
<td>Pasta Spaghetti</td>
<td>357570</td>
<td>3000 CT / EARL</td>
<td>8 x 300</td>
<td>$5.4700</td>
</tr>
<tr>
<td>680200</td>
<td>Pop Tart Blueberry</td>
<td>511450</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$79.00</td>
</tr>
<tr>
<td>432501</td>
<td>Pork Liver Smoked</td>
<td>253110</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$63.24</td>
</tr>
<tr>
<td>773150</td>
<td>Salad Dressing</td>
<td>851469</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$7.76 00</td>
</tr>
<tr>
<td>395712</td>
<td>Sandwich Dressing</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$69.9570</td>
</tr>
<tr>
<td>531001</td>
<td>Spices Ground Cinnamon</td>
<td>130500</td>
<td>1200 CT / FOLD</td>
<td>8 x 12</td>
<td>$7.30 00</td>
</tr>
<tr>
<td>126990</td>
<td>Spices Powder</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$6.72 00</td>
</tr>
<tr>
<td>251970</td>
<td>Spic seasoning</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$2.50 00</td>
</tr>
<tr>
<td>157651</td>
<td>Tissue Paper Rolls</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$65.6470</td>
</tr>
<tr>
<td>577513</td>
<td>Veggie Delight</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$5.86 17</td>
</tr>
<tr>
<td>913986</td>
<td>Veggie Delight</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$3.90 00</td>
</tr>
<tr>
<td>150933</td>
<td>Veggie Delight</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$3.84 00</td>
</tr>
<tr>
<td>431949</td>
<td>Veggie Delight</td>
<td>854370</td>
<td>1200 CT / FOLD</td>
<td>1 x 200</td>
<td>$1.14 79</td>
</tr>
</tbody>
</table>

**Cost of Goods**

<table>
<thead>
<tr>
<th>Item Storage Category: COLOR</th>
<th>Item Description</th>
<th>Brand / Product Code</th>
<th>Case / Unit Description</th>
<th>Quantity</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>271101</td>
<td>Cheese Filled Pretzel</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
<td>215151</td>
<td>Cheese &amp; Ham Roll</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
<td>769350</td>
<td>Cheese and Ham Roll</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
<td>415058</td>
<td>Cheese &amp; Ham Roll</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
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<tr>
<td>769351</td>
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<tr>
<td>202976</td>
<td>Cheese &amp; Ham Roll</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
<td>381902</td>
<td>Cheese &amp; Ham Roll</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
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</tbody>
</table>

**Cost of Goods**

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<tr>
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<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
<td>769350</td>
<td>Cheese and Ham Roll</td>
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<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
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<tr>
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<td>1200 CT / BAG</td>
<td>1 x 200</td>
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<tr>
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**Value**

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<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
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<tr>
<td>769350</td>
<td>Cheese and Ham Roll</td>
<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
<tr>
<td>415058</td>
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<td>303360</td>
<td>1200 CT / BAG</td>
<td>1 x 200</td>
<td>$20.30</td>
</tr>
</tbody>
</table>

**Value**
Meal Count & Edit Check SOP Documentation

Managing Meal Counts

Ensuring accurate meal counts impacts all 5 pillars.

Customer Satisfaction - Without accurate meal counting processes in place to ensure all dollars are spent wisely, customer satisfaction will suffer, and we may lose valuable clients.

Sales - Inaccurate meal counts directly affect our ability to capture sales and revenue from our clients.

Compliance - Both USDA and Colorado require accurate meal counts. Any discrepancies or errors can result in fines or penalties.

Operational Performance - Accurate meal counts are critical to ensuring that our operations are running smoothly and efficiently.

Costs - Inaccurate meal counts can lead to financial losses for the organization, as it may result in under- or over-reimbursement from our clients.

Staff Scheduling - Accurate meal counts are crucial for proper staffing levels, ensuring that we have the right number of employees working at the right time.

The Meal Count & Edit Check process is critical to ensuring that all meal counts are accurate and that any discrepancies are resolved in a timely manner.

Meal Count Verification

Meal Counts (MC) are verified on a daily basis. This can be conducted with paper (a tic sheet or student roster), a ‘clicker’ (where a person is counted upon entering the cafeteria by a clicker), or an electronic device (a ‘smartphone’ or ‘tablet’).

When using tic sheets or student rosters, the numbers entered must be entered into a spreadsheet for verification. When using a smartphone or tablet, the numbers must be entered into a spreadsheet or a database.

For any numbers that are not correct or are simply ‘pending further research’, highlight it yellow until the issue has been resolved.

Meal Counts must be manually entered at the end of the day into the Café Managers Report (a CM-fillable form in LISA). Any calculation for total counts must be performed by the Café Manager responsible for the site, the District Office Manager, or the SLAM employee responsible for the site.

Proper Point of Service

When the point of service is a POS system, meal counts are summarized in an “end of day report”. How these end of day reports are generated varies depending on the POS system. The correct meal count for any given day can be tough to identify if you have conflicting data. If all numbers line up, you can be confident that the meal count is correct. If not, you will need to determine which numbers are correct and which are incorrect.

Properly trained staff is critical to ensuring that meal counts are accurate. There are several ways to verify meal counts:

1. A tic sheet is a form used to count students who enter the cafeteria. The number of students counted is verified against the number of students who actually entered the cafeteria.

2. A production report is a form used to count students who are served food in the cafeteria. The number of students served is verified against the number of students who actually entered the cafeteria.

3. A food processor report is a form used to count students who purchase food in the cafeteria. The number of students purchased is verified against the number of students who actually entered the cafeteria.

4. A POS system is a form used to count students who purchase food in the cafeteria. The number of students purchased is verified against the number of students who actually entered the cafeteria.

Steps to finalize an Edit Check

Continue to verify and edit meal counts until all numbers are correct. Once all numbers are correct, finalize the Edit Check by submitting it to the appropriate authority.

For any numbers that are not correct or are simply ‘pending further research’, highlight it yellow until the issue has been resolved.

If corrections to a source are necessary, use the following as a guide for most scenarios:

4. If corrections to a source are necessary, use the following as a guide for most scenarios:

5. If corrections to a source are necessary, use the following as a guide for most scenarios:

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49. If corrections to a source are necessary, use the following as a guide for most scenarios:

50. If corrections to a source are necessary, use the following as a guide for most scenarios:

Menu Planning

Tic Sheets

Tic Sheets are used to count students who enter the cafeteria. The number of students counted is verified against the number of students who actually entered the cafeteria.

Production Records

Production Records are used to count students who are served food in the cafeteria. The number of students served is verified against the number of students who actually entered the cafeteria.

Food Processor Records

Food Processor Records are used to count students who purchase food in the cafeteria. The number of students purchased is verified against the number of students who actually entered the cafeteria.

Point of Sale System

Point of Sale Systems are used to count students who purchase food in the cafeteria. The number of students purchased is verified against the number of students who actually entered the cafeteria.

Meal Count & Edit Check SOP Documentation

Remember, Meal Count Trackers should be submitted to Regi...
Each Child Nutrition Program within which SLA operates requires review and maintenance of accurate records to ensure all Program materials support the meals counted and claimed. A key way this is accomplished at SLA is through the review and approval of meal counts and monthly Edit Checks prior to submission to the SFA for claiming purposes. The following SOP provides an example of the review and approval process through multiple layers of management as records are maintained and reviewed for accuracy prior to final sign-off of meal counts as served.

**SOP TIC Sheets**

**Managing Meal Counts**

**PURPOSE:** To ensure Tic Sheets accurately support meals claimed.

**NOTE:** The use of Tic Sheets at the Point of Service requires pre-approval by the school’s State Agency and the Food Service Director. The Tic Sheets must accurately reflect the meals served.

**SUMMARY**

When an electronic system is not a viable option a Tic Sheet may be utilized at the Point of Service (POS). The POS employee should be specifically trained in the use of Tic Sheets when an electronic POS is not available.

A complete Tic Sheet has two required components: a hashmark and a signature. A hashmark is a vertical or diagonal line through a box or square. A signature is a name and date.

**COMPLIANT TIC SHEET – Overall Completion Process:**

The Tic Sheet is used by a trained person to count each eligible student’s meal served. The Tic Sheet is used by an employee to count each reimbursable meal that is observed as compliant. To reiterate, hashmarks must be made as each compliant meal is observed, starting with a mark in the “1” square, proceeding to “2” and so on. The Tic Sheet is used to capture the number of meals served to students. Non-compliant Tic Sheets are not allowed.

**CORRECT MARKING – What is a hashmark?**

A Tic Sheet is used to count each reimbursable meal. Each reimbursable meal is represented by a hashmark, a diagonal line from one corner of the box to the opposite corner.

**NON-COMPLIANT TIC SHEET – Reimbursement at risk:**

What: A squiggly line or a checkmark in a Tic Sheet is considered a non-compliant Tic Sheet.

What: Missing hashmarks.

What: Circles were drawn around numbers.

What: A hashmark was not used.

What: Meal counts were “stuffed”.

What: A hashmark was not used.

What: Most of a row was colored.

What: A hashmark was not used.

**NON-COMPLIANT TIC SHEETS – How to Address:**

**SITUATION A: An SLA employee consistently produces non-compliant Tic Sheets**

- Electronic meal services must be suspended.
- The Tic Sheet is to be reviewed by the school representative.
- The Tic Sheet is to be reviewed by the School Representative and the Food Service Director.
- The Tic Sheet is to be reviewed by the School Representative and the Food Service Director.
- The Tic Sheet is to be reviewed by the School Representative and the Food Service Director.

**SITUATION B: A school employee produces non-compliant Tic Sheets**

- The Tic Sheet is not to be used.
- The Tic Sheet is to be reviewed by the School Representative and the Food Service Director.
- The Tic Sheet is to be reviewed by the School Representative and the Food Service Director.
- The Tic Sheet is to be reviewed by the School Representative and the Food Service Director.

**FOLLOW-UP:**

- Follow-up on non-compliant Tic Sheets is to be documented in the school’s training files.
- Follow-up on non-compliant Tic Sheets is to be documented in the school’s training files.
- Follow-up on non-compliant Tic Sheets is to be documented in the school’s training files.
- Follow-up on non-compliant Tic Sheets is to be documented in the school’s training files.

**ACCOUNTING & REPORTING SYSTEMS**

Page 12 of 9
**SOP TIC Sheets**

**AFTERSCHOOL SNACK – Program Instructions**

What are “Afterschool Snacks” in the National School Lunch Program?

The National School Lunch Program (NSLP) offers reimbursement to schools for the service of snacks to at-risk students after the end of the regular school day. This means that schools are responsible for serving students a healthy snack that is balanced, nutritious, and safe. The NSLP aims to ensure that students have access to healthy foods, which is especially important for students who may not have access to healthy foods at home. The NSLP reimburses schools for serving snacks to students who are eligible for free or reduced-price meals, and it also encourages schools to serve healthy snacks to all students.

**TYPE 2a: “Daily-combined Meal Packs” Tic Sheet Method:** used when multiple meal types are served at one time, for a single day’s meal service per eligible student resulting in ONE Master Tic Sheet. (one for all meal types combined)

- NOTE: this method is implemented when a student receives multiple meal types at once, or for a single day’s meal service per eligible student resulting in ONE Master Tic Sheet. (one for all meal types combined)
- NOTE: this is the most common Tic Sheet method. It was in use before any COVID scenarios occurred.

Another version of the Tic Sheet method is used when multiple meals are served at one time, for a single day’s meal service per eligible student resulting in ONE Master Tic Sheet. This method is used when a student receives multiple meal types at once, or for a single day’s meal service per eligible student resulting in ONE Master Tic Sheet. (one for all meal types combined)

- NOTE: this method is implemented when a student receives multiple meal types at once, or for a single day’s meal service per eligible student resulting in ONE Master Tic Sheet. (one for all meal types combined)
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Other

- Procedure: One master tic can represent multiple meal types served during a single alternative point of service. But the Production Records and Tic Sheet(s) must reflect what was actually served since this documentation is needed to invoice the SFA for the snacks served.
- NOTE: this method is implemented when a student receives multiple meal types at once, or for a single day’s meal service per eligible student resulting in ONE Master Tic Sheet. (one for all meal types combined)

**TIC Sheet Procedure SOP continued**
### PLANNED MENU

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<th>Item</th>
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<td>Turkey and cheese wrap</td>
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<tr>
<td>Milk</td>
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### FOOD-BASED PRODUCTION RECORD – SELF-PREP LUNCH MEALS

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<tr>
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<th># of Portions Planned</th>
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<tbody>
<tr>
<td>Turkey &amp; Cheese Wrap</td>
<td>1 oz x 120</td>
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### NUMBER OF MEALS SERVED

<table>
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<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Total Meals</td>
<td>2,016</td>
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</tbody>
</table>

### PLANNING SECTION

- Complete before meal service
- Sub-group codes: (DG) Dark Green, (R/O) Red/Orange, (B/P) Bean/Pea, (S) Starchy, (O) Other, (A) Additional vegetable

### DOCUMENTATION SECTION

- Complete after meal service
- Temperatures
  - Ambient Temp
  - Refrigerator Temp
  - Freezer Temp

### SIGNATURE

Signature: [Signature]
Date: [Date]

### Leftover Codes

- (F) Freeze
- (R) Refrigerate
- (SND) Serve Next Day
- (D) Dispose
- (RTS) Returned To Stock

### HACCP Code

- Room Temp (RT)

### Notes

- Must offer at least 1/2 cup daily for Grades K-5 and 6-8 and 1 cup for Grades 9-12. Can be from two or more combined smaller portions or one full portion. Must contain a fruit or vegetable (1/2 cup minimum) under 30 minutes prior to meal service.

### Attendance Factor

- 93.80%
Example Sales Activity Report
## Example Invoice

**SLA Management**
3217 Corrine Dr.
Orlando, FL 32803

---

**Gulf Coast Charter Academy South**
215 Airport Pulling Rd
Naples, FL, 34104

---

**Invoice**

**Date**
3/31/2021

**Invoice #**
B01183

---

**PAID**
4/26/2021

---

**Gulf Coast Charter Academy South**
215 Airport Pulling Rd
Naples, FL, 34104

---

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<td></td>
<td></td>
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<td>Reimbursable Snacks</td>
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---

**Total:** $27,296.01

**Balance Due:** $0.00

---

3217 Corrine Drive, Orlando, Florida 32803 - 407-740-7677 - Fax: 888-622-3050 - Email: info@slamgmt.com - Web: www.slamgmt.com

Invoice - Page 1 of 1

ACCOUNTING & REPORTING SYSTEMS
NUTRITION PROGRAM PROMOTION & EDUCATION
Promotion and education coupled with feedback and assessment are the bookends to SLA’s multi-layered plan to maximize participation in the school foodservice program we offer. As the old saying goes, a meal isn’t nutritious unless someone eats it. SLA brings the two together in the best 30 minutes we can offer our students.
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.

- **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

- **Innovation** the unrelenting drive to break the status quo and develop anew where few have dared to go.
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.
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.
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. While Rocketship Nashville Schools have had the THINK BIG Kitchen refresh, that’s not the end of it. Now that the concept has been in place we can work with on-site operations to evaluate how it’s working. Could the space use more or maybe less content? Or, would a different piece fit better?

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.

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If you believe in yourself, you can achieve anything you put your mind to.
Inspirational Quotes Wall Art

Large Art for High Schools

Food for Inspiration 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

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

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

NUTRITION: PROGRAM PROMOTION & 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.

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 Rocketship Education, 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.

Fresh from Tennessee

Harvest of the Month Produce Examples

<table>
<thead>
<tr>
<th>MONTH</th>
<th>Produce Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEPTEMBER</td>
<td>Red Peppers, Basil, Grapes</td>
</tr>
<tr>
<td>OCTOBER</td>
<td>Broccoli, Tomatoes, Lina Beans</td>
</tr>
<tr>
<td>NOVEMBER</td>
<td>Spinach, Popcorn, Raspberries</td>
</tr>
<tr>
<td>DECEMBER</td>
<td>Lemons, Beets, Collard Greens</td>
</tr>
<tr>
<td>JANUARY</td>
<td>Parsley, Carrots, Mushrooms</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>Sweet Potato, Onions, Turnips</td>
</tr>
<tr>
<td>MARCH</td>
<td>Cauliflower, Strawberries, Kale</td>
</tr>
<tr>
<td>APRIL</td>
<td>Asparagus, Cabbage, Lettuce</td>
</tr>
<tr>
<td>MAY</td>
<td>Cherries, Corn, Eggplant</td>
</tr>
<tr>
<td>JUNE</td>
<td>Okra, Cucumber, Watermelon</td>
</tr>
</tbody>
</table>
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:

**Green Apple Initiative**
*Reduce • Reuse • Recycle*

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 ongoing initiative.

**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 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.

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

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.
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.

**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.

- 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 Rocketship Nashville’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, Rocketship Education 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.

**October is National FARM TO SCHOOL Month**

Stop by your SLA Café this Wednesday to try fresh apples picked locally!

**About Us:**
Ferrari Farms is a three-generation, family-owned farm founded in 1932 by Dominic Ferrari, located in South Glastonbury, Connecticut. They grow sweet corn, pears, and apples. Their farm apple orchard has over 2,000 trees with 8 different varieties of apples.

**Ferrari Farms!**

Hello from Ferrari Farms!

**Featuring Apples from:**

**Chef Dan’s HOME-MADE APPLE SAUCE**

**Ingredients**
- 5–8 Local Apples
- 1 Cup Brown Sugar
- 4/5ea Cinnamon Stick
- 1 Qt Local Apple Cider

1. Peel and core apples, cut into 1/4 pieces and place in stock pot with sugar, cinnamon, and cider. Bring to boil, turn down to a simmer. Cook for 25–35 minutes.
2. Apples should become soft and liquid will evaporate. Once soft, and most of the liquid has absorbed, turn heat off and let set for 20 minutes. Then use a spoon and stir apples, causing them to break up. For smoother sauce, use a blender.

**What is Farm to School?**

October is National Farm to School Month, a time to celebrate connections happening all over the country between schools, food service, and local farmers! Farm to school enriches the connection communities have with fresh, healthy food, and local food producers. Learn more about farm to school by visiting the National Farm to School Network’s website at: farmtoschool.org.

This institution is an equal opportunity provider.
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 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 Rocketship Nashville analytics on reduction in student obesity rates, school nurse visits, disciplinary issues, and improved academic performance
- Participation in Rocketship Nashville 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 Rocketship Nashville administration.
- Lunch Survey results from students and parents.
- Feedback Meetings with Rocketship Nashville’s Café Manager, and with your Area Manager.

Nutrislice Analytics Tools

SLA Report Card
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 Rocketship’s communities our homes as well. Not only are your students our “students”—very often, your students are our children or grandchildren, nieces, nephews, and neighbor-kids!

SLA Management’s family culture and boutique approach have provided the perfect platform for integrating into the Rocketship Education community.

Our team will work with the administration teams and other recommended community contacts to build the outreach program specifically designed around Rocketship Nashville.

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.
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.

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 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 fully engaging with Rocketship Education’s Advisory Council.
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 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

Participation in Fundraising

One of the most direct ways in which SLA Management can express its commitment to the Rocketship Nashville 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
- Recruiting & Attracting Great People
- Training 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.
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.
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 typical turnover rate for the restaurant sector is around 81.9%, but current industry estimates are much higher, reaching 150%, and the problem has gotten worse in recent years. Our turnover rate for SY2019–2020 was lower than 50% of the industry average. Of course the Pandemic affected our staffing in unexpected ways like all other businesses have experienced. Historically and preferably, though, nearly 7 out of 10 of our Café Managers, Area Managers, and Regional Managers are promoted from within.

- Our Director of Purchasing began her career with SLA Management as a college Intern.
- Our Chief Operations Officer began his career with SLA as a Café manager.
- Our CFO joined SLA as an accounting temp.

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.
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. It’s not an “on-the-fly” process and that’s why SLA has a full-time Director of Training, Danielle Coats, with a training team.

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

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.
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. 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.

“If you won’t serve it at home, don’t serve it.”
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 trying 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 HAACP 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

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 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.

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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.

Along with the above, we have also developed our own Body of Knowledge using the TalentLMS interface we now call “The Core”. Employees are provided a list of modules specific to their role, that they need to complete within a named time-frame, and “The Core” allows them opportunities to train at the time that is convenient to them, on the platform that they prefer. Managers are automatically notified when benchmarks are achieved. Employees also have access to content that can help them advance their knowledge and they can repeat if any module they feel necessary. The system also comes with a variety of basic workplace knowledge trainings, that we can open up to our SLA teams as appropriate,
Personnel Management

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. The Area Manager will be the primary point of contact for Rocketship Nashville 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 a 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 ROCKETSHIP NASHVILLE—It is anticipated that most communication will be between the site-based Rocketship Nashville 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 Rocketship Nashville and the SLA management team. Anticipated frequency of visits are as follows:

ROCKETSHIP NASHVILLE’S ASSIGNED AREA MANAGER—will visit your school a minimum of once weekly during first 6 months and approximately once every two weeks, minimum, thereafter, and will meet with Rocketship Nashville’s 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 Rocketship Nashville’s Director of Operations once quarterly, or as deemed necessary to ensure any issues that Rocketship’s administration feels needs to address.

DIRECTOR OF PARTNERSHIPS—will visit within the first 30 days of service and at least 1–2 times annually, with Rocketship Nashville Leadership, as well as some site-based visits.

Any of our SLA resources are always just a phone call or email away. We understand and value communication and feedback.
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. A sample of some of the core functions are listed below.

<table>
<thead>
<tr>
<th>ROLES</th>
<th>CAFÉ TEAM Tasks</th>
<th>CAFÉ MANAGER Tasks</th>
<th>AREA MANAGER Tasks</th>
<th>REGIONAL MANAGER Tasks</th>
<th>SLA SUPPORT CENTER Tasks</th>
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</thead>
<tbody>
<tr>
<td>Production Records</td>
<td>Assists with completion</td>
<td>Forecasts Tallies Completes</td>
<td>Checks / Corrects during visit</td>
<td>Checks during visit</td>
<td>COO VP Operations Director Compliance NEW 2022!! SLA Compliance Night Auditors</td>
</tr>
<tr>
<td>Edit Checks</td>
<td>Daily Verifies Against PR and Sales Report Approves Monthly Edit Check</td>
<td>Checks/Corrects during site visit Approves Monthly Edit Check</td>
<td>Reviews and Intercedes if Systemic</td>
<td>Manager Compliance (approves monthly) VP of Customer Services Accounts Receivable (reconciles &amp; bills)</td>
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</tr>
<tr>
<td>Food Quality</td>
<td>All team members accountable</td>
<td>QC daily</td>
<td>QC weekly to bi-weekly</td>
<td>QC bi-weekly to Monthly</td>
<td>COO VP Operations SLA Corporate Chef</td>
</tr>
<tr>
<td>HACCP/ Food Safety</td>
<td>All team members accountable</td>
<td>Oversees adherence to SOPs/Corrective action if required</td>
<td>Monitors Compliance weekly to bi-weekly</td>
<td>Reviews Health Inspection Reports</td>
<td>COO VP Operations SFSPac (3rd Party Audit Monthly)</td>
</tr>
<tr>
<td>Food Ordering/ Inventory/ Production</td>
<td>Receives Stocks Produces</td>
<td>Forecasts Orders Produces Inventory</td>
<td>Approves Orders Monitors Inventory Checks Food Quality Recipe &amp; NSLP Compliance</td>
<td>Monitors All Activities</td>
<td>COO VP Operations Director Purchasing Facilities Manager SLA President/CEO</td>
</tr>
<tr>
<td>POS</td>
<td>Cashiers</td>
<td>Cashiering (when necessary) Reports/Edit Deposits</td>
<td>Monitors Participation Monitors Deposits Approves Edit Checks</td>
<td>IT Support Team Director Compliance COO VP Operations Finance Team Customer Service Team</td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>Leads site team members Evaluates site team members w/ AM Recommends Hire / Termination</td>
<td>Leads and Evaluates CM (with RM) Evaluates w/ CM Team Responsible for Hiring CM and site team Hire / Termination</td>
<td>Hiring of AM (w/Ops Leaders) Evaluates AM w/ SLA Senior Leadership</td>
<td>COO VP Operations SLA President/CEO Operations Training/ Recruiting Manager HR Team</td>
<td></td>
</tr>
<tr>
<td>Marketing and Promotions</td>
<td>Actively Involved Leads and Ideates Local Marketing</td>
<td>Supports Marketing Efforts</td>
<td>Supports and Monitors Region</td>
<td>VP Customer Services Marketing Director* COO* SLA President/CEO*</td>
<td></td>
</tr>
</tbody>
</table>

*Marketing Ideation Team
ORIGINAL RFP WITH SLA-COMPLETE DOCUMENTS
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 opportunity to further engage with your students, faculty, and your community; bringing our expertise in nutrition and community engagement, along with our diverse and exciting meal concepts. As top leaders in child nutrition, we can’t wait to put 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 your school community.

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

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

Sincerely,

SLA Management
Request for Proposal (RFP)/Fixed-Price Contract
Nonprofit School Food Service Management Company

Rocketship Education, Inc.

Section 1: Instructions to Bidders

Rocketship Education, Inc. (hereinafter referred to as “SFA”) currently operates two (2) kindergarten through fifth grade (“K-5”) charter schools in Nashville, Tennessee. In 22-23, SFA will open one (1) new school and in 24-25, SFA plans to operate four (4) K-5 charter schools in Nashville.

1.1. Rocketship Education, Inc. seeks to receive FSMC bids to operate the National School Lunch Program, School Breakfast Program, Seamless Summer Option, and After School Snack Program at their Nashville campuses.

1.2. Virtual Pre-bid meeting to take place May 13, 2022, at 12 pm CT. Please click the following link to register for event: https://zoom.us/meeting/register/tJMlc-irqjIjGNLKi9-nob0ynkxV75btaKXf
Site visits to be arranged individually to reduce personal contact. Please contact Stefanie Bundy at sbundy@rsed.org to arrange a visit. Site visits are only to see the space; all questions pertaining to the RFP must be submitted in writing.

1.3. Please submit via email a digital copy of your proposal to:
Kelly Giampaoli at kgiampaoli@rsed.org and Stefanie Bundy at sbundy@rsed.org
Submit two (2) hard copies of your proposal to:
Rocketship Education, Inc.
2526 Dickerson Pike
Nashville, TN 38207
C/o Stefanie Bundy

All bids are due June 3, 2022, at 12 pm CT (see 2.1).

1.4. All questions pertaining to the RFP are due no later than May 20 by 12:00pm, CT. Questions must be in writing to Kelly Giampaoli at kgiampaoli@rsed.org.

1.5. Hereinafter, school food authority (SFA) shall refer to Rocketship Education Nashville.

1.6. Hereinafter, food service management company (FSMC) shall refer to the contractor awarded this contract.

1.7. If clarification of the specifications/instructions is required, the SFA will clarify the specifications/instructions in the form of an addendum issued to all prospective bidders. If the SFA issues any changes to this Request for Proposal (RFP), acknowledgement of receipt of such
changes should be made to the SFA in writing, signed by an individual authorized to legally bind the bidder, and included in the bidder's bid package. If changes to the RFP are not acknowledged, the SFA retains the right to reject the bid as non-responsive. No addenda will be issued within 7 of the time and date set for the bid opening. Should the SFA determine that clarification of the specifications/instructions is necessary within 7 working days of the time and date set for the bid opening, the time and date set for the bid opening will be delayed to allow issuing of an addendum.

1.8. The subject matter of this RFP is subject to legislative changes either by the federal or state government. If any such changes occur prior to contract award, then all bidders will have the opportunity to modify their bids to reflect such changes. If any such changes occur after a contract award has been made, then the SFA (i) reserves the right to negotiate modifications to the contract reflecting such legislative changes; and (ii) shall have no obligation to provide unsuccessful bidders with the opportunity to modify their bids to reflect such legislative changes.

1.9. Bid Bond Requirements: Bids over $250,000 shall include a bid bond amount of 5% of the bid price. Only those bonding and surety companies contained in the current Treasury Circular 570 may be used to obtain the required bonding. The Treasury Circular is published annually, for the information of Federal bond-approving officers and persons required to give bonds to the United States. All certificates of Authority expire June 30, and are renewable July 1, annually.

1.9.1. Bid bonds will be returned (a) to unsuccessful bidders as soon as practicable after the opening of the bids and (b) to the successful bidder upon execution of such further contractual documents and bonds as may be required by the bid as accepted.

1.10. Performance Bond Requirements: For bids over $250,000, the successful bidder shall provide the sponsor with a performance bond in the amount of 5% of the contract price. The bond shall be executed by the contractor and a licensed surety company listed in the current Department of Treasury Circular 570. Only those bonding and surety companies contained in the current Treasury Circular 570 may be used to obtain the required bonding. The Treasury Circular is published annually, for the information of Federal bond-approving officers and persons required to give bonds to the United States. All certificates of Authority expire June 30, and are renewable July 1, annually. The bond shall be furnished no later than ten (10) business days following the award of the contract.

1.11. Insurance Requirements:

1.11.1 The vendor shall abide by the following insurance requirements, and the bidder shall supply with its proposal a specimen certificate proving insurance coverage sufficient to meet the requirements of this section. Such coverage shall remain in effect for the term of the contract and any extension thereof. Rocketship Education, Inc. shall be named as an additional insured in respect to the auto liability and general liability coverage for the length of the contract.

1.12.1 General Liability coverage must be provided by a Commercial General Liability Policy on an occurrence basis with a Broad Form Property Damage Endorsement. The Broad Form Property Damage endorsement should include coverage for property of Rocketship Education, Inc. in the Care, Custody or Control of the Vendor. Claims-made basis will not be acceptable.
1.13.1 Comprehensive General Liability and Property Damage: Vendor will supply satisfactory evidence of coverage in the amount of $1,000,000 for each injury to or death of any one person, $1,000,000 for each accident or occurrence for bodily injury or death, $1,000,000 for each accident or occurrence for property damage, and $2,000,000 aggregate coverage.

1.14.1 Product Liability: Vendor will supply satisfactory evidence of products and complete operations insurance in the amount of $1,000,000.

1.15.1 Umbrella Excess Liability: Vendor will provide evidence of $5,000,000 coverage over the primary business auto liability and general liability insurance.

1.16.1 Workmen's Compensation Coverage: Vendor shall supply satisfactory evidence of workmen's compensation insurance in the amount of $500,000 each injury occurrence, $500,000 each disease occurrence, with a $500,000 Disease policy limit. Vendor will accept, insofar as the workers covered by this contract are concerned, the statutory provisions of Tennessee Workmen's Compensation Act, and any supplements or amendments thereto, and will insure its liability thereunder, and furnish proof thereof to Rocketship Education, Inc. or file Rocketship Education, Inc. a certificate of exemption from insurance from the Workers' Compensation Division of the Tennessee Department of Labor & Workforce Development.

1.17.1 Business Auto Liability (including owned, non-owned and hired vehicles): Vendor will supply satisfactory evidence of insurance in the amount of $1,000,000 Bodily Injury for each person and each occurrence and $1,000,000 Property Damage for each person and each occurrence.

Within 10 days of award of contract, verification of insurance listing Rocketship Education, Inc. as additional insured shall be sent to: Kelly Giampaoli at kgiampaoli@rsed.org

1.12. Timeline:

- **Friday, April 29:** RFP advertised and sent to bidders
- **Friday, May 13:** Virtual pre-bid conference at 12 pm CT
- **Site visits and taste tests:** to be arranged individually to reduce personal contact
  - Please contact Stefanie Bundy at sbundy@rsed.org to arrange
- **Friday, May 20:** All questions due by 4:00pm
- **Monday, May 23:** SFA provides answers
- **Friday, June 3:** Bids due by 12:00 pm, CT
- **Friday, June 3:** Bids opened at 12:05 pm, CT
- **Thursday, June 9:** Bid Awarded
Section 2: General Conditions

2.1 Bids shall be submitted on the forms provided with these specifications. Bids shall be in a sealed envelope properly marked with the title of the bid, date and time of opening, and delivered to Stefanie Bundy at Rocketship United Academy: 320 Plus Park Blvd., Nashville, TN 37217 on or before June 3, 2022, at 12 pm, CT. All certifications contained herein must be signed and submitted with the bid. Sealed envelope should also include a soft copy of the bid on a USB drive. Bids will be awarded on June 9, 2022.

2.2 Bids submitted after the date and time specified will not be considered. Postmarks or dating of documents will be given no consideration in the case of late bids.

2.3 The SFA reserves the right to reject any or all bids when there are sound documented reasons to do so, or if the food service management company does not submit all required bid documents.

2.4 The SFA will not give any relief for errors or omissions to this document.

2.5 The SFA will not allow deviations or exceptions from the specifications and conditions of this document.

2.6 The submission of the bid indicates that the bidder is informed of the specifications and conditions contained herein.

2.7 The SFA will not allow bid withdrawal or any changes after submission of the bid.

2.8 Once opened, no bid modification will be allowed without written approval from the SFA.

2.9 The SFA's officers, employees, or agents shall neither solicit nor accept gratuities, favors, nor anything of monetary value from contractor nor potential contractors in connection with this bid.

2.10 The SFA reserves the right to investigate each bidder's ability to fulfill the terms of this bid.

2.11 All bids shall remain valid and subject to acceptance for a period of ninety (90) days after the bid opening date. Award of the contract shall be made to the lowest responsive, responsible bidder as determined by the SFA, based on the criteria and specifications outlined in the RFP and further set forth in the contract.

2.12 The meal rates bid must be calculated based on the menu(s) in Exhibit B and on the projected annual units provided on the “Bid Summary” form, both attached herein. Rates must be provided per unit. The totals shall be computed by multiplying the projected annual units by the rate bid per unit. The totals must be carried out to the second decimal place and must not be rounded. In the case of errors in the extension of the total(s), the actual unit rates shall govern.

2.13 If a prospective food service management company does not agree with the bid award, they have the right to protest. Disputes arising from the award of this bid must be submitted in writing to Kelly Giampaoli kgiampaoli@rsed.org no later than 3 days after the published award. The hearing
official will disclose the dispute to the Tennessee Department of Education, Office of School Nutrition. The steps for dispute resolution are as follows:

1. A meeting with the hearing official and representatives from the disputing party to discuss and resolve the complaint.
2. A written decision letter stating the reasons for the decision will be prepared by the hearing official and submitted in writing to the protestor and all parties involved. This decision letter will be mailed to the protestor and will advise the protestor that he has a right to an additional review.
3. All employees will be notified that they cannot purchase under this procurement until a final decision is rendered.
4. In the event that purchases must be made for school meals before a final decision is rendered, the emergency purchase procedures established by the school system will be used.

2.14 The SFA can add any additional administrative, contractual, or legal remedies per local board policy.

2.15 All prospective bidders should completely inspect the facilities and equipment prior to the bid due date and prior to submitting a bid. Failure to do so will not relieve the successful bidder from the necessity of furnishing and installing any material and equipment, performing any labor, or making any structural changes, without additional cost to the SFA, that may be required to carry out the intent of the resulting contract.

2.16 No bid will be accepted from, or contract awarded to, any person, firm, or corporation that is in arrears or is in default to the SFA upon any debt or contract, or is a defaulter, as surety or otherwise, upon any obligation to said SFA, or has failed to perform faithfully any previous contract with the SFA.

2.17 All completed bids and supporting documentation submitted shall be the property of the SFA.

2.18 Until such time as a contract is awarded, no bidder, prospective or otherwise, shall be provided access to any supporting bid documents received by the SFA. All supporting bid documents shall be held strictly confidential and shall be reviewed and evaluated solely by SFA employees. Such documents shall not be released for distribution under the Freedom of Information Act until such time as the contract has been awarded. Violation of this clause by any bidder, prospective or otherwise, shall result in automatic disqualification of the bidder from being awarded the contract. Violation of this clause by an SFA may result in (1) temporary withholding of cash payments pending correction of the deficiency by the SFA or other more severe enforcement action; (2) disallowing of both use of funds and matching credit for all or part of the cost of the activity or action not in compliance; (3) whole or partial suspension or termination of the SFA's program; (4) withholding of further awards for the program; or (5) other remedies that may be legally available. Actions that result in the violation of law will be referred to the appropriate local, state, or federal authority having jurisdiction.
Section 3: Scope

3.1 The food service management company shall provide the type of food service at sites as specified on Exhibit A for approximately 180 annual days during each term of the contract.

3.2 The SFA may, at any time during the term of the contract, add or remove sites and/or meal periods to Exhibit A for programs covered by this contract, unless the addition or removal of sites and/or meal periods creates a material or substantive contract change. The distinction between a minor change and a Material Change cannot be quantified for every action undertaken in the Child Nutrition Program(s). However, at a minimum, a change is deemed material when had the term changes been included in the solicitation and original Contract, the district determines Offeror may have responded differently to the RFP and if it exceeds the allowed Simplified Acquisition Threshold applicable to the District's operations or changes the scope of the original Contract.

3.3 The food service management company shall be an independent contractor and not an employee of the SFA. The employees of the food service management company shall be considered solely employees of the food service management company and shall not be considered employees or agents of the SFA in any fashion.

3.4 The SFA shall be legally and financially responsible for the conduct of the food service and shall ensure compliance with the rules and regulations of the Tennessee School Nutrition Program and the United States Department of Agriculture regarding School Nutrition Programs.

3.5 The food service provided shall be operated and maintained as a benefit to the SFA's students, faculty, and staff. All income accruing as a result of payments by children and adults, federal reimbursements, and all other income from sources as donations, special functions, catering, extra sales, vending, concessions, contract meals, grants, and loans shall be deposited daily in the SFA's/Sponsor's food service account. Any profit or guaranteed return shall remain in the SFA's/Sponsor's food service account.

3.6 The SFA/Sponsor and the food service management company agree that this contract is neither a cost-plus-a-percentage-of-income nor a cost-plus-a-percentage-of-cost contract which are both prohibited, as required under United States Department of Agriculture (USDA) regulations 7 CFR Part 210.6(c).

3.7 The food service management company shall invoice the SFA on meals consumed

3.8 The food service management company shall serve & provide meals for the following reimbursable meal programs. Select all programs that apply:

- National School Lunch Program
- School Breakfast Program
- After School Snack Program
- Seamless Summer Option
- USDA Foods/DoD when eligible
- FFVP, if awarded
Section 4: SFA Responsibilities

4.1 Pursuant to statute and the code of federal regulations, the SFA shall retain control of its Food Service Program. The SFA shall designate an administrator representative to be the responsible official for the Food Service Program.

4.2 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 Tennessee School Nutrition Program and the USDA. The SFA must authorize any deviations from the approved menu cycle. The SFA shall adhere to the procurement standards specified in 7 CFR 210.21.

4.3 The SFA may request menu changes periodically throughout the term of the contract and shall inform the food service management company of any adjustments to menus and monitor implementation of adjustments.

4.4 The SFA shall ensure all USDA Foods received for use by the SFA and made available to the food service management company shall be utilized within the specified term of this contract. All USDA Foods received must be used for the preparation and service of meals and for other allowable uses in accordance with the code of federal regulations, 7 CFR Part 250.

4.5 The SFA shall establish and maintain an advisory board composed of parents, teachers, and students to assist in menu planning.

4.6 The SFA shall be responsible for receiving medical statements and requests regarding students' disabilities/special dietary needs and shall ensure the food service management company complies with all special dietary accommodation requirements. Substitutions are made on a case-by-case basis and must be supported by a statement with the description of the disability and resulting dietary restrictions to accommodate the children with disabilities. In the case of food allergies, the food or foods to be omitted must be identified and alternatives recommended. The SFA may choose to accommodate requests related to a disability that is not supported by a medical statement if the requested modifications can be accomplished within the program meal pattern. In the case of a student with disabilities, the statement must be signed by a state-licensed healthcare professional authorized to write medical prescriptions. For students without disabilities, the statement must be signed by a recognized medical authority. In the state of Tennessee, state-licensed healthcare professionals authorized to write medical prescriptions include medical doctors, osteopathic physicians, advanced practice nurses, physician's assistants, dentists, podiatrists, optometrists, and veterinarians.

4.7 The SFA retains control of the nonprofit school food service account and overall financial responsibility for the programs operated; establishes all prices for all meals served under the nonprofit school food service account (e.g., pricing for reimbursable meals and non-program foods and meals, including à la carte food services, adult meals, and other food service programs operated, as applicable); develops the 21-day cycle menu in accordance with the meal pattern.
requirements for all programs operated; conveys menu adjustment requirements to the food service management company; and monitors implementation of those adjustments.

4.8 The SFA must maintain responsibility for the implementation of free and reduced-price policy in accordance with 7 CFR 245. (See page 16 of the Food Service Management Companies guidance for SFAs.)

4.9 The SFA must apply the internal control procedures required by 7 CFR 210.8(a) to the preparation of the monthly Claim for Reimbursement. The SFA must complete all reports as required by the state agency.

4.10 The SFA is responsible for establishing adult meal charges in accordance with FNS Instruction 782-5, “Pricing of Adult Meals in the National School Lunch and School Breakfast Programs.” The SFA shall adhere to the procurement standards specified in 210.21 when contracting with the food service management company.

4.11 The SFA shall ensure that the food service operation is in conformance with the school food authority's agreement under the program.

4.12 The SFA shall monitor the food service operation through periodic on-site visits.

4.13 The SFA shall retain control of the quality, extent, and general nature of its food service, and the prices to be charged to the children for meals.

4.14 The SFA shall retain signature authority on the State agency-school food authority agreement, free and reduced-price policy statement and claims.

4.15 The SFA shall ensure that all federally donated foods received by the school food authority and made available to the food service management company accrue only to the benefit of the school food authority's nonprofit school food service and are fully utilized therein.

4.16 The SFA shall maintain applicable health certification and assure that all State and local regulations are being met by a food service management company preparing or serving meals at a school food authority facility.

4.17 The SFA shall obtain written approval of invitations for bids and requests for proposals before their issuance when required by the State agency. The school food authority must incorporate all State agency required changes to its solicitation documents before issuing those documents.

4.18 The SFA shall ensure that the State agency has reviewed and approved the contract terms and that the school food authority has incorporated all State agency required changes into the contract or amendment before any contract or amendment to an existing food service management company contract is executed. Any changes made by the school food authority or a food service management company to a State agency pre-approved prototype contract or State agency approved contract term must be approved in writing by the State agency before the contract is executed. When requested, the school food authority must submit all procurement documents, including responses submitted by potential contractors, to the State agency, by the due date established by the State agency.
Section 5: Food Service Management Company Responsibilities

5.1 The food service management company shall provide its services hereunder at all times in accordance with generally accepted standards of care and best practices in the industry.

5.2 The food service management company shall prepare meals offsite or at full-service kitchen site, for the 2022-2023 school year at the specified locations and times listed in Exhibit A or as designated by the SFA.

5.3 The food service management company shall adhere to the 21-day cycle menu(s) and portion sizes specified by the SFA in Exhibit B for the first 21 days of meal service. Thereafter, changes in the menu(s) may be made with prior approval of the SFA who shall ensure all foods and beverages are of equivalent or better quality and variety as the foods and beverages required for the first 21 days of meal service. The meals must meet the Food-Based Meal Pattern as designated herein by the SFA for each term of the contract, if applicable. Meals must adhere to all dietary specifications and meet the nutrition standards for National School Lunch, School Breakfast, and/or Summer Meal programs for the age/grade groups of school children and as listed in Exhibit C. All nutrition standards requirements indicated by the USDA for implementation through the 2018–19 school year for the National School Lunch and School Breakfast programs and, if applicable, the Afterschool Snack Program and Fresh Fruit and Vegetable Program, must be implemented.

5.4 The serving sizes 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 average daily calorie ranges per five-day week and the nutrient standards as stated in Exhibit C, the food service management company must adjust the serving sizes and/or provide additional food items as necessary to meet the required calorie ranges and nutrient standards while meeting all Food-Based Meal Pattern requirements and without significantly altering the 21-day cycle menu(s).

5.5 The food service management company shall be responsible for providing meals and menus appropriate for the age of the students served and deemed acceptable to students, as evidenced by: 1) a minimum of plate waste; and 2) high participation levels in the National School Lunch, School Breakfast, and/or Summer Meal programs, as applicable.

5.6 The food service management company should participate in the parent, teacher, and student advisory board.

5.7 The food service management company is required to substitute food components of the meal pattern for students with disabilities in accordance with 7 CFR § 15b when the disability restricts their diet. The food service management company is also permitted to make substitutions for students without disabilities when they are unable to eat regular meals because of a medical or special dietary need. Refer to the requirements outlined in Section 4.6.
5.8 The food service management company shall be responsible for the quality and wholesomeness of meals up to and including preparation of meals, delivery to satellite sites and serving students at all locations of the SFA.

5.9 The food service management company shall support the SFA staff with ensuring compliance with meal counting and reimbursement practices.

5.10 The food service management company shall ensure there is a sufficient staffing plan in place to fully execute breakfast and snacks in the classroom, as well as lunch in the cafeteria. The food service management company will provide the SFA with its plan for staff absences to ensure no SFA staff has to fill in for meal preparation and serving gaps.

5.11 The awarded food service management company shall provide a detailed implementation plan for all sites for the SFA’s review. Any feedback provided by the SFA shall be incorporated in the implementation plan.

5.12 The SFA shall conduct performance reviews of the food service management company's performance under the contract. Any services performed under this contract shall be subject to a performance review. The food service management company shall cooperate with the SFA in these reviews, which may require the food service management company to provide records of its performance. Performance reviews may be used by the SFA to determine whether to enter into future contractual relationships with the food service management company, including subsequent contract renewal terms, as applicable. Performance reviews may include, but are not limited to:

5.12.1 completion and performance of contractual services rendered;
5.12.2 adherence to the meal pattern and food specification requirements, including quality and variety;
5.12.3 performance on SFA On-Site Reviews (including the performance of the FSMC), per 7 CFR 210.15(a)(3)(5), and status of required corrective action, if any and as applicable;
5.12.4 performance on state and/or federal reviews and status of required corrective action, if any and as applicable;
5.12.5 participation trends, including program participation compared to à la carte sales, if applicable; and
5.12.6 responsiveness of regional management to the SFA and local staff/management, including the Advisory Board and Local Wellness Committee, as applicable.

5.13 SFAs with fixed price FSMC agreements must comply with the nonprogram foods requirements in 7 CFR Part 210.14. The FSMC shall provide SFA with food cost data it requests in order to determine the SFA’s compliance with the revenue from nonprogram foods requirements. The information provided by the FSMC must be sufficient for the SFA to be able to provide specific information about the food service operation and all required products and services they are seeking to procure. For example, essential information includes:
5.13.1 For fixed price per meal contracts, awarded on a per meal basis and with revenues from nonprogram foods sales converted into meal equivalents to which the fixed price cost is applied, the FSMC will annually provide information on food costs and revenues. The information must include food cost for reimbursable meals, food cost for non-program foods, revenue from non-program foods, and total revenue. Nonprogram foods include: a la carte; catering; vending; and student stores operated, or any other sales generated through the nonprofit school food service account not already described. This information is used to determine compliance with revenue from nonprogram foods at 7 CFR 210.14(f).

5.13.2 Historical information on the type and value of nonprogram foods and meals to be offered in other food service operation, for example, catering. When the FSMC will be responsible for providing the SFA with or calculating nonprogram food costs and program revenues for compliance with the 7 CFR Part 210.14(f), the contract must clearly identify this requirement.

5.14 7 CFR 210.16( C ) (3): No payment is to be made for meals that are spoiled or unwholesome at time of delivery, do not meet detailed specifications as developed by the school food authority for each food component specified in § 210.10, or do not otherwise meet the requirements of the contract. Specifications shall cover items such as grade, purchase units, style, condition, weight, ingredients, formulations, and delivery time.

5.15 The SFA will obtain meals from other sources if meals are rejected or if an insufficient number of meals are delivered. The SFA will contact the food service management company immediately regarding the reasons for rejected meals or if an inadequate number of meals is delivered to the satellite sites. If the food service management company cannot replace meals in time for meal service, then the SFA can obtain meals from another source and deduct the actual cost of such meals from the monthly bill of the food service management company. The food service management company is responsible for the cost of replacement meals.

Section 6: Purchases/Buy American

6.1 The food service management company shall retain title of all purchased food and nonfood items.

6.2 This SFA participates in the National School Lunch Program and School Breakfast Program and is required to use the nonprofit food service funds, to the maximum extent practical, to buy domestic commodities or products for program meals. A “domestic commodity or product” is defined as one that is either produced in the U.S. or is processed in the U.S. substantially using agricultural commodities that are produced in the U.S. as provided in 7 CFR Part 210.21(d). Note that products must be both produced and processed in the U.S.

6.3 Exceptions to the “Buy American” provision should be used as a last resort; however, an alternative or exception may be approved upon request. To be considered for the alternative or exception, the request must be completed using the “Buy American Certification Form” and submitted with the bid. If a request for an exception occurs after time of bid and during the contract period, it must be submitted in writing to Kelly Giampaoli at kgiampaoli@rsed.org and a minimum of 2 days in advance of delivery.
6.4 The food service management company may substitute commercially purchased foods for all other USDA Foods received. All commercially purchased food substitutes must be of the same generic identity as the USDA Foods received, of U.S. origin, and of equal or better quality than the USDA Foods as determined by the SFA and must be in compliance with the “Buy American” provision in 7 CFR Part 210.21(d).

6.5 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 U.S. origin, and of equal or better quality than the USDA Foods as determined by the SFA.

6.6 7 CFR 210.21 (f) Prohibited expenditures. No expenditure may be made from the nonprofit school food service account for any cost resulting from a cost reimbursable contract that fails to include the requirements of this section, nor may any expenditure be made from the nonprofit school food service account that permits or results in the contractor receiving payments in excess of the contractor's actual, net allowable costs.

6.7 The food service management company shall certify the percentage of U.S. content in the products supplied to the SFA to show compliance with the “Buy American” provision in 7 CFR Part 210.21(d).

6.8 The SFA reserves the right to review food service management company purchase records to ensure compliance with the “Buy American” provision in 7 CFR Part 210.21(d).

6.9 The food service management company shall provide Nutrition Facts labels and any other documentation requested by the SFA to ensure compliance with U.S. content requirements.

6.10 For the duration of the contract and all subsequent renewal terms, as applicable, the food service management company shall purchase foods and beverages that are equivalent or better in quality and variety as those items required in the 21-day cycle menu, per the requirements outlined above, in Exhibit B, and the food specifications contained therein. For the first 21 days of meal service, FSMC shall adhere to the 21-day cycle menu provided in the RFP (Exhibit B) and developed in accordance with the provisions of 210.10 or 210.10 (a). Thereafter, changes in the menu may be made with the approval of the SFA.

**Section 7: Equipment**

7.1 The SFA will inventory its kitchen equipment available for use to the FSMC. The SFA will allow the food service management company to utilize equipment that is onsite. Any equipment that is missing or not onsite will be provided by the food service management company. The food service management company and SFA will perform inventory of equipment and keep a record of items owned either by the SFA or food service management company. Equipment should be in place by July 1, 2022 for Rocketship United Academy and Rocketship Nashville Northeast. Equipment should be in place by July 7, 2022 at Rocketship's third campus.

7.2 The SFA shall make structural changes needed to comply with federal, state, and local laws, ordinances, rules, and regulations.
7.3 The food service management company shall provide written notification to the SFA of any equipment belonging to the food service management company within 10 days of its placement on the SFA premises.

7.4 The SFA must give prior approval and have final authority for the purchase of equipment used for storage, preparation, or delivery of school meals.

7.5 The food service management company shall retain title to all food service management company-owned property and equipment when placed in service.

7.6 Aside from normal wear and tear, the food service management company shall provide, at no cost to the SFA, maintenance, repair, and replacement services for all SFA owned property and equipment that is damaged by the FSMC. FSMC will maintain equipment owned by FSMC.

7.7 Upon expiration or termination of the contract, it shall be the food service management company's responsibility to remove all food service management company-owned property and equipment within a timely manner and without damage to SFA facilities.

7.8 The SFA shall retain title to all SFA-owned property and equipment when placed in service. If the property and/or equipment is amortized through the food service management company and the contract expires or is terminated, the SFA can return the property to the food service management company for full release of the unpaid balance or continue to make payments in accordance with amortization schedules.

**Section 8: Inspection of Facility**

8.1 The SFA, the Tennessee School Nutrition Program, and the USDA reserve the right to inspect the food service management company's preparation facilities, storage facilities, and transporting vehicles prior to award of contract and without notice at any time during each contract term, including the right to be present during preparation and delivery of meals.

8.2 The food service management company must provide meals when requested for periodic inspection by the local or state health department or an independent agency to determine the bacterial levels in the meals served.

**Section 9: Delivery Requirements and Noncompliance**

9.1 Any meals delivered must be delivered in accordance with the approved menu cycle if prepared off-site.

9.2 The food service management company shall provide a delivery slip with the date and the number of meals delivered. The SFA-authorized representative or his/her designee must sign the delivery slip and verify the condition of the meals received.

9.3 Meals must be delivered in closed-topped, sanitary vehicles.
9.4 Meals must be delivered in clean, sanitary, food-grade transporting containers—approved by the local or state health department—that maintain the proper temperatures of food.

9.5 When an emergency prevents the food service management company from delivering meals as ordered, the food service management company shall notify the SFA-authorized representative or his/her designee immediately by phone, indicating the reasons for the need for substitution.

9.6 The SFA reserves the right to inspect and determine the quality of food delivered. The SFA may reject and not pay for any meals or components of meals that are unwholesome, judged as poor quality, damaged, incomplete due to inadequate portion sizes or missing number of meal components, or delivered in unsanitary conditions such as incorrect temperatures.

9.7 The SFA will obtain meals from other sources if meals are rejected or if an insufficient number of meals are delivered. The SFA will contact the food service management company immediately regarding the reasons for rejected meals or if an inadequate number of meals is delivered. If the food service management company cannot replace meals in time for meal service, then the SFA can obtain meals from another source and deduct the actual cost of such meals from the monthly bill of the food service management company. The food service management company is responsible for the cost of replacement meals.

9.8 The SFA will not pay for deliveries made later than the start of the regularly scheduled lunch or breakfast periods as listed in Exhibit A, or as otherwise stated in this contract.

**Section 10: Packaging Requirements**

10.1 Hot meal unit must have packaging suitable for maintaining components at temperatures in accordance with state and local health standards. The container and overlay should have an airtight closure, be of non-toxic material, and be capable of withstanding temperatures of 350 degrees Fahrenheit (204 degrees Celsius) or higher.

10.2 Cold meal unit or unnecessary to heat must have a container and overlay that is plastic or paper and non-toxic.

10.3 Hot bulk meals must be in stainless steel containers, or approved alternate, with lids with a depth of no more than four inches.

10.4 Cold meals must be in white or brown paper bags or in boxes with enough strength to hold meals without tearing or ripping.

10.5 Cartons shall be labeled to meet state or local requirements. The label should include:
• processor’s name, address, and zip code (plant);
• food items and meal type;
• date of production; and
• quantity of individual units per carton.

10.6 Meas shall be delivered with the following items: condiments, napkins, single service ware, and serving utensils. The food service management company shall insert non-food items that are necessary for the meal to be eaten.

10.7 All refrigerated food shall be delivered at an internal temperature of 40 degrees Fahrenheit or below.

10.8 All frozen food shall be delivered at zero degrees Fahrenheit or below. Frozen products should show no evidence of thawing and re-freezing, freezer burn, or any off color or odors.

10.9 All hot food shall be delivered with an internal temperature of 135 degrees Fahrenheit or above.

Section 11: Meal Pricing

11.1 All bids must be calculated based on the menu(s) in Exhibit B and on the projected annual units provided on the “Bid Summary” form, both attached herein. Milk will be supplied by the FSMC. All bids shall be submitted using the “Bid Summary” form. 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.

11.2 The bid rate(s) must include the meal, milk, condiments applicable to the menu, serving utensils, packaging and containers needed to transport food in a sanitary manner, and transportation to and from the SFA.

11.3 The bid rate(s) must be calculated net of applicable discounts, rebates, and credits received by the food service management company and must not include the use of USDA Foods, alternate pricing structures such as guaranteed USDA Foods credits, or Offer versus Serve credits unless otherwise stated herein.

11.4 The food service management company shall receive the fixed meal rate specified on the bid form for each meal type multiplied by the number of meals served and accepted by the SFA.

11.5 The food service management company cannot provide guaranteed USDA Foods credits. If the food service management company receives USDA Foods, the food service management company must credit the current market value of USDA Foods used on the monthly bill/invoice to the SFA. Credit issued by the food service management company to the SFA upon the use of USDA Foods received shall be recorded on the monthly bill/invoice as a separate line item entry and shall be clearly identified and labeled. Attached to the invoice shall be a detailed list identifying each
received USDA Foods item used in the SFA's food service along with the current market value as issued by the Tennessee Department of Agriculture. Prior to the expiration of each Contract Term, the SFA shall be credited in full for all USDA Foods received.

11.6 The SFA shall ensure the method and timing of crediting does not cause its cash resources to exceed the limits established in 7 CFR § 210.9(b)(2).

11.7 The food service management company must submit invoices for payment for meals served within 10 days of the last day of each month or the final day of service for the school year.

11.8 The SFA is not obligated to purchase any minimum number or dollar amount of meals under this contract.

Section 12: Revenue

12.1 The FSMC will be paid on a per meal rate plus a management fee. Both the per meal rate and the management fee will be incorporated into the Maximum Allowable Cost of the Contract. All program expenses not otherwise defined in the contract will be assumed to be covered by the FSMC under the Administrative or Management Fee. The same travel, lodging and expense reimbursement regulations, that apply to SFA personnel, shall apply to FSMC personnel. The following must be included in the management fees and may not be charged to any other expenses.

12.1.1 Personnel and Labor Relations and Services Visitation;
12.1.2 Legal Department Services;
12.1.3 Purchasing and Quality Control;
12.1.4 Technical Research;
12.1.5 Cost incurred in Hiring and Relocating FSMC Management personnel;
12.1.6 Dietetic Services (Administrative and Nutritional);
12.1.7 Recipe development, modification and the use of Test Kitchens;
12.1.8 Accounting and Accounting Procedures;
12.1.9 Tax Administration;
12.1.10 Technical Supervision;
12.1.11 FSMC Regional/Supervisory Personnel and Regular Inspections or Audit Personnel;
12.1.12 Teaching and Training Programs;
12.1.13 General Regional Support;
12.1.14 General National Headquarters Support
12.1.15 Design Services;
12.1.16 Menu Development;
12.1.17 Information Technology and Support;
12.1.18 Payroll Documentation and Administrative Cost;
12.1.19 Personnel Advice;
12.1.20 Any and all travel related to all of the above items;
12.1.21 Other as determined by the SFA - see detailed grid below.

Designation of Program Expenses to be Completed by SFA/Sponsor

1. The FSMC guarantees to the SFA/Sponsor that the proposal meal rate for each reimbursable
school meal shall include the expenses as designated with an “X” or a “ ” under Column 1. The FSMC shall be responsible for negotiating/paying all employee fringe benefits, employee expenses, and accrued vacation and sick pay for staff on their payroll.

2. The SFA/Sponsor shall pay those expenses as designated with an “X” or a “ ” under Column II.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>COLUMN I (FSMC)</th>
<th>COLUMN II (SFA/SPONSOR)</th>
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<tr>
<td>Payroll, managers and/or supervisors</td>
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<td>Documentation of Expenses</td>
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</table>
Section 13: Licenses, Certifications, and Taxes

13.1 Throughout the term of the contract and each renewal term, the food service management company shall obtain and maintain all licenses, permits, and health certifications required by federal, state, and local laws.

13.2 The food service management company shall obtain state or local health certification for any facility where components are prepared or packaged, and the food service management company shall maintain this health certification for each contract term.

13.3 The food service management company and all affiliates shall collect and remit the Tennessee Use Tax on all sales of tangible personal property in the state of Tennessee.

Section 14: Record Keeping

14.1 The food service management company shall have records maintained and available to demonstrate compliance with the requirements relating to USDA Foods. Such records shall include the following:

- The receipt, use, storage, and inventory of USDA Foods;
- Monthly inventory reports showing all transactions for processed and non-processed USDA Foods; and
- Documentation of credits issued to the SFA for USDA Foods received.

14.2 The food service management company shall retain all records relating to food service production and delivery for each contract term and provide copies to the SFA each month including, but not limited to, the following:

- all data, materials, and products created by the food service management company on behalf of the SFA and in furtherance of the services;
- production records, including quantities and amounts of food used in preparation of each meal and food components of menus;
- product ingredient list;
- Nutrition Facts label;
- product formulation statements for products and/or Child Nutrition labels;
- standardized recipes and yield from recipes as deemed necessary per the requirements of section 17;
- processed product nutritional analysis;
- dates of preparation of meals;
- signed delivery slips;
- nutritional content of individual food items and meals as delivered;
- bills charged to SFA for meals delivered under this contract, including the credit of USDA Foods where applicable;
- inventory records;
- temperature logs
- food and bid specifications; and
- all documents and records as noted in this Request for Proposal
(7 CFR 250.54 (b): Recordkeeping requirements for the food service management company. The food service management company must maintain the following records relating to the use of donated foods in its contract with the recipient agency:

1. The donated foods and processed end products received from, or on behalf of, the recipient agency, for use in the recipient agency's food service;

2. Documentation that it has credited the recipient agency for the value of all donated foods received for use in the recipient agency's food service in the school or fiscal year, including, in accordance with the requirements in § 250.51(a), the value of donated foods contained in processed end products; and

3. Documentation of its procurement of processed end products on behalf of the recipient agency, as applicable).

14.3 All records relating to the contract are the sole property of the SFA. At any time during the contract term, the SFA reserves the right to require the food service management company to surrender all records relating to the contract to the SFA within 30 days of such request.

14.4 Upon expiration or termination of the contract, the food service management company shall surrender all records as noted above relating to the initial contract and all subsequent renewal terms, if applicable, to the SFA within 30 days of the contract expiration or termination.

14.5 The SFA shall retain all records relating to the initial contract and all subsequent contract renewal terms for a period of three years, beginning from the date the final contract renewal term has expired, the receipt of final payment under the contract is recorded, or after the SFA submits the final "Monthly Claim for Reimbursement" for the final fiscal year of the contract, whichever occurs last.

14.6 All records must be available for the period of time specified above for the purpose of making audits, examinations, excerpts, and transcriptions by representatives of the SFA, the Tennessee School Nutrition Program, 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. The Food Service Management Company will be required to pay for any overclaims assessed by the State Agency due to negligence or noncompliance with regulations. This liability should correspond to either the 3-year record retention period established in 7 CFR 210.23(c) or the State Agency-established record retention timeframe, whichever is greater.

14.7 7 CFR 250.54 (C): Review requirements for the recipient agency. The recipient agency must ensure that the food service management company is in compliance with the requirements of this part through its monitoring of the food service operation, as required in 7 CFR parts 210, 225, or 226, as applicable. The recipient agency must also conduct a reconciliation at least annually (and upon termination of the contract) to ensure that the food service management company has credited it for the value of all donated foods received for use in the recipient agency's food service in the school or fiscal year, including, in accordance with the requirements in § 250.51(a), the value of donated foods contained in processed end products.

14.8 7 CFR 210.16 (c) (1) The food service management company shall maintain such records as the school food authority will need to support its Claim for Reimbursement under this part, and
shall, at a minimum, report claim information to the school food authority promptly at the end of each month. Such records shall be made available to the school food authority, upon request, and shall be retained in accordance with §210.23(c).

14.9 7 CFR 250.54 (d): *Departmental reviews of food service management companies*. The Department may conduct reviews of food service management company operations, as necessary, to ensure compliance with the requirements of this part with respect to the use and management of donated foods. The food service management company will be responsible for any over claims assessed by the State Agency due to negligence or noncompliance with regulations.

14.10 7 CFR 250.54 (a) Recordkeeping requirements for the recipient agency. The recipient agency must maintain the following records relating to the use of donated foods in its contract with the food service management company:

14.10.1 The donated foods and processed end products received and provided to the food service management company for use in the recipient agency's food service;

14.10.2 Documentation that the food service management company has credited it for the value of all donated foods received for use in the recipient agency's food service in the school or fiscal year, including, in accordance with the requirements in §250.51(a), the value of donated foods contained in processed end products; and

14.10.3 The actual donated food values used in crediting.

**Section 15: Terms and Termination**

15.1 This contract is effective for a one-year period commencing July 1, 2022 or upon written acceptance of the contract, whichever occurs last, through June 30, 2023 (the term of the contract), with options to renew yearly, not to exceed four additional years (each a renewal term).

15.2 Renewal of this contract is contingent upon the fulfillment of all contract provisions relating to USDA Foods.

15.3 All amendments must be documented, reviewed, and approved by the State agency prior to execution 2 CFR 210.16(a)(10). Additionally, the State agency must review and obtain awarding agency approval for all proposed contract modification changes when the scope of a contract or the change increases the contract amount by more than the Simplified Acquisition Threshold (Federal $250,000). [2 CFR 200.324(b)(5)]

15.4 Either the SFA or food service management company can terminate this contract for cause or for convenience with a 60-business day written notification. Following a 60-business 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 food service management company.

15.5 Following any termination for convenience, the food service management company 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 date of termination. The SFA shall have the right to receive services from the food service management company 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.

15.6 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 Tennessee General Assembly or a federal funding source, or such funds are otherwise not made available to the SFA for payments in accordance with this contract.

15.7 Notwithstanding the notice period in paragraph 15.4, the SFA may immediately terminate the contract, in whole or in part, upon notice to the food service management company if the SFA determines that the actions, or failure to act, of the food service management company, its agents, employees, or subcontractors have caused—or reasonably could cause—jeopardy to health, safety, or property; or, if the SFA determines that the food service management company lacks the financial resources to perform under the contract.

15.8 If the food service management company 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 food service management company requesting that the breach of noncompliance be remedied within 60 days. If the breach is not remedied by the specified period of time, the SFA may: (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 it may deem expedient. Any damages incurred by the SFA as a result of any food service management company default shall be borne by the food service management company 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 food service management company upon demand.

15.9 Neither the food service management company 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, 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 food service management company’s performance does not resume within 30 days of the food service management company’s interruption of services due to an act of God.

15.10 The only rates and fees that may be adjusted in subsequent contract terms are the fixed rates and fixed fees contained herein. Before any fixed rate or fee adjustments can be implemented as part of a contract renewal agreement, the food service management company shall document to the SFA, through a written financial analysis, the need for such adjustments. Adjustment of all individual per meal fixed rates and applicable fees in subsequent contract terms must not exceed the percentage rate of change of the “Consumer Price Index for All Urban Consumers—Food Away From Home South Region” annual rate for December of the current school year, as compared to the rate for December of the previous year. Percentage increases cannot be applied to any previous contract term’s total estimated or actual contract cost. The calculation method regarding the determination of à la carte equivalents, if applicable, is outlined in the “Meal Pricing” section of
this contract. The SFA will be allowed to propose a price decrease if “Consumer Price Index for All Urban Consumers—Food Away From Home South Region” indicates a decrease.

Section 16: General Contract Terms

16.1 No provision of this contract shall be assigned or subcontracted without prior written consent of the SFA.

16.2 This solicitation/contract, exhibits, and attachments constitute the entire agreement between the SFA and the food service management company and may not be changed, extended orally, or altered by course of conduct. No other contracts will be signed by the SFA.

16.3 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; (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.

16.4 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.

16.5 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.

16.6 Payments on any claim shall not prevent the SFA from making claims for adjustment on any item found not to have been in accordance with the provisions of this contract.

16.7 It is further agreed between the SFA and food service management company that the exhibits, attachments, and clauses attached and designated are hereby in all respects made a part of this contract.

16.8 If this contract is in excess of $100,000, the SFA and food service management company shall comply with all applicable standards, orders, and 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. § 1311–1330, § 1368), Executive Order 11738, and Environmental Protection Agency regulations (40 C.F.R. § 1.1 et seq.);
- “Certificate Regarding Lobbying” pursuant to 31 U.S.C. 1352 (Appendix A: 7 C.F.R. Part 3018);
- “Bid-Rigging Certification” pursuant to Section 33E-3 or Section 33E-4 of the Tennessee Criminal code, contained in Chapter 38 of the Tennessee Revised Statutes;
- “Certificate of Independent Price Determination;”
16.9 The food service management company certifies compliance with:
- The Department of Labor regulations (29 C.F.R. Part 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);
- Contract Work Hours/Safety Standards Act (40 U.S.C. 3701-3708) (for contracts in excess of $2,500);
- Rights to Inventions Made Under a Contract or Agreement (Appendix II to 2 CFR 200/7 CFR 3019.48);
- Davis Bacon Act (for construction contracts in excess of $2,000) (Appendix II to 2 CFR 200/7 CFR 3019.48); and

16.10 The food service management company is subject to the provisions of Section 2209d of Title 7 of the United States Code due to the use of federal funds for 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.

16.11 The Tennessee School Nutrition Program 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 food service management company. The SFA has full responsibility for ensuring the terms of the contract are fulfilled.

16.12 To the fullest extent permitted by law, the food service management company 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, 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 food service management company, its subcontractors, anyone directly or indirectly employed by them, or anyone for whose acts they may be liable; (ii) failure by the food service management company 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 food service management company herein; (iv) any employment actions of any nature or kind, including but not limited to workers compensation or labor action brought by the food service management company’s employees; or (v) any identity breach or infringement of any copyright, trademark, patent, or other intellectual property right.

16.13 In order for the SFA to respond timely and appropriately to the requirements of the Tennessee Freedom of Information Act (FOIA), the food service management company must review all
documents required to be provided under this contract and the exemptions for release under FOIA and, if exemptions are allowed, provide the SFA a redacted copy for release under FOIA, along with the original. The redacted copy shall be marked as “redacted,” and the food service management company shall reference the specific grounds under FOIA or other law or rule supporting the specific redaction request to exempt certain information. Notwithstanding the foregoing, the SFA may not necessarily be allowed to release just the redacted versions. Redactions based on personal privacy and preliminary drafts, by law, must be sent to the state of Tennessee public access counselor before a denial to a FOIA request can be made. The SFA will abide by the decisions of the public access counselor.

16.14 Each party, including its agents and subcontractors, to this contract may have or gain access to confidential and proprietary data or information of the other party including, without limitation, other technical information (including functional and technical specifications, designs, drawings, analysis, research, processes, computer programs, methods, ideas, "know how," etc.), business information (sales and marketing research, materials, plans, accounting and financial information, personnel records, etc.), all student data and information, and other information designated as confidential expressly or by the circumstances in which it is provided (confidential information). No confidential information collected, maintained, or used in the course of performance of the contract shall be disseminated except as authorized by law and with the written consent of the disclosing party, either during the term of the contract or thereafter. The recipient must return any and all confidential information used in the course of the performance of the contract, in whatever form it is maintained, promptly upon termination of the contract, or earlier at the request of the disclosing party, or notify the disclosing party in writing of its destruction, if destruction is permitted by the disclosing party. Confidential information does not include data or information lawfully in the recipient's possession prior to its acquisition from the disclosing party; received by the recipient from a third party who was free to disclose it; publicly known through no breach of confidentiality obligation by the recipient; or independently developed by the recipient without the use or benefit of the disclosing party's confidential information.

16.15 The food service management company will comply with the relevant requirements of the Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. 1232g) regarding the confidentiality of student education records as defined in FERPA. Any use of information contained in student education records to be released must be approved by the SFA. To protect the confidentiality of student education records, the food service management company will limit access to student education records to those employees who reasonably need access to them in order to perform their responsibilities under this contract. Any student records in the food service management company's possession shall be returned to the SFA when no longer needed for the purposes for which they were provided or, at the SFA's written request, they shall be permanently destroyed and the food service management company shall provide written confirmation to the SFA upon the destruction of student records.

16.16 “Cost-plus- a- percentage of cost and cost-plus-a percentage of income contracts are prohibited. [2 CFR 200.323(d)].”

16.17 Allowable Costs: The contractor must separately identify for each cost submitted for payment to the school food authority the amount of that cost that is allowable (can be paid from the nonprofit school food service account) and the amount that is unallowable (cannot be paid from the
nonprofit school food service account); or the contractor must exclude all unallowable costs from its billing documents and certify that only allowable costs are submitted for payment and records have been established that maintain the visibility of unallowable costs, including directly associated costs in a manner suitable for contract cost determination and verification.

16.18 The Selected FSMC shall comply with 2 CFR §200.321 Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms. Compliance with this regulation requires Selected FSMC and SFA to do the following with contracting:

16.18.1 The Selected FSMC and SFA must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

16.18.2 Affirmative steps must include:

16.18.2.1 Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
16.18.2.2 Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
16.18.2.3 Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
16.18.2.4 Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
16.18.2.5 Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
16.18.2.6 Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

16.18.2.7 The Selected FSMC and SFA agree to comply.

Section 17: Food Specifications

All USDA Foods offered to the SFA and made available to the food service management company 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:

17.1 At least 80% of the weekly grains offered in the NSLP and SBP must be whole grain-rich, and the remaining grain items offered must be enriched. All grain component items must be fresh (or frozen, if applicable) and must meet the minimum weight per serving as listed on “Exhibit A: School Lunch and Breakfast Whole Grain-Rich Ounce Equivalency (oz. eq.) Requirements for School Meal Programs.”

17.2 If applicable, product should be in moisture-proof wrapping and pack-code date should be provided.

17.3 All meat and poultry must have been inspected by the USDA and must be free from off color or odor.
- Beef must be at least 80:20 lean to fat.
• 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.
• For breaded and battered items, all flours must be whole grain for grains credit.

17.4 All cured processed meats (bologna, frankfurters, luncheon meat, salami, others) shall be made from beef and/or poultry. No variety meats, fillers, extenders, non-fat milk solids, or cereal will be allowed. Meats must not show evidence of greening, streaking, or other discoloration. Pork shall not be served in any meals.

17.5 All cheese should be firm, compact, and free from gas holes; free of mold; free of undesirable flavor and odors; pasteurized when applicable; and preferably reduced or low-fat. All cheese should also have a bright, uniform, and attractive appearance; have a pleasing flavor; demonstrate satisfactory meltability; and contain proper moisture and salt content.

17.6 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 by the USDC.

17.7 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, fruit must meet the food distributors’ second-quality level. Fruits should have characteristic color, good flavor, be well-shaped, and be free from scars and bruises. Size must produce a yield equal to or greater than the attached 21-day cycle menu requirements.

17.8 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, vegetables must meet the food distributor’s second-quality level. Vegetables should have characteristic color, good flavor, be well-shaped, and be free from discoloration, blemishes, and decay. Size must produce a yield equal to or greater than the attached 21-day cycle menu requirements.

17.9 All canned vegetables must meet the food distributors’ first-quality level (extra fancy and fancy) and canned fruits must meet the second-quality level (standard). Vegetables should have characteristic color; good, fresh flavor; and be free from discoloration, blemishes, and decay. Efforts should be made to purchase low-sodium or no sodium added vegetables and fruit packed in juice or water.

17.10 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.

17.11 Sauces, such as gravy, spaghetti sauce, pizza sauce, etc., must be smooth and uniform in color with no foreign substance, flavor, odor, or off color.

17.12 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.
17.13 Meals and food items must be stored and prepared under properly controlled temperatures and in accordance with all applicable health and sanitation regulations.

17.14 All fruit juices must be 100 percent fruit juice.

17.15 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 name products in terms of quality, performance, and desired characteristics, as determined by the SFA.

17.16 All food items must adhere to the sodium target levels in subsequent contract terms, if applicable, as required by the USDA “Nutrition Standards in the National School Lunch and School Breakfast Programs: Implementation Timeline for Final Rule” and/or other subsequent guidance issued by the USDA.

17.17 Nutrition labels or manufacturer specifications must indicate zero grams of trans fat per serving for all foods.

17.18 Fluid milk must be low-fat (flavored or unflavored) or fat-free (unflavored or flavored). Unflavored milk must be offered. Two choices must be offered daily as required by the SFA.

17.19 Efforts must be made to avoid saturated fat in all purchased products.

17.20 We are a nut-free campus, therefore no tree nut products shall be offered.

17.21 We have a strong preference for meals that do not contain:
  ● no Artificial Colors
  ● no Artificial Flavors
  ● no Artificial Preservatives
  ● no Artificial Sweeteners (High fructose corn syrup)

Section 18: Professional Standards

18.1 Employees of both the SFA and of the food service management company must comply with the professional standards for state and local school nutrition programs personnel, as required by the Healthy, Hunger-Free Kids Act of 2010. A summary of the hiring and training requirement for professional standards can be viewed by clicking the following link: https://www.tn.gov/education/snp-resources/snp-program-requirements/snp-professional-standards.html.

18.2 Professional standards hours must be completed during the school year (July 1–June 30). FSMC should provide copies of professional standards hours monthly, and as needed.
  ● Employee training schedule shall be included in the proposal.

18.3 FSMC shall provide compliance training as needed to SFA staff.
Section 19: USDA Foods

At this time, the SFA does not participate in USDA Foods but will when eligible.

19.1 Any USDA Foods received for use by the SFA and made available to the vendor shall be utilized within the specified term of this contract in the SFA's food service operation. These foods must be used in the preparation and service of meals and for other allowable uses in accordance with the code of federal regulations, 7 CFR Part 250.

19.2 The vendor shall accept and use USDA Foods in as large a quantity as may be efficiently utilized in the nonprofit food service program, subject to approval by the SFA.

19.3 The vendor shall manage all USDA Foods to ensure they are utilized in the SFA's food service.

19.4 In accordance with 7 CFR 250.51(a) and (b), the vendor shall utilize all USDA ground beef, and processed end products received in the SFA's food service. Commercially purchased foods shall not be substituted for these foods.

19.5 The vendor 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.

19.6 In accordance with 7 CFR 250.51(a) and (b), the vendor shall credit the SFA's monthly bill/invoice the current market value of all USDA Foods received. The vendor must credit the SFA for all USDA Foods received for use in the SFA's food service each contract term whether the USDA Foods have been used or not. Such credit shall be issued in full prior to the expiration of each contract term.

19.7 Credit issued by the vendor to the SFA for USDA Foods received during each contract term and used in the SFA's food service shall be recorded on the monthly bill/invoice as a separate line item entry and shall be clearly identified and labeled. Attached to the invoice shall be a detailed list identifying each received USDA Foods item used in the SFA's food service and each USDA Foods item credit issued for unused USDA Foods, along with the current market value as issued by the Tennessee Department of Agriculture.

19.8 The current market value of USDA Foods is based on the prices issued by the Tennessee Department of Agriculture in compliance with 7 CFR § 250.58(e).

19.9 The SFA shall ensure the method and timing of crediting does not cause its cash resources to exceed limits established in 7 CFR § 210.9(b)(2).

19.10 At the end of each contract term and upon expiration or termination of the contract, the SFA shall conduct a reconciliation to ensure and verify correct and proper credit has been received for the full value of all USDA Foods received by the vendor during each contract term for use in the SFA's food service.

19.11 The SFA shall verify receipt of USDA Foods shipments through its electronic records or by contacting the Tennessee Department of Agriculture or processor as applicable.
19.12 The SFA reserves the right to conduct USDA Foods credit audits throughout each contract term to ensure compliance with federal regulations 7 CFR Part 210 and Part 250.

19.13 The vendor may store and inventory USDA Foods together with commercial foods purchased for use in the SFA's food service. The vendor must meet all storage and inventory management requirements outlined in 7 CFR Part 250. USDA ground beef and processed end products shall be stored in a manner that ensures usage in the SFA's food service.

19.14 The vendor must accept liability for any 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 and shall credit the SFA either monthly or through a fiscal year-end reconciliation.

19.15 The SFA and vendor shall consult and agree on end products to be produced from USDA Foods during each contract term. If the SFA and vendor cannot agree on end products, the vendor shall utilize the USDA Foods in the form furnished by the USDA.

19.16 The SFA shall have processing contracts in place when a commercial facility processes or repackages USDA Foods. The vendor shall pay all related processing fees and costs. The SFA shall not be responsible for any costs associated with processing USDA Foods. The Tennessee Recipient Agency Processing Contract, Tennessee State Master Processing Contract, or National Processing Contract must be used as the basis for the processing agreement as determined by the Tennessee Department of Agriculture. The terms and conditions of the processing contract must comply with 7 CFR Part 250. In accordance with 7 CFR 250.51(a), the vendor must credit the SFA for the value of all USDA Foods received for use in the SFA's meal service in a school year or fiscal year (including both entitlement and bonus foods). This includes crediting for the value of USDA Foods contained in processed end products (per 6.19 below).

19.17 The vendor shall not enter into subcontracts for further processing of USDA Foods.

19.18 The vendor shall be responsible for all delivery, freight/handling, storage, and warehousing costs associated with USDA Foods.

19.19 If the vendor acts as an intermediary between a processor and the SFA, the vendor shall credit the SFA for the value of USDA Foods contained in the processed end products at the USDA Foods processing agreement value unless the processor is providing such credit directly to the SFA. Such credit shall be issued to the SFA on the monthly bill/invoice as a separate line item entry and shall be clearly identified and labeled.

19.20 The vendor shall have records maintained and available to substantiate the receipt, use, storage, and inventory of USDA Foods. The vendor must submit to the SFA monthly inventory reports showing all transactions for processed and non-processed USDA Foods.

19.21 The SFA, Tennessee School Nutrition Program, Comptroller General, and USDA, or their duly authorized representatives, may perform on-site reviews of the vendor's food service operation, including the review of records, to ensure compliance with the requirements of this contract and federal regulations 7 CFR Part 210 and Part 250.
19.22 The vendor shall return all unused USDA ground beef products, and processed end products to the SFA upon termination, expiration, or non-renewal of the contract.

19.23 At the discretion of the SFA, the vendor may be required to return other unused USDA Foods to the SFA upon termination, expiration, or non-renewal of the contract.

19.24 The SFA shall retain title to all USDA Foods provided to the vendor for use in the SFA's food service.

19.25 The bid rate per meal must be calculated as if no USDA Foods were available.

19.26 Under the provisions stated in the Base Contract, the FSMC must credit the SFA for the value of all USDA Foods received for use in the SFA's meal service in the school year or fiscal year (including both entitlement and bonus foods), and include the value of USDA Foods contained in processed end products, in accordance with the contingencies in 7 CFR 250.51(a). Furthermore, the FSMC shall be responsible for activities related to USDA Foods in accordance with 7 CFR 250.50(d), and must assure that such activities are performed in accordance with the applicable requirements in 7 CFR part 250. In support of terms outlined in the USDA Foods section of the Base Contract, Parties shall provide the following:

19.26.1 Verification – Receipt of USDA Foods: SFA shall attach a copy of the SFA’s Year-end reconciliation verifying correct and proper credit has been received for the full value of all USDA Foods received by the selected FSMC during the fiscal year. The SFA reserves the right to conduct USDA donated food credit audits throughout the year to ensure compliance with federal regulations 7 CFR 210 and 7 CFR 250.


20 Fresh Fruit and Vegetable Program (FFVP): Sites participating in FFVP must provide all children in the awarded elementary (K-6) schools with a variety of fresh fruits and vegetables during the school day. These fresh fruits and vegetables must be provided separately from the lunch or breakfast meal, in one or more areas of the school during the official school day. The awarded SFA elementary schools must participate in the NSLP. All elementary schools that participate in the FFVP are required to widely publicize within the school the availability of free fresh fruits and vegetables. A school application must be submitted annually for consideration to participate in the FFVP.

FFVP costs that may be reimbursed are broken into two (2) categories:

Administrative costs are the documented expenses you have for planning the Program, managing the paperwork, obtaining the equipment you need, and all other aspects of FFVP that are not related to the preparation and service of fruits and vegetables. Administrative costs currently cannot exceed 10% of the total funds.

Operating costs are the primary costs of running the FFVP such as:

1. Buying fruits, vegetables, low fat or non-fat dip for vegetables only.
2. Buying nonfood items like napkins, paper plates, serving bowls and trays, cleaning supplies, and trash bags.
3. Value-added services such as pre-cut produce, ready-made produce trays, and delivery charges.
4. Salaries and fringe benefits for employees who do such tasks as washing and chopping produce, preparing trays, distributing produce to classrooms, setting up kiosks, restocking vending machines, and cleaning up.

The FSMC will be required to document and track FFVP expenses separately. Documentation must clearly outline the allocation of costs charged to the FFVP (i.e., direct labor salaries and benefits, administrative fees, produce costs, etc.)

It is the preference of the USDA that the FFVP portion of this contract be billed under an actual program cost basis even if the other programs are billed under the fixed fee structure. The SFA may also choose to run this program independently from the contract.
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<td>Cost (FSMC with the lowest price receives 30 points. The other food service management companies receive points equal to the lowest price divided by their meal price X 30. Do not round)</td>
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</tbody>
</table>
| 10 Points | - Service Capability Plan - *(FSMC needs to provide examples of providing service to similar type schools and their ability to supply healthy food options)*  
  - “Poor” shall mean the proposal does not meet RFP requirements. 0 points.  
  - “Fair” shall mean that the proposal meets most, but not all of the RFP requirements. 2 points  
  - “Good” shall mean that the proposal meets the RFP requirements. 6 points  
  - “Exceptional” shall mean that the proposal exceeds the RFP requirements. 10 points |
| 10 Points | Years of Experience in working with Child Nutrition Programs (FSMC with the most years of experience receives 10 points. Each FSMC will receive 1 point for each year of experience with a maximum of 10.) |
| 10 Points | Submit menus used at 3 other SFAs for all meal programs requested, showing components and portion size. Menus will be graded upon variety, appeal, and healthy nutritional value, using the following metrics:  
  - “Poor” shall mean the proposal does not meet RFP requirements. 0 points.  
  - “Fair” shall mean that the proposal meets most, but not all of the RFP requirements. 2 points  
  - “Good” shall mean that the proposal meets the RFP requirements. 6 points  
  - “Exceptional” shall mean that the proposal exceeds the RFP requirements. 10 points |
| 10 Points | Financial Conditions/Stability, Business Practices – *(FSMC needs to provide examples of past audits)*  
  - “Poor” shall mean the proposal does not meet RFP requirements. 0 points.  
  - “Fair” shall mean that the proposal meets most, but not all of the RFP requirements. 2 points  
  - “Good” shall mean that the proposal meets the RFP requirements. 6 points  
  - “Exceptional” shall mean that the proposal exceeds the RFP requirements. 10 points |
| 10 Points | Accounting and Reporting Systems - *(FSMC needs to provide examples of their records keeping and POS management)*  
  - “Poor” shall mean the proposal does not meet RFP requirements. 0 points.  
  - “Fair” shall mean that the proposal meets most, but not all of the RFP requirements. 2 points  
  - “Good” shall mean that the proposal meets the RFP requirements. 6 points  
  - “Exceptional” shall mean that the proposal exceeds the RFP requirements. 10 points |
| 10 Points | Promotion of the Child Nutrition Program (FSMCS should be very specific as to their plans for promoting the Child Nutrition Programs. The SFA will rate the FSMC based on their specific plan proposed.  
  - “Poor” shall mean the proposal does not meet RFP requirements. 0 points.  
  - “Fair” shall mean that the proposal meets most, but not all of the RFP requirements. 2 points  
  - “Good” shall mean that the proposal meets the RFP requirements. 6 points  
  - “Exceptional” shall mean that the proposal exceeds the RFP requirements. 10 points |
| 10 Points | Both employees of the district and of the food service management company must comply with the Professional Standards requirements published in the Federal Register in March 2015. Included in the proposal should be a training schedule that complies with regulations that will be reviewed on a monthly basis.  
  - “Poor” shall mean the proposal does not meet RFP requirements. 0 points.  
  - “Fair” shall mean that the proposal meets most, but not all of the RFP requirements. 2 points  
  - “Good” shall mean that the proposal meets the RFP requirements. 6 points  
  - “Exceptional” shall mean that the proposal exceeds the RFP requirements. 10 points |
<table>
<thead>
<tr>
<th>Points</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

- "Fair" shall mean that the proposal meets most, but not all of the RFP requirements. 2 points
- "Good" shall mean that the proposal meets the RFP requirements. 6 points
- "Exceptional" shall mean that the proposal exceeds the RFP requirements. 10 points
Request for Proposal
Nonprofit School Food Service Bid Summary

This document contains a bid solicitation and contract for the furnishing of meals for the nonprofit school food service program(s) 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 bidder and the school food authority (SFA). The bidder shall not plead misunderstanding or deception because of such estimate of quantities, or of the character, location, or other conditions pertaining to the bid solicitation/contract. Per meal prices must be quoted as if no USDA Foods will be received.

<table>
<thead>
<tr>
<th></th>
<th>Projected Annual Units</th>
<th>Rate per Unit</th>
<th>Estimated Total **</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reimbursable Breakfasts with Milk</td>
<td>16600</td>
<td>$2.35</td>
<td>$39,010.00</td>
</tr>
<tr>
<td>2. Reimbursable Lunches with Milk</td>
<td>153600</td>
<td>$3.52</td>
<td>$540,672.00</td>
</tr>
<tr>
<td>3. Reimbursable Afterschool Snacks</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. A la Carte Equivalents Fee</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Summer Breakfast</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Summer Lunch</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Estimated Amount of Bid**: $579,682.00

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

Name of bidder: SLA Management, Inc.

Street address: 3217 Corrine Drive

City: Orlando

State: FL

Zip code: 32803

By submission of this bid, the bidder certifies that, in the event the bidder receives an award under this solicitation, the bidder shall operate in accordance with all applicable current program regulations. This agreement shall be in effect for the period specified, not to exceed one year, and may be renewed by mutual agreement for four additional one-year contract terms.

Bidder Signature

President & CEO

Title

05/31/2022

Acceptance of Contract

School food authority (SFA): ________________________________

Authorized SFA Representative Signature

Title

Date

05/31/2022
## Site Data Form— Food Service Management Company

<table>
<thead>
<tr>
<th>Site Name, Address, and Phone Number</th>
<th>Contact Person</th>
<th>Current Enrollment</th>
<th>Breakfast</th>
<th>Lunch</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rocketship United Academy</td>
<td>Stefanie Bundy</td>
<td>551</td>
<td>180</td>
<td>231</td>
<td>180</td>
</tr>
<tr>
<td>Rocketship Nashville Northeast</td>
<td>Stefanie Bundy</td>
<td>463</td>
<td>180</td>
<td>282</td>
<td>180</td>
</tr>
<tr>
<td>Rocketship 3 (Opening 22-23)</td>
<td>Stefanie Bundy</td>
<td>420</td>
<td>180</td>
<td>TBD</td>
<td>180</td>
</tr>
<tr>
<td>Rocketship 4 (Opening 24-25)</td>
<td>Stefanie Bundy</td>
<td>N/A</td>
<td>180</td>
<td>N/A</td>
<td>180</td>
</tr>
<tr>
<td>Site Name</td>
<td>October 2019 Eligibility Data</td>
<td>Projected Enrollments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------</td>
<td>-----------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Free</td>
<td>Reduced-price</td>
<td>2020-21</td>
<td>2021-22</td>
<td>2022-23</td>
</tr>
<tr>
<td>Rocketship United Academy</td>
<td>100%, CEP</td>
<td></td>
<td>544</td>
<td>544</td>
<td>544</td>
</tr>
<tr>
<td>Rocketship Nashville Northeast</td>
<td>100%, CEP</td>
<td></td>
<td>520</td>
<td>520</td>
<td>520</td>
</tr>
<tr>
<td>Rocketship 3</td>
<td>Planned 100%, CEP</td>
<td></td>
<td>X</td>
<td>X</td>
<td>420</td>
</tr>
<tr>
<td>Rocketship 4</td>
<td>Planned 100%, CEP</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
## Meal Service Information/Delivery Schedule

<table>
<thead>
<tr>
<th>Site Name</th>
<th>Breakfast</th>
<th>Lunch</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meal Service Schedule</td>
<td>Meal Charges</td>
<td>Reduced</td>
</tr>
<tr>
<td>All Sites</td>
<td>7:30 am</td>
<td>Prior Day</td>
<td>$0</td>
</tr>
</tbody>
</table>
### Food-based Meal Pattern 21-day Cycle Menu

#### Menu Planning Worksheet

##### WEEK 1 – Breakfast

<table>
<thead>
<tr>
<th>Milk:</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 cup</td>
<td>Two choices required</td>
<td>1 cup daily</td>
<td>1 cup daily</td>
<td>1 cup daily</td>
<td>1 cup daily</td>
</tr>
<tr>
<td>Grains</td>
<td>Blueberry Pancake on a Stick (1 oz eq)</td>
<td>Granola (1 oz eq) and Yogurt Parfait (1/2 c)</td>
<td>Whole Wheat Buttermilk Biscuit (1 oz eq)</td>
<td>Sausage Patty (1 oz eq)</td>
<td>Peanut Butter (2 Tbsp) Banana (½c) Rollup (2 oz tortilla) (1 oz meat alt and 2 oz eq grain)</td>
</tr>
<tr>
<td></td>
<td>Turkey Sausage (.5 oz eq)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Granola (1 oz eq)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yogurt Parfait (1/2 c)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Whole Wheat Buttermilk Biscuit (1 oz eq) Chicken Patty (1 oz eq)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vegetable or Fruit:</td>
<td>½ c Mixed Berries cup</td>
<td>½ c Peaches, Bananas</td>
<td>½ c Apples slices</td>
<td>¼ c (in Rollup)</td>
<td>1/2 c Apple slices</td>
</tr>
<tr>
<td>½ cup</td>
<td>½ c Apple Juice</td>
<td>½ c Grape Juice</td>
<td>½ c Orange Juice</td>
<td>½ c Sliced Oranges</td>
<td>½ c Orange Juice</td>
</tr>
<tr>
<td>Meat/Meat Alternate:</td>
<td>1 oz.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

No more than one-half of the weekly offering for the fruit component or the vegetable component may be in the form of full-strength juice.

#### Menu Planning Worksheet – K-12

##### WEEK 2 - BREAKFAST

<table>
<thead>
<tr>
<th>Milk:</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 cups weekly</td>
<td>1 cup daily</td>
<td>Two choices required</td>
<td>1 cup daily</td>
<td>1 cup daily</td>
<td>1 cup daily</td>
</tr>
<tr>
<td>Grains:</td>
<td>Oatmeal Muffin Squares (2 oz eq)</td>
<td>Breakfast Pizza (1 oz M/MA, 1 oz eq WG)</td>
<td>2 Whole Grain Pancakes (2 oz eq)</td>
<td>Biscuit (1 oz eq) Sausage Patty (1 oz eq)</td>
<td>Whole Grain Cinnamon Rolls Frosted (1 oz eq)</td>
</tr>
<tr>
<td>9 ounces equivalent weekly</td>
<td>1 ounce equivalent daily minimum</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Whole Grain-Rich</td>
<td>Muffins</td>
<td>Crust</td>
<td>Pancakes</td>
<td>Biscuit</td>
<td>Cinnamon Roll</td>
</tr>
<tr>
<td>Whole Grain-Rich</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fruit:</td>
<td>1/2 c Pineapple Chunks</td>
<td>1/2 c Cantaloupe Balls</td>
<td>1/2 c Apple Slices</td>
<td>1 Banana</td>
<td>1 Orange</td>
</tr>
<tr>
<td>5 cups weekly</td>
<td>1 cup daily minimum</td>
<td>1/2 c Orange Juice</td>
<td>1/2 c Apple Juice</td>
<td>1/2 c Apple Juice</td>
<td>1/2 c Orange Juice</td>
</tr>
</tbody>
</table>

No more than one-half of the weekly offering for the fruit component or the vegetable component may be in the form of full-strength juice.
### WEEK 3 - BREAKFAST

<table>
<thead>
<tr>
<th>Milk: 5 cups weekly</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 cup daily</td>
<td>Two choices required</td>
<td>Two choices required</td>
<td>Two choices required</td>
<td>Two choices required</td>
<td>Two choices required</td>
</tr>
<tr>
<td>Grains: 9 ounces equivalent weekly</td>
<td>Whole Wheat Buttermilk Biscuit (1 oz eq)</td>
<td>Breakfast Pizza (1 oz M/MA, 1 oz eq WG)</td>
<td>Whole Grain Waffles (2.0 oz eq)</td>
<td>Whole Wheat Buttermilk Biscuit (1 oz eq)</td>
<td>Whole Grain Cinnamon Rolls Frosted (1 oz eq)</td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td>Chicken Patty (1 oz eq)</td>
<td>1/2 c Pineapple Chunks</td>
<td>1/2 c Cantaloupe Balls</td>
<td>1 c Apple Slices</td>
<td>1 Banana</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1/2 c Orange Juice</td>
<td>1/2 c Apple Juice</td>
<td>1/2 c Orange Juice</td>
<td>1 Orange</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1/2 c Apple Juice</td>
</tr>
</tbody>
</table>

- **Non-Whole Grain-Rich**
- **Whole Grain-Rich**

<table>
<thead>
<tr>
<th>Fruit: 5 cups weekly</th>
<th>1/2 c Pineapple Chunks</th>
<th>1/2 c Orange Juice</th>
<th>1/2 c Apple Juice</th>
<th>1 Banana</th>
<th>1 Orange</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 cup daily minimum</td>
<td>1/2 c Pineapple Chunks</td>
<td>1/2 c Orange Juice</td>
<td>1/2 c Apples slices</td>
<td>1/2 c in Rollup</td>
<td>1/2 c Apple slices</td>
</tr>
</tbody>
</table>

No more than one-half of the weekly offering for the fruit component or the vegetable component may be in the form of full-strength juice.

---

### WEEK 4 (repeat of week 1) - BREAKFAST

<table>
<thead>
<tr>
<th>Milk: 5 cups weekly</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 cup daily</td>
<td>Two choices required</td>
<td>Two choices required</td>
<td>Two choices required</td>
<td>Two choices required</td>
<td>Two choices required</td>
</tr>
<tr>
<td>Grains: 9 ounces equivalent weekly</td>
<td>Blueberry Pancake on a Stick (1 oz eq)</td>
<td>Granola (1 oz eq) and Yogurt Parfait (1/2 c)</td>
<td>Whole Wheat Buttermilk Biscuit (1 oz eq)</td>
<td>Peanut Butter (2 Tbsp) Banana (1/2c) Rollup (2 oz tortilla) (1 oz meat alt and 2 oz eq grain)</td>
<td>Whole Wheat Buttermilk Biscuit (1 oz eq)</td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td>Turkey Sausage (.5 oz eq)</td>
<td>Yogurt Parfait (1/2 c)</td>
<td>Sausage Patty (1 oz eq)</td>
<td>1/2 c Apple slices</td>
<td>Chicken Patty (1 oz eq)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Non-Whole Grain-Rich**
- **Whole Grain-Rich**

<table>
<thead>
<tr>
<th>Fruit: 5 cups weekly</th>
<th>1/2 c Mixed Berries cup</th>
<th>1/2 c Peaches, Bananas</th>
<th>1/2 c Apples slices</th>
<th>1/2 c in Rollup</th>
<th>1/2 c Apple slices</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 cup daily minimum</td>
<td>1/2 c Mixed Berries cup</td>
<td>1/2 c Peaches, Bananas</td>
<td>1/2 c Grapes slices</td>
<td>1/2 c in Rollup</td>
<td>1/2 c Apple slices</td>
</tr>
<tr>
<td></td>
<td>1/2 c Apple Juice</td>
<td>1/2 c Grape Juice</td>
<td>1/2 c Orange slices</td>
<td>1/2 c Sliced Oranges</td>
<td>1/2 c Orange Juice</td>
</tr>
</tbody>
</table>

No more than one-half of the weekly offering for the fruit component or the vegetable component may be in the form of full-strength juice.
**Menu Planning Worksheet – K-12**  
**Day 21 - BREAKFAST**

<table>
<thead>
<tr>
<th><strong>Milk:</strong></th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 cups weekly</td>
<td>1 cup daily</td>
</tr>
<tr>
<td>Two choices required</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Grains:</strong></th>
<th>Whole Wheat Buttermilk Biscuit (1 oz eq) Chicken Patty (1 oz eq)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 ounces equivalent weekly</td>
<td></td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Fruit:</strong></th>
<th>1/2 c Pineapple Chunks 1/2 c Orange Juice</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 cups weekly</td>
<td>1 cup daily minimum</td>
</tr>
</tbody>
</table>

- **Non-Whole Grain-Rich**  
  - Grains: Whole Wheat Buttermilk Biscuit (1 oz eq)  
  - Fruit: 1/2 c Pineapple Chunks 1/2 c Orange Juice

- **Whole Grain-Rich**  
  - Grains: Whole Wheat Buttermilk Biscuit (1 oz eq)  
  - Fruit: 1/2 c Pineapple Chunks 1/2 c Orange Juice

No more than one-half of the weekly offering for the fruit component or the vegetable component may be in the form of full-strength juice.
## Menu Planning Worksheet – K-8
### WEEK 1 – LUNCH

<table>
<thead>
<tr>
<th>Component</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cheeseburger/bun Grapes (½c) Collard Greens (½c) French Fries (1/2 c) 1% Milk (1c)</td>
<td>Sesame Asian Noodle Chicken Salad (1c) Carrot Sticks (1/2) Pears (1/2c) Green Peas (½c) 1% Milk (1c)</td>
<td>Beef &amp; Bean Tamale Pie (½c) Brown Rice (1oz) Cuban Black Beans (1/2c) Cantaloupes and Pineapple (½c) 1% Milk (1c)</td>
<td>Tasty Chicken Curry Casserole (½c) Roasted Potatoes with Cumin (½c) Orange Slices (½ c) WG Roll (2 oz) 1% Milk (1c)</td>
<td>Home Style Spaghetti &amp; Beef Sauce (1c) Steamed Broccoli and Cauliflower (1/2c) Peaches (½c) Bean Salad (½c) String Cheese (1oz) 1% Milk (1c)</td>
</tr>
<tr>
<td>Meat/meat alternate:</td>
<td>8-9 ounce equivalent weekly (K-5) 9-10 ounce equivalent weekly (6-8) 1 ounce equivalent daily minimum</td>
<td>Hamburger Patty (2 oz) Cheese Slice (1oz)</td>
<td>Chicken (1 oz)</td>
<td>Beef (1.5 oz)</td>
<td>Chicken (1.25 oz)</td>
</tr>
<tr>
<td>Fruit:</td>
<td>2½ cups weekly ½ cup daily minimum</td>
<td>½ c Grapes</td>
<td>1/2 c Pears</td>
<td>½ c Cantaloupe/Pineapple</td>
<td>½ c Sliced Oranges</td>
</tr>
<tr>
<td>Vegetable:</td>
<td>3¾ cups weekly ½ cup daily minimum</td>
<td>1 c</td>
<td>7/8 c</td>
<td>7/8 c</td>
<td>¼ c</td>
</tr>
<tr>
<td>• Dark/Green</td>
<td>½ cup weekly</td>
<td>½ c Collard Greens</td>
<td></td>
<td></td>
<td>¼ c Steamed Broccoli</td>
</tr>
<tr>
<td>• Red/orange</td>
<td>¾ cup weekly</td>
<td>1/8 c (in salad) 1/2 Carrots</td>
<td>3/8 c (in Tamale Pie)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Beans, Peas (Legumes)</td>
<td>½ cup weekly</td>
<td>1/8 c (in salad)</td>
<td>½ c black beans</td>
<td>¼ c 3 Bean Salad</td>
<td></td>
</tr>
<tr>
<td>• Starchy</td>
<td>½ cup weekly</td>
<td>1/2 c French Fries</td>
<td>½ c Green Peas</td>
<td>½ c Roasted Potatoes with Cumin</td>
<td></td>
</tr>
<tr>
<td>• Other</td>
<td>½ cup weekly</td>
<td>1/8 c (in salad)</td>
<td>¼ c (in Casserole)</td>
<td>¼ c Steamed Cauliflower</td>
<td></td>
</tr>
<tr>
<td>• Additional Vegetable to reach total 1 cup weekly</td>
<td></td>
<td></td>
<td></td>
<td>3/8 c (in Spaghetti)</td>
<td></td>
</tr>
<tr>
<td>Grains:</td>
<td>8-9 ounce equivalent weekly (K-5) 8-10 ounce equivalent weekly (6-8) 1 ounce equivalent daily minimum</td>
<td>Bun (1 oz eq)</td>
<td>Noodles (1 oz eq)</td>
<td>Tamale Pie (1 oz eq) Brown Rice (1 oz eq)</td>
<td>Brown rice (1 oz eq) WG Roll (2 oz eq) Spaghetti (1 oz eq)</td>
</tr>
<tr>
<td>• Non-Whole Grain-Rich</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Whole Grain-Rich</td>
<td>Bun and Cornbread</td>
<td>Pasta</td>
<td>Brown Rice Pilaf</td>
<td>Muffins and casserole</td>
<td>Spaghetti</td>
</tr>
<tr>
<td>Milk: Two choices required</td>
<td>5 cups weekly 1 cup daily</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
</tr>
</tbody>
</table>
### Menu Planning Worksheet – K-8

#### WEEK 2 - LUNCH

<table>
<thead>
<tr>
<th>Component</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meat/meat alternate:</strong></td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td>Chicken (2 oz)</td>
<td>Turkey and Beef (2 oz)</td>
<td>Chicken (2 oz)</td>
</tr>
<tr>
<td>8-9 ounce equivalent weekly (K-5)</td>
<td>Shredded Cheese (½oz)</td>
<td>Black Eyed Peas (1/2c)</td>
<td>1 Banana</td>
<td>1% Milk (1c)</td>
<td></td>
</tr>
<tr>
<td>9-10 ounce equivalent weekly (6-8)</td>
<td>Spanish Rice (1oz)</td>
<td>Collard Greens (1/2c)</td>
<td>1 Banana</td>
<td>1% Milk (1c)</td>
<td></td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td>Sliced Peaches (½c)</td>
<td>Cantaloupe Cubes (½c)</td>
<td>1 Banana</td>
<td>1% Milk (1c)</td>
<td></td>
</tr>
<tr>
<td><strong>Fruit:</strong></td>
<td>Peaches (½c)</td>
<td>Cantaloupe (1/2c)</td>
<td>1 Banana</td>
<td>1% Milk (1c)</td>
<td></td>
</tr>
<tr>
<td>2½ cups weekly</td>
<td>Strawberries (1/2c)</td>
<td>½ Apple</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>½ cup daily minimum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vegetable:</strong></td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3¾ cups weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>½ cup daily minimum</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Dark/Green</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>½ cup weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Red/Orange</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>¾ cup weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Beans, Peas (Legumes)</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>½ cup weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Starchy</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>½ cup weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Other</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>½ cup weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Additional Vegetable to reach total</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 cup weekly</td>
<td>Taco Boat (2.5 oz)</td>
<td>Pizza (1.25 oz)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grains:</strong></td>
<td>Spanish Rice (1 oz eq)</td>
<td>Brown Rice Pilaf (2 oz eq)</td>
<td>Macaroni (1 oz eq)</td>
<td>Pot Pie (1.5 oz WG crust)</td>
<td>Whole Grain Biscuit (1 oz)</td>
</tr>
<tr>
<td>8-9 ounce equivalent weekly (K-5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8-10 ounce equivalent weekly (6-8)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Non-Whole Grain-Rich</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>• Whole Grain-Rich</td>
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<td></td>
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</tr>
<tr>
<td><strong>Milk:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two choices required</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
</tr>
<tr>
<td>5 cups weekly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 cup daily</td>
<td></td>
<td></td>
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Menu Planning Worksheet – K-8
<table>
<thead>
<tr>
<th><strong>Meat/meat alternate:</strong></th>
<th><strong>Monday</strong></th>
<th><strong>Tuesday</strong></th>
<th><strong>Wednesday</strong></th>
<th><strong>Thursday</strong></th>
<th><strong>Friday</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>8-9 ounce equivalent weekly (K-5)</td>
<td>Volcanic Meatloaf (½c)</td>
<td>BBQ Rib Patty Sandwich</td>
<td>Chicken and Bean Burrito Bowl (2oz)</td>
<td>Lemon Chicken (2 oz)</td>
<td>Pepperoni and Cheese Calzone</td>
</tr>
<tr>
<td>9-10 ounce equivalent weekly (6-8)</td>
<td>Green Beans (1/2)</td>
<td>Orange Slices – 1/2 Cup</td>
<td>Vegetable Dippers (1/2 cup)</td>
<td>Roasted Vegetable Medley (1 cup)</td>
<td>Curly Fries (1 cup)</td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td>Roll (1 oz)</td>
<td>Baked Beans (½c)</td>
<td>Peaches (1/2c)</td>
<td>Strawberries (1/2 c)</td>
<td>Apple Slices (1/2c)</td>
</tr>
<tr>
<td>1 Apple (1)</td>
<td>Steamed Corn (½c)</td>
<td>Tortilla Chips (1 oz)</td>
<td>WG Roll (2 oz)</td>
<td>1% Milk (1c)</td>
<td>1% Milk (1c)</td>
</tr>
<tr>
<td>1% Milk (1c)</td>
<td>1% Milk (1c)</td>
<td>1% Milk (1c)</td>
<td>1% Milk (1c)</td>
<td>1% Milk (1c)</td>
<td>1% Milk (1c)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Fruit:</strong></th>
<th><strong>Monday</strong></th>
<th><strong>Tuesday</strong></th>
<th><strong>Wednesday</strong></th>
<th><strong>Thursday</strong></th>
<th><strong>Friday</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>2½ cups weekly</td>
<td>1 Apple - medium</td>
<td>1/2 c Oranges</td>
<td>1/2 c Peaches</td>
<td>½ c Strawberries</td>
<td>1/2 c Apple Slices</td>
</tr>
<tr>
<td>½ cup daily minimum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Vegetable:</strong></th>
<th><strong>Monday</strong></th>
<th><strong>Tuesday</strong></th>
<th><strong>Wednesday</strong></th>
<th><strong>Thursday</strong></th>
<th><strong>Friday</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>3¼ cups weekly</td>
<td>7/8 c</td>
<td>1 c</td>
<td>1 c</td>
<td>1 and 1/4 c</td>
<td>1 and 1/8 c</td>
</tr>
<tr>
<td>½ cup daily minimum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Dark/Green**
  - ½ cup weekly
  - ½ cup Broccoli

- **Red/orange**
  - ¾ cup weekly
  - 3/8 c (in burrito bowl)
  - ⅛ c Carrot Sticks (in vegetable dippers)
  - ½ cup Carrots
  - 1/8 c (in Calzone)

- **Beans, peas (legumes)**
  - ½ cup weekly
  - ⅛ c black beans (in Meatloaf)
  - ½ Baked Beans

- **Starchy**
  - ½ cup weekly
  - ½ c Steamed Corn

- **Other**
  - ½ cup weekly
  - 1/8 c (in Meatloaf)
  - ⅛ c Celery Sticks (in vegetable dippers)
  - ⅛ cup onion

- **Additional Vegetable to reach total**
  - 1 cup weekly

<table>
<thead>
<tr>
<th><strong>Grains:</strong></th>
<th><strong>Monday</strong></th>
<th><strong>Tuesday</strong></th>
<th><strong>Wednesday</strong></th>
<th><strong>Thursday</strong></th>
<th><strong>Friday</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>8-9 ounce equivalent weekly (K-5)</td>
<td>Roll (1 oz eq)</td>
<td>Sandwich Bun (2 oz eq)</td>
<td>Burrito Bowl (1 oz eq)</td>
<td>Roll (2 oz eq)</td>
<td>Pizza (2 oz eq)</td>
</tr>
<tr>
<td>8-10 ounce equivalent weekly (6-8)</td>
<td></td>
<td></td>
<td>Tortilla Chips (1 oz eq)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 ounce equivalent daily minimum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Non-whole grain-rich**

- **Whole grain-rich**

<table>
<thead>
<tr>
<th><strong>Milk:</strong></th>
<th><strong>Monday</strong></th>
<th><strong>Tuesday</strong></th>
<th><strong>Wednesday</strong></th>
<th><strong>Thursday</strong></th>
<th><strong>Friday</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Two choices required</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
<td>1 c 1% Milk or 1 c Skim Chocolate Milk</td>
</tr>
<tr>
<td>5 cups weekly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
### WEEK 4 (repeat of week 1) - LUNCH

<table>
<thead>
<tr>
<th>Component</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheeseburger/bun Grapes (½c) Collard Greens (½c) French Fries (1/2 c) 1% Milk (1c)</td>
<td>Cheeseburger/bun Grapes (½c) Collard Greens (½c) French Fries (1/2 c) 1% Milk (1c)</td>
<td>Sesame Asian Noodle Chicken Salad (1c) Carrot Sticks (1/2) Pears (1/2c) Green Peas (½c) 1% Milk (1c)</td>
<td>Beef &amp; Bean Tamale Pie (½c) Brown Rice (1oz) Cuban Black Beans (1/2c) Cantaloupes and Pineapple (½c) 1% Milk (1c)</td>
<td>Tasty Chicken Curry Casserole (¾c) Roasted Potatoes with Cumin (½c) Orange Slices (½ c) WG Roll (2 oz) 1% Milk (1c)</td>
<td>Home Style Spaghetti &amp; Beef Sauce (1c) Steamed Broccoli and Cauliflower (1/2c) Peaches (½c) Bean Salad (½c) Italian Bread (1oz) String Cheese (1oz) 1% Milk (1c)</td>
</tr>
</tbody>
</table>

#### Meat/meat alternate:
- 8-9 ounce equivalent weekly (K-5)
- 9-10 ounce equivalent weekly (6-8)
- 1 ounce equivalent daily minimum

<table>
<thead>
<tr>
<th>Meat/meat alternate</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamburger Patty (2 oz) Cheese Slice (1oz)</td>
<td>Chicken (1 oz)</td>
<td>Beef (1.5 oz)</td>
<td>Chicken (1.25 oz)</td>
<td>Beef Sauce (2 oz)</td>
<td>String Cheese (1oz)</td>
</tr>
</tbody>
</table>

#### Fruit:
- 2½ cups weekly
- ½ cup daily minimum

<table>
<thead>
<tr>
<th>Fruit</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>½c Grapes</td>
<td>1/2c Pears</td>
<td>½c Cantaloupe/Pineapple</td>
<td>½c Sliced Oranges</td>
<td>½c Peaches</td>
<td></td>
</tr>
</tbody>
</table>

#### Vegetable:
- 3 ¼ cups weekly
- ¾ cup daily minimum

<table>
<thead>
<tr>
<th>Vegetable</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c</td>
<td>7/8c</td>
<td>7/8c</td>
<td>¾c</td>
<td>7/8c</td>
<td></td>
</tr>
</tbody>
</table>

- Dark/Green
  - ½ cup weekly
- Red/Orange
  - ¼ cup weekly
- Beans, Peas (Legumes)
  - ½ cup weekly
- Starchy
  - ½ cup weekly
- Other
  - ½ cup weekly
- Additional Vegetable to reach total 1 cup weekly

<table>
<thead>
<tr>
<th>Additional Vegetable</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>½c Collard Greens</td>
<td>1/8c (in salad)</td>
<td>1/2 Carrots</td>
<td>3/8c (in Tamale Pie)</td>
<td>¾c 3 Bean Salad</td>
<td></td>
</tr>
</tbody>
</table>

#### Grains:
- 8-9 ounce equivalent weekly (K-5)
- 8-10 ounce equivalent weekly (6-8)
- 1 ounce equivalent daily minimum

<table>
<thead>
<tr>
<th>Grains</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bun (1 oz eq)</td>
<td>Noodles (1 oz eq)</td>
<td>Tamale Pie (1 oz eq) Brown Rice (1 oz eq)</td>
<td>Brown rice (1 oz eq) WG Roll (2 oz eq)</td>
<td>Spaghetti (1oz eq)</td>
<td></td>
</tr>
</tbody>
</table>

- Non-Whole Grain-Rich
- Whole Grain-Rich

<table>
<thead>
<tr>
<th>Non-Whole Grain-Rich</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bun and Cornbread</td>
<td>Pasta</td>
<td>Brown Rice Pilaf</td>
<td>Muffins and casseroles</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Whole Grain-Rich</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td></td>
</tr>
</tbody>
</table>

#### Milk:
- Two choices required
  - 5 cups weekly
  - 1 cup daily

<table>
<thead>
<tr>
<th>Milk</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
<td>1c 1% Milk or 1c Skim Chocolate Milk</td>
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Menu Planning Worksheet – K-8
### Day 21 – LUNCH

<table>
<thead>
<tr>
<th>Component</th>
<th>Monday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mexicali Taco Boat (¾c)</strong></td>
<td><strong>Shredded Cheese (½oz)</strong></td>
</tr>
<tr>
<td><strong>Spanish Rice (1oz)</strong></td>
<td><strong>Sliced Peaches (½c)</strong></td>
</tr>
<tr>
<td><strong>1% Milk (1c)</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Meat/meat alternate:**
- 8-9 ounce equivalent weekly (K-5)
- 9-10 ounce equivalent weekly (6-8)
- 1 ounce equivalent daily minimum

<table>
<thead>
<tr>
<th>Meats/meat alternate:</th>
<th>Taco Boat (2.5 oz)</th>
<th>Shredded Cheese (½oz)</th>
</tr>
</thead>
</table>

**Fruit:**
- 2½ cups weekly
- ½ cup daily minimum

<table>
<thead>
<tr>
<th>Fruit:</th>
<th>½ c Peaches</th>
</tr>
</thead>
</table>

**Vegetable:**
- 3¼ cups weekly
- ½ cup daily minimum

<table>
<thead>
<tr>
<th>Vegetable:</th>
<th>¾ c</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dark/Green</td>
<td>½ cup weekly</td>
</tr>
<tr>
<td>- Red/Orange</td>
<td>¼ cup weekly</td>
</tr>
<tr>
<td>- Beans, Peas (Legumes)</td>
<td>½ cup weekly</td>
</tr>
<tr>
<td>- Starchy</td>
<td>½ cup weekly</td>
</tr>
<tr>
<td>- Other</td>
<td>½ cup weekly</td>
</tr>
<tr>
<td>- Additional Vegetable to reach total 1 cup weekly</td>
<td></td>
</tr>
</tbody>
</table>

**Grains:**
- 8-9 ounce equivalent weekly (K-5)
- 8-10 ounce equivalent weekly (6-8)
- 1 ounce equivalent daily minimum

<table>
<thead>
<tr>
<th>Grains:</th>
<th>Spanish Rice (1 oz eq)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Non-Whole Grain-Rich</td>
<td></td>
</tr>
<tr>
<td>- Whole Grain-Rich</td>
<td>Rice</td>
</tr>
</tbody>
</table>

**Milk:** Two choices required
- 5 cups weekly
- 1 cup daily

<table>
<thead>
<tr>
<th>Milk:</th>
<th>1 c 1% Milk or 1 c Skim Chocolate Milk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Menu Cycle for After School Care Snack Program

This menu must be used for the first 21-day cycle of the new school year.

**2022-2023 School Year**  
Campus Level: Elementary, Grades K-8

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 oz 100% Juice</td>
<td>8 oz. Milk</td>
<td>1 oz. WG Pretzels</td>
<td>1 oz. Hummus</td>
<td>1 oz WG Sunchips</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz SunButter</td>
<td>1 oz. Tortilla Chips</td>
<td>1 oz Cheese Crackers</td>
<td>1 oz Mini Muffin</td>
<td>1 oz. Scooby Snacks</td>
</tr>
<tr>
<td>1 oz WG Crackers</td>
<td>3/4 c. Salsa</td>
<td>6 oz 100% Juice</td>
<td>8 oz. Milk</td>
<td>3/4 c. Sliced Apples</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 oz 100% Juice</td>
<td>8 oz. Milk</td>
<td>1 oz. WG Pretzels</td>
<td>1 oz. Hummus</td>
<td>1 oz WG Sunchips</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz SunButter</td>
<td>1 oz. Tortilla Chips</td>
<td>1 oz Cheese Crackers</td>
<td>1 oz Mini Muffin</td>
<td>1 oz. Scooby Snacks</td>
</tr>
<tr>
<td>1 oz WG Crackers</td>
<td>¾ c. Salsa</td>
<td>6 oz 100% Juice</td>
<td>8 oz. Milk</td>
<td>3/4 c. Sliced Apples</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>21</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz Animal Crackers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 oz 100% Fruit Juice</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Meal Pattern for Afterschool Snacks

Select two of the four components for a reimbursable meal

<table>
<thead>
<tr>
<th>Meal Components</th>
<th>Children Ages 3 - 5</th>
<th>Children Ages 6 - 12¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milk</td>
<td>Fluid Milk</td>
<td>4 fl oz (1/2 cup)</td>
</tr>
<tr>
<td>Vegetables or Fruit²³</td>
<td>Juice²³, fruit, and/or vegetable</td>
<td>½ cup</td>
</tr>
<tr>
<td>Grains (select one)</td>
<td>Bread</td>
<td>½ slide</td>
</tr>
<tr>
<td></td>
<td>Cornbread/biscuit/roll/muffin</td>
<td>½ serving</td>
</tr>
<tr>
<td></td>
<td>Cold dry cereal¹</td>
<td>⅓ cup or ½ oz</td>
</tr>
<tr>
<td></td>
<td>Cooked cereal grains</td>
<td>⅛ cup</td>
</tr>
<tr>
<td></td>
<td>Pasta/noodles</td>
<td>⅛ cup</td>
</tr>
<tr>
<td>Meats/Meat Alternatives⁵,⁶,⁷ (select one)</td>
<td>Meat/poultry/fish⁵</td>
<td>½ oz</td>
</tr>
<tr>
<td></td>
<td>Alternate protein products⁶</td>
<td>½ oz</td>
</tr>
<tr>
<td></td>
<td>Cheese</td>
<td>½ oz</td>
</tr>
<tr>
<td></td>
<td>Egg (large)</td>
<td>¹/₂ large egg</td>
</tr>
<tr>
<td></td>
<td>Cooked dry beans/peas</td>
<td>¹/₈ cup</td>
</tr>
<tr>
<td></td>
<td>Peanut/other nut/seed butters</td>
<td>¹ Tbsp</td>
</tr>
<tr>
<td></td>
<td>Nuts and/or seeds⁷</td>
<td>¹/₂ oz²</td>
</tr>
<tr>
<td></td>
<td>Yogurt⁸</td>
<td>2 oz (1/4 cup)</td>
</tr>
</tbody>
</table>

1. Children age 12 and older may be served larger portions based on their greater food needs. They may not be served less than the minimum quantities listed in this column.
2. Full-strength vegetable or fruit juice may count towards the entire vegetables or fruit component.
3. Grains/Breads must be whole grain or enriched or made from whole grain or enriched flour or meal that may include bran and/or germ. Cereal must be whole grain, enriched, or fortified.
4. Either volume (cup) or weight (oz), whichever is less.
5. A serving consists of the edible portion of cooked lean meat or poultry or fish.
7. Nuts and seeds are generally not recommended to be served to children ages 1-3 since they present a choking hazard. If served, nuts and seeds should be finely minced.
8. Yogurt may be plain or flavored, unsweetened or sweetened – commercially prepared.
9. Juice may not be served at snack when milk is served as the only other component.
# Meal Choices and Additional Daily Offerings

<table>
<thead>
<tr>
<th>Site Name</th>
<th>Reimbursable Meal &quot;Entrée&quot; Choices*</th>
<th>Additional Fruit Choices</th>
<th>Additional Vegetable Choices</th>
<th>Salad Bar Offered</th>
<th>Additional Daily Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Sites</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*The minimum number of Reimbursable Meal "Entrée" Choices is one per the 21-day cycle menu. This column does not denote the number of additional "entrée" choices. For example, two means the one entrée per the 21-day cycle menu and one additional "varied" entrée that may be served as part of the reimbursable meal, for a total of two reimbursable meal entrées from which students may choose. In addition, the varied Reimbursable Meal "Entrée" Choices are generally not the same as the Additional Daily Offerings.
## School Breakfast Program Meal Pattern

<table>
<thead>
<tr>
<th>Food Components</th>
<th>Grades K-5</th>
<th>Grades 6-8</th>
<th>Grades 9-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fruits (cups)(^{bc})</td>
<td>5 (1)</td>
<td>5 (1)</td>
<td>5 (1)</td>
</tr>
<tr>
<td>Vegetables (cups)(^{bc})</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Dark green</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Red/Orange</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Beans and peas (legumes)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Starchy</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grains (oz eq)(^d)</td>
<td>7-10 (1)</td>
<td>8-10 (1)</td>
<td>9-10 (1)</td>
</tr>
<tr>
<td>Meats/Meat Alternates (oz eq)(^e)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fluid milk(^f) (cups)</td>
<td>5 (1)</td>
<td>5 (1)</td>
<td>5 (1)</td>
</tr>
</tbody>
</table>

### Other Specifications: Daily Amount Based on the Average for a 5-Day Week

<table>
<thead>
<tr>
<th>Min-max calories (kcal)(^{gh})</th>
<th>350-500</th>
<th>400-550</th>
<th>450-600</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saturated fat (% of total calories)(^h)</td>
<td>&lt;10</td>
<td>&lt;10</td>
<td>&lt;10</td>
</tr>
<tr>
<td>Sodium Target 1 (mg)</td>
<td>(\leq 540)</td>
<td>(\leq 600)</td>
<td>(\leq 640)</td>
</tr>
</tbody>
</table>

\(^{Trans}\) fat\(^h\)

Nutrition label or manufacturer specifications must indicate zero grams of \(trans\) fat per serving.
Food items included in each group and subgroup and amount equivalents. Minimum creditable serving is \( \frac{1}{8} \) cup. One-quarter cup of dried fruit counts as \( \frac{1}{2} \) cup of fruit; 1 cup of leafy greens counts as \( \frac{1}{2} \) 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. Schools must offer 1 cup of fruit daily and 5 cups of fruit weekly. 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/peas (legumes), or “Other vegetables” subgroups, as defined in §210.10(c)(2)(iii) of this chapter.

At least 80 percent of grains offered weekly must meet the whole grain-rich criteria specified in FNS guidance, and the remaining grain items offered must be enriched. Schools may substitute 1 oz. eq. of meat/meat alternate for 1 oz. eq. of grains after the minimum daily grains requirement is met.

There is no meat/meat alternate requirement.

All fluid milk must be fat-free (skim) or low-fat (1 percent fat or less). Milk may be unflavored or flavored, provided that unflavored milk is offered at each meal service.

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

Discretionary 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.

USDA is an equal opportunity provider, employer, and lender.
### National School Lunch Program Meal Pattern

<table>
<thead>
<tr>
<th>Food Components</th>
<th>Grades K-5</th>
<th>Grades 6-8</th>
<th>Grades 9-12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Amount of Food</strong>&lt;sup&gt;a&lt;/sup&gt; per Week</td>
<td>(minimum per day)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fruits (cups)&lt;sup&gt;b&lt;/sup&gt;</td>
<td>$2\frac{1}{2}$ ($\frac{1}{2}$)</td>
<td>$2\frac{1}{2}$ ($\frac{1}{2}$)</td>
<td>5 (1)</td>
</tr>
<tr>
<td>Vegetables (cups)&lt;sup&gt;b&lt;/sup&gt;</td>
<td>$3\frac{3}{4}$ ($\frac{3}{4}$)</td>
<td>$3\frac{3}{4}$ ($\frac{3}{4}$)</td>
<td>5 (1)</td>
</tr>
<tr>
<td>Dark green&lt;sup&gt;c&lt;/sup&gt;</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
</tr>
<tr>
<td>Red/Orange&lt;sup&gt;c&lt;/sup&gt;</td>
<td>$\frac{3}{4}$</td>
<td>$\frac{3}{4}$</td>
<td>1$\frac{1}{4}$</td>
</tr>
<tr>
<td>Beans and peas (legumes)&lt;sup&gt;c&lt;/sup&gt;</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
</tr>
<tr>
<td>Starchy&lt;sup&gt;c&lt;/sup&gt;</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
</tr>
<tr>
<td>Other&lt;sup&gt;c, d&lt;/sup&gt;</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{1}{2}$</td>
<td>$\frac{3}{4}$</td>
</tr>
<tr>
<td>Additional Vegetables to Reach Total&lt;sup&gt;f&lt;/sup&gt;</td>
<td>1</td>
<td>1</td>
<td>1$\frac{1}{2}$</td>
</tr>
<tr>
<td>Grains (oz eq)&lt;sup&gt;f&lt;/sup&gt;</td>
<td>8-9 (1)</td>
<td>8-10 (1)</td>
<td>10-12 (2)</td>
</tr>
<tr>
<td>Meats/Meat Alternates (oz eq)</td>
<td>8-10 (1)</td>
<td>9-10 (1)</td>
<td>10-12 (2)</td>
</tr>
<tr>
<td>Fluid milk (cups)&lt;sup&gt;g&lt;/sup&gt;</td>
<td>5 (1)</td>
<td>5 (1)</td>
<td>5 (1)</td>
</tr>
</tbody>
</table>

**Other Specifications: Daily Amount Based on the Average for a 5-Day Week**

<table>
<thead>
<tr>
<th></th>
<th>Min-max calories (kcal)&lt;sup&gt;h&lt;/sup&gt;</th>
<th>Saturated fat (% of total calories)&lt;sup&gt;h&lt;/sup&gt;</th>
<th>Sodium Interim Target 1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>550-650</td>
<td>&lt;10</td>
<td>$\leq 1,230$</td>
</tr>
<tr>
<td></td>
<td>600-700</td>
<td>&lt;10</td>
<td>$\leq 1,360$</td>
</tr>
<tr>
<td></td>
<td>750-850</td>
<td>&lt;10</td>
<td>$\leq 1,420$</td>
</tr>
<tr>
<td>(mg)(^h)</td>
<td>≤ 1,110</td>
<td>≤ 1,225</td>
<td>≤ 1,280</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Sodium Interim Target 1A (mg)(^h); i</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trans fat(^h)</td>
<td>Nutrition label or manufacturer specifications must indicate zero grams of trans fat per serving.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(a\) Food items included in each group and subgroup and amount equivalents. Minimum creditable serving is 1/8 cup.

\(b\) One-quarter cup of dried fruit counts as 1/2 cup of fruit; 1 cup of leafy greens counts as 1/2 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.

\(c\) Larger amounts of these vegetables may be served.

\(d\) This category consists of “Other vegetables” as defined in paragraph (c)(2)(iii)(E) of this section. For the purposes of the NSLP, the “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 paragraph (c)(2)(iii) of this section.

\(e\) Any vegetable subgroup may be offered to meet the total weekly vegetable requirement.

\(f\) At least 80 percent of grains offered weekly must meet the whole grain-rich criteria specified in FNS guidance, and the remaining grain items offered must be enriched.

\(g\) All fluid milk must be fat-free (skim) or low-fat (1 percent fat or less). Milk may be flavored or flavored, provided that unflavored milk is offered at each meal service.

\(h\) Discretionary 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 are not allowed.

\(i\) Sodium Interim Target 1A must be met no later than July 1, 2023 (SY 2023-2024).
## Implementation Timeline for Final Rule

### Nutrition Standards in the National School Lunch and School Breakfast Programs

### New Requirements

<table>
<thead>
<tr>
<th>Fruits Component</th>
<th>Implementation (School Year) for NSLP (L) and SBP (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer fruit daily.</td>
<td>L</td>
</tr>
<tr>
<td>Fruit quantity increase to 5 cups/week (minimum 1 cup/day).</td>
<td>B</td>
</tr>
</tbody>
</table>

### Vegetables Component

<table>
<thead>
<tr>
<th>Grains Component</th>
<th>Implementation (School Year) for NSLP (L) and SBP (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer vegetables subgroups. weekly</td>
<td>L</td>
</tr>
</tbody>
</table>

### Meats/Meat Alternates Component

| Offer weekly meats/meat alternates ranges (daily min.). | L                                                      |

### Milk Component

| Offer only fat-free (unflavored or flavored) and low-fat (unflavored) milk. | L, B                                                      |

### Dietary Specifications (to be met on average over a week)
### Exhibit C-2 (Cont’d.)

<table>
<thead>
<tr>
<th>Menu Planning</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• A single Food-Based Menu Plan approach</td>
<td>L</td>
<td>B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age/Grade Groups</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish age/grade groups: K-5, 6-8, 9-12.</td>
<td>L</td>
<td>B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offer vs. Serve</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reimbursable meals must contain a fruit or vegetable. (1/2 cup minimum)</td>
<td>L</td>
<td>B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monitoring</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Three-year admin. review cycle</td>
<td>L</td>
<td>B</td>
</tr>
<tr>
<td>• Conduct weighted nutrient analysis on one week of menus</td>
<td>L</td>
<td>B</td>
</tr>
</tbody>
</table>
Vegetable Subgroups

Listed below are samples of commonly eaten vegetables found in each of the required vegetable subgroups. The list is not all-inclusive.

<table>
<thead>
<tr>
<th>Dark Green Vegetables</th>
<th>Beans and Peas*</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bok choy</td>
<td>• Black beans</td>
</tr>
<tr>
<td>• Broccoli</td>
<td>• Black-eyed peas (mature, dry)</td>
</tr>
<tr>
<td>• Collard greens</td>
<td>• Garbanzo beans (chickpeas)</td>
</tr>
<tr>
<td>• Dark green leafy lettuce</td>
<td>• Kidney beans</td>
</tr>
<tr>
<td>• Kale</td>
<td>• Lentils</td>
</tr>
<tr>
<td>• Mesclun</td>
<td>• Navy beans</td>
</tr>
<tr>
<td>• Mustard greens</td>
<td>• Pinto beans</td>
</tr>
<tr>
<td>• Romaine lettuce</td>
<td>• Soy beans</td>
</tr>
<tr>
<td>• Spinach</td>
<td>• Split peas</td>
</tr>
<tr>
<td>• Turnip greens</td>
<td>• White beans</td>
</tr>
<tr>
<td>• Watercress</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Starchy Vegetables</th>
<th>Other Vegetables</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cassava</td>
<td>• Artichokes</td>
</tr>
<tr>
<td>• Corn</td>
<td>• Asparagus</td>
</tr>
<tr>
<td>• Fresh cowpeas, field peas, or black-eyed peas (not dry)</td>
<td>• Avocado</td>
</tr>
<tr>
<td>• Green bananas</td>
<td>• Bean sprouts</td>
</tr>
<tr>
<td>• Green peas</td>
<td>• Beets</td>
</tr>
<tr>
<td>• Green lima beans</td>
<td>• Brussels sprouts</td>
</tr>
<tr>
<td>• Plantains</td>
<td>• Cabbage</td>
</tr>
<tr>
<td>• Potatoes</td>
<td>• Cauliflower</td>
</tr>
<tr>
<td>• Taro</td>
<td>• Celery</td>
</tr>
<tr>
<td>• water chestnuts</td>
<td>• Cucumbers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Red &amp; Orange Vegetables</th>
<th>Other Vegetables (continued)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Acorn squash</td>
<td>• Green peppers</td>
</tr>
<tr>
<td>• Butternut squash</td>
<td>• Iceberg (head) lettuce</td>
</tr>
<tr>
<td>• Carrots</td>
<td>• Mushrooms</td>
</tr>
<tr>
<td>• Hubbard squash</td>
<td>• Okra</td>
</tr>
<tr>
<td>• Pumpkin</td>
<td>• Onions</td>
</tr>
<tr>
<td>• Red peppers</td>
<td>• Parsnips</td>
</tr>
<tr>
<td>• Sweet potatoes</td>
<td>• Turnips</td>
</tr>
<tr>
<td>• Tomatoes</td>
<td>• Wax beans</td>
</tr>
<tr>
<td>• Tomato juice</td>
<td>• Zucchini</td>
</tr>
</tbody>
</table>

*For more information on the beans and peas subgroup, refer to [http://www.choosemyplate.gov/food-groups/vegetables-beans-peas.html](http://www.choosemyplate.gov/food-groups/vegetables-beans-peas.html).
<table>
<thead>
<tr>
<th>Group A</th>
<th>Oz. Eq. for Group A</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bread type coating</td>
<td>1 oz. eq. = 22 gm. or 0.8 oz.</td>
</tr>
<tr>
<td>• Bread sticks (hard)</td>
<td>3/4 oz. eq. = 17 gm. or 0.6 oz.</td>
</tr>
<tr>
<td>• Chow Mein noodles</td>
<td>1/2 oz. eq. = 11 gm. or 0.4 oz.</td>
</tr>
<tr>
<td>• Savory crackers (saltines and snack crackers)</td>
<td>1/4 oz. eq. = 6 gm. or 0.2 oz.</td>
</tr>
<tr>
<td>• Croutons</td>
<td></td>
</tr>
<tr>
<td>• Pretzels (hard)</td>
<td></td>
</tr>
<tr>
<td>• Stuffing (dry) Note: weights apply to bread in stuffing.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group B</th>
<th>Oz. Eq. for Group B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bagels</td>
<td>1 oz. eq. = 28 gm. or 1.0 oz.</td>
</tr>
<tr>
<td>• Batter type coating</td>
<td>3/4 oz. eq. = 21 gm. or 0.75 oz.</td>
</tr>
<tr>
<td>• Biscuits</td>
<td>1/2 oz. eq. = 14 gm. or 0.5 oz.</td>
</tr>
<tr>
<td>• Breads (sliced whole wheat, French, Italian)</td>
<td>1/4 oz. eq. = 7 gm. or 0.25 oz.</td>
</tr>
<tr>
<td>• Buns (hamburger and hot dog)</td>
<td></td>
</tr>
<tr>
<td>• Sweet crackers (^4) (graham crackers—all shapes, animal crackers)</td>
<td></td>
</tr>
<tr>
<td>• Egg roll skins</td>
<td></td>
</tr>
<tr>
<td>• English muffins</td>
<td></td>
</tr>
<tr>
<td>• Pita bread (whole wheat or whole grain-rich)</td>
<td></td>
</tr>
<tr>
<td>• Pizza crust</td>
<td></td>
</tr>
<tr>
<td>• Pretzels (soft)</td>
<td></td>
</tr>
<tr>
<td>• Rolls (whole wheat or whole grain-rich)</td>
<td></td>
</tr>
<tr>
<td>• Tortillas (whole wheat or whole corn)</td>
<td></td>
</tr>
<tr>
<td>• Tortilla chips (whole wheat or whole corn)</td>
<td></td>
</tr>
<tr>
<td>• Taco shells (whole wheat or whole corn)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group C</th>
<th>Oz. Eq. for Group C</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cookies (^3) (plain—including vanilla wafers)</td>
<td>1 oz. eq. = 34 gm. or 1.2 oz.</td>
</tr>
<tr>
<td>• Cornbread</td>
<td>3/4 oz. eq. = 26 gm. or 0.9 oz.</td>
</tr>
<tr>
<td>• Corn muffins</td>
<td>1/2 oz. eq. = 17 gm. or 0.6 oz.</td>
</tr>
<tr>
<td>• Croissants</td>
<td>1/4 oz. eq. = 9 gm. or 0.3 oz.</td>
</tr>
<tr>
<td>• Pancakes</td>
<td></td>
</tr>
<tr>
<td>• Pie crust (dessert pies (^3), cobbler (^3), fruit turnovers (^4), and meat/meat alternate pies)</td>
<td></td>
</tr>
<tr>
<td>• Waffles</td>
<td></td>
</tr>
</tbody>
</table>
**Group D**

- Doughnuts (cake and yeast raised, unfrosted)
- Cereal bars, breakfast bars, granola bars (plain)
- Muffins (all, except corn)
- Sweet roll (unfrosted)
- Toaster pastry (unfrosted)

<table>
<thead>
<tr>
<th>Oz. Eq. for Group D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz. eq. = 55 gm. or 2.0 oz.</td>
</tr>
<tr>
<td>3/4 oz. eq. = 42 gm. or 1.5 oz.</td>
</tr>
<tr>
<td>1/2 oz. eq. = 28 gm. or 1.0 oz.</td>
</tr>
<tr>
<td>1/4 oz. eq. = 14 gm. or 0.5 oz.</td>
</tr>
</tbody>
</table>

**Group E**

- Cereal bars, breakfast bars, granola bars (with nuts, dried fruit, and/or chocolate pieces)
- Cookies (with nuts, raisins, chocolate pieces, and/or fruit purées)
- Doughnuts (cake and yeast raised, frosted or glazed)
- French toast
- Sweet rolls (frosted)
- Toaster pastry (frosted)

<table>
<thead>
<tr>
<th>Oz. Eq. for Group E</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz. eq. = 69 gm. or 2.4 oz.</td>
</tr>
<tr>
<td>3/4 oz. eq. = 52 gm. or 1.8 oz.</td>
</tr>
<tr>
<td>1/2 oz. eq. = 35 gm. or 1.2 oz.</td>
</tr>
<tr>
<td>1/4 oz. eq. = 18 gm. or 0.6 oz.</td>
</tr>
</tbody>
</table>

**Group F**

- Cake (plain, unfrosted)
- Coffee cake

<table>
<thead>
<tr>
<th>Oz. Eq. for Group F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz. eq. = 82 gm. or 2.9 oz.</td>
</tr>
<tr>
<td>3/4 oz. eq. = 62 gm. or 2.2 oz.</td>
</tr>
<tr>
<td>1/2 oz. eq. = 41 gm. or 1.5 oz.</td>
</tr>
<tr>
<td>1/4 oz. eq. = 21 gm. or 0.7 oz.</td>
</tr>
</tbody>
</table>

**Group G**

- Brownies (plain)
- Cake (all varieties, frosted)

<table>
<thead>
<tr>
<th>Oz. Eq. for Group G</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz. eq. = 125 gm. or 4.4 oz.</td>
</tr>
<tr>
<td>3/4 oz. eq. = 94 gm. or 3.3 oz.</td>
</tr>
<tr>
<td>1/2 oz. eq. = 63 gm. or 2.2 oz.</td>
</tr>
<tr>
<td>1/4 oz. eq. = 32 gm. or 1.1 oz.</td>
</tr>
</tbody>
</table>

**Group H**

- Cereal grains (barley, quinoa, etc.)
- Breakfast cereals (cooked)
- Bulgur or cracked wheat
- Macaroni (all shapes)
- Noodles (all varieties)
- Pasta (all shapes)
- Ravioli (noodle only)
- Rice (enriched white or brown)

<table>
<thead>
<tr>
<th>Oz. Eq. for Group H</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 oz. eq. = 1/2 cup cooked or 1 oz. (28 g) dry</td>
</tr>
</tbody>
</table>
- Ready-to-eat breakfast cereal (cold, dry)\textsuperscript{5, 6}

<table>
<thead>
<tr>
<th>Group I</th>
<th>Oz. Eq. for Group I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 oz. eq. = 1 cup or 1 oz. for flakes and rounds</td>
</tr>
<tr>
<td></td>
<td>1 oz. eq. = 1.25 cups or 1 oz. for puffed cereal</td>
</tr>
<tr>
<td></td>
<td>1 oz. eq. = 1/4 cup or 1 oz. for granola</td>
</tr>
</tbody>
</table>

\textsuperscript{1} The following food quantities from Groups A–G must contain at least 16 grams of whole grain or can be made with 8 grams of whole grain and 8 grams of enriched meal and/or enriched flour to be considered whole grain-rich.

\textsuperscript{2} Some of the following grains may contain more sugar, salt, and/or fat than others. This should be a consideration when deciding how often to serve them.

\textsuperscript{3} Allowed only as dessert at lunch as specified in §210.10.

\textsuperscript{4} Allowed for desserts at lunch as specified in §210.10, and for breakfasts served under the SBP.

\textsuperscript{5} Refer to program regulations for the appropriate serving size for supplements served to children aged 1–5 in the NSLP and meals served to children ages 1–5 and adult participants in the CACFP. Breakfast cereals are traditionally served as a breakfast menu item but may be served in meals other than breakfast.

\textsuperscript{6} Cereals must be whole grain, or whole grain and enriched or fortified cereal.
**“Buy American” Certification**

We require that suppliers comply with the “Buy American” provision in all program meals and:

1) certify that the products they are offering are domestic; or

2) request permission to provide an alternative item when domestic is not available or is priced substantially higher than the non-domestic item.

Requests for alternatives or exceptions should be made as a last resort. However, if you do not have a domestic item to provide for any line item specification on this bid, we will entertain a request for exception at the time of bid. Requests for exceptions during the bid period must be made in writing using this same form. All requests must be submitted at least (___) days prior to the scheduled delivery date.

<table>
<thead>
<tr>
<th>Item as specified (include food service management company number)</th>
<th>Reason for exception (check one: “Limited or lack of availability” or “Price”)</th>
<th>Alternative substitute item (include food service management company number)</th>
<th>Price of specified item</th>
<th>Price of alternative item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited or lack of availability</td>
<td>Price</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PLEASE SEE SLA Management Inc.'s full Buy American report on the next 5 pages.

In all cases, the school food authority is the determining official that makes the decision to accept non-domestic items. Unless a specific exception has been granted, non-domestic items may not be shipped.

I/We **SLA Management, Inc.** certify that all food items on this bid have at least 51 percent U.S. content and were processed in the U.S., except for those listed above.

**Food service management company Certification**

[Signature]  
05/31/2022  
Date
BUY AMERICAN PROVISION CERTIFICATION FORM FOR FOOD PURCHASES

The Buy American Provision (7 CFR Part 210.21(d)) requires School Food Authorities to purchase, to the maximum extent practical, domestically grown and processed foods. “Domestic” is defined as a product that is grown in the United States, or with processed food items, the product must be processed in the United States of food that is produced and grown domestically in the United States. Any product processed by a responsive vendor must contain over 51% of the food component, by weight or volume, from U.S. origin.

The vendor must include all food products bid by the company that do not meet the definition of “domestic”. This document must be included as a part of the Amendment. This document is also available on the Child Nutrition Program Website in Microsoft Word format so the vendor may add additional food items.

<table>
<thead>
<tr>
<th>VENDORS MUST CERTIFY EITHER: (CHECK NUMBER 1 OR 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ 1. I certify that all food products bid by my company are 100% produced in the U.S., or processed in the U.S. with the final processed product including over 51% of food that was grown in the U.S.</td>
</tr>
<tr>
<td>☒ 2. I certify that all food products bid by my company are 100% produced in the U.S., or processed in the U.S. with the final processed product including over 51% of food that was grown in the U.S. with the EXCEPTION of the following items listed below.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAME OF FOOD ITEM</th>
<th>COMPLETE BELOW AND CHECK THE APPROPRIATE REASON THE NON-DOMESTIC PRODUCT IS BID FOR EACH ITEM.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheese, Parmesan (Grated; Dry Storage)</td>
<td>This product includes 0 % U.S. Content. The product is grown in Argentina ☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered:</td>
</tr>
<tr>
<td></td>
<td>$ /    Price of Domestic or U.S. Grown Product Per Unit</td>
</tr>
<tr>
<td></td>
<td>$ /    Price of Non-Domestically Grown Product Per Unit</td>
</tr>
<tr>
<td>Product</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Bananas (fresh)</td>
<td>This product includes 0% U.S. Content. The product is grown in Ecuador; Costa Rica.</td>
</tr>
<tr>
<td>Mandarin Orange, Slices/Pieces (canned)</td>
<td>This product includes 0% U.S. Content. The product is grown in China</td>
</tr>
<tr>
<td>Pineapple Chunks (canned)</td>
<td>This product includes 0% U.S. Content. The product is grown in Thailand; Philippines</td>
</tr>
<tr>
<td>Fruit Cocktail (canned)</td>
<td>This product includes 61% U.S. Content. The product is grown in the US, China</td>
</tr>
</tbody>
</table>

**NOTE:** Non-domestic product will only be used if the domestic product is not available.
<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
<th>Exceptions</th>
<th>Item Consideration</th>
</tr>
</thead>
</table>
| Diced Peaches (canned)       | This product includes 88% U.S. Content. The product is grown in US, Chile, China, Greece. | ☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. | OR  
☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered:  
$ / Price of Domestic or U.S. Grown Product Per Unit  
$ / Price of Non-Domestically Grown Product Per Unit |
| Diced Pears (canned)         | This product includes 89% U.S. Content. The product is grown in US, Chile.     | ☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. | OR  
☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered:  
$ / Price of Domestic or U.S. Grown Product Per Unit  
$ / Price of Non-Domestically Grown Product Per Unit |
| Broccoli                    | This product includes 55% U.S. Content. The product is grown in US; Guatemala; Mexico | ☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. | OR  
☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered:  
$ / Price of Domestic or U.S. Grown Product Per Unit  
$ / Price of Non-Domestically Grown Product Per Unit |
| Green Beans                 | This product includes 67% U.S. Content. The product is grown in US & Canada.   | ☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. | OR  
☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered:  
$ / Price of Domestic or U.S. Grown Product Per Unit  
$ / Price of Non-Domestically Grown Product Per Unit |
<table>
<thead>
<tr>
<th>Product</th>
<th>U.S. Content</th>
<th>Origin</th>
<th>Note</th>
<th>Cost Considerations</th>
<th>List Prices and Unit Pack Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vegetable Blend</td>
<td>87%</td>
<td>US &amp; Mexico</td>
<td>NOTE: Non-domestic product will only be used if the domestic product is not available.</td>
<td>☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered: $ / Price of Domestic or U.S. Grown Product Per Unit $ / Price of Non-Domestically Grown Product Per Unit</td>
<td></td>
</tr>
<tr>
<td>Red Grapes (fresh)</td>
<td>0%</td>
<td>Chile</td>
<td>NOTE: Non-domestic product will only be used if the domestic product is not available.</td>
<td>☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered: $ / Price of Domestic or U.S. Grown Product Per Unit $ / Price of Non-Domestically Grown Product Per Unit</td>
<td></td>
</tr>
<tr>
<td>Cucumbers</td>
<td>96%</td>
<td>US &amp; Mexico</td>
<td>NOTE: Non-domestic product will only be used if the domestic product is not available.</td>
<td>☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered: $ / Price of Domestic or U.S. Grown Product Per Unit $ / Price of Non-Domestically Grown Product Per Unit</td>
<td></td>
</tr>
<tr>
<td>Tomatoes (various types, fresh)</td>
<td>84%</td>
<td>US &amp; Mexico</td>
<td>NOTE: Non-domestic product will only be used if the domestic product is not available.</td>
<td>☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered: $ / Price of Domestic or U.S. Grown Product Per Unit $ / Price of Non-Domestically Grown Product Per Unit</td>
<td></td>
</tr>
<tr>
<td>Peppers (variety; green/red; Seasonal)</td>
<td>79%</td>
<td>US &amp; Mexico</td>
<td>NOTE: Non-domestic product will only be used if the domestic product is not available.</td>
<td>☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered: $ / Price of Domestic or U.S. Grown Product Per Unit $ / Price of Non-Domestically Grown Product Per Unit</td>
<td></td>
</tr>
<tr>
<td>100% Juice, Apple, Orange, Grape and Fruit Punch (4 oz and 6 oz cartons)</td>
<td>This product includes 15% U.S. Content. The product is grown in China; US. ☒ The product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality. OR ☐ The cost of the U.S. product is significantly higher than the non-domestic product. List prices and unit pack size below for item to be considered:</td>
<td></td>
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<tr>
<td>$ /</td>
<td>Price of Domestic or U.S. Grown Product Per Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$ /</td>
<td>Price of Non-Domestically Grown Product Per Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

By signing this document, the FSMC is certifying that the product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of satisfactory quality or the FSMC has provided sufficient documentation for the SFA to determine whether or not the cost of the U.S. product is significantly higher than the non-domestic product.

Company Name: **SLA Management, Inc.**

Brian Albertson

Signature: ______________________________   Title: President & CEO   Date: __05/31/2022__

The SFA has researched all items the FSMC is proposing to use that are non-domestic and determined that the product is not produced or manufactured in the U.S. in sufficient and reasonably available quantities of a satisfactory quality or that the cost of the U.S. product is significantly higher than the non-domestic product and is approving the use of the non-domestic product. The following website for the Agricultural Marketing Service can provide guidance to the SFA in determining if domestic products are available https://www.ams.usda.gov/market-news/fruits-vegetables.

SFA Name: **Rocketship Education**

Preston Smith

Approval from Authorized Representative (Print Name): ______________________________

Approval from Authorized Representative (Signature): ______________________________

CEO & Co-Founder   07 / 06 / 2022

Title: ______________________________   Date: ______________________________

Matt Shaw

Approval from Authorized Representative (Print Name): ______________________________

Approval from Authorized Representative (Signature): ______________________________

CFO   07 / 22 / 2022

Title: ______________________________   Date: ______________________________
Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion AD-1048

Lower Tier Covered Transactions

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

Rocketship Education, Inc. RFP for FSMC Services

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

Brian Albertson, President & CEO

SIGNATURE(S)

DATE

05/3182022

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
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

Applicants must review the requirements for certification regarding lobbying included in the regulations cited below before completing this form. Applicants must sign this form to comply with the certification requirements under 34 CFR Part 82, "New Restrictions on Lobbying". This certification is a material representation of fact upon which the Department of Education relies when it makes a grant or enters into a cooperative agreement.

As required by Section 1352, Title 31 of the U.S. Code, and implemented at 34 CFR Part 82, for persons entering into a Federal contract, grant or cooperative agreement over $100,000, as defined at 34 CFR Part 82, Sections 82.105 and 82.110, the applicant certifies that:

(a) 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 any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement;

(b) 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 grant or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;

(c) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants and contracts under grants and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above certification.

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<tr>
<td>Brian Albertson, President &amp; CEO</td>
</tr>
</tbody>
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<table>
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<tr>
<th>SIGNATURE DATE</th>
</tr>
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<tbody>
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<td>05/31/2022</td>
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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 for Bid (IFB) 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.

According to the Paperwork Reduction Act, as amended, no persons are 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 OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503
### Disclosure of Lobbying Activities

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

(See reverse for public burden disclosure)

<table>
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<tr>
<th>1. Type of Federal Action:</th>
<th>2. Status of Federal Action:</th>
<th>3. Report Type:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. contract</td>
<td>a. bid/offered/application</td>
<td>a. initial filing</td>
</tr>
<tr>
<td><strong>A</strong> b. grant</td>
<td><strong>A</strong> b. initial award</td>
<td><strong>A</strong> b. material change</td>
</tr>
<tr>
<td>c. cooperative agreement</td>
<td>c. post-award</td>
<td></td>
</tr>
<tr>
<td>d. loan</td>
<td></td>
<td></td>
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<tr>
<td>e. loan guarantee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. loan insurance</td>
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</tbody>
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<tr>
<th>4. Name and Address of Reporting Entity:</th>
<th>5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>X</strong> Prime <strong>Subawardee</strong> Tier________, if Known:</td>
<td>Congressional District, <em>if known</em>:</td>
</tr>
<tr>
<td>SLA Management, Inc.</td>
<td></td>
</tr>
<tr>
<td>3217 Corrine Drive</td>
<td></td>
</tr>
<tr>
<td>Orlando, FL 32801</td>
<td></td>
</tr>
<tr>
<td>Congressional District, <em>if known</em>:</td>
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<tr>
<th>6. Federal Department/Agency:</th>
<th>7. Federal Program Name/Description:</th>
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<tr>
<td><strong>US Department of Agriculture</strong></td>
<td><strong>National School Lunch Program</strong></td>
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<tr>
<td>CFDA Number, <em>if applicable</em>:</td>
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<tr>
<th>10. a. Name and Address of Lobbying Registrant <em>(if individual, last name, first name, MI)</em>:</th>
<th>b. Individuals Performing Services <em>(including address if different from No. 10a)</em> <em>(last name, first name, MI)</em>:</th>
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</tr>
</thead>
</table>

Signature: ____________________________________
Print Name: **Brian Albertson**
Title: **President & CEO**
Telephone No.: **407-740-7677** Date: **05/31/2022**
<table>
<thead>
<tr>
<th>Federal Use Only</th>
<th>Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)</th>
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Civil Rights Assurance Statement

By indication of the authorized signature below, the Proposer does hereby make certification and assurance of the Proposer's compliance with:

i. Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.);
ii. Title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.);
iii. Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794);
iv. Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.);
v. Title II and Title III of the Americans with Disabilities Act (ADA) of 1990 as amended by the ADA Amendment Act of 2008 (42 U.S.C. 12131-12189);
vi. Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency." (August 11, 2000);
vii. All provisions required by the implementing regulations of the Department of Agriculture (USDA) (7 CFR Part 15 et seq.);
viii. Department of Justice Enforcement Guidelines (28 CFR Parts 35, 42 and 50.3);
ix. Food and Nutrition Service (FNS) directives and guidelines to the effect that, no person shall, on the grounds of race, color, national origin, sex, age, or disability, be excluded from participation in, be denied the benefits of, or otherwise be subject to discrimination under any program or activity for which the Program applicant receives Federal financial assistance from USDA; and hereby gives assurance that it will immediately take measures necessary to effectuate this Agreement.
x. The USDA non-discrimination statement that 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).

This assurance is given in consideration of and for the purpose of obtaining any and all Federal financial assistance, grants, and loans of Federal funds, reimbursable expenditures, grant, or donation of Federal property and interest in property, the detail of Federal personnel, the sale and lease of, and the permission to use Federal property or interest in such property or the furnishing of services without consideration or at a nominal consideration, or at a consideration that is reduced for the purpose of assisting the recipient, or in recognition of the public interest to be served by such sale, lease, or furnishing of services to the recipient, or any improvements made with Federal financial assistance extended to the Program applicant by USDA. This includes any Federal agreement, arrangement, or other contract that has as one of its purposes the provision of cash assistance for the purchase of food, and cash assistance for purchase or rental of food service equipment or any other financial assistance extended in reliance on the representations and agreements made in this assurance.

Proposer Signature and Date

[Signature]
05/31/2022
Answers in red

1. Can you confirm that the same meal equivalent will apply for Breakfast = .6667 Snack = .333?
   a. This question has been answered verbally and applies to the asking FSMC’s schools in Georgia

2. Snack participation data is not included in the original RFP, are there numbers for this program you would like us to include in our financial and cost section?

3. Delivery of Meals: If so please provide details. Will there be any meals delivered to the classroom, if so could you let us know which meal periods and locations.
   a. It is possible that breakfast will continue to be served in the classroom, but our Business Operations Managers will be finalizing those system plans over the summer and are considering other options. Lunch will be served in the cafeteria unless we have another COVID spike.

4. In order for us to provide the full scope of our plans for Rocketship TN, can you please provide a floorplan of the new Rocketship building?
   a. Floor Plan

5. Is this a vended contract or cook on-site?
   a. Cook onsite, FSMC

6. What is going well currently with your vendor?
   a. Our kids are really enjoying the variety of food being offered by the current vendor (who is supplying our emergency contract for the end of the year)

7. What would you like to see improved moving forward with your food service program?
   a. One of the tricky things about our program is that we do not have a lot of time with the kids for lunch (total of 20 minutes). It is important for us that the set up of the food vendor allows for kids to have maximum time to eat in that block of time.

8. Can we please discuss a time to set up a site visit/and or taste testing?
   a. We currently have a taste test this Friday, 5/20.
ADDENDUM TO CONTRACT FOR FOOD SERVICES

This Addendum (“Addendum”) is made by and between SLA Management, Inc. ("Contractor") and Rocketship Education ("Customer"), is effective as of ____________ ("Effective Date") and is incorporated by reference as part of the ____________ Contract for Food Services ("Contract").

1.) Criminal Background Checks and Other Screenings. Contractor commits to conduct thorough criminal background checks on all Contractor employees, subcontractors, agents, and any other applicable Contractor persons (individually or collectively “Contractor Employees”) who will be onsite at any Rocketship location as part of the Services to be rendered under the Contract. Specifically, anyone who has direct contact with school children, who has access to the grounds of the school where children are present, or both must submit to a criminal background check as required under Tenn. Code Ann. § 49-5-413 and by the Tennessee Bureau of Investigation. Unless or until the criminal background check has been conducted, all Contractor Employees are prohibited from coming into direct contact with school children, who has access to the grounds of the school where children are present, or both and Services and payment for Services will be suspended until such time as the criminal background has been conducted by the Tennessee Bureau of Investigation. Additional information may be found on the following Tennessee state website: https://www.tn.gov/tbi/divisions/cjis-division/background-checks.html.

If, after executing this Contract, any Contractor Employee is convicted of any of the following crimes, Contractor must contact Rocketship in writing within seven (7) days of the conviction: (i) A sexual offense or a violent sexual offense as defined in § 40-39-202; (ii) Any offense in title 39, chapter 13; (iii) §§ 39-14-301 and 39-14-302; (iv) §§ 39-14-401 — 39-14-404; (v) §§ 39-15-401 and 39-15-402; (vi) § 39-17-417; (vii) § 39-17-1320; or (viii) Any other offense in title 39, chapter 17, part 13.

In addition to the Indemnification Section, Rocketship shall not be liable, vicariously or otherwise, for any actions of Contractor for failing to meet the requirements contained in this Section. Failure to comply with the above requirements shall be deemed a material breach of this Contract and may subject Contractor to criminal action.

Under no circumstances will Contractor be required to violate the confidentiality of or laws concerning confidentiality of information related to these Contractor Employees and if any requirement of this section is interpreted to violate such confidentiality, such requirement will be considered invalid and stricken from the contract; non-compliance with such requirement will not in any way be considered a material Breach.

2.) Authorizing Entity. The local school board, county board, state board of education, or any other authorizing entity of charter school, individually or collectively, are not
parties to this Contract and are not obligated, liable, or responsible for any action or inaction by Rocketship or Contractor.

Except as provided herein, all terms and conditions of the Contract, including any exhibits, shall remain unchanged.

SLA Management, Inc.  

By: ______________________________

Rocketship Education  

By: ______________________________

By: ______________________________

Preston Smith  

CEO & Co-Founder

By: ______________________________

Matt Shaw  

CFO
Date of Base Contract: July 1, 2022 – June 30, 2023

Renewal Year (circle)

1 2 3 4

Rocketship Education Inc.

Food Service Management Contract

AMENDMENT 1

Rocketship Education Inc. hereinafter referred to as "SCHOOL FOOD AUTHORITY (SFA)", and SLA Management Inc. hereinafter referred to as "FOOD SERVICE MANAGEMENT COMPANY (FSMC)", and collectively referred to herein as the “Parties” mutually agree to amend the existing Agreement for the “Food Service Management Contract, dated ’July 1, 2022, hereinafter referred to as the "Agreement", as stated below:

1. Per Meal prices must be quoted as if no USDA commodities will be received.

<table>
<thead>
<tr>
<th>Programs SFA participates in</th>
<th>2022-23 Rate</th>
<th>2023-24 Rate</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reimbursable breakfasts with milk</td>
<td>$2.35</td>
<td>$2.5427</td>
<td>8.2%</td>
</tr>
<tr>
<td>Reimbursable lunches with milk</td>
<td>$3.52</td>
<td>$3.8086</td>
<td>8.2%</td>
</tr>
<tr>
<td>Reimbursable Afternoon snacks</td>
<td>$1.00</td>
<td>$1.0820</td>
<td>8.2%</td>
</tr>
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</table>

Rate must not be rounded up. Do not exceed four decimal places. Percentage increase must not exceed the allowable increase established in the original contract.

2. The term of the Agreement shall be extended for an additional ‘One (1) year’ period ending ‘June 30, 2024 with the option to extend for an additional 3 ‘one-year contract terms’ unless terminated by either Party.

3. This Amendment is effective ‘July 1, 2023’ and the parties agree to all the terms and conditions embodied herein.

4. All other terms and conditions of the Agreement shall remain unchanged and in full force and effect.

SLA Management Inc.
3217 Corrine Drive Orlando, FL 32803

Name: Brian Albertson
Title: CEO
Date: April 18, 2023

Signature: [Signature]

Rocketship Education, Inc.
350 Twin Dolphin Drive, Suite 109, Redwood City, CA 94065

Name: Matthew Shaw
Title: CFO
Date: 5/8/2023

Signature: [Signature]

Name: Preston Smith
Title: Co-Founder and Chief Executive Officer
Date: 5/9/2023
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.

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2. Identify the status of the covered Federal action.

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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 for Bid (IFB) 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).

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**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:**
   - contract  
   - bid/offer/application  
   - cooperative agreement  
   - loan  
   - loan guarantee  
   - loan insurance

2. **Status of Federal Action:**
   - bid/offer/application  
   - initial award  
   - post-award

3. **Report Type:**
   - initial filing  
   - material change

For material change only:
   - Year  
   - quarter  
   - Date of last report

4. **Name and Address of Reporting Entity:**
   - Prime  
   - Subawardee

5. **If Reporting Entity in No. 4 is Subawardee,**
   - Enter Name and Address of Prime:

6. **Federal Department/Agency:**
   - USDA FNS

7. **Federal Program Name/Description:**
   - Child Nutrition/NSLP Program

8. **Federal Action Number, if known:**
   - NONE

9. **Award Amount, if known:**
   - $ >$100,000

10. **Name and Address of Lobbying Registrant**
    - (if individual, last name, first name, MI):

11. **Individuals Performing Services**
    - (including address if different from No. 10a)
    - (last name, first name, MI):

12. **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.

Authorized for Local Reproduction
Standard Form - LLL (Rev. 7-97)
CERTIFICATION REGARDING LOBBYING

Applicants must review the requirements for certification regarding lobbying included in the regulations cited below before completing this form. Applicants must sign this form to comply with the certification requirements under 34 CFR Part 82, "New Restrictions on Lobbying". This certification is a material representation of fact upon which the Department of Education relies when it makes a grant or enters into a cooperative agreement.

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(a) 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 any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement;

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As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above certification.

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<th>SIGNATURE</th>
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</tr>
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<td>[Signature]</td>
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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 for Bid (IFB) 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.

According to the Paperwork Reduction Act, as amended, no persons are 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 OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503
## Disclosure of Lobbying Activities

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

(See reverse for public burden disclosure)

<table>
<thead>
<tr>
<th>1. Type of Federal Action:</th>
<th>2. Status of Federal Action:</th>
<th>3. Report Type:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) contract</td>
<td>a. bid/offer/application</td>
<td>NA</td>
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<tr>
<td>b. grant</td>
<td>b. initial award</td>
<td></td>
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<tr>
<td>c. cooperative agreement</td>
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<td>d. loan</td>
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<td>e. loan guarantee</td>
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<tr>
<td>f. loan insurance</td>
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</tr>
<tr>
<td></td>
<td>(b) post-award</td>
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<th>2. Status of Federal Action:</th>
<th>3. Report Type:</th>
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<tr>
<td>(b) post-award</td>
<td>NA</td>
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<th>3. Report Type:</th>
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<tbody>
<tr>
<td>a. initial filing</td>
<td></td>
</tr>
<tr>
<td>b. material change</td>
<td></td>
</tr>
</tbody>
</table>

For material change only:
Year _______ quarter _______
Date of last report___________

4. Name and Address of Reporting Entity:

<table>
<thead>
<tr>
<th>Prime</th>
<th>Subawardee</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

SLA Management, Inc.
3217 Corrine Dr.
Orlando, FL 32803
Congressional District, if known:

5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:

NA

Congressional District, if known:

6. Federal Department/Agency:

USDA FNS

7. Federal Program Name/Description:

Child Nutrition/NSLP Program
CFDA Number, if applicable: ____________

8. Federal Action Number, if known:

NONE

9. Award Amount, if known:

$ >$100,000

10. a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI):

NA

b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI):

NA

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: __________________________
Print Name: Brian Albertson
Title: CEO
Telephone No.: 407-740-7677 Date: ______

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Standard Form - LLL (Rev. 7-97)
Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions

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 CFR §§ 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 or 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

PR/AWARD NUMBER OR PROJECT NAME
Rocketship Education, Inc.

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

SIGNATURE

DATE
April 18, 2023

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, audiotape, American Sign Language, etc.) should contact the responsible Agency or USDA's TARGET Center at (202) 690-7442 (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 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 (632) 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.

USDA is an equal opportunity provider, employer, and lender.
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 must 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 CFR 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 may 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 General Services Administration’s System for Award Management Exclusions 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.