



**Exhibit 1: Request for Proposal and Model Fixed-Price Contract**

FOOD SERVICE MANAGEMENT COMPANY

---

Los Angeles Leadership  
Academy  
FOOD SERVICE  
PROGRAM

2670 Griffin Ave Los Angeles, CA 90031

Phone: 213-381-8484

Fax: 213-381-8489

**Notice of Request for Proposals  
Food Service Management Company  
RFP LALA2023**

Notice is hereby given that the Governing Board of the Los Angeles Leadership Academy (hereinafter referred to as **SFA**) is requesting proposals for a food service management company (hereinafter referred to as **Respondent[s]**) to assist with the SFA's food service program.

Respondents should not construe from this legal notice that the SFA intends to enter a fixed-price contract with the Respondent unless, in the opinion of the SFA, it is in the best interest of the SFA to do so. The SFA reserves the right to negotiate final contractual terms with the successful Respondent.

The Request for Proposal (RFP) documents are available at  
Los Angeles Leadership Academy Web site at <http://www.laleadership.org/>.

To request the RFP documents by email, postal mail, or fax, please contact  
Grissette Ortiz  
Los Angeles Leadership Academy  
Email: [gortiz@laleadership.org](mailto:gortiz@laleadership.org)

2670 Griffin Ave Los Angeles, CA 90031  
Phone: 213-381-8484  
Fax: 213-381-8489

The SFA will record and provide answers to any questions or requests for clarifying information about the RFP during the question-and-answer period.

The SFA will hold a **Mandatory Tour** of the SFA facilities on  
Thursday, April 07, 2022 @ 11:00 a.m.  
Locations: 2670 Griffin Ave Los Angeles, CA 90031  
And  
Thursday, April 07, 2022 @ 12:00 p.m.  
234 East Ave 33 Los Angeles, CA 90031

All potential Respondents must attend in order to submit a proposal

Respondents must submit written proposals in a sealed package labeled  
"Proposal - Food Service Management Company **LALA2023**  
Addressed to the SFA at 2670 Griffin Ave Los Angeles, CA 90031  
ATTN: *Grissette Ortiz*

The SFA will accept all proposals received on or before Monday, May 9, 2022. The SFA will not accept proposals that are received after the deadline. The SFA will open proposals on Monday, May 9, 2022.

The SFA reserves the right to reject any or all proposals, and to waive any errors or corrections in a proposal or in the proposal process. The SFA will award the contract based on a review and analysis of the proposals that determines which proposal best meets the needs of the SFA. Following the review and analysis of all responsive proposals, the SFA will make a recommendation to their governing board, as applicable, at its regularly scheduled meeting.



**REQUEST FOR PROPOSAL  
FOOD SERVICE MANAGEMENT COMPANY  
Cover Page**

---

CONTACT INFORMATION

**LALA2023**

by

Los Angeles Leadership Academy  
FOOD SERVICE PROGRAM

ADDRESS ALL PROPOSALS TO:

Grissette Ortiz  
School Registrar

2670 Griffin Ave Los Angeles, CA 90031  
213-381-8484 ext. 105

[gortiz@laleadership.org](mailto:gortiz@laleadership.org)

213-381-8489

## Request for Proposal

### Table of Contents

|   |           |
|---|-----------|
| <b>INTRODUCTION/PURPOSE OF SOLICITATION</b>                         | <b>7</b>  |
| <b>SCHEDULE OF EVENTS</b>   | <b>9</b>  |
| <b>GENERAL INSTRUCTIONS FOR RESPONDENTS</b>                         | <b>10</b> |
| <b>PROPOSAL REQUIREMENTS</b>  | <b>13</b> |
| <b>EVALUATION OF PROPOSALS</b>                                      | <b>16</b> |
| <b>ATTACHMENT A: ATTACHMENTS CHECKLIST</b>                          | <b>19</b> |
| <b>ATTACHMENT B: MANDATORY TOUR</b>                                 | <b>20</b> |
| <b>ATTACHMENT C: MINIMUM QUALIFICATIONS</b>                         | <b>21</b> |
| <b>ATTACHMENT D: FSMC PROFESSIONAL STANDARDS</b>                    | <b>22</b> |
| <b>ATTACHMENT E: PROPOSAL QUESTIONNAIRE</b>                         | <b>23</b> |
| <b>ATTACHMENT F: RESPONDENT REFERENCES</b>                          | <b>25</b> |
| <b>ATTACHMENT G: AUTHORIZATION AGREEMENT</b>                        | <b>26</b> |
| <b>ATTACHMENT H: FEE PROPOSAL</b>                                   | <b>27</b> |
| <b>ATTACHMENT I: CERTIFICATION REGARDING LOBBYING</b>               | <b>28</b> |
| <b>ATTACHMENT J: CERTIFICATE OF INDEPENDENT PRICE DETERMINATION</b> | <b>33</b> |
| <b>ATTACHMENT K: 21-DAY CYCLE MENU</b>                              | <b>35</b> |
| <b>EXHIBIT 1: MODEL FIXED-PRICE CONTRACT</b>                        | <b>1</b>  |

## Introduction/Purpose of Solicitation

The purpose of this Request for Proposal (RFP) is to enter into a fixed-price contract with a food service management company (FSMC) that will provide Los Angeles Leadership Academy (hereinafter referred to as the school food authority [SFA]) with food service management assistance for their food service operation. The FSMC will provide services to the SFA as described in the Scope of Work in the Model Fixed-price Contract.

The SFA's food service goals are to provide nutritious, high-quality meals to students and participants in Nutrition School Lunch Program (NSLP), School Breakfast Program (SBP), Seamless Summer (SSO) to accommodate special diets where medically necessary, improve the nutritional quality of meals, and maintain a financially viable food service program (Title 7, *Code of Federal Regulations* program [7 CFR, sections 210.10 and 220.8, if applicable]).

General food service goals are to:

- Provide an appealing and nutritionally sound program for students as economically as possible
- Stimulate both student and adult participation in the program through improved relations with students, staff, and the community by creating awareness of the direct correlation between adequate nutrition for students and their ability to learn
- Increase participation at all levels of the food service program by improving meal quality, seeking student and parent input, offering menu variations, and improving planning
- Maintain reasonable prices for students and adults participating in the food service program
- Maintain student and staff morale at a high level

All procurement transactions are to be conducted in a manner that provides maximum open and free competition consistent with Title 2, *Code of Federal Regulations* (2 CFR), Section 200.319(a)(1-7). The SFA must share with every Respondent all information necessary for submitting a competitive proposal. The release of this RFP, evaluation of Respondents, and award of a contract will use competitive bidding standards established in all applicable California state and federal statutes and regulations.

Outlined below are competitive bidding basic standards:

- The purpose of soliciting competitive proposals is to secure public objectives in the most effective manner and avoid the possibilities of graft, fraud, collusion, etc.
- The SFA released this RFP to benefit the SFA and not the Respondents.
- Fulfillment of RFP specifications is based on full and fair competition and acceptance by the SFA of the most responsive and responsible Respondent to the SFA's requirements, as determined by the SFA when evaluating proposals based on the criteria contained in the RFP.
- The RFP must provide a basis for full and fair competition among Respondents to a common standard, free of restrictions that tend to stifle competition.

The above four points are for illustrative purposes only, and do not include all California state and federal requirements to achieve competitive bidding.

To respond to this RFP, interested FSMCs must present evidence of experience, ability, and financial standing necessary to meet the requirements stated in this RFP. The SFA will measure this evidence by scoring the proposals, using a point system that will rank each proposal from highest to lowest, to determine which proposals they will consider for the award of a contract.

To be competitive in this solicitation, the Respondent must:

- Carefully read the entire RFP, attachments, exhibits, addenda, and SFA responses to questions before submitting a proposal
- Ask appropriate questions or request clarification before the deadline in the RFP
- Submit all required responses by the required deadlines
- Follow all instructions and requirements of the RFP thoroughly and appropriately

If a Respondent discovers any ambiguity, conflict, discrepancy, omission, or other errors in this RFP, the Respondent shall immediately notify the SFA of the error in writing and request clarification or a modification of the RFP. If the Respondent fails to notify the SFA of the error prior to the date for submission of proposals, and is awarded the contract, the Respondent shall not be entitled to additional compensation or time by reason of the error or its later correction.

**Schedule of Events  
for  
RFP # LALA2023**

|  |                  |                       |
|--|------------------|-----------------------|
| Board Meeting – RFP Approval               | <i>Thursday</i>  | <i>April 07, 2022</i> |
| Release of RFP                             | <i>Friday</i>    | <i>March 25, 2022</i> |
| First Public Notice                        | <i>Friday</i>    | <i>March 25, 2022</i> |
| Second Public Notice                       | <i>Friday</i>    | <i>April 01, 2022</i> |
| Mandatory Tour*                            | <i>Thursday</i>  | <i>April 07, 2022</i> |
| Respondent Question Submission Deadline    | <i>Monday</i>    | <i>April 18, 2022</i> |
| SFA Provides Answers                       | <i>Monday</i>    | <i>April 25, 2022</i> |
| Deadline for Submission of Sealed Proposal | <i>Monday</i>    | <i>May 9, 2022</i>    |
| Proposals Opened                           | <i>Monday</i>    | <i>May 9, 2022</i>    |
| Proposals Evaluated                        | <i>Tuesday</i>   | <i>May 10, 2022</i>   |
| Board Meeting – Proposal Approval          | <i>Wednesday</i> | <i>May 25, 2022</i>   |
| Anticipated Contract Award Date            | <i>Thursday</i>  | <i>May 26, 2022</i>   |

The SFA will make every effort to adhere to the schedule. However, the SFA reserves the right to amend the schedule, as necessary, and will post a notice of said amendment at <http://www.laleadership.org/>

All interested Respondents must attend the Mandatory Tour. The SFA will reject proposals from Respondents that do not attend (Attachment B).

## General Instructions for Respondents

1. Prepare proposals simply and economically. Provide a straightforward concise description of the Respondent's capability to satisfy the SFA's requirements. Emphasis should be placed on completeness and clarity of content.
2. Submit proposals for the performance of all the services described within this RFP. The SFA will not consider any deviation from these specifications and will reject such proposals.
3. The SFA may reject a proposal if the proposal is conditional or incomplete, deemed nonresponsive, or if it contains any alterations of form or other irregularities of any kind. The SFA may reject any or all proposals or waive any immaterial deviation in a proposal. The SFA's waiver of an immaterial deviation shall in no way modify the RFP document or excuse the Respondent from full compliance with all other requirements if awarded the contract. The SFA may reject a proposal if it is deemed overly responsive or contains language that provides any added value not requested in the RFP.
4. Respondents are responsible for the costs of developing proposals and shall not charge the SFA for any preparation costs.
5. The SFA asks Respondents that do not intend to submit a proposal to notify the SFA in writing.
6. Respondents may modify their proposal after submission by withdrawing the original proposal and resubmitting a new proposal prior to the submission deadline. The SFA will not consider proposal modifications offered in any other manner, either oral or written.
7. The Respondent shall include a 21-Day Cycle menu for all programs to be served (7 *CFR*, sections 210.16[b][1] and 220.7[d][2][i], if applicable).
8. Respondents may withdraw their proposal by submitting a written withdrawal request to the SFA, signed by the Respondent or their authorized agent, through the contact person named in the "Contact Information" provided on page iv of this RFP. Thereafter, a Respondent may submit a new proposal prior to the proposal submission deadline. Respondents may not withdraw their proposal without cause after the proposal submission deadline.
9. The SFA may modify the RFP prior to the date given for submission of proposals by posting an addendum on <http://www.laleadership.org/>. The SFA will notify Respondents so they can obtain any addenda from the SFA's web site, or request it by email, postal mail, or fax.
10. The SFA reserves the right to reject all proposals for reasonable cause. If the costs of all proposals are excessive, the SFA is not required to award a contract.
11. The SFA will not consider more than one proposal from an individual, firm, partnership, corporation, or association under the same or different names. Reasonable grounds for believing that any Respondent has submitted more than one proposal for work contemplated herein will cause the SFA to reject all proposals submitted by the Respondent. If there is reason to believe that collusion exists among the Respondents, the SFA will not consider any of the participants of such collusion in this or future solicitations.



12.

13. The SFA will not consider a joint proposal submitted by two or more entities.
14. Additional charges for regular or express delivery, drayage, parcel post, packing, cartage, insurance, license fees, permits, or for any other purpose shall be included (and separately identified) in the proposal.
15. All proposals shall include the forms provided as attachments to this RFP. Respondents may copy these forms. A proposal is considered responsive if it follows the required format, includes all attachments, and meets all deadlines and other requirements outlined in this RFP.
16. The SFA shall not accept proposals after the submission deadline specified in the RFP and shall return the unopened proposals to the respective Respondents. The SFA will not consider late proposals under any circumstances.
17. Respondents are responsible for examining the entire RFP package, seeking clarification for any item or requirement that may not be clear to them, and checking all responses in their proposal for accuracy before submitting it.
18. Respondents may submit their questions regarding the information presented in this RFP to Grissette Ortiz in writing by postal mail at 2670 Griffin Ave Los Angeles, CA 90031 at e-mail at [gortiz@laleadership.org](mailto:gortiz@laleadership.org), or fax at 213-381-8484 ext. 105, no later than Monday, April 18, 2022. The SFA will answer all questions received by the deadline in writing without exposing the query source. This will be the sole process for asking and answering questions regarding this RFP. Respondents may not contact SFA employees directly to ask questions.
19. SFA representatives reserve the right to inspect a Respondent's other food service operations prior to any award of a contract.
20. The SFA reserves the right to negotiate the final terms and conditions of the contract, which may differ from those contained in the proposal, provided the SFA considers such negotiation to be in its best interest. Any change in the terms and conditions must not create a material change, which is any alteration or modification to the original terms stated in the RFP that would have resulted in different proposals from all respondents. A material change will require the SFA to rebid the contract.
21. Interested Respondents are required to inspect the SFA's premises prior to submitting a proposal in order to determine all requirements associated with the proposed contract. The inspection of premises will occur during the Mandatory Tour (if applicable).
22. Respondents shall submit one paper copy and one copy in digital format (e.g., CD, email, DVD, flash drive, etc.).
  - a. The paper copy must contain the original signature of the individual(s) authorized to bind the Respondent contractually and be labeled "Master Copy".
  - b. The Respondent must ensure the digital copy is complete and inclusive of all materials contained in the paper copy, including any required signatures. If there is an inconsistency between the paper and digital copies, the paper copy will take precedence.

C.

- d. The sealed proposal envelopes must be marked legibly with the SFA's RFP number and title, and the SFA name and address, as shown in the following example:

Proposal—Food Service Management Company

*[Enter FSMC Name Submitting RFP]*

**LALA2023**

**FOOD SERVICE PROGRAM CONTRACT**

**Los Angeles Leadership Academy**

**Grissette Ortiz**

**2670 Griffin Ave Los Angeles, CA 90031**

## Proposal Requirements

To be eligible for evaluation, a proposal must adhere strictly to the format set forth below; failure to do so may result in disqualification. Respondents must complete, label, and separate each section, and number all pages. The content and sequence of the proposal will be as follows:

### Section 1 - Administrative Requirements

#### A. Cover Letter

Only the individual(s) authorized to bind the Respondent contractually may sign the cover letter, which shall be a part of the proposal package. If the cover letter is unsigned, the SFA will reject the proposal. The SFA may reject the proposal if the Respondent fails to include the following required information:

- Name and address of responding company
- Organizational structure of the responding company (e.g., corporation, partnership, etc.)
- Respondent's Federal Employee Identification Number and Corporate Identification Number, if applicable
- Name, title, phone number, fax number, and email address of the representative who will be designated as the primary liaison to the SFA
- Name, title, phone number, and email address of the representative(s) authorized to bind the Respondent in a contract if different from the primary liaison
- A statement expressing the Respondent's willingness to perform the services described in this RFP
- A statement expressing the Respondent's ability to perform the services required in the Scope of Work, including availability of staff and other required resources to meet all deliverables as described in this RFP
- A statement regarding the Respondent's proprietary information; if applicable, the Respondent must clearly mark in the upper right-hand corner those pages to be considered proprietary (**Note:** the Respondent cannot consider the entire proposal to be proprietary)
- The following certification:

By signing this cover letter, I (we) certify that the information contained in this proposal is accurate and that all attachments required to be submitted as part of the proposal are certified to be true and binding upon our company.

## **B. Table of Contents**

Immediately following the cover letter, include a comprehensive Table of Contents that lists all submitted proposal sections, subsections, attachments, and materials.

## **Section 2 – Required Attachments**

### **A. Attachment Checklist**

The Respondent shall include a checklist containing all documents identified in the Attachments Checklist (as listed on Attachment A). The SFA may reject proposals that do not include the proper required attachments.

### **B. Mandatory Tour**

It is optional for the SFA to hold a mandatory tour (Attachment B). The tour schedule includes the sites. Prospective Respondents may not contact any sites or employees outside of the scheduled visit. The SFA requests that Respondents do not take pictures during the tour as the SFA has not obtained releases from parents, students, and employees.

### **C. Minimum Qualifications**

The SFA will only consider Respondents that **meet all minimum qualifications** (as listed on Attachment C).

### **D. FSMC Professional Standards**

Establishes minimum professional standards for school nutrition personnel who manage and operate the National School Lunch and School Breakfast Programs (as listed on Attachment D).

### **E. Proposal Questionnaire**

The Proposal Questionnaire (as listed on Attachment E) is intended to provide the SFA with specific information concerning the Respondent's capability to provide services as described in this RFP. Respondents should limit their responses to the number of pages noted in the questionnaire and answer each question in the same order.

### **F. Respondent References**

Respondents must provide three references on the Respondent References form (Attachment F). The SFA reserves the right to contact any of the references listed and retains the right to conduct reference checks with individuals and entities beyond those listed.

## **G. Authorization Agreement**

The Respondent or their authorized representative must sign the Authorization Agreement (Attachment G) and return it with the proposal package.

## **H. Fee Proposal**

The Respondent must complete the Fee Proposal (Attachment H) and return it with the proposal package.

## **I. Certifications**

The Respondent must complete the certifications (Attachment I) and return them with the proposal package.

## **J. Certificate of Independent Price Determination**

The Respondent must complete the certifications (Attachment J) and return them with the proposal package.

## **K. 21–Day Cycle Menu**

The Respondent must submit a 21 Day Cycle menu (Attachment K) for all programs to be served (7 *CFR*, sections 210.16[b][1] and 220.7[d][2][i], if applicable) for the proposal package.

## Evaluation of Proposals

Proposals will be opened on or after the date and time specified in the Schedule of Events. During the evaluation process, the SFA may ask Respondents to clarify information in the proposals, but Respondents may not change their proposals.

An error in the proposal may cause the SFA to reject that proposal; however, the SFA may, at its sole discretion, retain the proposal and make certain corrections. When determining if a correction will be made, the SFA will consider the conformance of the proposal to the format and content required by the RFP and that the Respondent's intent is clearly established based on review of the whole proposal. Based on that established intent, the SFA may choose to correct errors such as obvious grammatical or punctuation errors and arithmetic errors. The Master Copy of the proposal shall have priority over additional proposal copies.

The SFA will open proposals to determine if they contain all the required information in accordance with this RFP. The SFA will evaluate qualifying proposals using the following criteria:

| Criteria   | Minimum Standard   | Minimum and/or Additional Documented Evidence Required   |       | Maximum Available Points |
|--|--|--|-------|--------------------------|
|  |  |  |       |                          |
| <b>Administrative Requirements</b>                                     | Respondent included all required information in accordance with the General Instructions and Proposal Requirements?  | Yes  | 10pts | <b>10</b>                |
|  |  | No   | 0 pts |                          |
| <b>Questionnaire Responses &amp; Financial Stability of Respondent</b> | Based on the Proposal Questionnaire responses and the Cover Letter, the Respondent demonstrates a complete understanding of the SFA's food service program and its service requirements. | Complete and detailed answers to each question included in the Section ____ (10pts)  |       | <b>15</b>                |
|  |  | Financial Stability of Respondent (5pts.)  |       |                          |
| <b>SSO, SBP, NSLP, &amp; CEP Meal Pattern Requirement Compliance</b>   | Vendor must be able to meet all meal pattern requirements as stated in Attachment _____  | Include a 4-week sample menu for each meal requested, with meal pattern components identified.   |       | <b>10</b>                |
| <b>Menu Variety</b>  | Vendor provides evidence of an appealing and culturally relevant menu, with sufficient variety to not cause meal fatigue.  | Include a 4-week sample menu for each meal requested,  |       | <b>20</b>                |
| <b>FSMC Ability to Accept SFA's Commodity Entitlements</b>             | FSMC provides documentation from CA Dept of Education proving they are an approved USDA Foods or DoD Fresh Fruits & Vegetables program processor.  | For maximum points, vendor demonstrates an ability to accept those donated foods already secured by the SFA and a plan to maximize the SFA's entitlement amount. Vendor should also provide a description of any products it does not or will not accept and how it credits the SFA for commodity use. |       | <b>20</b>                |



|  |  |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
|--|--|---|---|-----------|-------|----|--------|-----|-------|----|--------|-----|-------|----|--------|-----|-------|----|--------|-----------|
| <b>Meal Order Process, Order Flexibility, &amp; Delivery Effectiveness</b> | Vendor shall provide a description of their ordering process, time frame for meal order changes, and any costs related to order changes. FSMC shall also provide a thorough description of appropriate and timely delivery capability.   | Include a detailed description of the ordering process, typical timelines, date allowances for changes, fees for changes, and any other relevant ordering process information. Should also include information regarding delivery capacity.   |   | <b>15</b> |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| <b>FSMC Service &amp; Corporate Capability</b>                             | FSMC demonstrates proficient experience providing FSMC meal service, and a thorough understanding of the SFAs service requirements as described in the RFP and the Scope of Work and can perform those services to the SFA's satisfaction.   | FSMC shall assure that each area of the Scope of Work is addressed thoroughly and is clear if there are any areas that cannot be met. FSMC shall also provide a list of all current California SFAs served for current year, and for previous two years. Include a description of the number of sites for each SFA listed along with average number of meals. |   | <b>20</b> |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| <b>Experience in the, SSO, SBP, NSLP, &amp; CEP Programs</b>               | Experience in serving Seamless Summer (SSO), National School Lunch Program (NSLP), School Breakfast Program (SBP) and Community Eligibility Provision (CEP) in California. A minimum of 5 years of company experience is required for full points.   | SSO<br>NSLP<br>SBP<br>CEP   | <table border="1"> <tr> <td>Yes</td> <td>5pts.</td> </tr> <tr> <td>No</td> <td>0 pts.</td> </tr> <tr> <td>Yes</td> <td>5pts.</td> </tr> <tr> <td>No</td> <td>0 pts.</td> </tr> <tr> <td>Yes</td> <td>5pts.</td> </tr> <tr> <td>No</td> <td>0 pts.</td> </tr> <tr> <td>Yes</td> <td>5pts.</td> </tr> <tr> <td>No</td> <td>0 pts.</td> </tr> </table> | Yes       | 5pts. | No | 0 pts. | Yes | 5pts. | No | 0 pts. | Yes | 5pts. | No | 0 pts. | Yes | 5pts. | No | 0 pts. | <b>20</b> |
| Yes  | 5pts.  |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| No   | 0 pts.   |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| Yes  | 5pts.  |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| No   | 0 pts.   |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| Yes  | 5pts.  |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| No   | 0 pts.   |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| Yes  | 5pts.  |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| No   | 0 pts.   |   |   |           |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| <b>References, Client Satisfaction, and Retention</b>                      | FSMC must provide at least three detailed customer references, based on the sample provided. FSMC understands that the SFA retains the right to contact any current or previous FSMC clients to serve as additional references. FSMC shall ensure all terminated and non-renewed accounts are included in the Questionnaire. | Positive references: no schools terminated contract due to performance issues<br>Some negative comments from references; no schools terminated contract due to performance issues<br>Some negative comments from references; several schools terminated contract due to performance issues  | 15 pts<br>5 pts<br>0 pts  | <b>15</b> |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |
| <b>Customer Service Description</b>  | Description of communication processes for orders, urgent notifications, changes, etc.   | Additionally, include a description of assigned staff to the SFA, additional communication tools the FSMC uses to share information, and what's the company's policies on emergency changes or cancellations.   |   | <b>15</b> |       |    |        |     |       |    |        |     |       |    |        |     |       |    |        |           |

|             |   |                        |              |            |
|-------------|---|------------------------|--------------|------------|
| <b>Cost</b> | Price per meal (Breakfast, Lunch, & Snack, Adult, clearly articulated | Lowest                 | 25 pts.      | <b>25</b>  |
|             |   | 2 <sup>nd</sup> Lowest | 20 pts.      |            |
|             |   | 3 <sup>rd</sup> Lowest | 15 pts.      |            |
|             |   | 4 <sup>th</sup> Lowest | 10 pts.      |            |
|             |   | 5 <sup>th</sup> Lowest | 5 pts.       |            |
|             |   |                        | <b>Total</b> | <b>185</b> |

The SFA will score and rank selected proposals by assigning a score between zero and the maximum score to each proposal criterion. The SFA will recommend awarding the contract to the most responsive and responsible Respondent with the highest total proposal score.

## Attachment A: Attachments Checklist

---

Respondent Company Name

Please complete this checklist to confirm that the items listed below have been included in your proposal. Place a checkmark or "x" next to each item submitted to the SFA. For your proposal to be considered, all required attachments must be returned, including this checklist. Submit one copy of your proposal in a sealed package.

| Attachment | Attachment Name   |
|------------|---|
| _____ A    | Attachments Checklist   |
| _____ B    | Mandatory Tour  |
| _____ C    | Minimum Qualifications  |
| _____ D    | FSMC Professional Standards   |
| _____ E    | Proposal Questionnaire  |
| _____ F    | Respondent References   |
| _____ G    | Authorization Agreement   |
| _____ H    | Fee Proposal  |
| _____ I    | Certifications Regarding Lobbying Activities,<br>Debarment, Suspension and Other Responsibility Matters |
| _____ J    | Certificate of Independent Price Determination  |
| _____ K    | 21-Day Cycle Menu (Include)   |

## Attachment B: Mandatory Tour

The Mandatory Tour will include an escorted tour.

- The tour schedule includes the sites listed below.
- Prospective Respondents may not contact any sites or employees outside of the scheduled visit.
- The SFA requests that Respondents do not take pictures during the tour as the SFA has not obtained releases from parents, students, and employees.

### TOUR SCHEDULE

Tour begins at 11:00am  
When: Thursday, April 07, 2022  
Where: 2670 Griffin Ave Los Angeles, CA 90031  
and  
12:00pm  
Where: *234 E Ave 33 Los Angeles, CA 90031*

The SFA thanks all Respondents for abiding by our request to keep the disruption caused by the visit to a minimum.

## Attachment C: Minimum Qualifications

A Respondent must meet all of the following minimum qualifications to the SFA's satisfaction to be given further consideration. Failure to satisfy any of the minimum qualifications may result in the immediate rejection of the proposal.

As of January 1<sup>st</sup>, 2022, both the Respondent's company and its key personnel meet all of the following minimum qualifications:

1. The Respondent has at least 3 years of experience with food service programs.

Yes \_\_\_\_\_ No \_\_\_\_\_

2. The Respondent has the resources and ability to provide 200,000 of meals per fiscal year.

Yes \_\_\_\_\_ No \_\_\_\_\_

3. The FSMC is an approved commodity processor with the California Department of Education.

Yes \_\_\_\_\_ No \_\_\_\_\_

4. The FSMC agrees to accept commodities from USDA Foods AND Department of Defense Fresh Fruits and Vegetables Program

Yes \_\_\_\_\_ No \_\_\_\_\_

5. The Respondent has knowledge and experience with the National School Lunch and School Breakfast Programs School Breakfast Program, National School Lunch Program, Seamless Summer Program, and Community Eligibility Provision Program.

Yes \_\_\_\_\_ No \_\_\_\_\_

6. The Respondent has professional references that demonstrate and evidence the ability to perform the required services.

Yes \_\_\_\_\_ No \_\_\_\_\_

7. The Respondent is licensed to do business in the state of California.

Yes \_\_\_\_\_ No \_\_\_\_\_

8. The Respondent has a current health permit under their own name and location.

Yes \_\_\_\_\_ No \_\_\_\_\_

## Attachment D: FSMC Professional Standards

### FSMC Employees Professional Standards

Federal Register Vol. 80, No. 40, dated March 2, 2015, referred to as the “Final Rule,” establishes minimum professional standards for school nutrition personnel who manage and operate the National School Lunch and School Breakfast Programs. In the Final Rule, the following definitions are established:

1. **School Nutrition Program Director.** The school nutrition program director is any individual directly responsible for the management of the day-to-day operation of school food service for all participating schools under the jurisdiction of the school food authority.
2. **School Nutrition Program Manager.** The school nutrition manager is any individual directly responsible for the management of the day-to-day operation of school food service for a participating school(s).
3. **School Nutrition Program Staff.** School nutrition program staff are those individuals, without managerial responsibilities, involved in day-to-day operations of school food service for a participating school(s).

The Final Rule establishes that these definitions apply to the function/role rather than the specific title within the school food service structure, and that the definitions apply whether or not the school food service is operated by an FSMC. Therefore, as of the effective date of this contract, the minimum professional standards established by the Final Rule, and described therein, shall apply to FSMC staff performing any of the duties described above.

The FSMC shall only place staff for work in the school district that meet the minimum professional standards outlined in 7 *CFR*, Section 210.30, which can be viewed at the following web page: [http://www.fns.usda.gov/sites/default/files/cn/profstandards\\_flyer.pdf](http://www.fns.usda.gov/sites/default/files/cn/profstandards_flyer.pdf).

- The SFA shall ensure that all staff the FSMC proposes for placement meet the minimum professional standards.
- The FSMC shall ensure their employees take the required annual training as outlined in the professional standards and provide certification of such training to the SFA. The FSMC shall remove from the SFA premises any staff who fail to take the required annual training.
- The FSMC shall provide the SFA with a list of proposed employees and evidence that they meet the professional standards.
-

## Attachment E: Proposal Questionnaire

This proposal questionnaire is intended to provide the SFA with specific information concerning the Respondent's capability to provide services as described in the RFP. Please be as concise as possible and limit your responses **to no more than two pages per question, unless instructed otherwise. Type each question in the same order as listed in the questionnaire.**

1. Provide a general description of your company's qualifications and experience relevant to the minimum qualifications in Attachment C, along with any necessary substantiating information. Limit your responses to information about your company's capabilities.
2. Provide a statement indicating the year your company was founded; what the primary business(es) of the company is(are); the length of time the company has been providing food service management services (consulting, food purchase, etc.), and related services as described in this RFP. In addition, provide the duration and extent of experience the company has with similar SFA food management services.
3. Provide a general description of how your company will be able to provide the experience, ability, and financial standing necessary to meet the requirements set forth in this RFP.
4. Provide a complete list of SFAs that have non-renewed, discontinued, or terminated your company's services in the last five years and the reason(s) why.
5. Provide an organization chart for your company, a description of the lines of communication, and the responsibilities at each corporate level.
6. Provide a complete balance sheet or annual report (verified by a certified public accountant) for the last three years of operation.
7. Provide a description of promotional and marketing materials you will use to attract students to the program.
8. Provide a recommended transition plan that describes the steps the Respondent will take to begin providing the services described in this RFP.
9. Our projected 2022-23 Commodities Entitlement is \_\_\_\_\_. Provide a plan how you will maximize our commodity entitlements and what your projected total use would be for the year. Include a detailed list and explanation of those commodity products you prefer to use, those you may use, and any items that you will not or cannot use.
10. Provide a description of the FSMC's operations and include:
  - a. Describe the FSMC's ability to deliver and/or prepare hot meals for breakfast and lunch service. Include a description of how the FSMC would deliver hot meals for second chance breakfast if requested.
  - b.

- c. Describe the FSMC's ability to operate in different school environments and settings and to meet different meal requirements (e.g., indoors vs. outdoors, prepackaged vs. bulk service). Please describe any limitations the FSMC may have in these areas.
- d. Describe the FSMC's requirements for meal storage, preparation, and serving equipment at the school site (e.g., ovens, refrigerators, storage space, tents, tables).
- e. Describe the FSMC's ordering process including how orders are submitted.
  - i. How frequently are orders submitted?
  - ii. How do schools modify their orders?
  - iii. How does the FSMC work with the school on its orders to reduce or minimize food waste? Please provide specific examples.
- f. Describe the FSMC's invoicing and billing process. How will the FSMC work with Alliance's procure-to-pay vendor (Coupa) for invoicing and billing?
  - i. What is the reconciliation process and timeline for reconciliation if invoices are incorrect?

11. Describe the FSMC'S annual training program for SFA and FSMC's staff (including servers).

- 11. Describe any past audit findings and/or corrective action the FSMC has had to take with any SFA or customer (in California) over the past five (5) years.
  - a. Describe your level of involvement and support to SFAs for external audits/inspections.
  - b. Has the FSMC had any findings/corrective action from health inspector reports, California Department of Education Administrative Reviews, or other external audits/reviews? What was the resolution required (if any)?

12. Provide a copy of current health permits, FDA, and CDE/USDA certifications.



## Attachment F: Respondent References

List three references to which the Respondent has provided food service management services for at least one full year.  
SFA reserves the right to contact additional references in addition to those listed below.

Failure to complete and return this Attachment will cause your proposal to be rejected.

|  |               |                      |
|--|---------------|----------------------|
| <b>Reference 1</b>                     |               |                      |
| Name of Reference                      |               |                      |
| Street Address                         |               |                      |
| City                                   | State         | Zip Code             |
| Contact Person                         | Contact Title | Contact Phone Number |
| Brief Description of Services Provided |               |                      |
| Dates of Service                       |               |                      |
| <b>Reference 2</b>                     |               |                      |
| Name of Reference                      |               |                      |
| Street Address                         |               |                      |
| City                                   | State         | Zip Code             |
| Contact Person                         | Contact Title | Contact Phone Number |
| Brief Description of Services Provided |               |                      |
| Dates of Service                       |               |                      |
| <b>Reference 3</b>                     |               |                      |
| Name of Reference                      |               |                      |
| Street Address                         |               |                      |
| City                                   | State         | Zip Code             |
| Contact Person                         | Contact Title | Contact Phone Number |
| Brief Description of Services Provided |               |                      |
| Dates of Service                       |               |                      |

## Attachment G: Authorization Agreement

Request for Proposal for Food Service Management Company  
RFP Number: LALA2023

We, *[Enter FSMC Name]*, by our signature on this document certify the following:

1. That we will operate in accordance with all applicable California state and federal laws, regulations, and statutes.
2. That the terms, conditions, warranties, and representations made within this RFP and our proposal shall be binding upon us and shall be considered a part of the contract as if incorporated therein.
3. That the proposal submitted is a firm and irrevocable offer good for one year.
4. That we have carefully examined all terms and conditions set forth in the Model Fixed-price Contract issued by Los Angeles Leadership Academy.
5. That we have made examinations and verifications and are fully conversant with all conditions under which services are to be performed for Los Angeles Leadership Academy.
6. That negligence in the preparation or presentation of, errors in, or omissions from proposals shall not relieve us from fulfillment of any and all obligations and requirements in the resulting contract.

FSMC Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Email Address: \_\_\_\_\_

Web Site Address: \_\_\_\_\_

Name of Authorized Representative: \_\_\_\_\_

Title of Authorized Representative: \_\_\_\_\_

\_\_\_\_\_  
Signature of Authorized Representative

Date Signed: \_\_\_\_\_

## Attachment H: Fee Proposal

All costs are based on average daily participation of 730 number of meals served on **189** number of school days.

| COST BREAKDOWN  |  |             |
|---|--|-------------|
| Respondent Instructions<br><b>a Provide a breakdown of all costs included in the fixed price, including personnel costs.</b><br><b>b Provide the cost per meal; base all food costs on the attached 21–day cycle menu.</b><br><b>c Clearly identify all costs</b> |  |             |
| Item #  | Description<br><i>(Include All Goods and Services included in the Fixed Price)</i> | Annual Cost |
| 1.  |  | \$          |
| 2.  |  | \$          |
| 3.  |  | \$          |
| 4.  |  | \$          |
| Sub Total   |  | \$          |
| <b>Personnel Costs</b>  |  | Annual Cost |
| 5.  | Management Fee Per Meal  | \$          |
| 6.  | Consultant Fee Per Meal  | \$          |
| Sub Total   |  | \$          |
| <b>GRAND TOTAL</b>  |  | <b>\$</b>   |

| COST PER MEAL  |          |         |          |
|--|----------|---------|----------|
| Respondent Instructions:<br><b>a Provide the cost per meal; base all food costs on the attached 21–day cycle menu.</b><br><b>b Prices must not include values for donated foods and must include all meal programs applicable.</b> |          |         |          |
| 1. LINE ITEM   | 2. UNITS | 3. RATE | 4. TOTAL |
| Breakfast  | 730      | \$      | \$       |
| Lunch  | 730      | \$      | \$       |
| Snacks   | 200      | \$      | \$       |
| Nonreimbursable Meals  | 0        | \$      | \$       |
| <b>TOTAL</b>   |          | \$      | \$       |

1. Additional Pricing Requested for
  - Special or Therapeutic Meals
  - Vegan Meals
  - Staff Meals
  - Salad Bar
  
2. Based on your estimate 2020-21 commodity entitlement, ask the vendor to estimate the amount they expect to have the ability to use.
  
- 3.

## Attachment I: Certification Regarding Lobbying

The undersigned certifies, to the best of their knowledge and belief, that:

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

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

---

Organization:

---

Street address:

---

City, State, Zip:

---

Certified by: (type or print)

---

Title

---

Signature

---

Date

### Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352  
(See reverse for public burden disclosure)

|   |  |   |
|---|--|---|
| <p><b>1. Type of Federal Action:</b></p> <input type="checkbox"/> contract<br><input type="checkbox"/> grant<br><input type="checkbox"/> cooperative agreement loan<br><input type="checkbox"/> loan guarantee<br><input type="checkbox"/> loan insurance | <p><b>2. Status of Federal Action:</b></p> <input type="checkbox"/> bid/offer/application<br><input type="checkbox"/> initial award<br><input type="checkbox"/> post-award | <p><b>3. Report Type:</b></p> <input type="checkbox"/> initial filing<br><input type="checkbox"/> material change<br>For material change only:<br><b>Year</b> _____<br><b>Quarter</b> _____<br><b>Date of last report</b> _____ |
| <p><b>4. Name and Address of Reporting Entity:</b></p> <p>_____ <b>Prime</b> _____ <b>Sub awardee</b><br/> <b>Tier</b> _____, <b>if Known:</b></p> <p>Congressional District, if known:</p>   | <p><b>5. If Reporting Entity in No. 4 is Sub awardee,</b></p> <p><b>Enter Name and Address of Prime:</b></p> <p>Congressional District, if known:</p>                      |   |
| <p><b>6. Federal Department/Agency:</b></p>   | <p><b>7. Federal Program Name/Description:</b></p> <p><b>CFDA Number, if applicable:</b> _____</p>   |   |
| <p><b>8. Federal Action Number, if known:</b></p>   | <p><b>9. Award Amount, if known:</b></p> <p>\$ _____</p>   |   |
| <p><b>10a. Name and Address of Lobbying Registrant</b><br/> <b>(If individual, last name, first name, MI):</b></p>  | <p><b>10b. Individuals Performing Services</b><br/> <b>(including address if different from No. 10a)</b><br/> <b>(Last name, first name, MI):</b></p>                      |   |

|   |  |
|---|--|
| <p>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.</p> | <p>Signature: Print Name: Title:<br/> Telephone No.: _____ Date:<br/> _____</p>    |
| <p>Federal Use Only</p>   | <p>Authorized for Local<br/> Reproduction Standard Form -<br/> LLL (Rev. 7-97)</p> |

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

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

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a follow-up 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 sub awardee, e.g., the first sub awardee of the prime is the 1st tier.
- 5.

Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.

6. If the organization filing the report in item 4 checks "Sub awardee," then enter the full name, address, city, State, and zip code of the prime Federal recipient. Include Congressional District, if known.
7. 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.
8. 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.
9. 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."
10. 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

## Debarment, Suspension, and Other Responsibility Matters

As required by Executive Order 12549, Debarment and Suspension, for prospective participants/Respondents in primary covered transactions:

- A. The Respondent certifies that it and its principals:
- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
  - (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) Have not within a three-year period preceding this application had one or more public transactions (federal, state, or local) terminated for cause or default.
- B. Where the Respondent is unable to certify to any of the statements in this certification, they shall attach an explanation to this application.

---

Contractor/Company Name

---

Award Number, Contract Number, or Project Name

---

Name(s) and Title(s) of Authorized Representatives

---

Signature(s)

---

Date



## Attachment J: Certificate of Independent Price Determination

The Respondent(s) shall execute this Certificate of Independent Price Determination.

|                    |  |
|--------------------|--|
|                    |  |
| Name of Respondent |  |

**A.** By submission of this offer, the offeror (Respondent/FSMC) certifies, and, in the case of a joint offer, each party thereto certifies as to its own organization that in connection with this procurement:

1. The prices in this offer have been arrived at independently without, for the purposes of restricting competition, any consultation, communication, with any other offeror or competitor relating to (i) those prices, (ii) the intention to submit an offer, or (iii) the methods or factors used to calculate the prices offered.
2. The prices in this offer have not been and will not be knowingly disclosed by the offeror, directly or indirectly, to any other offeror or competitor, before a bid opening (in the case of a sealed bid solicitation) or contract award (in the case of a negotiated solicitation) unless otherwise required by law; and
3. No attempt has been made or will be made by the offeror to induce any person or firm to submit, or not to submit, an offer for the purpose of restricting competition.

**B.** Each signature on the offer is considered to be a certification by the signatory that the signatory:

1. Is the person in the offeror's organization responsible for determining the prices being offered in this bid or proposal, and that they have not participated, and will not participate, in any action contrary to paragraphs (A)(1) through (A)(3) above; or
2. (i) Has been authorized, in writing, to act as agent for the following principals in offering that those principals have not participated in and will not participate in any action contrary to paragraphs (A)(1) through (A)(3) above.

Insert full names of person(s) in the offeror's organization responsible for determining the prices offered in this bid or proposal, and the title of their position in the offeror's organization.

- (ii) As an authorized agent, does certify that the principals named in subdivision (B)(2)(i) above have not participated, and will not participate, in any action contrary to paragraphs (A)(1) through (A)(3) above; and
- (iii) As an agent, has not personally participated, and will not participate, in any action contrary to paragraphs (A)(1) through (A)(3) above, and
- (iv)

**C.** If the offeror deletes or modifies subparagraph (A)(2) above, the offeror must furnish with its offer a signed statement setting forth in detail the circumstances of the disclosure.

|   |       |      |  |
|---|-------|------|--|
|   |       |      |  |
| Signature of FSMC's Authorized Representative | Title | Date |  |

*In accepting this offer, the SFA certifies that no representative of the SFA has taken any action that may have jeopardized the independence of the offer referred to above.*

**Attachment K: 21-Day Cycle Menu**  
Please attach to your Proposal