



United States
Department of
Agriculture

Food and
Nutrition
Service

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DATE: May 16, 2012

SUBJECT: Performance Based Certification: Prototype Performance
Work Statement, Performance Metrics, Evaluation
Factors and Market Research Questionnaire Response

TO: Regional Directors
Special Nutrition Programs
All Regions

State Directors
Special Nutrition Programs
All States

Attached for your use is a prototype Performance Work Statement, Evaluation Criteria and Performance Metrics document to assist State agencies that wish to procure a contract(s) to perform the performance-based reimbursement certification and other training activities to support the *Certification of Compliance With Meal Requirements for the National School Lunch Program Under the Healthy, Hunger-Free Kids Act of 2010* Interim Rule and the new meal pattern final rule. We are also providing responses we received to the Market Research Questionnaire used to help us develop the prototype documents, as described below.

Prototype Materials

The Performance Work Statement includes four separate tasks for which a State agency may want to hire a contractor:

- Task 1: Training for school food authorities on the requirements of the new meal pattern and the 6 cent certification process.
- Task 2: Training for State agency staff/consultants on the requirements of the 6 cent certification process
- Task 3: Services to perform review of certification documentation submitted by school food authorities.
- Task 4: Services to conduct on-site validation reviews of a sample of certified school food authorities.

Regional Directors
State Directors
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The Performance Work Statement also includes a sample confidentiality clause and a conflict of interest clause. These may need to be tailored to meet State-specific procurement requirements.

In addition to the Performance Work Statement, the Evaluation and Performance Metrics will assist State agencies in developing criteria for selection of an appropriate contractor for their required tasks, and to monitor the performance of the awarded contractor.

We encourage State agencies that anticipate hiring a contractor to perform one or more of these tasks to review the prototype materials and adapt them as appropriate to meet State procurement requirements. The prototype materials developed by FNS may be shared with other groups, individuals or entities as necessary.

Market Research Questionnaire Responses

To assist us in creating the prototype materials, FNS developed and distributed a Market Research Questionnaire to several firms with Child Nutrition Program experience in early 2012.

Attached for your information are the two responses from firms we received to the Market Research Questionnaire. The attached Market Research responses are only to be shared with State agency personnel. No other groups, individuals or entities should have access to these documents. The sole purpose of providing the Market Research Questionnaire responses is to provide State agency personnel with information that contributed to the development of the prototype materials. The Market Research responses are only examples of contractor responses and do not constitute any endorsement by FNS of a particular source for contracting.

Original Signed

for:
Cynthia Long
Director
Child Nutrition Division

Attachments

Prototype Performance Work Statement

**Implementation of State Agency Requirements Under the Interim Rule, *Certification of Compliance*
With Meal Requirements for the National School Lunch Program Under the *Healthy, Hunger-Free*
*Kids Act of 2010***

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I. SUMMARY

The purpose of this procurement is to obtain the services of a contractor to provide services to the Child Nutrition Agency (provide actual name) of the State of [Name] to support its implementation of requirements identified in the Interim Rule, *Certification of Compliance With Meals Requirements for the National School Lunch Program Under the Healthy, Hunger-Free Kids Act of 2010*, published in the Federal Register by the Food and Nutrition Service (FNS) of the United States Department of Agriculture (USDA) on April 27, 2012.¹

The Interim Rule outlines the requirements of each State as it implements the provisions of the Healthy, Hunger-Free Kids Act of 2010 related to the certification of School Food Authorities (SFAs) to receive an additional 6 cents in Federal reimbursement for National School Lunch Program (NSLP) meals upon their certification as being in compliance with the new meal pattern and nutrient requirements for the NSLP and School Breakfast Program (SBP).

Under the technical guidance of the Contracting Officer's Technical Representative² (COTR) of the Child Nutrition Agency of the State of [Name], the contractor shall perform [#] tasks that are designed to support the State's objectives with regard to SFA compliance with the new meal pattern, *Nutrition Standards in the National School Lunch and School Breakfast Program* final rule published in the Federal Register on January 26, 2012.³

II. BACKGROUND

The Healthy, Hunger-Free Kids Act of 2010 amended the Richard B. Russell National School Lunch Act to include an additional performance based reimbursement (6 cents per lunch) for School Food Authorities (SFAs) which are certified by their State Agency to be in compliance with the new meal pattern and nutrition standards for the National School Lunch Program (NSLP) and School Breakfast Program (SBP).

FNS published the Interim Rule titled, "*Certification of Compliance With Meal Requirements for the*

¹ <http://www.gpo.gov/fdsys/pkg/FR-2012-04-27/pdf/2012-10229.pdf>

² As a prototype document that FNS is providing to the State Agencies, FNS recognizes that procurement systems may vary across the respective States. Within this document, the term Contracting Officer's Technical Representative (COTR) is used to refer to the cognizant technical officer with responsibility for day-to-day oversight of a contract on behalf of the State. This term is used within Federal procurements, but other terms such as Project Officer, Contracting Officer or other terms may be used in the respective State procurement systems.

³ <http://www.gpo.gov/fdsys/pkg/FR-2012-01-26/pdf/2012-1010.pdf>

National School Lunch Program Under the Healthy, Hunger-Free Kids Act of 2010,” on April 27, 2012. The Interim Rule outlines the requirements for certifying compliance with the new meal pattern. The new meal pattern and nutrition standards are outlined in the Final Rule titled, *“Nutrition Standards in the National School Lunch and School Breakfast Program,* published in the Federal Register on January 26, 2012.⁴

USDA FNS also issued Questions and Answers to clarify requirements and support implementation of the Final Meal Pattern Rule and the Interim 6-Cent Rule. These may be found at <http://www.fns.usda.gov/cnd/governance/Policy-Memos/2012/SP31-2012os.pdf>

SFAs certified by their State Agency as in compliance with the new meal pattern and nutrient requirements by October 1, 2012, will be eligible to receive the additional performance based reimbursement for NSLP meals served on and after that date. SFAs which are not certified by their State by that date will not be eligible for the increased performance based reimbursement until they are certified by their State Agency.

The State Agency anticipates a substantially heightened workload in the period immediately before October 1, 2012, and in the several months following. The anticipated increase in work volume is expected to result from requirements related to the certification process as outlined in the Interim Rule.

In lieu of accomplishing the work solely with State Agency staff, our State Agency anticipates contracting with a firm determined capable of efficiently completing [insert task(s) description].

⁴ <http://www.gpo.gov/fdsys/pkg/FR-2012-01-26/pdf/2012-1010.pdf>

III. TASKS AND DELIVERABLES

Task 1: Training for SFAs on the New Meal Pattern and Requirements for 6 Cent Certification

Provide training to SFA staff to foster understanding of: a) the new meal pattern requirements; b) approaches for how to meet these requirements in the menu planning process; and c) how to complete documentation when applying to be certified by the State Agency to receive the 6 cent performance based reimbursement.

Task 1 Objectives:

- The training session(s) are efficient and effectively organized by the contractor.
- 90 percent of trainees self-report having minimal competency with respect to the desired learning objectives after no more than 10 hours of training. This will include the ability to demonstrate an understanding of the new meal pattern requirements and how they differ from the earlier requirements.
- Trainees, following their participation in the training, have a reasonable set of skills and self-confidence to prepare an application for certification under the menu planning standards as described in the Final Rule published January 26, 2012.
 - This preparation includes the competency to develop and submit an application for their SFA for certification based on the Interim Rule.
 - This preparation includes the competency to develop menus that are consistent with the SFA's desire to serve healthy and nutritious meals that are affordable and appealing to their intended audience of students.
 - This preparation includes the competency to develop menus that meet the nutritional requirements of meals for students at each relevant grade span covered in the January 26, 2012 Final Rule.
- The State Agency will receive from your firm in a timely manner:
 - Written information with regards to the conduct of the training session(s) and the extent to which each trainee met the intended goals, based on self-assessment of trainees and contractor assessment; and
 - For any trainee(s) that did not self-report that they met the intended goals, recommendations on steps necessary to help these trainee(s) achieve the intended goals.

Assumptions For the Purpose of Preparing Your Firm's Proposal

- [A single individual] from each of the [#] SFAs that participate in the NSLP in our State will participate in the training described in Task 1. These individuals will be given the responsibility by their SFA to develop the skills, in large part through participation in the subject training, to prepare the documentation required by the State Agency to be approved for the 6 cent performance based reimbursement. Each training participant is referred to as a “trainee” for the remainder of the discussion of Task 1.
- The trainees participating in this training will have reasonable familiarity with and knowledge of NSLP / SBP nutrition requirements in effect prior to the meal pattern final rule.
 - Each trainee has been a school district employee with responsibilities associated with the NSLP / SBP for a minimum of one year.
- Trainees will be fluent in written and spoken English, and all activities conducted by your firm with respect to this task will be in English.
- [# of session(s)] in-person training session(s) will be scheduled by the State Agency.
 - The [# of session(s)] will be scheduled for [insert month(s) in 2012].
 - The in-person training will take place in a conference room provided by the State Agency near our offices in [PLACE] at no charge to your firm.
 - The State Agency will reimburse your firm for actual costs incurred for travel to / from the training site and per diem allowance.
 - The meeting space will be equipped with all items necessary for implementation of the training, including internet access, but will not have computers or other technology for use by your firm.
- Guidance and other materials, including certification tools issued by USDA's Food and Nutrition Service will form the basis of your firm's proposed training plan. Upon award of this contract, the State Agency will provide these materials to your firm.
 - The State Agency will request that your firm design training materials as a component of implementation of this task, on the basis of the guidance and other materials FNS provides the State Agency, performance objectives outlined by the State Agency, the new meal pattern and related technical materials. Under the terms of a contract resulting from this solicitation, our State Agency expects that your firm will rely, to the extent possible, on the modification of extant materials where most efficient.
 - The training materials will provide a detailed list of learning objectives for trainees related to the State Agency's performance objectives.

- The State Agency will expect that your firm’s staff members performing this task demonstrate competence with respect to the new meal pattern requirements and SFA menu planning processes.
- The training materials must be designed to provide a brief, thoughtful overview of the nutrition science that constitutes the foundation of the new meal pattern requirements at a level that is appropriate for this audience. The training materials will focus on how the meal pattern requirements changed. The training materials will provide examples about ways in which menu choices may evolve to meet the new requirements.
- The training materials must include certification tools and materials prescribed by FNS including a menu worksheet detailing food components and quantities and nutrient analysis, using FNS-approved software, or a simplified nutrient assessment. Trainees will be required to become sufficiently familiar with how to design and complete menu planning worksheets such that they can implement all steps necessary on behalf of their SFA to seek certification for the performance based reimbursement in a timely manner.
- The training will include strategies that will assist trainees to design menus that will be attractive in terms of taste and other factors to their intended audience of students in the schools within their communities.
- Your firm’s trainer(s) will be expected by the State Agency to be highly knowledgeable about these training materials.
- Your firm will be required to provide reasonable documentation about the extent to which participating SFA staff members self-report having achieved the minimal levels of competence with respect to the new meal pattern requirements and SFA menu planning processes. Your firm will be asked to design an instrument through which trainees can report, at the end of training, about the level of capability that they have in relationship to planning menus that comport the final meal pattern rule and completing documentation required for 6 cent performance based certification. This instrument will include a mechanism through which trainees may report on areas in which they believe they require further training.

Subtasks and Deliverables Associated with Task 1

Subtask 1.1. Kickoff Meeting: The contractor shall participate in a Kickoff Meeting to discuss the implementation of Task 1.

- The meeting shall take place by teleconference, such that no contractor travel or related expenditures are anticipated.

- The contractor shall prepare an agenda for the Kickoff Meeting that will outline key topics for discussion and identify where clarification is requested with regards to the implementation of Task 1.
- The State Agency shall provide to the contractor, 3 business days prior to the Kickoff Meeting, an updated estimate of the number of trainees anticipated to participate in the training(s) to be conducted under Task 1.

Deliverables Associated with Subtask 1.1:

- 1.1.1 Draft Kickoff Meeting Agenda due 2 days following notification of award.
 - State Agency COTR will provide feedback within 2 business days.
- 1.1.2 Final Kickoff Meeting Agenda due 1 day following receipt of State Agency COTR feedback

Subtask 1.2. Draft Training Agenda, Training Goals, Curriculum and Related Materials and Assessment Instrument

- The State Agency shall provide the contractor, upon award, with certification materials received from USDA FNS.
- Under this Subtask, the contractor shall provide to the State Agency:
 - A draft training agenda that, upon finalization, can be provided three days prior to the training program to trainees.
 - A detailed draft set of training goals that builds upon training goals identified in this Performance Work Statement.
 - A detailed draft set of curriculum and related materials that will be used during the training to achieve the State Agency Objectives
 - A detailed draft instrument that can be administered to trainees to assess the extent to which each trainee has mastered the key learning objectives.
 - A draft form that trainees will be requested to complete at the end of training that allows each to report to the contractor, and the contractor to report to the State Agency, about the extent to which they have confidence that they each:
 - Have a reasonable understanding of the new meal pattern requirements;
 - Have a reasonable set of skills to design menus that are in compliance with the new meal pattern requirements; and
 - Can complete documentation required by the State Agency to support their SFA’s application under the 6 cent certification process in a timely and accurate manner.

Deliverables Associated with Subtask 1.2 (each of these will be due 10 business days following the Kickoff Meeting):

- 1.2.1 Draft training agenda; this shall include a biography of the individual(s) proposed to implement the training program
- 1.2.2 Draft training goals
- 1.2.3 Draft curriculum and related materials to be used in training
- 1.2.4 Draft instrument that can assess trainee skill mastery with regard to key training learning objectives
- 1.2.5 Draft self-reporting instrument that trainees can use to assess the extent to which they have confidence in their abilities in the areas outlined above

Subtask 1.3. Final Training Agenda, Training Goals, Curriculum and Related Materials and Assessment Instrument

The State Agency COTR will provide detailed feedback on Deliverables 1.2.1 through 1.2.5 within 3 business days of the contractor's delivery of these Deliverables. Based on this feedback, the contractor will address comments in a reasonable, efficient and expeditious manner. The contractor will submit a revised, final version of each Deliverable within 5 business days of the receipt of COTR feedback.

Deliverables Associated with Subtask 1.3 (each of these will be due within 5 business days of the receipt of COTR feedback)

- 1.3.1 Final training agenda
- 1.3.2 Final training goals
- 1.3.3 Final curriculum and related materials to be used in training
- 1.3.4 Final instrument that can assess trainee skill mastery with regard to key training learning objectives
- 1.3.5 Final self-reporting instrument that trainees can use to assess the extent to which they have confidence in their abilities in the areas outlined above

Subtask 1.4. Production of Training Materials

The State Agency COTR, upon receipt of Subtask 1.3 Deliverables, will provide the contractor with requested technical revisions, if any, within 3 business days of receipt of the materials. Or, if the materials are deemed acceptable, the COTR will inform the contractor that the training materials are acceptable. At that point, the contractor shall prepare and make appropriate reproductions, photocopies, etc. of all materials necessary for the training to take place as scheduled.

Deliverables Associated with Subtask 1.4 (due within 3 business days of COTR notification that Deliverables Associated with Subtask 1.3 are acceptable)

- 1.4.1 Sufficient training materials to implement the training agenda identified in Deliverable 1.3.1 for each of the anticipated trainees.

Subtask 1.5. Implementation of Training and Post-Training Activities

The contractor shall conduct the training program at the site(s) designated by the State Agency, conforming to the specifications identified above with respect to location and facilities. The training shall be delivered on date(s) specified by the State Agency to occur no earlier than 20 business days after the Kickoff Meeting.

Deliverables Associated with Subtask 1.5

- 1.5.1 Implementation of training program in a manner consistent with the terms of this contract and Deliverables 1.3.1 through 1.3.5, carried out by individual(s) proposed by the contractor in Deliverable 1.3.1 and as approved by the State Agency.
- 1.5.2 A written report that identifies the extent to which each trainee met the training objectives based on the format of Deliverable 1.3.4 (due within 2 business days of the completion of training).
- 1.5.3 A written report that identifies the extent to which each trainee self-reports that they have sufficient skills (due within 2 business days of the completion of training).
- 1.5.4 A written report that makes recommendations to the State Agency, with respect to each trainee, if necessary, that identifies additional training needed to meet the State Agency learning objectives under Task 1 (due within 2 business days of the completion of training).

Task 2: Training for State agency staff (and/or contractors) on review of SFA certification documents:

Provide training to State Agency staff on methodologies to review SFA documentation to determine whether the SFA's submission is or is not in compliance with the meal pattern requirements. In addition, provide training to State Agency staff to develop recommendations to SFAs whose initial submissions are identified as deficient for steps that may result in a revised submission that would result in State Agency certification.

State Agency Objectives of Task 2:

- The training session(s) is efficient and effectively organized by the contractor.
- 90 percent of trainees can demonstrate minimal competency with respect to the learning objectives identified by the State Agency, in conjunction with the contractor, for the training session after no more than 6 hours of training.
- Trainees, following their participation in the training, have a reasonable set of skills and self-confidence to implement reviews of SFA submissions in a highly accurate manner to assess compliance with the new meal pattern requirements.
- Trainees, following their participation in the training, have a reasonable set of skills and self-confidence to appropriately advise SFAs whose initial submissions under the 6 cent certification process did not result in certification by the State, such that the SFA can prepare an acceptable re-submission in a timely manner.
- The State Agency will receive, in a timely manner, from your firm the following:
 - Written information with regards to the conduct of the training session(s) and the extent to which each trainee self-reports that they met the intended goals and are capable of making accurate assessments of SFA submissions for certification under the 6 cent rule; and
 - For any trainee(s) that did not self-report having met the intended goals, recommendations on steps necessary to help these trainee(s) achieve the intended goals.

Assumptions for the Purpose of Preparing Your Firm's Proposal

- Up to [#] State Agency staff will participate in the training your firm will conduct.
- [#] in-person training session(s) will be scheduled by the State Agency.
 - The [#] of session(s) will be scheduled for [insert month(s) in 2012].
 - The in-person training(s) will take place near the location of the State agency in meeting space provided at no charge to your firm.

- The State Agency will reimburse your firm for actual costs incurred for travel to / from the training site.
- The meeting space will be equipped with all items necessary for implementation of the training.
- The meeting space will be equipped with Internet access, but will not have computers or other technology for use by your firm.
- The State Agency staff participating in this training has reasonable familiarity with and knowledge of the NSLP/SBP nutritional requirements in effect prior to the final meal pattern rule. [Insert other information about trainees' experience if appropriate].
- Guidance and other materials and certification tools issued by USDA's Food and Nutrition Service will form the basis of your firm's proposed training plan. Upon award of this contract, the State Agency will provide these materials to your firm.
 - The learning objectives of the State Agency will focus on providing trainees with the skills necessary to complete reviews of application materials submitted by SFAs in support of their certification under the 6 cent interim rule.
 - To develop training materials, the State Agency will encourage the contractor to rely, to the extent possible, on the modification of extant materials.
 - Of highest importance is the learning objective that focuses on accurate determination of the compliance of SFA submissions with criteria under the 6 cent interim rule.
 - The training materials and training objectives will focus on efficient methods by which State Agency staff can make recommendations to SFAs whose submissions are initially not found to be in compliance with requirements under the 6 cent interim rule.
 - The State Agency will expect that your firm's staff member(s) performing this task will demonstrate competence with respect to the new meal pattern requirements and SFA menu planning processes and possess deep knowledge of the training materials.
 - Your firm will be required to provide reasonable documentation about the extent to which participating State Agency staff members self-report having achieved the minimal levels of competence with respect to efficient and accurate methods to determine whether SFA application materials are or are not in compliance with the 6 cent interim rule.
 - Your firm will be asked to design an instrument through which trainees can report, at the end of training, the level of capability that they have in relationship to the review of SFA application materials under the 6 cent interim rule. This instrument will include a mechanism through which trainees may report on areas in which they believe they require further training.

Subtasks and Deliverables Associated with Task 2

Subtask 2.1. Kickoff Meeting: The contractor shall participate in a Kickoff Meeting to discuss implementation of Task 2.

- The meeting shall take place by teleconference, such that no contractor travel or related expenditures are anticipated.
- The contractor shall prepare an agenda for the Kickoff Meeting that will outline key topics for discussion and identify areas where clarification is requested with regards to the implementation of Task 2.

Deliverables Associated with Subtask 2.1:

- 2.1.1 Draft Kickoff Meeting Agenda due 2 days following notification of award.
 - State Agency COTR will provide feedback within 2 business days.
- 2.1.2 Final Kickoff Meeting Agenda due 1 day following receipt of State Agency COTR feedback.

Subtask 2.2. Draft Training Agenda, Training Goals, Curriculum and Related Materials and Assessment Instrument.

- The State Agency will provide the contractor, upon award, with certification documentation materials received from FNS.
- Under this Subtask, the contractor shall provide to the State Agency:
 - A draft training agenda that, upon finalization, can be provided three days prior to the training program to trainees.
 - A detailed draft set of training goals that builds upon training goals identified in this Performance Work Statement.
 - A detailed draft set of curriculum and related materials that will be used during the training to achieve the State Agency Objectives.
 - A detailed draft instrument that can be administered to trainees to assess the extent to which each trainee has mastered the key State Agency training goals.
 - A draft form that trainees will be requested to complete at the end of training that allows each to report on the extent to which they have confidence that they:
 - possess the skills necessary to complete reviews of application materials submitted by SFAs in support of their certification under the 6 cent interim rule;
 - can make recommendations to SFAs whose submissions are initially not found to be in compliance with requirements under the 6 cent interim rule.

Deliverables Associated with Subtask 2.2 (each of these will be due 10 business days following the Kickoff Meeting):

- 2.2.1 Draft training agenda; this shall include a biography of the individual(s) proposed to implement the training program
- 2.2.2 Draft training goals for each participant
- 2.2.3 Draft curriculum and related materials to be used in training
- 2.2.4 Draft instrument that can assess trainee skill mastery with regard to key training learning objectives
- 2.2.5 Draft self-reporting instrument that trainees can use to assess the extent to which they have confidence in their abilities in two areas outlined above

Subtask 2.3. Final Training Agenda, Training Goals, Curriculum and Related Materials and Assessment Instrument

The State Agency COTR will provide detailed feedback on Deliverables 2.2.1 through 2.2.5 within 3 business days of the contractor's delivery of these Deliverables. Based on this feedback, the contractor will address comments in a reasonable, efficient and expeditious manner. The contractor will submit a revised, final version of each Deliverable within 5 business days of the receipt of COTR feedback.

Deliverables Associated with Subtask 2.3 (each of these will be due within 5 business days of the receipt of COTR feedback)

- 2.3.1 Final training agenda
- 2.3.2 Final training goals
- 2.3.3 Final curriculum and related materials to be used in training
- 2.3.4 Final instrument that can assess trainee skill mastery with regard to key training learning objectives
- 2.3.5 Final self-reporting instrument that trainees can use to assess the extent to which they have confidence in their abilities in three areas outlined above

Subtask 2.4. Production of Training Materials

The State Agency COTR, upon receipt of Subtask 2.3 Deliverables, will provide the contractor with requested technical revisions, if any, within 3 business days of receipt of the materials. Or, if the materials are deemed acceptable, the COTR will inform the contractor that the training materials are acceptable. At that point, the contractor shall prepare and make appropriate reproductions, photocopies, etc. of all materials necessary for the training to take place as scheduled.

Deliverables Associated with Subtask 2.4 (due within 3 business days of COTR notification that Deliverables Associated with Subtask 2.3 are acceptable)

- 2.4.1 Sufficient training materials to implement the training agenda identified in Deliverable 2.3.1 for each of the anticipated trainees.

Subtask 2.5. Implementation of Training and Post-Training Activities

The contractor shall conduct the training session(s) at the site designated by the State Agency, conforming to the specifications identified above with respect to location and facilities. The training shall be delivered on date(s) specified by the State Agency to occur no earlier than 20 business days after the Kickoff Meeting.

Deliverables Associated with Subtask 2.5

- 2.5.1 Implementation of training program in a manner consistent with the terms of this contract and Deliverables 2.3.1 through 2.3.5, carried out by individual(s) proposed by the contractor in Deliverable 2.3.1 and as approved by the State Agency.
- 2.5.2 A written report that identifies the extent to which each trainee met the training objectives based on the format of Deliverable 2.3.4 (due within 2 business days of the completion of training).
- 2.5.3 A written report that identifies the extent to which each trainee self-reports that they have sufficient skills (due within 2 business days of the completion of training).
- 2.5.4 A written report that makes recommendations to the State Agency, with respect to each trainee, if necessary, that identifies additional training needed to meet the State Agency learning objectives under Task 1 (due within 2 business days of the completion of training).

Task 3: Review of SFA Certification Documentation:

Conduct an assessment of electronic submissions of documentation submitted by SFAs to determine whether the SFA's submission is or is not in compliance with the meal pattern requirements per the Final Meal Pattern Rule and the Interim 6 Cent Rule. As a result of the assessment, submit information to the State Agency to provide either (a) evidence for a justification of State Agency certification; or (b) evidence for deficiencies in the SFA submission.

State Agency Objectives of Task 3:

- The contractor will make accurate assessments of complete submissions that are submitted to the State Agency. All assessments will be made within [#] of days, so that the State agency may notify SFA's within 60 days of receipt of the certification documentation [during school year 2012-2013 (or assign timeframe here)].
 - The contractor's assessments will accurately determine whether each SFA submission is or is not compliance with requirements for the 6 cent performance based reimbursement increase, based on criteria provided by the State Agency to the contractor. These assessments will be clearly communicated to the State Agency, with sufficient information to substantiate the determination. A recommendation to the State Agency on whether the SFA is or is not compliant will be part of the submission by the contractor to the State Agency.
 - Where deficiencies in any particular SFA submission are identified, the contractor will provide detailed recommendations on steps needed to bring the SFA submission into compliance.
- Assumptions for the Purpose of Preparing Your Firm's Proposal
- The State Agency has a total of [#] SFAs.
 - An estimated [#] of the [#] SFAs in the State will submit complete and comprehensive electronic document forms to the State agency.
 - The State Agency will provide materials submitted from each of the SFAs to the contractor within [#] days of receipt.
 - The State Agency will adopt use the certification tools provided by USDA FNS for the certification process. SFA's must use these tools. These will be electronic forms.
 - On the basis of the information submitted by the SFAs, the contractor will be required to:
 - Make a determination about whether each of the SFA submissions is or is not compliant with the standards for the 6 cent interim rule. Each determination must be made within [#] days of receipt by the contractor.

- The determination will include information that depicts the way that the contractor made its determination regarding compliance.
- The contractor will make a recommendation to the State Agency about certification, assessing whether the SFA submission is or is not in compliance with the 6 cent performance based standards.
- To the extent that the contractor identifies that an SFA submission is not in compliance, the contractor will provide the State Agency with a recommended set of steps to communicate to the SFA to make necessary revisions. The recommendations for revision will attempt to minimize the level of changes to the initial SFA submission that are necessary to bring it into compliance.
- The contractor may conduct the reviews at its location and does not need to travel to the State agency offices. All necessary communication with the State Agency will be conducted through telephone calls and other electronic means.

Subtasks and Deliverables Associated with Task 3

Subtask 3.1. Kickoff Meeting: The contractor shall participate in a Kickoff Meeting to discuss the implementation of Task 3.

- The meeting shall take place by teleconference, such that no contractor travel or related expenditures are anticipated.
- The contractor shall prepare an agenda for the Kickoff Meeting that will outline key topics for discussion and identify where clarification is requested with regards to the implementation of Task 3.

Deliverables Associated with Subtask 3.1:

- 3.1.1 Draft Kickoff Meeting Agenda due 2 days following notification of award.
 - State Agency COTR will provide feedback within 2 business days.
- 3.1.2 Final Kickoff Meeting Agenda due 1 day following receipt of State Agency COTR feedback

Subtask 3.2. Draft Implementation Plan for Reviews of SFA Submissions

- The contractor will provide a Draft Implementation Plan that explains the process it will undergo for each SFA submission. The Draft Implementation Plan will address the following:
 - The skills and experience of the contractor staff proposed to implement Task 3.
 - The process the contractor will use to evaluate certification documentation including use of certification tools provided by FNS.

- A schedule for implementation of Subtask 3.

Deliverables Associated with Subtask 3.2:

- 3.2.1 Draft Implementation Plan (due 5 days following Kickoff Meeting)

Subtask 3.3. Final Implementation Plan for Reviews of SFA Submissions

- Within 3 business days of the receipt of Deliverable 3.2.1, the COTR will provide feedback.
- Within 2 business days of receipt of COTR feedback, the contractor will provide a Final Implementation Plan that addresses the feedback provided.

Deliverables Associated with Subtask 3.3:

- 3.3.1 Final Implementation Plan (due 2 days following receipt of feedback from COTR on Deliverable 3.2.1)

Subtask 3.4. Reports on Review of SFA Submissions Based on Final Implementation Plan

- The State Agency will provide the submissions from SFAs in the State within [#] days of receipt. The contractor will review these materials and prepare Reports on the Review of SFA submissions, which will include the following for each SFA submission reviewed:
 - A positive or negative recommendation of State Agency certification for performance based reimbursement
 - Clear information that justifies the positive or negative recommendation
 - For SFA submissions that the contractor finds had a negative recommendation, a recommendation of the type(s) of revisions that are needed such that a re-submission would be compliant with the criteria under the 6 cent performance based review.

Deliverables Associated with Subtask 3.4:

- 3.4.1 Reports on Review of SFA Submissions within 45 days of receipt from State agency.

Task 4: Validation Reviews:

Perform on-site validation reviews of at least 25 percent of SFAs certified in the State during SY 2012/13. This must include all large certified SFAs in the State prior to the end of School Year 2012-13. As a result of this assessment, provide written evidence to the State Agency regarding each reviewed SFA's compliance or non-compliance with updated meal patterns.

State Agency Objectives of Task 4:

- Confirm that at least 25 percent of certified SFAs have been and continue to meet the updated meal patterns from the beginning of certification.
- Receive reliable information about the extent to which at least 25 percent of certified SFAs are or are not compliant with regulations related to the nutritional quality of their school lunch and school breakfast meal service based on:
 - Observation of one meal service for one day at 1 school for each type of certified menu
 - A review of school production records for observed meals to ensure the meal service meets the updated meal pattern requirements
 - Review of the documentation submitted for certification
- Based on the meal service observation and school production record review, receive a written rationale regarding the extent to which the contractor judges each school and each SFA reviewed to be in compliance or not in compliance.
 - For schools and SFAs identified as not being in compliance with the requirements under the Final Meal Pattern Rule, recommend to the SA steps that would support bringing about necessary change to support realistic program improvement.

Assumptions for the Purpose of Preparing Your Firm's Proposal

- The State Agency will request that your firm visit at least 25 percent randomly selected SFAs within the State.
- The earliest an SFA can begin receiving the 6 cents reimbursement is October 1, 2012.
- The on-site validation must take place between October 1, 2012 and the end of the 2012-2013 School Year in each selected SFA.
- The randomly selected SFAs will be spread across the State geographically. The State Agency will reimburse your firm for actual costs incurred for travel to / from the training site and per diem allowance.

- The State agency will select SFA's and schools for validation reviews and communicate this information to the contractor.
- Within each selected SFA, the State Agency will be required to identify one school representing each menu type submitted for certification subject to an on-site validation review.
 - The contractor will be required to communicate directly with the SFA and its schools to schedule its visits.
 - The State Agency, seeking to minimize costs and burden upon the SFA, will require that all school-level visits take place during the same visit by contractor staff member(s) to the SFA.
- For each selected school which serves both NSLP lunches and SBP breakfasts, an observation of both lunches and breakfasts will be required to determine SFA compliance with the updated meal patterns.
- The State Agency will provide your firm with all documentation that sampled SFAs submitted to the State Agency in the 6 cents review certification process.
- Each SFA will have the required documentation that supported their submission to the State Agency, as outlined in the 6 cents certification requirements, on-hand and ready to provide to the contractor staff upon their arrival.
- The review of the records will take place at the schools being reviewed or in the office the SFA.
- The meal production records provided by the schools your firm visits will be comprehensive.

Subtask 4.1. Kickoff Meeting: The contractor shall participate in a Kickoff Meeting to discuss the implementation of Task 4.

- The meeting shall take place by teleconference, such that no contractor travel or related expenditures are anticipated.
- The contractor shall prepare an agenda for the Kickoff Meeting that will outline key topics for discussion and identify where clarification is requested with regards to the implementation of Task 4.

Deliverables Associated with Subtask 4.1:

- 4.1.1 Draft Kickoff Meeting Agenda due 2 days following notification of award.
 - State Agency COTR will provide feedback within 2 business days.
- 4.1.2 Final Kickoff Meeting Agenda due 1 day following receipt of State Agency COTR feedback

Subtask 4.2. Draft Implementation Plan for Site Validation Reviews

- The contractor will provide a Draft Implementation Plan that explains the process it will undergo to plan and conduct each set of visits to SFAs identified by the State Agency. The Draft Implementation Plan will address the following:
 - The skills and experience of the contractor staff proposed to implement Task 4.
 - The process the contractor will use to evaluate certification documentation including use of certification tools provided by FNS.
 - A schedule for implementation of Task 4.
 - A plan for communicating with each SFA included in Task 4 to notify the SFA of the purpose and timeframe for the site visit in their SFA and in their schools. This will include a draft letter that will be used for this purpose and contact information for the SFA to use if they seek to contact the contractor in the planning process.
 - A plan for how meal service observation will be conducted by the contractor that will ensure both high quality collection of relevant data and a minimal level of disruption to the normal flow of meal service in each school visited.
 - A plan for how school-level production records will be reviewed and used in Task 4.

Deliverables Associated with Subtask 4.2:

- 4.2.1 Draft Implementation Plan (due 5 days following Kickoff Meeting)

Subtask 4.3. Final Implementation Plan for Site Validation Reviews

Within 3 business days of the receipt of Deliverable 4.2.1, the COTR will provide feedback. Within 2 business days of receipt of COTR feedback, the contractor will provide a Final Implementation Plan that addresses the feedback provided.

Deliverables Associated with Subtask 4.3:

- 4.3.1 Final Implementation Plan (due 2 days following receipt of feedback from COTR on Deliverable 4.2.1)

Subtask 4.4. Report(s) on Site Visits for Validation Reviews

The contractor will provide, based on evidence gathered during the SFA visits conducted under Task 4, Report(s) to the State Agency that addresses the following elements for each SFA and School visited:

- Whether the meal service observed was or was not in compliance with meal pattern requirements.

- Justification for how the contractor determined that the meal service observed was or was not in compliance with meal pattern requirements.
- Whether the production records reviewed suggested that meal service is or is not being implemented in a manner consistent with meal pattern requirements.
- Justification for how the contractor made its determination regarding the production records.
- To the extent that the contractor identified, through meal service observation and / or production records, any evidence of non-compliance with existing meal pattern requirements, a recommendation to the State Agency about those steps that the State Agency may consider for addressing these issues and encouraging compliance.

Deliverables Associated with Subtask 4.4:

- 4.4.1 Report(s) on Site Visits to SFAs (due 5 days following each site visit completion)

IV. Contract Administration: Example of Contractual Clauses

Confidentiality and Non-Disclosure

The contractor may have to access proprietary information and shall be required to sign non-disclosure and conflict of interest statements. The preliminary and final deliverables and all associated working papers, and other material deemed relevant by the agency that have been generated by the contractor are the property of the [State] and cannot be reproduced, or retained by the contractor. When no longer required, this information, data, and/or equipment will be returned to State control. All documents and information pertaining to network vulnerabilities, security policy, operational procedures or related functions shall be maintained under absolute accountability and relinquished to the COR upon completion of the contract

Conflict of Interest

The Contractor shall ensure that its officers, employees, agents, consultants and/or subcontractors comply with the requirements of the [State] as amended, including but not limited to section(s) [#], as amended, with regard to ethical standards applicable to State employees, and [Statute] sections [#] regarding post-employment restrictions affecting former State employees.

Additionally, the Contractor shall ensure that no violation of these provisions will occur by reason of the Contractor's proposal for or negotiation and execution of the Agreement or in its delivery of services pursuant to the Agreement. If, during the term of the Agreement, the Contractor becomes aware of a relationship, actual or potential, which may be considered a violation of the [Statute] or which may otherwise be considered a conflict of interest, the Contractor shall notify [State agency] in writing immediately. Should [State agency] thereafter determine that such employment is inconsistent with State law; [State agency] shall so advise the Contractor in writing, specifying its basis for so determining, and may require that the contractual or employment relationship be canceled. Failure to comply with these provisions may result in suspension or cancellation of the Agreement and criminal proceedings as may be required by law.

The Contractor is required to make full disclosure of any circumstances that could affect its ability to perform in complete compliance with the [Statue].

Performance Metrics

Applicable for the Contract:

Implementation of State Agency Requirements Under Certification of Compliance With Meal Requirements for the National School Lunch Program Under the Healthy, Hunger-Free Kids Act of 2010 Interim Rule

Task	Performance Objective	Standards	Method	Metric
1	Provide training to SFA staff to foster understanding of a) the new meal pattern requirements; and b) approaches for how to meet these requirements in the menu planning process; and c) how to complete documentation when applying to be certified by their State Agency to receive the 6 cent performance based reimbursement.	Training achieves the learning objectives defined in Deliverable 1.3.2. Training imparts on trainees the ability to complete documentation related to the 6 cent performance based reimbursement certification requirement on the basis of a reasonable understanding of the new meal pattern requirements.	Contractor submits trainee self-reports within Deliverable 1.5.3.	90 percent of trainees, on the basis of the primary training, self-report confidence to complete documentation on behalf of their SFA for certification associated with the 6 cent performance based reimbursement.
2	Provide training to State Agency staff on methodologies to review SFA documentation to determine whether the SFA's submission is or is not in compliance with the meal pattern requirements. And, to provide training to State Agency staff to develop recommendations to SFAs whose initial submissions are identified as deficient for steps that may result in a revised submission that would result in State Agency certification.	Training achieves the learning objectives defined in Deliverable 2.3.2. Training imparts on trainees the ability to complete the review of SFA submissions related to the 6 cent performance based reimbursement certification requirement accurately and in a timely and efficient manner.	Contractor submits trainee self-reports within Deliverable 2.5.3.	90 percent of trainees, on the basis of the primary training, self-report confidence that they have the required skills to a) review SFA submissions accurately and in a timely and efficient manner; and b) develop recommendations to SFAs whose initial submissions are identified as deficient for steps that may result in a revised submission that would result in State Agency certification
3	Conduct an assessment of electronic submissions of documentation submitted by SFAs to determine whether the SFA's submission is or is not in compliance with the meal pattern requirements. As a result	Implementation achieves a timely and accurate assessment of SFA submissions with regard to whether the submissions are in compliance with the standards of the 6 cent performance based	COTR reviews Deliverable 3.4.1.	Submissions from all SFAs are accurate and are supported by evidence in Deliverable 3.4.1, where the source of that evidence is the SFA submission and reference to the appropriate

	of the assessment, submit information to the State Agency to provide either (a) evidence for a justification of State Agency certification; or (b) evidence for deficiencies in the SFA submission.	reimbursement certification process. The assessment for each SFA is supported by reasonable evidence. Where deficiencies are identified, recommendations for addressing the deficiencies are developed in a thoughtful manner.		technical resources.
4	Perform on-site validation of a sample of at least 25% of SFAs certified by the State Agency to receive the additional 6 cent performance based reimbursement as soon as practicable after October 1, 2012 and prior to the end of School Year 2012-13 in the respective SFAs to verify compliance with the new meal pattern. As a result of this assessment, provide written evidence to the State Agency regarding the consistency or lack thereof of on-site validation findings with program regulations.	Implementation provides accurate assessment and reasonable evidence about whether the meal service observed and production records reviewed are in conformance with the requirements of the 6 cent performance based reimbursement certification.	COTR reviews Deliverable 4.4.1.	Submissions associated with each SFA and school visited are accurate and are supported by evidence in Deliverable 4.4.1, where the source of that evidence is information gathered during the validation site visit, with reference to the appropriate technical resources.

State of [Name]
**Implementation of State Agency Requirements Under Certification of Compliance With
Meal Requirements for the National School Lunch Program Under the Healthy, Hunger-
Free Kids Act of 2010 Interim Rule**

Acquisition Plan Technical Evaluation Criteria

Contract award shall be made to the offeror whose proposal, in conforming to this Performance Work Statement, provides the overall best value to the State of [Name]. The State of [Name] will consider both technical evaluation factors and price in its evaluation of proposals. In considering and evaluating the proposals submitted, the goal of the State of [Name] is to obtain the highest technical quality considered necessary to achieve the project objectives, within a realistic, cost-effective and reasonable cost.

Offerors should note that the technical evaluation panel will consider the efficiency of the Technical Proposal to implement Tasks 1 through 4, including all Subtasks.

All proposals shall be evaluated on the following evaluation factors:

Evaluation Criteria:

(In descending order of importance)

- Factor 1 - Technical Approach
- Factor 2 - Capability and Experience of Staff
- Factor 3 - Management Plan
- Factor 4 - Past Performance
- Factor 5 –Cost & Price

Technical Factors

1. Technical Approach

The proposal demonstrates each of the following, pertaining to each task unless otherwise specified:

- Knowledge of the National School Lunch Program, including the role and relationship between our State Agency and School Food Authorities. (Considered for all tasks)
- Knowledge of the new meal pattern requirements under the National School Lunch Program and School Breakfast Program defined in the final rule titled, “Nutrition Standards in the National School Lunch and School Breakfast Program,” published January 26, 2012. (Considered for all tasks)
- Knowledge of the interim rule titled, “*Certification of Compliance With Meal Requirements for the National School Lunch Program Under the Healthy, Hunger-Free Kids Act of 2010*,” published April 27, 2012, that outlines the requirements for compliance with the new meal pattern.
- Ability and experience in designing and delivering training materials about human nutrition for a non-technical audience. This includes the identification of learning objectives and assessment tools to assess baseline understanding and knowledge/skills gained. (Task 1 and 2)
- Understanding of the types of meal patterns that children in Grades K-12 may find acceptable. (All tasks)

- Awareness of the costs of production of a range of meal patterns that children in Grades K-12 may find acceptable and SFAs may find affordable within the reimbursement structure of the National School Lunch and School Breakfast Programs. (All tasks)
- Experience with available software that may be used to quantify the composition of foods with respect to their nutrient content. (All tasks)
- Experience observing school food service operations to determine compliance with nutritional requirements (Task 4)
- Experience reviewing school food production records to determine compliance with nutritional requirements (Task 4)

2. Capability and Experience of Staff

The proposal demonstrates a commitment of adequate staff, experienced in nutrition science and the development and implementation of curriculum related to nutrition science. Staff assignments are made according to relevant experience and skill levels.

3. Management Plan

Adequacy of management plan including: relationship of staff assignments/expertise to needed skills; relationship of time commitments to anticipated level of effort; adequacy of task scheduling, coordination, and review to assure timely and high quality performance on all work; planned management of subcontractor staff and consultants (if any); and, adequacy of confidentiality protection and security protocols.

4. Past Performance

The evaluation of past performance on completed and ongoing relevant projects will be assessed. Past performance will be evaluated as a measure of the State of [Name]'s confidence in the offeror's ability to successfully perform this project. The Government seeks to determine the extent to which the offeror has consistently demonstrated knowledge of and a commitment to customer satisfaction with timely delivery of relevant services at fair and reasonable prices. In evaluating the offeror's past performance on completed projects, the State may consider information in the offeror's proposal and information from other sources, including references, past and current customers, Government agencies and any other sources deemed necessary.

In the case of an offeror with respect to which there is no information on past contract performance or with respect to which information on past contract performance is not available, the offeror may not be evaluated favorably or unfavorably on the factor of past contract performance.

5. Price

The Offeror's price proposal will be evaluated to determine if it is realistic, complete, and reasonable. As part of its evaluation, the Government will consider not only the labor rates and discounts offered, but the specific labor mix, hours, and other costs associated with this procurement.

In addition, when considering which offeror's proposal represents the overall best value to the government, one or more of the following price analysis techniques may be utilized:

- a. Comparison of proposed prices received in response to the solicitation.
- b. Comparison of proposed prices with the independent government cost estimate developed as part of this procurement process.

- c. Comparison of proposed prices with available historical information.
- d. Comparison of proposed prices with information received from other government agencies.

RELATIVE IMPORTANCE OF THE EVALUATION FACTORS

Award will be made to the offeror whose technical proposal and price provide the best value to the government. The technical factors, when combined, are more important than price. Of the technical factors, Factor 1 – Technical Approach is considered the most important followed by Factor 2 – Capability and Experience of Staff, then Factor 3 – Management, followed by Factor 4 -- Past Performance. If two or more offers are considered technically equivalent, price or CLIN type may become of primary importance in determining the proposal most advantageous to the Government.

RATINGS

For each technical evaluation factor the Government will assign one of the following adjectival ratings:

Rating	Definition
Exceptional (E)	The proposal greatly exceeds stated requirements, as reflected through an innovative, comprehensive, outstanding approach. The response is complete in terms of the basic content and level of information the Government seeks for evaluation. There is a high probability of success and negligible risk that this offeror would fail to meet the quantity, quality and schedule requirements. There are no deficiencies or weaknesses.
Very Good (V)	The proposal exceeds stated requirements. The response is complete in terms of the basic content and level of information the Government seeks for evaluation. There is a high probability of success and little or no risk that this offeror would fail to meet the quantity, quality and schedule requirements. There are no deficiencies. Weaknesses, if any are minor and need not be corrected prior to award.
Satisfactory (S)	The proposal meets the stated requirements. The response is considered complete in terms of the basic content and level of information the Government seeks for evaluation. There is a good probability of success and little risk that this offeror would fail to meet the quantity, quality, and schedule requirements. There are no deficiencies. Weaknesses, if any may need to be corrected prior to award.
Neutral (N)	Applies to Past performance evaluation only
Marginal (M)	The proposal fails to meet the stated requirements. The response is considered incomplete or inadequate in terms of the basic content and level of information the Government seeks for evaluation. There is a low probability of success based on the present information. There is a relatively high risk that this offeror would fail to meet the quantity, quality, and schedule requirements. There are deficiencies and/or significant weaknesses that would require a major revision or a new proposal being submitted.
Unsatisfactory (U)	The proposal significantly fails to meet the stated requirements. What was submitted lacks essential information or is conflicting and unproductive. There is no reasonable likelihood of success; deficiencies are so major or extensive that a major revision or complete rewrite of the proposal would be necessary.

Basis for Award:

(a) The contract resulting from this solicitation will be awarded to the responsible offeror whose offer, conforming to the solicitation, is determined to be most advantageous to the Government. All evaluation factors other than price, when combined, are more important than price.

(b) However, for an offer to be considered for award, it must:

- Meet all minimum standards (rated as “Satisfactory”) on all evaluation factors.
- Be priced consistent with and based upon the data provided in the Technical proposal.
- Offer Realistic Pricing. An offer found to have unrealistic prices will not be considered for award.

(C) The State of [Name] retains the right to evaluate offers and make award without negotiations. The State of [Name] reserves the right to conduct negotiations if it is determined to be in the best interest of the government. Therefore, offerors are encouraged to ensure that the initial proposals contain the offeror’s most favorable terms and reflect its best possible performance potential.

(d) The successful Offeror must present and submit a clear and concisely written proposal that gives the State of [Name] confidence in the Offeror’s ability to successfully meet the requirement specified herein.

ATTACHMENT 1: MARKET RESEARCH QUESTIONNAIRE

DESCRIPTION OF FIVE TASKS THAT STATE AGENCIES MAY BE INTERESTED IN PROCURING FROM QUALIFIED FIRMS, POTENTIAL OBJECTIVES THAT STATE AGENCIES MAY HAVE ASSOCIATED WITH EACH TASK, AND TECHNICAL AND COST QUESTIONS FOR YOUR FIRM THAT YOUR FIRM MAY REPLY TO AS PART OF THE MARKET RESEARCH FNS IS CONDUCTING¹

¹ State agencies have been provided additional information on these questions provided by potential bidders to assist them in their procurement efforts.

STATE AGENCY TASK 1. Provide training to SFA staff to foster understanding of the new meal pattern requirements and approaches for how to meet these requirements as they adjust their menu planning process.

HYPOTHETICAL SCENARIO AND ASSUMPTIONS FOR PURPOSES OF DELIVERING YOUR FIRM'S RESPONSE

- A single individual from each of 50 SFAs in the State that contracts with your firm will be delegated responsibility by their SFA to participate in this training.
 - o Each of these individuals is considered a “trainee” for the purposes herein.
 - o Each of these SFAs participates in the NSLP and SBP, and each is interested in becoming certified for the 6 cent reimbursement prior to October 1, 2012 for their NSLP meals.
- The SFA staff participating in this training will have reasonable familiarity with and knowledge of the NSLP/SBP nutritional requirements in effect prior to the new rule published on January 26, 2012.
 - o Each SFA staff member participating in the training will have been a school district employee with responsibilities associated with the NSLP / SBP for a minimum of one year.
- The SFA staff will be fluent in written and spoken English, and all activities conducted by your firm with respect to this task will be in English.
- A single in-person training session will be scheduled by the State Agency.
 - o The single session will be scheduled for June or July, 2012.
 - o The in-person training will take place near the location of the State Agency in meeting space provided at no charge to your firm.
 - o The State Agency will pay your firm for actual costs associated with travel to / from the training site and per diem allowance, such that the transportation costs and other logistic costs between your firm's location and the State Agency location are not material for developing a cost proposal for the purposes of the Market Research Questionnaire. However, the level of effort associated with travel costs for contractor staff members is relevant to the cost proposal.
 - o The meeting space will be equipped with all items necessary for implementation of the training.

- The meeting space will be equipped with Internet access, but will not have computers or other technology for use by your firm.
- FNS will provide limited sample training materials to the State Agency, which will provide these materials to your firm 2 weeks prior to the conduct of training.
 - The State Agency will request that your firm design training materials as a component of implementation of this task, on the basis of the performance objectives outlined by the State Agency, earlier meal pattern requirements, and the new meal pattern requirements and related technical materials. The State Agency will encourage contractors to rely, to the extent possible, on the modification of extant materials where most efficient.
 - The training materials will provide a detailed list of learning objectives for trainees related to the State Agency's performance objectives.
 - The State Agency will expect that your firm's staff members performing this task demonstrate competence with respect to the new meal pattern requirements and SFA menu planning processes.
 - The training materials must be designed to provide a brief, thoughtful overview of the nutrition science that constitutes the foundation of the new meal pattern requirements at a level that is appropriate for this audience. The training materials will focus on how the meal pattern requirements changed. The training materials will provide examples about ways in which menu choices may evolve to meet the new requirements.
 - The training materials must include documentation similar to those available for use by SFAs in support of their application for a Gold Award under the Healthier US School Challenge Application available at pages 5-8 of <http://healthymeals.nal.usda.gov/hsmrs/HUSSC/HUSSCformGold.pdf>. Trainees will be required to become sufficiently familiar with how to design and complete menu planning worksheets such that they can implement all steps necessary on behalf of their SFA to seek certification for the enhanced reimbursement in a timely manner (i.e., prior to October 1, 2012).
 - The training will include strategies that will assist trainees to design menus that will be attractive in terms of taste and other factors to their intended audience of students in the schools within their communities.

- Your firm's trainer(s) will be expected by the State Agency to be highly knowledgeable about these training materials.
- Your firm will be required to provide reasonable documentation about the extent to which participating SFA staff members self-report having achieved the minimal levels of competence with respect to the new meal pattern requirements and SFA menu planning processes. Your firm will be asked to design an instrument through which trainees can report, at the end of training, about the level of capability that they have in relationship to the 6 cent rule. This instrument will include a mechanism through which trainees may report on areas in which they believe they require further training.

POTENTIAL STATE AGENCY PERFORMANCE OBJECTIVES

- The training session is efficient and effectively organized by the contractor.
- 100 percent of trainees self-report having minimal competency with respect to the desired learning objectives after no more than 10 hours of training. This will include the ability to demonstrate an understanding of the new meal pattern requirements and how they differ from the earlier requirements.
- Trainees, following their participation in the training, have a reasonable set of skills and self-confidence to prepare an application for certification under the meal pattern requirements as described in the Final Rule published January 26, 2012.
 - This preparation includes the competency to develop menus that are consistent with the SFA's desire to serve healthy and nutritious meals that are affordable and appealing to their intended audience of students.
 - This preparation includes the competency to develop menus that meet the nutritional requirements of meals for students at each relevant grade span covered in the January 26, 2012 Final Rule.
- The State Agency will receive from your firm in a timely manner:
 - Written information with regards to the conduct of the training session and the extent to which each trainee met the intended goals, based on self-assessment of trainees and contractor assessment; and

- For any trainee(s) that did not self-report that they met the intended goals, recommendations on steps necessary to help these trainee(s) achieve the intended goals.

TECHNICAL QUESTIONS

1. Explain how your firm would utilize its familiarity with the NSLP meal pattern requirements, food crediting of meal pattern components and nutrient analysis (including resources you have used, such as computer software) to implement the training program described above to meet the objectives described above.
2. What types of expertise do you believe are necessary for a staff member from your firm to have, prior to implementing Task 1 in a given State, to develop the deep level of knowledge with respect to the training materials and self-assessment tool described above?
3. We expect that a large number of State Agencies may want to contract for Task 1 in the June /July 2012 timeframe. Explain your firm's capabilities to meet demand from a large number of State Agencies within this timeframe.
4. What experience does your firm have in implementing a training program of this type? Please provide recent examples.
5. What additional information would your firm need in order to develop an effective technical proposal to meet State Agency Performance Objectives with respect to Task 1?

COST QUESTIONS

1. What additional information, if any, would your firm require from a State Agency about its performance objectives under Task 1 for your firm to provide a cost proposal?
2. If your firm does not require additional information to provide a cost proposal, what is the cost that you would estimate your firm would charge a State Agency (independent of transportation and logistics costs) to perform Task 1?
 - a. What would be the components of the costs?
 - b. Would your preferred contracting method be fixed-price, cost plus fixed-fee, an hourly wage arrangement, or some other method?
3. Is there a minimum number of State Agency(s) that would request Task 1 services that would be necessary to make bidding on this task for a given State Agency attractive to your firm?

STATE AGENCY TASK 2. Provide training to SFA staff on how to complete documentation² when applying to be certified by their State Agency to receive the 6 cent enhanced reimbursement.

HYPOTHETICAL SCENARIO AND ASSUMPTIONS FOR PURPOSES OF DELIVERING YOUR FIRM'S RESPONSE

- A single individual from each of 50 SFAs in the State that contracts with your firm will be delegated responsibility by their SFA to participate in this training.
 - o Each of these individuals is considered a “trainee” for the purposes herein.
 - o Each of these SFAs participates in the NSLP and SBP, and each is interested in becoming certified for the 6 cent reimbursement prior to October 1, 2012 for their NSLP meals.
- The SFA staff participating in this training will have reasonable familiarity with and knowledge of the NSLP/SBP meal pattern requirements in effect prior to the new rule published on January 26, 2012.
 - o Each SFA staff member participating in the training will have been a school district employee with responsibilities associated with the NSLP / SBP for a minimum of one year.
- The SFA staff will be fluent in written and spoken English, and all activities conducted by your firm with respect to this task will be in English.
- A single in-person training session will be scheduled by the State Agency.
 - o The single session will be scheduled for June or July, 2012.
 - o The in-person training will take place near the location of the State Agency in meeting space provided at no charge to your firm.
 - o The State Agency will pay your firm for actual costs associated with travel to / from the training site and per diem allowance, such that the transportation costs and other logistic costs between your firm’s location and the State Agency location are not material for developing a cost proposal for the purposes of the Market Research Questionnaire. However, the level of effort associated with travel costs for contractor staff members is relevant to the cost proposal.

² As a reference for a current approach to documentation of meal pattern compliance, see the Healthier US School Challenge Application available at pages 5-8 of <http://healthymeals.nal.usda.gov/hsmrs/HUSSC/HUSSCformGold.pdf>. The nutrition education and physical education components of the Gold Award review process are not relevant for the 6 cent certification.

- The meeting space will be equipped with all items necessary for implementation of the training.
- The meeting space will be equipped with Internet access, but will not have computers or other technology for use by your firm.
- FNS will provide limited sample training materials to the State Agency, which will provide these materials to your firm 2 weeks prior to the conduct of training.
 - The State Agency will request that your firm design training materials as a component of implementation of this task, on the basis of the performance objectives outlined by the State Agency in its procurement package.
 - The learning objectives of the State Agency will focus on providing trainees with the skills necessary to complete an SFA application for certification under the 6 cent rule.
 - To develop training materials, the State Agency will encourage the contractor to rely, to the extent possible, on the modification of extant materials.
 - The training materials will provide a detailed list of learning objectives for trainees related to the State Agency's performance objectives, with a focus on meeting the requirements of the new menu pattern requirements.
 - The State Agency will expect that your firm's staff members performing this task demonstrate competence with respect to the new meal pattern requirements and SFA menu planning processes.
 - The training materials must include documentation similar to those available for use by SFAs in support of their application for a Gold Award under the Healthier US School Challenge Application available at pages 5-8 of <http://healthymeals.nal.usda.gov/hsmrs/HUSSC/HUSSCformGold.pdf>. Trainees will be required to become sufficiently familiar with how to design and complete menu planning worksheets such that they can implement all steps necessary on behalf of their SFA to seek certification for the enhanced reimbursement in a timely manner (i.e., prior to October 1, 2012).
 - The training will include strategies that will assist trainees to design menus that will be attractive in terms of taste and other factors to their intended audience of students in the schools within their communities.
 - Your firm's trainer(s) will be expected by the State Agency to be highly knowledgeable about these training materials.

- Your firm will be required to provide reasonable documentation about the extent to which participating SFA staff members self-report having achieved the minimal levels of competence with respect to the new meal pattern requirements and SFA menu planning processes. Your firm will be asked to design an instrument through which trainees can report, at the end of training, the level of capability that they have in relationship to the 6 cent rule. This instrument will include a mechanism through which trainees may be report on areas in which they believe they require further training.

POTENTIAL STATE AGENCY PERFORMANCE OBJECTIVES

- The training session is efficient and effectively organized by the contractor.
- 100 percent of trainees can demonstrate minimal competency with regard to the goals of the training after no more than 6 hours of training, based on their own self-assessment.
- Trainees, following their participation in the training, have a reasonable set of skills and self-confidence to prepare an application for certification under the menu planning standards as described in the Final Rule published January 26, 2012.
 - o This preparation includes the competency to develop and submit an application for their SFA for certification with the 6 cent rule.
 - o This preparation includes the competency to develop menus that are consistent with the SFA's desire to serve healthy and nutritious meals that are affordable and appealing to their intended audience of students.
 - o This preparation includes the competency to develop menus that meet the nutritional requirements of meals for students at each relevant grade span covered in the January 26, 2012 Final Rule.
- The State Agency will receive from your firm in a timely manner:
 - o Written information with regards to the conduct of the training session and the extent to which each trainee met the intended goals; and
 - o For any trainee(s) that did not self report that they met the intended goals, recommendations on steps necessary to help these trainee(s) achieve the intended goals.

TECHNICAL QUESTIONS

1. Explain how your firm would utilize its familiarity with the NSLP meal pattern requirements, food crediting of meal pattern components and nutrient analysis (including resources you have used, such as computer software) to implement the training program described above to meet the objectives described above.
2. What types of expertise do you believe are necessary for a staff member from your firm to have, prior to implementing Task 2 in a given State, to develop the deep level of knowledge with respect to the training materials and self-assessment tool described above?
3. We expect that a large number of State Agencies may want to contract for Task 2 in the June / July 2012 timeframe. Explain your firm's capabilities to meet demand from a large number of State Agencies within this timeframe.
4. What experience does your firm have in implementing a training program of this type? Please provide recent examples.
5. What additional information would your firm need in order to develop an effective technical proposal to meet State Agency Performance Objectives with respect to Task 2?

COST QUESTIONS

1. What additional information, if any, would your firm require from a State Agency about its performance objectives under Task 2 for your firm to provide a cost proposal?
2. If your firm does not require additional information to provide a cost proposal, what is the cost that you would estimate your firm would charge a State Agency (independent of transportation and logistics costs) to perform Task 2?
 - a. What would be the components of the costs?
 - b. Would your preferred contracting method be fixed-price, cost plus fixed-fee, an hourly wage arrangement, or some other method?
3. Is there a minimum number of State Agency(s) that would request Task 2 services that would be necessary to make bidding on this task for a given State Agency attractive to your firm?

STATE AGENCY TASK 3. Provide training to State Agency staff or its designees on methodologies to review SFA documentation to determine whether the SFA's submission is or is not in compliance with the meal pattern requirements. And, to provide training to State Agency staff to develop recommendations to SFAs whose initial submissions are identified as deficient for steps that may result in a revised submission that would result in State Agency certification.

SCENARIO AND HYPOTHETICAL ASSUMPTIONS FOR PURPOSES OF DELIVERING YOUR FIRM'S RESPONSE

- 10 State Agency staff (or designees of the State Agency) will participate in the training your firm will conduct.
- A single in-person training session will be scheduled by the State Agency.
 - o The single session will be scheduled for May or June 2012.
 - o The in-person training will take place near the location of the State Agency in meeting space provided at no charge to your firm.
 - o The State Agency will pay your firm for actual costs associated with travel to / from the training site and a per diem allowance, such that the transportation costs and other logistic costs between your firm's location and the State Agency location are not material for developing a cost proposal for the purposes of the Market Research Questionnaire. However, the level of effort associated with travel costs for contractor staff members is relevant to the cost proposal.
 - o The meeting space will be equipped with all items necessary for implementation of the training.
 - o The meeting space will be equipped with Internet access, but will not have computers or other technology for use by your firm.
- The SA staff participating in this training will have reasonable familiarity with and knowledge of the NSLP/SBP meal pattern requirements in effect prior to the new rule published on January 26, 2012. These SA staff members have a regular responsibility to review SFA compliance with NSLP / SBP regulatory requirements within their ongoing job descriptions. One of the core responsibilities of each of these SA staff members is to lead administrative review efforts as described by FNS.³

³ See the requirements of the administrative review process at <http://www.fns.usda.gov/cnd/guidance/default.htm>

- FNS will provide limited sample training materials to the State Agency, which will provide these materials to your firm 2 weeks prior to the conduct of training.
 - o The State Agency will request that your firm design training materials for the intended purpose, on the basis of the performance objectives outlined by the State Agency in its procurement package.
 - o The learning objectives of the State Agency will focus on providing trainees with the skills necessary to complete reviews of application materials submitted by SFAs in support of their certification under the 6 cent rule.
 - o To develop training materials, the State Agency will encourage the contractor to rely, to the extent possible, on the modification of extant materials.
 - o The training materials will provide a detailed list of learning objectives for trainees related to the State Agency's performance objectives, with a focus on meeting the requirements under the 6 cent rule. These requirements will focus on accurate determination of the compliance SFA submissions for compliance with criteria under the 6 cent rule.
 - o The training materials and training objectives will focus on efficient methods by which State Agency staff can make recommendations to SFAs whose submissions are initially not found to be in compliance with requirements under the 6 cent rule.
 - o The State Agency will expect that your firm's staff member(s) performing this task must demonstrate competence with respect to the new meal pattern requirements and SFA menu planning processes.
 - o Your firm's trainer(s) will be expected by the State Agency to be highly knowledgeable about these training materials.
- Your firm will be required to provide reasonable documentation about the extent to which participating SA staff members self-report having achieved the minimal levels of competence with respect to the new meal pattern requirements and efficient and accurate methods to determine whether SFA application materials are or are not in compliance with the 6 cent rule. Your firm will be asked to design an instrument through which trainees can report, at the end of training, the level of capability that they have in relationship to the review of SFA application materials under the 6 cent rule. This instrument will include a mechanism through which trainees may be report on areas in which they believe they require further training.

POTENTIAL STATE AGENCY PERFORMANCE OBJECTIVES

- The training session is efficient and effectively organized by the contractor.
- 100 percent of trainees can demonstrate minimal competency with regard to the goals of the training after no more than 6 hours of training, based on their own self-assessment.
- Trainees, following their participation in the training, have a reasonable set of skills and self-confidence to implement reviews of SFA submissions in a highly accurate manner to assess compliance with the new menu planning requirements.
- The State Agency will receive, from your firm in a timely manner:
 - o Written information with regards to the conduct of the training session and the extent to which each trainee self-reports that they met the intended goals and are capable of making accurate assessments of SFA submissions for certification under the 6 cent rule; and
 - o For any trainee(s) that did not self-report having met the intended goals, recommendations on steps necessary to help these trainee(s) achieve the intended goals.

TECHNICAL QUESTIONS

1. Explain how your firm would utilize its familiarity with the NSLP meal pattern requirements, food crediting of meal pattern components and nutrient analysis (including resources you have used, such as computer software) to implement the training program described above to meet the objectives described above.
2. What types of expertise do you believe are necessary for a staff member from your firm to have, prior to implementing Task 3 in a given State, to develop the deep level of knowledge with respect to the training materials and self-assessment tool described above?
3. We expect that a large number of State Agencies may want to contract for Task 3 in the May/June 2012 timeframe. Explain your firm's capabilities to meet demand from a large number of State Agencies within this timeframe.
4. What experience does your firm have in implementing a training program of this type? Please provide recent examples.

5. What additional information would your firm need in order to develop an effective technical proposal to meet State Agency Performance Objectives with respect to Task 3?

COST QUESTIONS

1. What additional information, if any, would your firm require from a State Agency about its performance objectives under Task 3 for your firm to provide a cost proposal?
2. If your firm does not require additional information to provide a cost proposal, what is the cost that you would estimate your firm would charge a State Agency (independent of transportation and logistics costs) to perform Task 3?
 - a. What would be the components of the costs?
 - b. Would your preferred contracting method be fixed-price, cost plus fixed-fee, an hourly wage arrangement, or some other method?
3. Is there a minimum number of State Agency(s) that would request Task 3 services that would be necessary to make bidding on this task for a given State Agency attractive to your firm?

STATE AGENCY TASK 4. Conduct an assessment of paper-based or electronic submissions of documentation submitted by SFAs to determine whether the SFA's submission is or is not in compliance with the meal pattern requirements. As a result of the assessment, submit information to the State Agency to provide either (a) evidence for a justification of State Agency certification; or (b) evidence for deficiencies in the SFA submission.

HYPOTHETICAL SCENARIO AND ASSUMPTIONS FOR PURPOSES OF DELIVERING YOUR FIRM'S RESPONSE

- The State Agency that contracts with your firm has a total of 100 SFAs in their State.
- FNS, through guidance to SAs, will identify the forms on which SFAs should report and SAs should review compliance with the new menu planning guidelines. These will be paper-based or electronic forms⁴. The paper-based or electronic forms will be modeled after the application for a Gold Award under the Healthier US School Challenge Application available at pages 5-8 of <http://healthymeals.nal.usda.gov/hsmrs/HUSSC/HUSSCformGold.pdf>
- 75 of the SFAs in that State will submit complete and comprehensive paper-based forms to the State Agency by August 1, 2012.
- The State Agency will provide these materials from each of the 75 SFAs to the contractor by August 3, 2012 at 5:00 pm EDT.
- On the basis of the information provided by the SFAs to the SAs, the contractor will be required to:
 - o Make a determination about whether each of the SFA submissions is or is not compliant with the standards for the 6 cent review by September 28, 2012 at 5:00 pm EDT.
 - The determination will include information that depicts the way that the contractor made its determination regarding compliance.
 - A recommendation to the SA about certification, assessing whether the SFA submission is or is not in compliance with the 6 cent standards.
 - To the extent that the contractor identifies that an SFA submission is not in compliance, the contractor will provide the SA with a recommended set of steps

⁴ FNS anticipates that some SA's will require electronic submission of application materials from each SFA and that some SA's will require use of paper-based submission of application materials. To the extent that your firm's response to any of the technical or cost questions is dependent upon whether the SA will require paper-based or electronic forms, your firm is encouraged to provide responses salient to SA's requiring each type of form separately, where relevant in your firm's judgment.

that the SA can use to communicate to the SFA to make necessary revisions. The recommendations for revision will attempt to minimize the level of changes to the initial SFA submission that are necessary to bring it into compliance.

- The contractor may conduct the reviews at its location and does not need to travel to the State. All necessary communication with the State Agency will be conducted through electronic means.

POTENTIAL STATE AGENCY PERFORMANCE OBJECTIVES

- The contractor will make accurate assessments of complete submissions that are submitted to the SA by August 1, 2012. All determinations and submissions will be made from August 3 - September 28, 2012.
- The contractor's assessments will accurately determine whether each SFA submission is or is not compliant with requirements for the 6 cent reimbursement increase, based on guidance issued by FNS and adopted by the SA. These assessments will be clearly communicated to the SA, with sufficient information to substantiate the determination. A recommendation to the SA on whether the SFA is or is not compliant will be part of the submission by the contractor to the SA.
- Where deficiencies in any particular SFA submission are identified, the contractor will provide detailed recommendations on steps needed to bring the SFA submission into compliance that minimize the extent of revisions needed by the SFA.

TECHNICAL QUESTIONS

1. Explain how your firm would utilize its familiarity with the NSLP meal pattern requirements, food crediting of meal pattern components and nutrient analysis (including resources you have used, such as computer software) to implement the task described above to meet the objectives described above.
2. What types of expertise do you believe are necessary for a staff member from your firm to have, prior to implementing Task 4 for a given State, to ensure accuracy in the completion of the 6 cent review process?
3. We expect that a large number of State Agencies may want to contract for Task 4 for performance between August 1 - September 28, 2012. Explain your firm's capabilities to meet demand from a large number of State Agencies within this timeframe.

4. What experience does your firm have that is relevant to implementation of Task 4? Please provide recent examples.
5. What additional information would your firm need in order to develop an effective technical proposal to meet State Agency Performance Objectives with respect to Task 4?

COST QUESTIONS

1. What additional information, if any, would your firm require from a State Agency about its performance objectives under Task 4 for your firm to provide a cost proposal?
2. If your firm does not require additional information to provide a cost proposal, what is the cost that you would estimate your firm would charge a State Agency (independent of transportation and logistics costs) to perform Task 4?
 - a. What would be the components of the costs?
 - b. Would your preferred contracting method be fixed-price, cost plus fixed-fee, an hourly wage arrangement, or some other method?
3. The scenario described above made the assumption that your firm would be contracted to review 75 paper-based or electronic SFA submissions to a single SA from August 1 – September 28, 2012. What would be the maximum number of SFA submissions that your firm could accurately address in this timeframe? What additional information would you need to make this determination, if any?

STATE AGENCY TASK 5. Perform on-site review of a sample of schools within a sample of SFAs certified by the State Agency to receive the additional 6 cent reimbursement as soon as practicable on or after October 1, 2012 to verify compliance with the new meal pattern. As a result of this assessment, provide written evidence to the State Agency regarding the consistency or lack thereof of on-site findings with program regulations.

ASSUMPTIONS FOR PURPOSES OF DELIVERING YOUR FIRM'S RESPONSE

- The State Agency will request that your firm visit 10 randomly selected SFAs within their State.
- Each randomly selected SFA will be certified as of September 30, 2012.
- The on-site validation must take place between October 1, 2012 – April 30, 2013.
- The 10 randomly selected SFAs will be spread across the State geographically. Assume that each is located 100 miles from the location of the State Agency. The State Agency will provide reimbursement for actual travel costs for each contractor staff member to the State. The State Agency will provide reimbursement for actual travel costs for each staff member to travel from the location of the State Agency to each SFA. Therefore, travel costs are not material to the submission of responses to the Market Research Questionnaire questions below. However, the level of effort associated with travel costs for contractor staff members is relevant to the cost proposal.
- Within each selected SFA, the SA will be required to identify one high school, one middle school and one elementary school that will be the subject of the on-site review.
 - o The contractor will be required to communicate directly with the SFA and its schools to schedule its visits.
 - o The SA, seeking to minimize costs and burden upon the SFA, will require that all three school-level visits take place during the same visit by contractor staff member(s) to the SFA.
- Each selected school will serve both NSLP lunches and SBP breakfasts, and observation of both lunches and breakfasts will be required to determine SFA compliance with the requirements of the 6 cent reimbursement.
- Each SFA will have the required documentation that supported their submission to the SA, as outlined in the 6 cents rule, on-hand and ready to provide to the contractor staff upon their arrival.
 - o The review of the records will take place at the school being reviewed.

- The meal production records provided by the schools your firm visits will be comprehensive. Your firm will not need to request clarification of materials provided to complete its review.
- The SA will provide your firm with all documentation that sampled SFAs submitted to the SA in the 6 cent review certification process.

POTENTIAL STATE AGENCY PERFORMANCE OBJECTIVES

- Receive reliable information about the extent to which a sample of schools within a sample of SFAs are or are not compliant with regulations related to the nutritional quality of their school lunch and school breakfast meal service based on:
 - Observation of their meal service for one day at each of three schools.
 - A review of school production records for the menu week during which the contractor visits.
- Based on the meal service observation and school production record review, receive a written rationale regarding the extent to which the contractor judges each school and each SFA reviewed to be in compliance or not in compliance.
 - For schools and SFAs identified as not being in compliance with the requirements under the 6 cent regulation, recommend to the SA steps that would support bringing about necessary change to support realistic program improvement.
- With regards to the final State Agency Subtask of Task 5- Confirmation of documentation submitted by the SFA at the time of certification with respect to relevant nutritional requirements – receive an assessment of the extent to which the information used to support documentation of the SFA’s application was completed in a reasonable manner.

TECHNICAL QUESTIONS

1. Explain how your firm would utilize its familiarity with the NSLP meal pattern requirements, food crediting of meal pattern components and nutrient analysis (including resources you have used, such as computer software) to implement the task described above to meet the objectives described above.
2. What types of expertise do you believe are necessary for a staff member from your firm to have, prior to implementing Task 5 for a given State, to ensure that on-site reviews that your firm would conduct would result in comprehensive and accurate information being provided to the SA in a timely manner?

3. We expect that a large number of State Agencies may want to contract for Task 5 after October 1, 2012 and before the end of School Year 2012-13. Explain your firm's capabilities to meet demand from a large number of State Agencies within this timeframe for Task 5.
4. What relevant experience does your firm have that is relevant to implementation of Task 5. Please provide recent examples.
5. What additional information would your firm need in order to develop an effective technical proposal to meet State Agency Performance Objectives with respect to Task 4?

COST QUESTIONS

1. What additional information, if any, would your firm require from a State Agency about its performance objectives under Task 5 for your firm to provide a cost proposal?
2. If your firm does not require additional information to provide a cost proposal, what is the cost that you would estimate your firm would charge a State Agency (independent of transportation and logistics costs) to perform Task 5?
 - a. What would be the components of the costs?
 - b. Would your preferred contracting method be fixed-price, cost plus fixed-fee, an hourly wage arrangement, or some other method?
3. The scenario described above made the assumption that your firm would be contracted to visit 3 schools in each of 10 SFAs during each SFA on-site validation review between October 1, 2012 and the end of the School Year 2012-13. What would be the maximum number of SFAs that your firm could reasonably visit and meet the desired State-level objectives during this timeframe?