

Response To  
Request For Proposal



# Union County Adult Detention Center

Inmate Food Services

ORIGINAL  
December 16, 2021

December 16th, 2021

Union County  
108 East Main Street  
New Albany, MS 38652



Dear Union County,

Summit Food Service, LLC, is pleased to submit our response to the RFP for food services at the Union County. We are proposing a comprehensive inmate food program that meets and exceeds the quality and support required for your facility.

Nationally, Summit operates over 500+ food and commissary clients and, since 1991, Summit is operating over 20 counties in the state of Mississippi. Some of our key accounts are Pearl River County, Jackson County, Simpson County, Rankin County and Madison County through this we have a deep understanding of all the standards and policies required by the American Correctional Association (ACA) and the American Jail Association (AJA).

Our corporate offices, located in Sioux Falls, South Dakota, provide 24/7 support to our clients and our operating teams. Our Director of Operations - Mike Craft as well as our District Manager - Kelton Cuevas both live right here in Mississippi and you will have their direct cell numbers for any needs. We will strive to earn your business every day by providing an efficient and safe program that provides your staff and inmates with quality products, well-trained and courteous staff, easy-to-use technologies, and industry best customer service.

- 1. Summit is partners with 18 counties in the state of Mississippi.

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- 2. We believe that listening to your needs, answering your needs, and continuing ongoing open communication is the key to the best partnership.

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- 3. All of our kitchen staff will be trained then Certified with ServSafe.

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The contact persons for this proposal process are:

**Karen Sorensen**, Business Development Director | karen.sorensen@summitfoodservice.com | 941.302.1529  
**Naomi McLaughlin**, Managing Director of Growth | naomi.mclaughlin@summitfoodservice.com | 605.359.1969

The following representative is authorized to commit Summit to the proposal and any contractual agreement.  
Marlin C. Sejnoha Jr., President & CEO | marlin.sejnoha@summitfoodservice.com | 605.335.0825.

All information contained in this proposal is true and complete to the best of my knowledge.

Summit appreciates the opportunity to provide a very crucial service in the daily operations of your facilities and looks forward to implementing an industry leading food management program.

Marlin C. Sejnoha, Jr.  
President and CEO - Summit  
500 East 52nd Street North | Sioux Falls, SD 57104  
605.310.4950 Mobile | Marlin.Sejnoha@summitfoodservice.com

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## **Statement of Confidentiality**

This proposal is submitted to Union County for use in evaluating Summit as a Food Services Provider. This proposal contains information that is confidential and proprietary in nature. All pages are marked individually and are only to be utilized for fulfilling the terms of this agreement. Union County shall not duplicate, use or disclose in whole or in part any materials containing such information for any purpose except for use in the procurement process without prior written consent. This proposal and all information are guaranteed for ninety (90) days.



You want a food service program with quality and consistency, delivered on time and with a smile.

Your Summit team is present, responsive, and ready to support **you**. Our skilled customer service staff and technicians are available 24/7, when you need them most.



# Section 1

## Qualifications

**1. Qualifications: To be considered for award of this contract, the following minimum qualifications must be met and fully outlined and explained in bid:**

**A. The offeror must be organized for the purpose of providing institutional and volume food service, and must have current county correctional food service experience with proven effectiveness in administering and managing correctional food service programs. Include a general overview and history of your company or business, number of years in business and number of employees.**

*Summit acknowledges and agrees*

**B. The offeror must identify key staff members who would be involved in providing the services and submit statements or resumes of the owner and proposed onsite manager detailing their qualifications. For security reasons, the Sheriff will perform a thorough background check of each offeror, and the personnel who will be assigned to this service.**

*Summit acknowledges and agrees*

**C. The offeror must have a central office that is capable of providing satisfactory provision of services to the onsite operations and provide a start up plan.**

*Summit acknowledges and agrees*

**D. Bids shall include sample menus to be served for a period of at least four weeks including a nutritional analysis of submitted menus and a Nutrition Compliance Statement signed by a registered dietician. Caloric requirements must be a minimum of 2800 calories.**

*Summit acknowledges and agrees*

**E. It is to be expressively understood that the on-site Food Service Manager is to serve as the liaison between the Jail Administrator and the contractor's corporate office.**

*Summit acknowledges and agrees*

**F. Bids must include a detailed staffing chart identifying each position per shift and hours worked each day for each employee. A weekly schedule shall be submitted with the proposal.**

*Summit acknowledges and agrees*



Coming together is a beginning, keeping together is progress, and working together is success.

In corrections, foodservice is about much more than simply making and serving meals. Food is one of the main things that many inmates look forward to, and the quality and service of that food has a huge impact on their overall experience and behavior. When there's a bad day in foodservice, it can have a ripple effect across your entire facility.

- You need a foodservice partner that gets it right everyday, every order, every meal. And should an issue arise, it will be handled quickly and effectively.
- You need to know that your inmate and staff dining programs are being managed by some of the best, most experienced people in the industry.
- You need to trust that foodservice is supporting your facility, assured that you have a true partner delivering the right program for you.
- We understand the high level of importance that your facility places on operating an efficient program while providing high quality meals that are both delicious and nutritionally balanced.

**SO, WHY SUMMIT?** What makes us different from other food and commissary companies?

**You have our attention.** Your dedicated Summit team's focus is on you and the quality,

consistency, and success of your operation. Our management team and executive leadership are responsive and accessible to you 24/7, offering a collaborative approach and clear communication on the performance of your foodservice operation.

**You get experience.** With a committed team and decades of foodservice and commissary experience in corrections, we know how to run a quality, safe foodservice program, fully compliant with national, state, and local requirements.

**You get a partner you can trust.** As a premium service provider in corrections food and commissary, we recognize that an investment in your foodservice is an investment in your entire facility. We know what's at stake if that fails, which is why we work so hard to deliver a better program. That means inmates trusting in a better dining experience, your staff trusting in a safer work environment, and you trusting that your foodservice is in good hands while you take care of the rest of your facility.

**OUR VISION** is simply this: to create a positive experience every day for every person working or living in your facility.

**OUR MISSION** is to make your life easier, facilities safer and everybody's day better through our responsive people and dependable food and commissary service.

Your dedicated Summit team's focus is on you and the quality, consistency, and success of your operation.

**This proposal gives you a look into our programs and highlights our solutions to the key areas that your RFP indicated were most important to Union County:**

**Delivery of a high quality Food Service program, in accordance with industry standards.**

- Your foodservice program will meet all applicable federal, state, and local guidelines, laws, and regulations and will meet the guidelines prescribed by the ACA, as described in Exhibit B of the RFP release.
- Your special diets and menus will be prepared and approved by a licensed dietitian that conform to all applicable current ACA standards.
- Details can be found in the Operational Food Service Plan.

**Staff that has specific experience in a corrections environment.**

- Your Summit team will be made up of highly experienced professionals, many of whom have spent decades within the corrections environment.
- Details about the people who will serve and directly impact your facility can be found in the Executive Summary.

**A cost-effective Food Service program offering.**

- We are presenting the most comprehensive offer that provides value to your facility including high quality foods and a staffing plan designed to attract and retain professional long-term team members.
- Our proposed menus include higher quality ingredients using NO mechanically separated proteins

**A comprehensive program for continuing inmate education.**

- We are proud to offer Pathways: a program that provides inmates vocational and operational foodservice training, real-world experience, and a connection to local employers that can help them find gainful employment as they return to society.
- Details can be found in the Value Added Services.

## About Us

Summit has been delivering foodservice – and in turn, safety and consistency – to corrections facilities since 1991. Annually, we serve well over 125 million meals, deliver millions of commissary orders, and serve officer and staff dining programs for over 500 corrections-based partners at facilities both large and small, from state Department of Corrections and major city detention centers to rural jails.

Our client partners can count on support not just from an outstanding on-site team, an experienced regional team, and an engaged senior executive team, but also from one of the world’s leading foodservice management providers – our parent company, Elior North America.

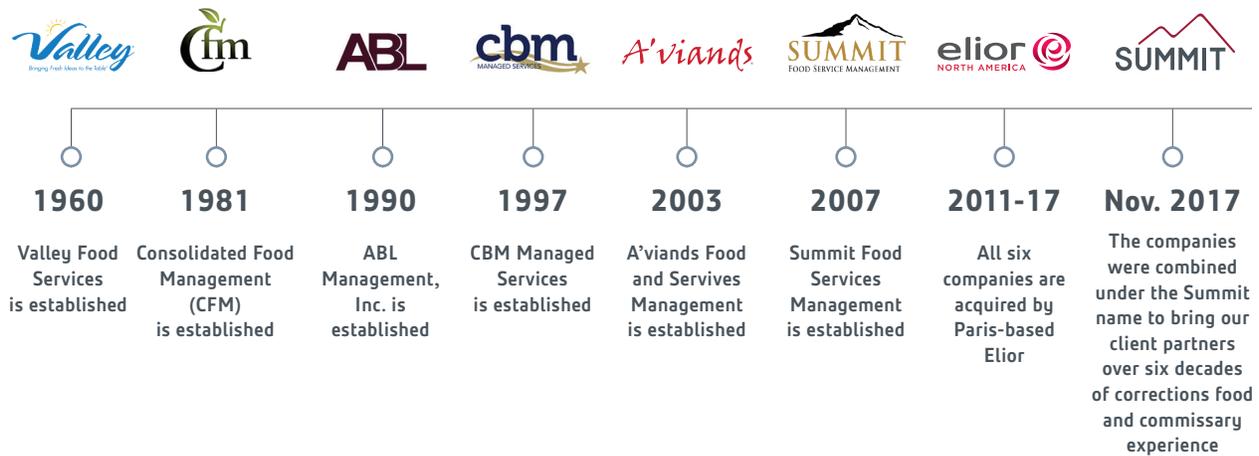
## Diversity

**We’re so much better together.** The diversity of our people and inclusion of each of their voices are what makes Summit better. A better workplace, a better partner, and a better company. Our commitment to create a culture where the uniqueness of our team members is valued means that we bring together engaged people, focused on growth and ready to be the best we can be for our partners and the communities we serve.



We are recognized as a Top Employer by Diversity Jobs for showing consistent outreach and dedication to hiring from all diversity groups.

## FOOD SERVICE EXPERIENCE SINCE 1991



Small enough to care...  
Big enough to make a difference.

# Summit by the Numbers



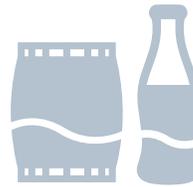
2,150+  
team members  
nationwide



60+  
years  
in corrections  
as a company



500+  
corrections-based  
organizations served



500+  
products stocked  
at our 6 commissary  
warehouses across  
the country



14,000  
commissary  
orders processed  
each week



80+  
officer and staff  
dining programs

Plus



340,000+  
inmate meals served daily

That's over 125 million meals each year!





SUMMIT

*“From line staff to upper administration, Summit staff has always been very friendly, eager to help wherever they can, and very easy to work with. They treat us like we mean a lot to them and are always making sure we are a satisfied customer.”*

**Dan Lindhorst,  
Jail Commander, NORCOR**

# Reference Sheet

## MADISON COUNTY SHERIFF OFFICE

**2935 US 51 South  
Canton MS, 39046  
ADP: 375**

Food & Commissary Services  
Major Jeff Husted  
601.855.0777

**Contract Start Date:** 2000 - Present

## PEARL RIVER COUNTY

**171 Savannah Millard Rd  
Poplarville MS, 39470  
ADP: 694**

Food Services  
Sheriff David Allison  
601.403.2340

**Contract Start Date:** 2016 - Present

## JACKSON COUNTY

**1719 Kenneth Ave  
Pascagoula MS, 39567  
ADP: 100**

Food Services  
Captain Nelson  
228.769.3246

**Contract Start Date:** 2011 - Present

## SIMPSON COUNTY JAIL

**1498 Simpson Highway 149  
Mendenhall MS, 39114  
ADP: 150**

Food Services  
Chief John Ingle  
601.847.5848

**Contract Start Date:** 2011 - Present

*“Since being with Summit,  
the only thing that I wish we had  
done differently was to have  
gone with Summit sooner!”*

**Lt. Gordon N. Clapp  
Natrona County Detention Center  
WY**

## RANKIN COUNTY SHERIFF OFFICE

**211 Government Street  
Brandon MS, 39042  
ADP: 450**

Food Services  
Captain Barry Vaughn  
601.824.7122

**Contract Start Date:** 2016 - Present

# Your Summit Team

## Local and Regional Team



**Karen Sorensen**  
Business Development  
Director

**8 YEARS PROFESSIONAL EXPERIENCE**

Karen is your Summit Liaison and business partner throughout contract discussions, and will be connecting with you frequently as our relationship grows.



**Mike Craft**  
Director of Operations

**20+ YEARS CORRECTIONS EXPERIENCE**

Mike is responsible for providing guidance and support to your District Manager and Onsite Management Team. Your District Manager reports directly to him.



**Kelton Cuevas**  
District Manager

**15 YEARS CORRECTIONS EXPERIENCE**

Kelton is your next level go-to and will directly supervise your Onsite Manager. He will frequently be onsite to support the kitchen teams and connect with you.



**Roshon Cody**  
Vice President of Operations

**28+ YEARS CORRECTIONS EXPERIENCE**

Roshon, in partnership with Mike Cozart, is responsible for driving the full South regional teams toward operational excellence. He will support your onsite team and is always available.



**Paige Pappadackis**  
Registered Dietitian

**2 YEARS CORRECTIONS EXPERIENCE**

Our RD's support regional corrections accounts. Paige will be available to assist in both diet and menu planning for health, nutrition, and regulation compliance.

## Executive and Corporate Support Leadership



**Marlin C Sejnoha, Jr.**  
President & CEO

**24 YEARS CORRECTIONS EXPERIENCE**

As CEO, Marlin is focused on your satisfaction with Summit as your partner and is accessible to you at any time.



**Mark Lepper**  
Vice President of Finance

**3 YEARS CORRECTIONS EXPERIENCE**

Mark will work closely with your regional team and is responsible for all aspects of the accounting and financial areas within Summit.



**Naomi McLaughlin**  
Managing Director of Growth

**8 YEARS CORRECTIONS EXPERIENCE**

Naomi ensures that our team remains focused on the success of your facility and brings innovative solutions to further our partnership growth.



**Justin Barthel**  
Director of Dietary

**13 YEARS CORRECTIONS EXPERIENCE**

Justin oversees the team of Registered Dietitians who support your inmate diet and menu planning for health, nutrition, and regulation compliance.



**Kara Horn**  
Senior Director of Human Resources

**3 YEARS CORRECTIONS EXPERIENCE**

Kara and her team will work with the operations leadership to recruit, hire, and support a great team of people for your facility.



**Marc Lohse**  
Director of Retail Services

**2 YEARS CORRECTIONS EXPERIENCE**

Marc will work with you to develop and provide onsite training for a dynamic retail dining program that best fits your facility.

# Leadership Team Organizational Chart



**Marlin C. Sejnoha, Jr.**  
President & CEO



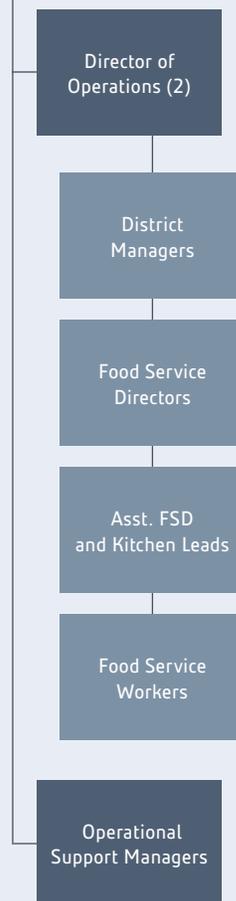
**Mark Lepper**  
Vice President of Finance



**Mike Cozart**  
Vice President of Commissary



**Shane Sejnoha**  
Vice President of Operations, Midwest



**Roshon Cody**  
Vice President of Operations, South





24 years

Experience in corrections

30+ years

Experience in business management

## MARLIN C. SEJNOHA, JR.

President & CEO

### Professional Experience

#### **SUMMIT – 1997-Present**

President & Chief Executive Officer

20 years leading **CBM Managed Services**,  
merging into Summit in 2017

#### **Minnehaha Country Club – 1995-1997**

Chief Executive Officer

#### **Sioux City Country Club – 1992-1995**

Chief Operating Officer

#### **Norfolk Country Club – 1989-1992**

General Manager

### Professional Expertise

- Innovative leader with dedication to collaborative growth with client partners.
- Substantial financial and foodservice operations experience in all aspects of diversified companies.
- Effective and open communicator, focused on immediate response to both facilities and customer needs.

### Education

#### **Nettleton Business College**

Associates of Business Administration,  
Hotel/Restaurant Management, Accounting,  
Computer Science

#### **Georgia State University**

Business Management

#### **Michigan State University**

Business Management



3 years

Experience in corrections

25+ years

Experience in accounting and finance

## MARK LEPPER

Vice President of Finance

### Professional Experience

#### **SUMMIT – 2018-Present**

Vice President of Finance

- Collaborate with all levels of the organization to meet financial commitments.
- Support our partner's onsite team through finance leadership and training.

#### **Spartan Motors–2018**

Division Controller, Emergency Response

#### **Raven Industries – 2016-2018**

Director of Finance

#### **Emerson Electric– 2001-2016**

Global Controller / Director of Finance  
Vice President of Finance, Dubai

### Professional Expertise

- Dedicated to client partner collaboration with a focus on contract development designed for mutual benefit and future growth.
- Extensive experience in optimizing financial success and shared profitability within business partnerships.
- Skilled in financial modeling and planning, capital expenditure analysis and planning, and working capital optimization.

### Education

#### **Missouri State University**

Bachelor of Science; Accounting  
Master of Business Administration  
Finance Concentration

#### **Certified Public Accountant (CPA)**

Ohio License CPA.44735

#### **Certified Management Accountant (CMA)**

Certification Number 21172

#### **Certified Financial Manager (CFM)**

Certification Number 3108



8 years

Experience in corrections

25+ years

Experience in business partnership engagement

## NAOMI MCLAUGHLIN

Managing Director of Growth

### Professional Experience

#### **SUMMIT – 2013-Present**

Managing Director of Growth

- Ensure that the highest quality of service is provided to our corrections clients and that our team is dedicated to maintaining our commitments.
- Act as contractual partner to our valued client, navigating through every step of the contract.

Director of Business Excellence – 2017-2021  
Director of Sales and Marketing – 2013-2017  
with **CBM** prior to merger under Summit

#### **McLaughlin Agency – 1999-2013**

Employee Benefits and Enrollment Specialist

#### **Herberger's/Saks Inc. – 1992-1999**

Sales Manager

### Professional Expertise

- Service-driven partner to both client and facility management chain, dedicated to ensuring the highest level of client satisfaction and operational performance.
- Experienced in development of key initiatives that drive both operational efficiencies and partnership excellence.
- Diligent problem-solver with key emphasis on providing an immediate response to both facility and customer needs.

### Education

#### **College of St. Mary**

Omaha, NE

#### **Lake Area Technical Institute**

Watertown, SD

### Certifications & Affiliations

- Association of Correctional Food Service Affiliates
- American Correctional Association Compliant



28 years  
Experience in corrections

25+ years  
Experience in foodservice management

## ROSHON CODY

Vice President of Operations

### Professional Experience

#### **SUMMIT – 1998-Present**

Vice President of Operations,  
Corrections 2004-Present

- Responsible for operational success and growth at all Summit locations within the South region.
- Primary representative for all client partner locations, directly supervising director of operation.
- Ensures SOP compliance, staff training and development.

1998-2017 with **ABL Management, Inc.**  
prior to Summit merger  
Director of Operations – 2001-2004  
District Manager – 1998-2001

### Professional Expertise

- Substantial foodservice operation and facility management experience, including complete fiscal and personnel responsibilities, specifically in correctional facilities.
- Skilled motivator for managers, focused on continued learning and professional growth, with a history of creating environments that enable high-performance teams to deliver exceptional results.
- Diligent emphasis on immediate response to both facilities and customer needs.

### Education

#### **University of Mississippi**

Business Management

### Certifications and Affiliations

- The National Registry of Food Safety Professionals
- Food Safety Manager Certification 2014-2019



36 years

Experience in corrections

35+ years

Experience in foodservice management

## MIKE CRAFT

Director of Operations

### Professional Experience

#### **SUMMIT – 2009-Present**

Director of Operations

- Oversees foodservice operations at corrections facilities, directly supervising the district manager.
- Communicates with client partner to continuously evaluate and maintain successful program and partnership.

2009-2017 with **ABL Management, Inc.**  
prior to Summit merger.

#### **Dyatech Corporation – 2007-2009**

President of Operations

#### **ABL Management, Corrections 2005-2006**

Vice President, Food Service Operations

#### **Valley Services, Inc. – 1985-2004**

Corrections & Senior Services  
President & CEO

Vice President of Operations

District Manager

### Professional Expertise

- Experienced operations manager with strong analytical and financial acumen.
- Proven ability to increase partner satisfaction critical to growth and relationship integrity.

### Education

#### **Mississippi State University**

BS, Accounting & Business

### Certifications & Awards

- ServSafe Certification



1 year  
Experience in corrections

8 years  
Experience in customer experience management

## KAREN SORENSEN

Business Development Director

### Professional Experience

#### **SUMMIT – 2020-Present**

Business Development Director

- Establish genuine relationships with current and potential clients to ensure the highest quality of food and commissary services offered to correctional facilities.
- Effectively manage company sales and contract progression from RFP solicitation to contract implementation.
- Attend industry tradeshows and events in order to support our current clients and establish new relationships throughout the inmate food and commissary industry.

#### **Real Estate Sales, Florida 2014-2019**

Coldwell Banker

Turner Real Estate

Keller Williams on the Water Realty

#### **Hornback Chiropractor – 2012-2015**

Medical Office Manager

### Professional Expertise

- Customer-driven partner with a hands-on approach to service.
- Dedicated to client partner collaboration with a focus on contract development designed for mutual benefit and future growth.
- Experienced in numerous types of contract development, management and navigation.

### Education

#### **Manatee Community College**

Dental Radiology / Dental Assistant

### Skills & Affiliations

- Client Service and Relationship Development
- Business Growth Leadership
- National Association of Realtors—Member since 2014
- Women’s Council of Realtors Manatee Network-Secretary 2018, 2019



2 years  
Experience in corrections

2 years  
Experience as Registered Dietitian

# PAIGE PAPPADACKIS, RD

Registered Dietitian

## Professional Experience

### SUMMIT – 2020-Present

Registered Dietitian

- Plans menus for inmate facilities working with state and federal standards.
- Provides field support, foodservice, and training support to clients and staff at correctional facilities following program requirements.
- Provides dietary support to the food service directors.
- Analyzes nutritional reports for menus.

### South Dakota State University 2017-2020

Dietetic Internship Program

### United Living Community – 2016-2017

Dietary Aide

## Professional Expertise

- Menu planning for healthy individuals, as well as menu planning for individuals requiring medical and religious diets.
- Interpretation and implementation of policies, procedures and federal guidelines, including state jail standards and the National School Lunch Program.

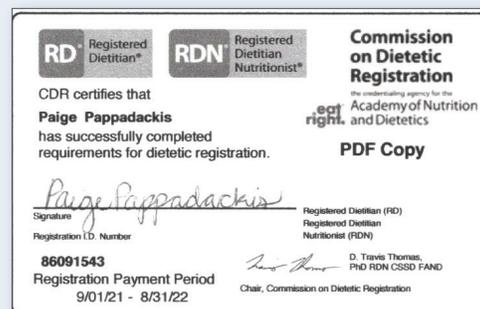
## Education

### South Dakota State University

MS, Nutrition and Exercise Sciences  
BS, Dietetics; minor in Biology

## Certifications & Awards

- Registered Dietitian, Academy of Nutrition and Dietetics
- Transdisciplinary Childhood Obesity Prevention (TOP) Certification
- Dietetics Health Sciences Club Member
- Phi Upsilon Omicron Honor Society Member





12 years  
Experience in corrections

30 years  
Experience in foodservice management

## KELTON CUEVAS

District Manager

### Professional Experience

#### **SUMMIT – 2021-Present**

District Manager – 2021-Present

- Provides leadership and motivation to onsite unit level managers.
- Manages the district in compliance with established company policies.
- Focuses on maintaining a strong positive relationship with clients and administrators.
- Performs operational audits and designs improvements to optimize safety, sanitation, and overall operation of facilities.

#### **Aramark Correctional Services 2009-2021**

Assistant General Manager

#### **Athens Limousine Service – 1998-2009**

Owner/Manager

#### **Cracker Barrel – 1996-1998**

Senior Associate Manager

#### **Cuco's Border Café – 1991-1996**

Owner/General Manager

#### **Western Sizzlin – 1989-1991**

District Manager

### Professional Expertise

- Skilled motivator for unit level managers, focused on hands-on training and development.
- Experienced operations manager with strong focus on overall safety and sanitation.

### Certifications

- **Kevin Blanchard Management Training**
- **Dale Carnegie**  
Winning Friends and Influencing People
- **Attended and completed seminars**  
in Restaurant Management, Human Resources, Risk Management, and Customer Service



## Section 2

Scope of Work



SECTION A:  
Food, Menus,  
and Special Diets

## Food and Menus

Food is our business, and we share your dedication to serving quality, healthy, and wholesome menu items.

Our approach to menu development and standards starts by developing your menus with only your specific site in mind, based on the needs and expectations we heard during our conversations and review your RFP.

### Your menus will include:

- Quality ingredients and menu variety that meet your cost and nutrition requirements.
- Proven recipes approved by ACA, NCCHC, ICE, RLUPA, and state and local laws and regulations.
- Special diets supported by a team of professional dietitians.
- Sack meal menus that incorporate standard calorie requirements.
- High quality work release meals that ensure trustees are appropriately rewarded per your requirements.

### Expertise From Registered Dietitians

You will be supported by and have access to a large team of Summit Field Support Registered Dietitians, who provide nutritional expertise to your Food Service Director and onsite team. All Summit staff dietitians have a minimum of a Bachelor of Science degree in Dietetics and are registered with the Commission on Dietetic Registration, as well as licensed and/or certified as required by state.

They specialize in correctional meal planning, so you receive:

- Expert inmate menu planning
- Development of medical and therapeutic diets
- Consultation with your medical department regarding nutritional requirements
- Accessibility: Your dietitian partner is responsive and dedicated to the nutrition at your facility and will be a phone call or an email away to answer your questions.

Your dedicated nutrition professionals are fully accessible and responsive to your questions.

## Full ACA Compliance

We follow the American Correctional Association's compliance standard, ensuring that each facility will utilize a standard menu that is based on facility, state, federal, and contractual food service requirements. Menus will be planned ahead of time, will be nutritionally adequate and will be served as required. The standard menu will have variety in texture, color, flavor and appearance. Menus will specify portion sizes by cut, weight, or volume for each menu item. Menus for each facility will be analyzed and continually managed through our nutritional menu management system, CBORD, and reviewed by a Registered Dietitian annually, or more frequently per regulatory and/or contractual requirements. Temporary menu substitutions must be of equal nutritional value and documented. The signed menu will be kept on file for 36 months and/or as mandated by the contract. Per ACA standard 4-4316, these menus are compliant with RDA and DRI.

## Intuitive & Accurate Menu Management

Our primary menu management system is CBORD, the leading provider of menu systems, food production management, and nutritional analysis tools for the food service industry. We use CBORD to maintain strict nutritional standards and to keep the program within budget.

## What Does CBORD Do?

- Enables our dietitians to establish standards for diet restrictions, allergens, supplements, nourishment, adaptive equipment, and regional preferences.
- Hosts nearly 10,000 recipes, including many cultural, healthy choices and specialty items.
- Manages inmate information and generates tray tickets which include non-select menus and select menus, therapeutic diets and texture modifications.
- Accurately tracks resident diet history, weights and diet needs; Assists with building menus and connecting each ingredient, recipe and menu to the likes, dislikes and allergies of each resident.

- Provides nutritional analysis of menus and recipes, which help manage individual diets, texture preferences, fluid types and consistency. Examples of our nutritional reports are included with the menus they support in this proposal.
- Calculates calories, calories from fat and percent of calories from fat, fat grams, saturated fat, cholesterol, carbohydrates, fiber, sodium and protein.
- Guides your Summit kitchen management through any needed menu alterations, allowing those to be made to be made safely and within nutritional requirements.
- Enables your kitchen team to best plan for proper portion control on each tray by connecting ordering and inventory to recipes and production planning.
- Generates critical planning tools such as production sheets and inventory reports, calculating costs throughout the process to help best manage production and reduce waste.
- Projects needed ingredients for upcoming weeks, making the ordering process faster and more precise for the kitchen team.

Overall, CBORD allows the Food Service Director to efficiently and accurately run your foodservice program so they can focus on providing you the best service and food quality possible.



# Seeking Feedback

To truly create positive experiences for everyone living and working in your facility, we need feedback from everyone. From food quality to customer service, we gauge our success on your satisfaction. Your Summit team will look for any opportunity to listen to you as our partner, and to the people we serve, so we have established several ways to consistently do just that.

## Test Tray Assessments

To be proactive, we feel it is important to periodically conduct a Test Tray Assessment to assure quality assurance of food being served. These assessments are performed by a corrections staff member who provides written feedback to the foodservice department regarding the quality of the meal they were serving.

## Inmate/Staff Complaint Procedures

Your Summit staff will follow your established policy of addressing inmate complaints and will ensure that all grievances are responded to and resolved or escalated swiftly.

### Your grievance process may look something like this:

1 Inmates who have concerns about a meal that was served, special diets, snack bags, etc., will fill out the facility grievance or complaint form and give it to the correctional staff.



3 The Food Service Director will then reply to the inmate in writing in a professional and respectful way and in a timely fashion unless otherwise required. The response will be within 24 hours from the time our team receives the complaint.



2 If the correctional staff deems the concern a legitimate one, the grievance or complaint will be directed to the Food Service Director.



4 If a resolution cannot be achieved through written responses, the Food Service Director will then meet directly with the inmate with a representative from the facility.



## Staff Complaints

Staff members are encouraged to submit verbally or in writing to the foodservice staff any comments, suggestions, complaints, or other concerns regarding the foodservice. Whether personal or evolving from inmates, an appropriate resolution will be achieved.

## Inmate Satisfaction Survey

We strongly believe that inmate satisfaction is critical to the safety of your facility. Summit is the only nationally recognized correctional food services company that has an established program to survey inmates as consumers. This offers an opportunity for their opinions to be expressed and their voices heard.

**Meal Services Comment Card**

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

Breakfast      Lunch      Supper  
 (Please circle the meal referenced)

**Food Evaluated**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Taste	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temperature	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

\_\_\_\_\_

\_\_\_\_\_

## Client Satisfaction Surveys Quarterly

Although your onsite and regional team will be your immediate points of contact, our national Summit team will check in with you via email once each quarter with a quick, one question survey to make sure we are always being a good partner. If any issues arise, we want to be able to address them immediately and ensure that you trust in our team to deliver our promises.

## Annually

Summit partners with the National Business Research Institute (NBRI) to conduct a more detailed online survey sent directly to you annually. This offers an opportunity for you to assess our services and team in a more formal

way. Your feedback on this helps us identify any areas of improvement you may feel is needed and to celebrate those team members who support your program.

## How does it work?

You will receive a survey announcement via email letting you know what is coming. You will receive a second email containing the survey. It should take just a few minutes to privately complete the survey. Results are compiled by NBRI and then go directly to our executive management team.

This survey allows you to assess the following categories:

- Food Quality
- Service
- Sanitation
- District Manager
- Food Service Manager or Primary Contact
- Your Priorities
- Sustainability
- Communication/feedback

Any dissatisfied responses are flagged and instantly sent to Summit’s President for immediate follow-up and improvement action. We truly value the opportunity to serve you and we use this third-party research company to conduct the survey to ensure your responses are collected with unbiased integrity.

*“With Summit, the inmate morale and in turn, that of the staff has been a positive experience. Inmate needs are met, translating to a positive outcome for the Sheriff and county board.”*

**Sheriff David Mahoney,  
Dane County WI**





**SECTION B:**  
Staffing: Hiring & Training  
A Great Team

Our experienced team knows exactly what it takes to supply the manpower required to deliver the quality service you need.

**Employee Compensation**

We are committed to ensuring that the staff serving your facility are competitively paid and rewarded for exceptional performance. Your Summit management team has a solid understanding of both your needs and the labor market, and we know that fair, competitive wages will provide you with a food service team that is motivated, takes ownership, and loves what they do.

**Food Service Director (FSD) | Job Description:**

Plans, directs, organizes, and coordinates the activities of the kitchen to provide outstanding service to our contracted client, establishes policies and procedures to provide administrative direction for menu formation, food preparation, distribution and service, budgeting, purchasing, sanitation standards, safety practices, staffing, and staff development. Assures compliance with standards of practice and regulatory requirements.

TITLE	SALARY	SAT	SUN	MON	TUES	WED	THURS	FRI
FSD	\$18.00	OFF	OFF	8:00am-4:30pm	8:00am-4:30pm	8:00am-4:30pm	8:00am-4:30pm	8:00am-4:30pm

Our Food Service Director will be scheduled during the week and the inmate workers will continue to prepare the meals on the weekend as we discussed with Mrs. Harrison.



SECTION C:  
Accounting and Billing



# Accounting and Billing

## Accounting Forms and Reports

We commit to communicating program financial status to you consistently. Summit accounting forms are detailed below. Most forms are sent electronically to appropriate Summit staff for processing. These forms may change at the discretion of the company.

- Payroll Worksheets summarize hours and labor costs per pay period; calculates the wage information for paycheck issuance for each team member.
- Deposit Record (Daily/Weekly/Monthly) is prepared for each location that accepts cash and is used for tracking and controlling cash sales, averages, and shortages. This report is on an excel spreadsheet and can be generated to calculate daily, weekly, and monthly totals.
- Participation Record calculates the average daily participation (ADP) percent per location; tracks free, reduced, and paid meal counts and a la carte meal equivalents.
- Inventory Form lists product description, brand, pack size, and inventory unit of food and supplies. It calculates the quantity on hand and value of food and supplies. A physical inventory is done at least monthly (preferably weekly) to determine usage.
- Commodity Value Inventory Form lists commodity code, description, price per unit weight, net weight, case pack size, portion, serving per case, component, entitlement value per pound, and case. The form calculates inventory value and product usage.
- Client Invoice is a detailed invoice identifying meals and commodity usage; sent out within 20 days after the end of each operating month.
- Weekly Purchasing Invoice Record serves as an in-house record of all purchases made for an accounting period and a source document for food and supply costs.
- Operating (Profit and Loss) Report is a computerized summary of the profit/loss for the month and year-to-date analysis.
- Aging Report is a listing of unpaid invoices, categorized by date, to recognize the total money owed to the operation. Amounts that are beyond the established credit policy time limits receive priority collection measures.

Annual Reports include:

- Financial Recap
- Budget Report – proposed budget for the upcoming year
- Detailed Management Operations Report for the current year

### **Summit will provide you transparent and honest reporting that you can trust.**

Our custom combination of systems not only ensures the highest level of efficient and accurate accounting, but also provides powerful analytical tools for operations analysis.

We maintain complete operating records and operating reports, which allow us to measure and analyze income and expenditures in order to continuously measure and improve performance.

### **Accounting Controls**

Summit's centralized accounting services include budgeting, accounts payable, and general accounting.

The centralized accounting department processes all financial data submitted to it through weekly control reports by the resident management team. Summit accounting is done on a weekly filing basis, which means that the financial situation of the foodservice program can be consistently observed.

Our Procedures Manual contains a comprehensive, up-to-date set of instructions for operations personnel to follow while properly recording and reporting unit activity on a per event, weekly, or annual basis as required.

Addressed in detail are the specific instructions for calculating and reporting revenues from all sales categories in a controlled manner.

### **Accounting Periods**

Accounting periods are defined monthly, with business ending on the last day of every month. All billing information for the preceding month is delivered to the appropriate business official no later than five (5) working days from the end of the month. Summit will adhere to any required accommodations whenever possible.

### **Order Placement and Delivery**

All orders must be submitted prior to the order cut off time. If at any time you are unable to meet the order cut off time, you will be asked to notify your vendor's customer service representative. All orders must be checked in for accuracy and signed off by a Summit team member. Each box of fresh produce must be opened to ensure freshness.

Dates on fresh dairy item such as milk, must also be checked for a minimum of eight (8) days remaining shelf life, at the time of delivery. By signing off and accepting deliveries, it is understood that what has been delivered is of an acceptable quality. If items are missing from the delivery, it must be noted on the invoice and signed off on by the delivery driver and appropriate Summit team member. If any item is refused, this is also noted on the invoice and either returned with the driver or discarded. A credit memo or drivers note must be attached to the invoice that the credit is for and, in either instance, a signature is required from the delivery driver. In the event a return is requested after a delivery has been made, a "Credit Request Form" must be completed with the vendor. All informational fields must be completed on the form and a copy retained in the kitchen office.

### **Vendor Invoices**

All invoices must have the signature of a Summit team member, indicating that product has been accepted and any credit adjustments have been made. Invoices are then uploaded to our web-based accounting platform, Global Search. Once the invoices are uploaded to Global Search, each one is then broken down by accounting code. Tax is added to each accounting code that it applies to. Categories that are typically taxed would include chemicals and supplies. Once the invoice is broken up by accounting code, the total for each account number (including tax, when applicable) should equal the total that is listed on the invoice. All invoices must be coded using the correct general ledger, which is provided by the Purchasing Department for each location.

## Product Transfers

A product transfer may need to occur when moving inventory from one site to another in the event of need. Product transfers may be done from site to site if sites are able to accommodate such transfers and the transfer sheets are filled out properly. The “Product Transfer Sheet” must be completed by the site transferring the product(s) to a different site. A copy of the “Product Transfer Sheet” is to be kept at the facility receiving the product.

## Reimbursement and Expense Reports

Expense reports are to be filled out when an expense occurs and submitted to the Summit Corporate Accounting Department. Any personal reimbursements need to have an expense report completed with receipts attached for the items being reimbursed.

To receive mileage reimbursement, the Summit team member must either track their mileage using the web-based mobile workforce management software Motus, or track mileage manually. Summit team members who do not travel as often will be required to track mileage manually.

## Payroll Procedures

Elior North America works to accurately compensate team members. Team members may elect to be paid by direct deposit, paycard, or check depending on business unit. The Company does not make cash payments or cash checks.

Although certain business units may pay on a different basis, most Elior North America team members are paid weekly. The Company will investigate and resolve any complaints related to incorrect wage payments. Additional information about payroll procedures can be found in the Team Member Prep Book and Business Segment Supplements.

## Method of Recording, Checking and Reporting Sales

Meal counts are distributed to the Food Service Director (FSD) or their designee as determined by facility protocol.

Meals are prepared based on this initial meal count. During meal service, food trays are counted to determine the number of actual meals served. Both the initial meal count and the meal service tray count are recorded into the Sales Order Processing (SOP) spreadsheet. Additional items, such as medical sack and nutritional supplements are also recorded on the SOP spreadsheet.

The SOP spreadsheet is the basis for the accounting of sales at each facility. The SOP is completed daily and compiled for the week. This spreadsheet details the date, and daily meal counts, with a detailed breakdown of breakfast, lunch, dinner, staff meals, guest meals, sack lunches, and supplements, as well as inmate labor hours, Summit employee hours, meal cards sold, cash meals sold, and petty cash deposits. The SOP is designed specifically for the needs of each facility. Additional items other than those listed above can be added to meet facility needs or requirements. SOPs are uploaded weekly.

Food service items that need to be billed and that are not part of the regular meal counts will be billed separately. The Food Service Director will create a receipt for the facility staff requesting the



additional items, and the receipt will be signed by the person making the request. The signed receipt is then uploaded with the weekly SOP. Detailed invoices for each facility will be sent electronically to the designated client department.

### **WEBSTATZ – Management Tool**

Accurate revenue reporting is critical to you and to Summit. WEBSTATZ is a comprehensive management reporting program that links to our centralized accounting system. It is intuitive for data entry and provides thorough, interactive reporting. WEBSTATZ reports are easy to read and allow managers to compare actual numbers to budget and help make operations easier and more efficient to manage. Access is provided to district managers and assigned company personnel.

WEBSTATZ is used to:

- record weekly invoices and supports accounts payable
- record sales from all sources, including meals, staff dining, or catering
- report inventory values
- create food and supply usage reports
- generate statistical analysis reports on a weekly basis that display trends and identify issues before they become larger problems.

### **Internal Control of Cash Handling**

The Food Service Director and other authorized management personnel are responsible for maintaining all daily revenue activity. This activity includes counting, storing, and making bank deposits. Authorized personnel are also responsible for conducting spot cashier audits. Location management must adhere to the following policies and procedures:

- Deposits – Deposits must be made daily unless otherwise approved by the district manager
- Storage of funds – All cash must be kept in a locked safe (no day lock) and operating funds verified daily

### **Internal Audit System**

The internal audit system is based on information received from the Food Service Director with the help of the District Manager. The District Manager ensures that all items needed from the Food Service Director are received in a timely manner to facilitate the auditing of the individual sites.

At the close of each period, a financial statement will be generated, automatically importing the daily and weekly analyses and comparing all operating results to predefined budgets. All variances between budget and actual amounts can then be isolated and reviewed on a timely basis.

We also can easily and securely link onsite computers to our central computer system. This will allow instant access to transactions by senior management as they occur. This direct link will further increase the speed with which monthly statements and annual audits are completed and made available to the management.

### **Distribution Formulas/Basis For Allocable Account/Unit Expenses**

Distribution formulas are allocated based on Generally Accepted Accounting Principles (GAAP). All items which can be readily associated to a specific site, are directly allocated to that specific site. Certain items will be allocated to the site based on a fixed cost per site, a percentage of volume, or a percentage of payroll. A combination of these methods is also possible depending on the circumstance.



Invoice	STDINV139046
Date	12/26/2018
Page	1

**Bill To:**

Sample Client  
Address  
City, State 12345

**Remit To:**

Summit Food Service, LLC  
500 E. 52nd Street North  
Sioux Falls, SD 57104

Purchase Order No.	Customer ID	Payment Terms			
Due Upon Receipt					
Date	Quantity	Item Number	Description	Unit Price	Ext. Price
12/20/2018	1,303	BREAKFAST	Breakfast	\$1.1800	\$1,537.54
12/20/2018	1,303	DINNER	Dinner	\$1.1800	\$1,537.54
12/20/2018	104	ID SACKS	ID Sacks	\$1.1800	\$122.72
12/20/2018	1,303	LUNCH	Lunch	\$1.1800	\$1,537.54
12/20/2018	31	NUTR SACK LUNCHES	Nutritional Sack Lunches	\$1.1800	\$36.58
12/20/2018	711	UNIT C	Unit C Meals	\$1.1800	\$838.98
<b>Total for</b>				<b>12/20/2018</b>	<b>\$5,610.90</b>
12/21/2018	1,298	BREAKFAST	Breakfast	\$1.1800	\$1,531.64
12/21/2018	1,298	DINNER	Dinner	\$1.1800	\$1,531.64
12/21/2018	112	ID SACKS	ID Sacks	\$1.1800	\$132.16
12/21/2018	1,298	LUNCH	Lunch	\$1.1800	\$1,531.64
12/21/2018	30	NUTR SACK LUNCHES	Nutritional Sack Lunches	\$1.1800	\$35.40
12/21/2018	684	UNIT C	Unit C Meals	\$1.1800	\$807.12
<b>Total for</b>				<b>12/21/2018</b>	<b>\$5,569.60</b>
12/22/2018	1,266	BREAKFAST	Breakfast	\$1.1800	\$1,493.88
12/22/2018	1,266	DINNER	Dinner	\$1.1800	\$1,493.88
12/22/2018	104	ID SACKS	ID Sacks	\$1.1800	\$122.72
12/22/2018	1,266	LUNCH	Lunch	\$1.1800	\$1,493.88
12/22/2018	30	NUTR SACK LUNCHES	Nutritional Sack Lunches	\$1.1800	\$35.40
12/22/2018	696	UNIT C	Unit C Meals	\$1.1800	\$821.28
<b>Total for</b>				<b>12/22/2018</b>	<b>\$5,461.04</b>
12/23/2018	1,266	BREAKFAST	Breakfast	\$1.1800	\$1,493.88
12/23/2018	1,266	DINNER	Dinner	\$1.1800	\$1,493.88
12/23/2018	108	ID SACKS	ID Sacks	\$1.1800	\$127.44
12/23/2018	1,266	LUNCH	Lunch	\$1.1800	\$1,493.88
12/23/2018	31	NUTR SACK LUNCHES	Nutritional Sack Lunches	\$1.1800	\$36.58





SECTION D:  
Equipment & Facilities



# Maintenance of Facility and Equipment

**Properly working equipment is critical to food safety. It is the responsibility of Summit and its employees to safeguard all property of your facility.**

Per your RFP requirements, maintenance and repairs of equipment will be the responsibility of the Facility. Any repairs required as a result of negligence of Summit employees (or Summit supervised inmates) will be the responsibility of Summit.

**This Means:**

We ensure proper training and will not allow untrained employees to use detention facility equipment.

We inventory and assess equipment frequently to make sure everything needed to prepare your meals is in good working order.

If there are issues or repairs needed, we will immediately discuss with you as they arise.

We appreciate an inventory of existing smallwares to assist in a successful transition, and acknowledge that the county will be required to purchase all further service and smallwares required.

### Linens and Laundering

The Summit team will use our own proprietary laundry system to alleviate the burden from the facility.

### Chemicals and Sanitation Supplies

Your Summit team will ensure the facility equipment will be kept clean.

### Office Supplies

Office supplies needed for the operation of your food service program will be the responsibility of the Summit team.


**MEAL TRANSMITTAL FORM**

DATE: \_\_\_\_\_ MEAL: \_\_\_\_\_ HOUSING UNIT: \_\_\_\_\_

ITEM	QUANTITY
Regular Meals	
Medical Diet Meals	
Vegetarian Meals	
Halal Meals	
Kosher Meals	
Sack Meal	
TOTAL MEALS:	
Summit Initials: _____	
Officer Initials: _____	

**QUALITY ASSESSMENT**  
To be completed by housing unit officer

QUESTION	Y/N
Does the items on the tray match the approved menu?	
Are hot foods hot?	
Are cold foods cold?	
Is the appearance of the tray acceptable?	
Was the cart received on-time?	
Were all inmate trays accounted for?	

**COMMENTS:**

OFFICER SIGNATURE: \_\_\_\_\_



SECTION E:  
Supplies

## Production Planning

By tracking purchases, production, and prior waste, the CBORD system is designed to provide your kitchen team with the tools they need for the most accurate meal planning possible.

Production sheets establish a uniform procedure for daily production, including purchasing, inventories, recipe numbers, volume, and number of portions to be produced.

- Our team provides a complete Menu Production Record every day for every meal.
- The Food Service Director will create production sheet based on approved menu and calculate production amounts needed based on participation.
- All columns on the Daily Menu Production Record form must be filled out completely and kept on file in the Food Service Director's office, each past menu filed appropriately by day in each cycle.
- It is the responsibility of the Food Service Director to comply with this policy.



## Portion Control And Tray Standards

Summit team members are equipped with the training and tools needed for tray assembly and to run meal periods smoothly and efficiently. Our duty is to ensure exact serving portions at each meal based on contract and nutritional menu specifications, because we understand that this



directly impacts the safety of your officers in the facility during service. From portion to tray presentation, we make sure **the first tray served is the same as the last.**

## Standard Training & Tools:

- Use of CBORD and additional training for the Food Service Director on how to properly order the correct amount of food for each meal, including extra trays for intake, court, drastic fluctuations in counts and emergency situations.
- Training for cooks on how to follow recipes and production sheets to ensure the correct amount of food is being produced.
- Utilization of proper color-coded utensils that follow the approved facility's regular menu and restricted diet menu, guaranteeing the right portion control.
- Portion Charts are posted in the production area of the kitchen and staff area to help guide our team to determine how many pans to prepare in order to feed the inmate population without running out of food.
- Constant, direct supervision on the serving line during meal periods to confirm tray consistency, menu compliance and tray presentation.
- Tray counts before carts are pushed out of the kitchen to make sure meals are accounted for and trays are clean and orderly.

## STANDARD SCOOP MEASUREMENTS

The number on the scoop equals the number of servings per quart. Weight varies greatly with different kinds of food, depending on their density.

COLOR	SIZE	LEVEL MEASURE	FLUID OUNCE
WHITE	6	2/3 CUP	5 FL OZ
GRAY	8	1/2 CUP	4 FL OZ
IVORY	10	3/8 CUP	3-3 1/2 FL OZ
GREEN	12	1/3 CUP	2 1/2-3 FL OZ
DARK BLUE	16	1/4 CUP	2-2 1/2 FL OZ
YELLOW	20	3/5 TBSP	1 3/4 FL OZ
RED	24	2/5 TBSP	1 1/2 FL OZ
BLACK	30	2 TBSP	1 FL OZ
PURPLE	40	1 1/5 TBSP	0.8 FL OZ

THE BEST PRACTICE IS TO WEIGH A SCOOPFUL OF AN ITEM BEFORE PROCEEDING WITH PORTIONING.



## Quality Ingredients

A quality meal starts with great ingredients. We work with suppliers to ensure we get exactly the right products to create the planned menu. We will be pleased to provide a copy of our Food Procurement Standards for your review upon request.



## Sample Tray Policy

For food safety reasons, it is our policy to keep one sample tray from each meal period on hand for seventy-two hours. If at any time two or more people fall ill, the sample tray is available for testing to rule out the presence of suspected foodborne illness causing bacteria (i.e. salmonella, norovirus, E. coli, etc.) Each tray will be labeled with the date, time, and meal period and stored in the freezer. The tray is also a transparent solution to cross check what was served compared to the approved cycle menu.

## Substitution Procedures

Any substitutions to the menus will be limited, and all substitutions must be documented.

There are five reasons for such substitutions:

- Equipment failure
- Utility failure
- Vendor failure
- Food not fit for consumption
- Client request

## STEAM TABLE PAN PORTION CHART



	Holds		Number of Servings				
	Gallons	Quarts	8oz	6oz	4oz	2oz	1oz
			1 cup	3/4 cup	1/2 cup	1/4 cup	
Full 6"	4-1/2	18	72	96	144	288	----
Full 4"	3	12	48	64	96	192	----
Full 2"	2	8	32	42-2/3	64	128	----
Half 6"	2-1/4	9	36	48	72	144	288
Half 4"	1-1/5	6	24	32	48	96	192
Half 2"	1	4	16	21-1/3	32	64	128
Third 6"	1-1/5	6	24	32	48	96	192
Third 4"	1	4	16	21-1/3	32	64	128

Substitutions can only be made by the Food Service Director. Any substitutions will need to be approved prior in advance by facility administrator. All substitutions must be in the same category of food groups & similar in nutritional value (e.g. 2 slices of bread is equal to 1 bun, or green beans are the same as wax beans). At the end of the month, the Food Service Director will review and forward to the District Manager. The District Manager will review and sign at the bottom documentation. The District Manager will forward the signed documentation to the Corporate Dietitian for final review and approval. The Corporate Dietitian will return the list to the Food Service Director after signing it. The signed Menu Substitution Log must be kept on file in menu substitution notebook for a minimum of 3 years.



## Inventory And Storage

Excess inventories can lead to product spoilage and theft, so we purchase and keep on hand only what we need for normal operation as mandated by any current condition.

- All food products are stored in the proper storage area immediately after being received.
- All products are dated in compliance with ACA standards.
- Our food production system incorporates written cycle menus, recipes, preparation and pull sheets, and production sheets with historical data are implemented.
- All items are kept in secure areas under lock and key with facility policies followed.

- Thawing of frozen food products is done under refrigerated conditions or other approved food safety procedures.

## Commodities

Federal regulations permit use of Surplus Commodities from the US Department of Agriculture in correctional foodservice programs that your facility may qualify to receive. Although there is no guarantee what, if any, commodities will be available to the facility during the life of this agreement, we are experienced in incorporating these ingredients into quality menus.

As your foodservice partner, we will make the fullest use of USDA commodities from the USDA, choosing those that are priced at fair market value, are wholesome and appropriate to include on your menus. Because quality is important, may need to refuse acceptance of any commodities that are contaminated, spoiled, or are in excessive amounts to what can be used in a timely manner. Summit will assume all direct and indirect costs associated with procuring commodities and complying with the rules and regulations of the USDA.

Rest assured that within the utilization and control of USDA commodities, Summit will adhere to the following:

- All facilities managed by Summit will properly handle, store, and prepare all commodities, according to the proper food handling and storage rules and regulations.
- The Food Service Director will take a weekly inventory of all USDA commodities. This report must include the amount on-hand quantity used, quantity lost due to spoilage, theft, or shrinkage (if any), and the amount at the end of the inventory week for each USDA commodity.
- Any commodities received by the facility will be used solely for the benefit of the facility.
- Summit will not enter into subcontracts for further processing of commodities on behalf of the facility.

You can trust that your program will feature food products that meet or exceed the USDA quality standards specified by your facility.

## Purchasing

Summit's purchasing process is two-fold: Your Food Service Director will be responsible for placing food orders to ensure two weeks of inventory are on-hand to prepare your menus, as well as any emergency supplies. Orders are placed through approved suppliers, and order guides are set up by our national purchasing team.

The Summit purchasing department brings significant buying power to ensure competitive costs, innovative, high quality products and outstanding supplier service so that your program runs smoothly and efficiently. This includes:

- Facilitating product research, vendor evaluation, price control, problem-solving, procurement, and distribution.
- Consolidating some suppliers to ensure maximum buying power, product development, and service enhancement ideas.
- Sharing resources from suppliers and manufacturers such as training programs, training facilities, and new technologies.

## Supplier Diversity

We are committed to establishing a diverse supplier base and support the use of local and diverse suppliers in the communities we serve when possible. We recognize national and state certification for diverse suppliers and work with them to understand both our requirements and your needs as a client.



Some of the businesses Summit supports and actively identifies include:





SECTION F:  
Security



# Keeping Your Facility Safe

Our mission to make our client’s facilities safer means we fully understand that security services are essential and necessary for the safety of **EVERY** person who lives and works within the facility.

Our team takes great care to ensure that policies and procedures for security are part of the daily routine within the foodservice operation.

- Strict controls on knives and tools, chemicals, critical ingredients, and other potential risks to the facility.
- Proper training for kitchen staff when supervision of inmate workers is part of the foodservice plan of operations.
- Policies and procedures for tools, chemicals, correctional security measures, and emergencies.

**It starts with partnership:** It is our expectation that the facility will take all reasonable steps to provide sufficient security to enable the Summit team to manage the food service program safely and adequately. The provision of security and safety for personnel is critical to allow us to provide services in a routine, timely, and proper fashion.

Our standards meet or exceed the recommendations for the below organizations:

- State Minimum Standards for Local Detention Facilities and Local Juvenile Detention Facilities
- Operations Manual ICE Performance-Based National Detention Standards
- ACA Standards for Adult Local Detention Facilities
- NCCHC Jail Health Standards and Juvenile Health Standards

Our team takes great care to ensure that policies and procedures for security are part of the daily routine within the foodservice operation.

### Kitchen Security Measures

#### Tool & Knife Security

- Proper procedures for utilizing shadow boards when serving and preparation utensils are used in the kitchen with inmate workers.
- Up to date inventory logs, audits, shadow boards, and an equipment repair log.
- Tethering of knives and sharps when in use.
- Keeping coolers, storerooms, cabinets, and offices closed and locked at all times.

### Caustic Chemicals / Hazardous Materials Control

- Summit will maintain accurate inventories, internal audits and tracking logs related to procuring (SDS Sheets), storing, using, and disposing of chemical and hazardous materials.
- Summit employees are required to demonstrate constant awareness of amounts of dangerous chemicals on hand in the operation. This is a guideline from the American Correctional Association (ACA). All caustic chemicals must be locked up and stored away from food products and an inventory count should be taken each time they are used.
- Failure to keep control over these chemicals will result in disciplinary action and/or immediate termination. Summit employee policy:
  - » Log items anytime you put delivered chemicals in the locked storage area with signature.

- » Log anytime a chemical item is removed from locked storage.
- » Be sure all containers are properly labeled.
- » Each entry (both in and out) MUST be initialed by the person handling the chemical. THIS IS TO BE STRICTLY ENFORCED.
- » Strict control over food and chemicals to prevent the use of contraband by inmate workers.
- » Policies and procedures in place for medication use by team members.

PAGE \_\_\_\_\_ OF \_\_\_\_\_



**CAUSTIC CHEMICAL CONTROL LOG**

UNIT # (      )

ITEM	UNIT	BEG.		SAT.		SUN.		MON.		TUE.		WED.		THU.		FRI.		END INV.
		INV.		IN	OUT													
INITIALS →																		
INITIALS →																		
INITIALS →																		
INITIALS →																		
INITIALS →																		
INITIALS →																		
INITIALS →																		
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## Sample Chemical Control Log: Controlled Food

Controlled food items will be maintained in a secure storage area and will be issued only by authorized personnel. Summit will utilize and maintain a detailed tracking log to keep an inventory of controlled food items at Summit facilities.

All Summit facilities are to follow these guidelines:

- Upon receipt of delivery of a controlled food item, the item must be logged onto the inventory sheet with date and initial of authorized staff to verify accurate count.
- Any controlled food item must be kept in a secured area (locked safe, storage box, cooler, etc.) at all times and is only handled/dispensed by authorized personnel.
- An inventory record is kept, indicating the date and quantity issued, recipes, the balance on hand and the initials of the authorized personnel making the entry.
- Authorized personnel will measure the controlled item for use after signing off the amount per recipe from the log and stay with the product until it is incorporated into the rest of the ingredients.
- Any package material (wrapper, etc.) will be then be taken out of the immediate area and discarded away from any possible interception by an inmate.
- Wrappers, bottles, or any other original containers of controlled items will be rinsed out thoroughly prior to discarding.

- It is the responsibility of the team member measuring the controlled item to ensure complete accuracy of the inventory control sheet at the time of issuing. Any deviation from the amount recorded must be immediately reported.
- Weekly verification of the accuracy of the inventory logs will be conducted and verified by both the supervisor and the officer.
- Team members may also be restricted from bringing certain food items into a facility and must follow the established facility protocol.

Examples of food items that must be controlled or may not be allowed in a facility include, but are not limited to:

- Caustic Spices
- Extracts
- Non-dairy creamer
- Nutmeg or Saffron
- Yeast

Other items that are monitored for movement or theft. Examples of these items include, but are not limited to:

- Any bread products or dough
- Coffee
- Fresh fruit, dried fruit, and fruit juice sugar
- Wrappers, bottles (including spice bottles), plastic bags (including bread bags), plastic tubs, and other containers

We understand how essential our role can be to ensure the safety of every person who lives and works within your facility.

## Facility Security Measures Identification (ID) Badges

The Summit team understands and acknowledges that all staff are required to wear ID badges if requested by the facility. All lost ID Cards/Badges will be reported immediately to the Food Service Director who will immediately report to the Security Sergeant on duty.

### Key Control

We fully understand the importance of adhering to the facility's key control requirements, which may include:

- Summit shall be responsible for control of keys obtained from the facility designee and the security of those areas for which the keys are given.
- The Summit team shall be responsible for immediately reporting all facts relating to any loss of keys or losses incurred because of break-ins to those areas.
- No keys to any part of the facility may be duplicated.
- All keys will be provided by the facility designee and made available at the beginning of the shift and turned in at the end of the shift.
- No keys shall leave the facility.
- In conjunction to expected regular audits conducted by the facility, the Summit Director of Operations and District Manager will conduct 'spot checks' to ensure the Food Service Director is maintaining the safety of the facility.

### Electronic Devices

The Director of Operations, District Manager, and Food Service Director will ensure all devices, such as the food service office computer, that are connected to the facility network will comply with the county's IT Security Protocols.



## Working With Inmates Fraternization

Fraternization between inmates and Summit team members is strictly prohibited. Any conduct of fraternization may result in disciplinary action, including, but not limited to; suspension, loss of security clearance, termination, and/or criminal prosecution.

Examples of professional behavior include:

- Understanding and following all current Summit and facility specific policies/procedures
- Refraining from becoming too familiar with inmates
- Refraining sharing any personal information with an inmate
- Refraining from sympathizing with or helping inmate workers with personal matters
- Avoiding any conduct that appears to be discriminatory or harassing
- Reporting all security concerns promptly
- Being visible so inmates are aware that you are paying attention
- Maintaining a neat and professional appearance
- Working with enthusiasm and a positive attitude

Examples of Prohibited Actions:

- Games of chance, betting, or gambling
- Aiding or assisting in an escape
- Rewards or gifts from inmates/inmate workers
- Inmate letters, messages, packages, etc.
- Writing, signing of letters and/or petitions, etc.
- Sharing of personal information with inmates, eg. phone number, address, family information, marital status, personal life, family photos, financial activities, hobbies, or any other information that is not relevant to their job.

### **Sexual Misconduct With Inmates**

Sexual and inappropriate contact between Summit staff and inmates will not be tolerated. All incidents will be reported to the appropriate facility staff and an investigation launched. All results will be fully disclosed to staff and, if necessary, any disciplinary actions will be executed. Summit completely understands all the requirements under federal, state, and local law and will ensure all Summit staff understand the severity of this offense.

### **Contraband**

We fully understand and comply with state and local laws and ACA Standards. Summit's staff members understand it is against the law to provide ANY contraband items to the inmates. We also understand and fully support searches of persons and bags for entry into the facility.

## **SUMMIT COMPANY POLICY: CONTRABAND**

Source: Home Office Human Resources  
Restricted Contraband Policy  
Audience All Employees of Correctional/Jail/  
Residential Facilities

### **INTRODUCTION**

Under no circumstances shall a Summit employee knowingly bring restricted items of contraband into a correctional/jail/residential facility.

Contraband is defined as anything in the inmate's possession which has not been officially issued to the inmate. It could also be an authorized item that has been altered.

Items of contraband that may be restricted/prohibited depending on the facility, include but are not limited to the following:

- Guns and firearm ammunition
- Knives, tools, and items that may be possible weapons
- Keys
- Food
- Chemicals and spray cans (i.e. Mace, Pepper spray, tear gas, etc.)
- Products such as plastic wrap, gum, stamps, cigarettes
- Money
- Drugs/alcohol
- Pens/pencils
- Cellular phones
- Club or blackjack



### **GUIDELINES**

- Bringing in an item of contraband for an inmate is prohibited. If an employee is approached by an inmate who asks them to bring contraband into the facility, the employee must report this to their Food Service Director, Supervisor, and/or the Correctional Security Officer on duty immediately.
- Employees must always utilize good judgment in determining what is appropriate to bring into the facility. It is recommended that any non-essential personal items be left outside the facility. If any non-essential personal item is brought into the facility, it should be placed in a secured area within the facility.
- Bringing any item that is contraband (as defined by the facility) may result in disciplinary action, including suspension, termination, and/or criminal prosecution. If an employee discovers that they have accidentally brought an item of contraband into the facility, they must report it immediately to their Food Service Director, Supervisor, and/or the Correctional Security Officer on duty immediately.

# Boundaries Training: Working in Correctional Facilities

Correctional facilities require a controlled environment to ensure safety and security. There are rules, regulations, systems, and policies that must be consistently enforced and monitored to maintain order. All Summit team members working at a correctional facility are expected to share the responsibility of maintaining control in the environment, in addition to their foodservice responsibilities. Therefore, working in a correctional foodservice operation requires not just the knowledge of foodservice but also an understanding of the correctional environment and the influences that affect it.

To work effectively in this type of environment, an employee must:

- Understand the correctional environment and the inmate mind
- Have a constant awareness of their surroundings, potential problems, and security
- Conduct themselves in a professional manner no matter what the circumstance or situation
- Control their interactions with those they work with
- Help enforce that all systems and procedures are followed for tighter control

Boundaries is a Summit team member training program specifically designed to prepare new team members to work in the correctional environment and was developed through our partnership with the Minnesota Department of Corrections. The program provides information and tools to help team members interact professionally with offenders, to effectively enforce policies and procedures, and to understand their roles and working relationships with staff as well as administration in maintaining a safe and secure environment. The Boundaries training is also

included as a part of the required monthly training modules for all team members to maintain constant awareness of the challenges faced when working with inmates. Upon completion of each of the following parts included in the Boundaries training, team members will have a better understanding of the correctional environment and how to work effectively within it, so they can remain safe.

## **Boundaries Employee Training Consists of Four Parts:**

- **Part 1:** Self-Assessment
- **Part 2:** Drawing the Line on Manipulation from Inmates
- **Part 3:** Controlling Boundaries
- **Part 4:** PREA

# PREA

Summit is committed to compliance with the Prison Rape Elimination Act (PREA). This policy covers both the expectation of our employees to refrain from any type of sexual contact, harassment, or misconduct with inmates and juvenile offenders, as well as our employee's responsibility if they witness or are made aware of any employee, facility staff, inmate, or volunteer engaging in any type of sexual contact, harassment, or misconduct with inmates and juvenile offenders. Along with our Boundaries training program, our employee training and all communication are administered at all our partner facilities.

Here are a few key PREA objectives within our employee training:

- Understanding what PREA is and Summit's zero-tolerance policy
- Important definitions for understanding PREA
- Inmate's right to be free from sexual abuse and harassment
- The dynamics of sexual abuse and harassment in confinement
- How to detect and respond to signs of threats and actual sexual abuse
- Summit employee responsibility in sexual abuse and harassment awareness, prevention, and reporting
- Your right and the inmate's right to be free of retaliation for reporting sexual abuse and harassment
- How to work and communicate professionally with inmates
- Know who to report any type of sexual contact, harassment, or other misconduct to at the facility
- All allegations are to be done in writing and taken seriously

Team members are required to attend all trainings related to sexual abuse, harassment, staff sexual misconduct prevention, and detection that is required by Summit, Elior North America, or by the client. Team members have a duty to immediately report all rumors, allegations and observations of staff sexual contact, staff sexual harassment, or staff sexual misconduct involving any inmate or juvenile resident to the team member's immediate supervisor or to the Summit team member and labor relations manager.

Staff sexual contact, staff sexual harassment, or staff sexual misconduct is expressly prohibited. Team members who engage in staff sexual contact, staff sexual harassment, or staff sexual misconduct with inmates or juvenile offenders will be terminated from employment and referred for criminal prosecution when applicable. Complete information can be found in the Elior North America Team Member Prep Book and Business Segment Supplements.



SECTION G:  
Sanitation



# Safety

Preserving the safety of everyone we employ and serve is our highest priority. We educate, train, communicate, track, audit, and consistently follow up on our safety measures to ensure that the team serving your facility is well-prepared.

Our safety initiatives are created and lead through our Safety Team, with the mission to create and maintain a culture of safety awareness and practices to achieve an injury-free work environment. We fully understand the safety needs of a correctional facility and we will ensure safety and health practices in compliance with federal, state, and local safety regulations.

## Education & Prevention

- Safety training is an integral part of onboarding for all team members
- We clearly communicate all safety standards & policies to all Summit team members
- The company safety policies are covered in the Employee Guidebook and all team members must acknowledge receipt with a signature.

### • Safe Training

Monthly food and work safety training modules are provided to the Food Service Director with application activities for hourly staff. Topic samples include:

- » Slip and Fall Prevention
- » Food Allergies: Reactions and Responses
- » Strain/Sprain Prevention
- PPE and safety equipment in ALL locations to prevent and manage accidents such as:
- First Aid & Pathogen Kits
- Safety goggles, chemical aprons and gloves
- Cut gloves (where allowed)
- We offer a \$25 subsidy to help employees purchase slip-resistant shoes

## Audits and Follow-Ups

- Summit District Managers are required to perform site audits every 30 days, which cover sanitation and safety practices.
- The national Safety Team reviews and investigates every reported accident with local, regional and national management citing corrective actions.
- Weekly accident review meetings allow Food Service Directors to consult with the national Safety Team about implementing safety precautions and practices to prevent accident reoccurrence.



### Safety Champions

Safety Champions are District Managers who serve as a resource for their regions, driving the safety mission by creating and maintaining a culture of safety awareness and practices to achieve an injury-free work environment.

They will support your onsite team to help:

- Identify and resolve at-risk behaviors or conditions
- Provide direction to safety resources
- Encourage and teach others to follow safety protocol

### Occupational Safety & Health Act (OSHA) Policy

It is Summit's policy to provide a safe workplace for its employees through OSHA guidelines. Additionally, the Company provides safety training and requires its employees to follow all safety rules and to employ safe habits. It is the responsibility of our staff to observe the safety rules and regulations which apply to your facility. Any willful violation of safety rules and regulations by Summit employees shall be considered cause for disciplinary action.

It is important our employees practice safe work habits constantly and consistently in all areas of the workplace. The following Summit employee guidelines are just an example of our OSHA compliant safety training:

- **General Safety:** Unsafe conditions or unsafe acts should be reported to the direct supervisor immediately.
- **Injuries:** Work related injuries must be reported to a manager at once.
- **Fire Protection:** Every employee has the responsibility for reporting fires and the responsibility to fight small fires in their work area. Therefore, employees must know where the fire extinguishers are located and how to use them.

The safety of everyone we employ and serve is our highest priority.

## Food Safety & Sanitation Program

Summit's Food Safety Program identifies points where contamination or development of harmful micro-organisms may occur and implements controls based on the hazards. Our policies and procedures are based on the FDA Food Code and compliant with local health department regulations, providing measures to prevent foodborne illness.

These include:

- Cleaning and Sanitizing surfaces, equipment, and service ware
- Food Handling safety standards at every stage in the process: purchasing, receiving, storage, preparing, cooking, holding, cooling, reheating, and serving.
- Personal hygiene and reporting of illnesses by employees
- Cleaning schedules and checklists that are easy to understand and create an audit train for accountability.
- Providing your team with all sanitation documentation
- Corrective action when necessary

In addition to requirements of your facility, our teams understand and are compliant with the following regulations and publications:

- State Regulations for Retail Food Establishments
- State Standards for Licensing Hospitals and Institutional General Infirmaries
- State Standards for Local Detention Facilities and Local Juvenile Detention Facilities
- Operations Manual ICE Performance-Based National Detention Standards
- ACA Standards for Adult Local Detention Facilities
- NCCHC Jail Health Standards and Juvenile Health Standards

*“It was obvious from the start by the standard level of cleanliness maintained in the kitchen area that Summit Food Service staff takes a great deal of pride in their work.”*

**Major T.D. Reece, Administrator  
Calvert County Detention, MD**

## Health Inspections

Your Summit Food Service Director will be the point of contact for the Health Department when inspections occur and is responsible for immediate action should any issues arise.

All Health Department Inspections are then reviewed by the national Safety Coordinator to monitor and track performance as well as celebrate perfect scores.



## Certification and Training

All foodservice staff are required to complete training in food safety and sanitation upon hire and ongoing training to ensure that team members have the knowledge to maintain a safe and sanitary foodservice.

- All Summit Food Service Directors and site managers are required to be trained and certified in safe food handling through the National Restaurant Association Educational Foundation's ServSafe program within the first 30 days of hire. Recertification is required at least every five years.
- All staff are to be trained as part of each new team member orientation using the Safe Food Handling and Sanitation Guidelines pamphlet AND within the first six months of hire using the ServSafe Food Handler Guidebook
- Ongoing training will occur as a part of the monthly SAFE training



# FOOD SAFETY MANUAL



For all situations, we have contingency plans and crisis management support that will be immediately engaged to allow us to continue service in extreme circumstances.

## Planning For Emergencies

In any emergency situation, you need to trust that your partner will be prepared and take charge with solutions. Summit has the experience, foresight, and support resources to ensure that foodservice operations in your facility will continue to meet the daily needs required. We have maintained operations through many emergency situations including:

- Lockdowns
- Pandemics
- Strikes (employee, public transportation strikes, etc.)
- Power failures
- Natural disasters (blizzards, tornadoes, hurricanes, etc.)

### Emergency Meals

Summit is uniquely positioned to maintain service levels during emergency conditions through the support of our sister company, PMC (Prepared Meals Company), a supplier to the FEMA National Response Program. We have access to obtain pre-packaged, sealed meals that meet correctional dietary requirements.

### Coastal Disaster Relief

Each year prior to the hurricane season, the Summit team prepares and updates contingency plans for each unit in the coastal areas to ensure

that food service operations are available to support the facility staff, inmates and relief volunteers during emergency situations.

### Lockdowns

If a disturbance in the facility or serving area requires a lockdown, our Food Service Director will respond immediately. Each Summit food service director is familiar with the following procedures:

1. The facility administration will keep the Food Service Director advised of the situation and the lifting of the lockdown.
2. In all instances, the kitchen should be immediately secured.
3. Exterior entrances, including loading docks, should be secured.
4. Elevators should be returned to the kitchen level and locked.
5. All potential weapons should be returned to the secured cabinet.
6. Unnecessary movement in the foodservice area should cease.
7. The Food Service Director should assign responsibilities for lockdown procedures in advance. However, everyone without an assignment should stay where they are.

## Emergency Action and Support

When disaster strikes or emergencies arise, you will have a wide network of experienced support immediately engaged to assist.

Your **Foodservice Director** will:

- Immediately notify and engage the Crisis Management Hotline and District Manager when an emergency is likely and, if needed, request additional assistance, such as a dietitian, purchasing director, personnel specialist, management personnel with experience, onsite duties, etc.
- Assess if all equipment is operable and utilities will not be interrupted
- Meet with client contact and facility administration to determine:
  - » Probable or anticipated length of the crisis
  - » Approval for emergency menu implementation
  - » If needed, outlet and parking space for a refrigerated truck is available for use as a backup storage
- Have emergency menu inventory on-hand, preparing for three consecutive cold meals in case power is lost
- Maintain listing of current names, contact information, addresses, and social security numbers for all employees
- Develop special cleaning schedules

Your **District Manager** will coordinate additional support to:

- Rearrange all refrigerator, freezer, and dry storage space to accommodate largest possible orders
  - » Paper Cleaning supplies
  - » Linen and special items needed
  - » Personal care items not in commissary
  - » Arrangement of pest control treatment
- Ensure first aid kit is well stocked
- Review with client medical assistance, if any, that will be available such as doctor, nurse, etc.

Your Summit **Purchasing Director** will work with authorized suppliers to:

- Ensure increased deliveries
- Develop home numbers of suppliers in case of emergencies
- Determine union and non-union houses and establish supervisory deliveries
- Establish drop location for supplies, complete with surety bonds, if needed
- Arrange for special equipment as needed
- Arrange for latest possible expiration date on milk and bread
- Arrange for special vehicles as needed
- Set up for outside repair and maintenance if in-house personnel are unavailable

When disaster strikes or emergencies arise, you will have a wide network of experienced support immediately engaged to assist.

## Contingency Menus

A contingency plan menu will be developed by the Food Service Director and Summit’s District Manager and submitted for your approval. Details may include:

- The first eight meals can be prepared and served with no power source available.
- A menu designed for service on disposable service ware.
- Pre-sliced cold cuts and cheeses and packaged items for the menu will be kept in the freezer.
- Items such as a variety of cold cereals, peanut butter, tuna fish, and canned chicken and soups, will be kept in dry storage inventory.
- Soup will be served in covered paper cups when the power source is limited, providing at least one hot meal item.

Event	Short Term Solution	Long Term Solution
<b>Loss of utilities and/or facilities due to flooding, earthquake, fire, explosion, hurricane, tornado, disturbance, or destruction.</b>	We will consult with you for approval and implement a contingency plan menu.	A revised menu that meets nutritional requirements will be developed by registered dietitians based on the production and service capabilities of the kitchen. In the case that the kitchen is unusable, mobile kitchens may be considered.
<b>Strike by Supplier</b>	Summit will retain a minimum two-week supply of product on the premises.	Our procurement team will pre-determine an alternate supplier to be used in such a case so that service may be uninterrupted.
<b>Equipment Breakdowns</b>	We will utilize other production techniques and/or make approved substitutions to accommodate equipment still in operation.	We will assist by leveraging our relationships with equipment suppliers to ensure expedited shipping and best price for you.
<b>Lockdown</b>	We will consult with you for approval and implement a contingency plan menu.	A revised menu that meets nutritional requirements will be developed by registered dietitians based on the production and service capabilities of the kitchen. In the case that the kitchen is unusable, mobile kitchens may be considered.

*“As many have experienced, the unknown can bring out fear, uncertainty and anxiety during any critical event. However in spite of these emotions, Summit Food Services braced for the unexpected and forged ahead.”*

**Deputy Chief Sue Ellen Monfra,  
Jefferson Parish, LA**

### COVID-19 Pandemic

In any emergency situation, you need to trust that your partner will be prepared and take charge with solutions. From the first US cases of coronavirus and throughout the following months, the Summit team took immediate action to maintain safety without sacrificing the service you’ve come to expect.

We adjusted service formats, implemented enhanced cleaning procedures, and kept a constant line of communication open with our partners to ensure everyone we serve and employ stayed safe.

### Safe Café

Serving in this new environment required a re-imagining of the way we’ve operated in the past, so we developed enhanced operational standards in conjunction with guidelines from federal, state, and local authorities, as well as the CDC. Holding safety to the highest priority is what we have always done, but we addressed new ways to meet the needs of our partners during a pandemic.

When you see the Safe Café sign, it means the location and its staff abide by strict standards of health and safety, with enhanced sanitation, physical distancing, service modifications, PPE, and personal health monitoring.





# COVID19 OPERATIONAL CHECKLIST

In addition to our already strict food safety and sanitation requirements for all kitchens and service areas, Summit locations are implementing the following further protocols to ensure a safe workplace and dining environment for our customers. This checklist provides guidelines for:

- Key Practices
- Daily Safety Huddles
- Team Member Social Distancing
- Glove Usage
- Mask Usage
- Handwashing
- Cleaning & Sanitizing
- Service Adjustments
- Communication





SECTION H:  
Inventory

## **Inventory Control For On-Location Storage Areas**

A physical inventory is conducted on monthly to determine exact product usage. The inventory system details product description, brand, pack size and unit of food and supplies. The quantity on hand and value of food and supplies is then calculated and reported. On-site Food Service Directors update their inventory master copies with current purchase information on a weekly basis to ensure accuracy of product pricing.

Inventory calculations are uploaded to CBORD, our web-based inventory system, allowing Managers and Dietitians the ability to review the inventory reports for accuracy and completeness. Each site is given an anticipated level of inventory they are expected to maintain.

At the end of each reporting period, final inventory calculations are entered into financial statements to determine food, paper, and chemical costs for that period. These costs are then evaluated to determine if the usage calculated is justified when compared to the budget for each site. Any variances that may occur are researched to identify the source of the discrepancy in order to correct.

All deliveries received are checked against the original purchase order to verify the item, quantity, and receiving slip. The signed receiving slips are filed with the proper site paperwork and stored long-term electronically.

## **Special Correctional Facility Inventory Controls:**

- All potentially hazardous chemicals or materials (cleaning solutions, pesticides, bodily fluid clean up kits, etc.) or potentially dangerous items (sharp objects, sharp utensils, etc.) that may be used or kept in the food service department are to be secured in a locked area when not in use.
- Extracts, spices, and yeast (where applicable) are to be secured in a locked area, and inventoried when not in use.
- Keys are to be logged out by authorized personnel only. Inmates are never permitted to use keys for any area of the food service department. Personnel having logged out keys must always have them in their possession and they should not be carried outside of the facility.



SECTION I:  
ACA & DOC Standards



# Operational Food Service Plan

**The Summit team understands the importance of developing, planning, and maintaining a well-managed program within your facility.**

## **A Program Designed for You**

A customized operational plan, along with a policy and procedures manual for your facility, will be prepared and used as a framework from which we will operate consistent service that exceeds expectations.

We will maintain strict purchasing, receiving, and production standards for all food and beverages, and provide assurance that safe practices are always utilized during all production shifts. In addition to production, strict standards will be carefully followed for the storage of all raw and prepared foods and other related food service items. We are confident that our staffing will meet all the requirements necessary for having the foodservice operation effectively staffed and supervised to ensure non-interruption of service. If applicable, our plan also provides for proper supervision and training for all correctional kitchens along with appropriate backup procedures.

## **The People Who Will Make it Happen**

We place a high emphasis on the support and training of the onsite Food Service Director and foodservice staff.

The onsite Food Service Director will continue to be the liaison between facility administration and Summit and will report directly to the District Manager. The District Manager will regularly visit the Jail to maintain an operation that meets all the objectives of the facility and Summit. The support network for foodservice employees includes all the departments within Summit (Human Resources, Accounts Payable, Purchasing, Dietitians, IT, etc.). Summit will also utilize the expertise of Jail-cleared Operations Support Managers to assist with the operation when needed.

Our team will maintain a close relationship with your administration and remain flexible with requests to further enhance the service. We look forward to doing this through both regularly scheduled meetings with jail administration, and other informal discussions.



## **ACA Accreditation**

If your goal is to achieve and/or maintain accreditation by the American Correctional Association and pass their inspection process, we are the right partner to help. As one of the toughest accreditations within our industry, ACA normal operating standards cover many points of service and can often be site specific.

Our team is experienced and well prepared to meet all regulatory agency standards for your facility.



SECTION J:  
Special Diets

## Restricted Diets

Summit is committed to compliance with restricted diets. We ensure strict adherence to all special and religious meals and diet tray training for staff and inmates.

Food service director and cook responsibilities for restricted diets:

- Correctly prepare (note Preparation Guidelines for Restricted Diets, section IV) and serve Restricted Diets as planned on the Restricted Diet Spreadsheet.
  - Review Restricted Diet Spreadsheet one day ahead to be aware of production needs and special food items. Quantities of Restricted Diet Foods should be noted on Production/Service Records in accounts where large numbers of diets are prepared. Smaller accounts may use the Restricted Diet Spreadsheet as the Production Sheet for diets.
  - Record for each day, all food items served (Regular and Restricted Diets), portion sizes and time served. The time and date is recorded on the Production/Service Sheets.
  - Check all diet trays and snacks assembled with the Restricted Diet Spreadsheet for compliance with diet foods planned and for a neat presentation.
  - Evaluate diet trays and/or diet snacks by using a resident Tray Line Assessment Form at least once daily. (Results may be recorded on same sheet as Regular Menu evaluation.)
  - Ensure diet trays and beverages are properly labeled.
  - In units with cafeterias, to notify medical of “no pick up” rate and ensure diets are given only to residents/detainees with proper identification.
  - In facilities where officers pass the trays, request signatures of the officers as they take possession of diet trays to leave the kitchen area. This signature will take the place of the residents’ (if approved by facility). However, the only legal signature is that of the resident.
- Provide night (H.S.) snacks accurately measured and properly labeled for restricted diets.
  - Notify the Summit Dietitian if there is a need for a Restricted Diet for which instructions have not been provided.
  - Document all diet orders and cancellations accurately. This includes those received by telephone and recoded according to policy. Weekly check of cancellation date should be made of all current Restricted Diets.
  - Retain records of food items and quantities served by meal for Restricted Diets not included on the Restricted Diet Spreadsheet.
  - Avoid substitutions on Regular and Restricted Diets. If substitutions must be made the item must be recorded. The substitution must follow company guidelines and the modifications listed in the Product Alternate List (form B-220).
  - Document all diet concerns/complaints including the responses in the Manager’s Log Book. Contact the Dietitian when these occur, and you do not find the answer in the Diet Manual.
  - Attend training classes on diet problems and apply that knowledge to modifying menu items accordingly.



## Unplanned Diet Orders

If a diet is ordered which does not appear on the Restricted Medical Diet Order or the Religious Meal Preference Request, your Food Service Director will follow these procedures **BEFORE** serving the diet:

- Clarify whether the diet is religious, medical or, possibly, personal preference. Many allergy diets are the work of the inmate. Correctional professionals do not recommend serving a resident personal preference diets.
- Verify the diet has been ordered by an authorized person (medical professional). Correctional staff may order religious diets, but only medical can order medical diets. Although we will honor verbal diet orders for 24 hours, standard diet orders should be obtained in writing **PRIOR** to any service.
- Review the Menu Manual to see if a diet description is listed.
- Call the Summit Dietitian for clarification of information given in the manual **OR** if no information is available.
- Ensure the following is obtained:
  - » Exact wording of diet order.
  - » Name of person authorizing diet.
  - » Name of physician if it is a medical diet.
  - » Expected duration of diet.
  - » Current week of your menu plan.
  - » Resident or detainee's name and identification number.
  - » Any prior diet orders for this resident/detainee.
- Prepare written diet production instructions for production staff.



*“Summit has helped the facility with more than just food services, but the all over health and wellbeing of inmates.”*

**Chief Deputy Frank Watkins,  
Coffee County Detention Center,  
Tennessee**

## Medical / Therapeutic Diets

When we are notified by an authorized member of your Health Services staff about an inmate requiring a medical diet, menus will be written by a dietitian following Summit diet manual standards (kept onsite for reference) and will conform as closely as possible to the main menu.

## National Commission on Correctional Health Care Compliance

When it comes to policy and procedures for medical diets, Summit's operating practices align with the uncompromising standards from the National Commission on Correctional Health Care (NCCHC).

Our expertise and consistency in this area will result in a hassle-free food service operation for you. Your Summit team will follow standard NCCHC guidelines and protocols, which means diet menus that positively impact inmate behavior, allowing your staff to remain focused on managing the facility's programs and security.

A sample of various types of medical diets include:

- Diabetic, carbohydrate controlled, consistent carbohydrate
- Cardiovascular (low in fat, cholesterol, and sodium)
- Low fat, low cholesterol
- Low sodium
- Lactose intolerant
- Dairy free (milk allergy)
- High calorie, high protein (unintended weight loss, pregnancy)
- Finger food
- Allergy (bona fide food allergies, not food preferences)
- Clear liquid
- Blenderized
- Full liquid
- Other, e.g., renal, gluten-free, bariatric Consistency-Modified Diets

We also know that some diets may be combined as prescribed by medical orders, such as:

- Low fat, low cholesterol often combined with a low-sodium diet and labeled "cardiovascular" or "cardiac."
- Pregnancy/high calorie-high protein may be combined as one diet.
- Diabetic diets may be already low fat, low cholesterol.
- Sodium, fat, and calories may be combined at different calorie-level ranges. These may be labeled Diet I, II, III.
- Diabetic, low fat, low cholesterol, and low sodium may be combined and labeled "heart-healthy."

Areas of concentration all our staff will be trained to adhere to:

- Train and supervise food workers who will prepare the diets
- Ensure proper equipment is in place and there is space to prepare and store diets
- Maintain open communication with inmates and staff alike concerning diet plans.
- Use a dependable system to make sure the correct medically prescribed diets to go to the right inmate
- Continuously review active diets, working closely with facility staff.
- Work diligently with your on-site medical team.
- Maintain a direct line of communication with our dietitians at all levels.
- Retain all medical diet information for audit and review.

# Healthy and quality meals to meet religious and lifestyle diets.

## Religious & Lifestyle Diets

At Summit, we utilize modified menus to accommodate a multitude of religious and lifestyle diets, meeting all RDA, ACA, NCHHCA, RLUPA, and DRI standards.

A religious diet will be provided for individuals that follow various religious dietary laws whose needs cannot be met by the standard menu. The Chaplain or Facility Designee will order the appropriate religious diet for the individual and menus will be produced according to procedures in the Summit Diet Manual.

There are two common options for these diets:

1. A Common Fare menu featuring vegetarian meals that meets the needs of most religious diets including Kosher and Halal. These meals are included in our proposed pricing structure.
2. Premium pre-packaged entrées for Kosher and/or Halal diets. These are an upgrade to our proposed pricing, and we would be pleased to discuss options with you.



## Sack Meals

Per the RFP Requirements, we will provide any sack meals requested by the facility. Sack meals will contain approximately one-third of the minimum daily nutrition requirement.

Sack Meals will include:

- 2 oz deli meat,
- 2 slices cheese,
- 4 slices bread,
- 1 oz chip,
- 2 condiment,
- 4 sandwich cookie,
- 1 drink

## Holidays, Religious Observances, and Other Special Inmate Meals

Special meals are provided for inmates to recognize various national holidays, to break up the monotony of the regular menu and to contribute to mental well-being. Special meals will be served annually on holidays and/or other days, as determined by our agreed upon requirements.

You will determine which holidays will be designated for these “Spirit Lifter” meals. The menus will be written in advance and approved by the Correctional Field Support Dietitian, District Manager, and the Facility Designee. The details of these special meals are arranged by Foodservice Directors, the Chaplain, or Jail Administrators.

Spirit lifting meals take a break from the standard menu and contribute to inmate mental well being.

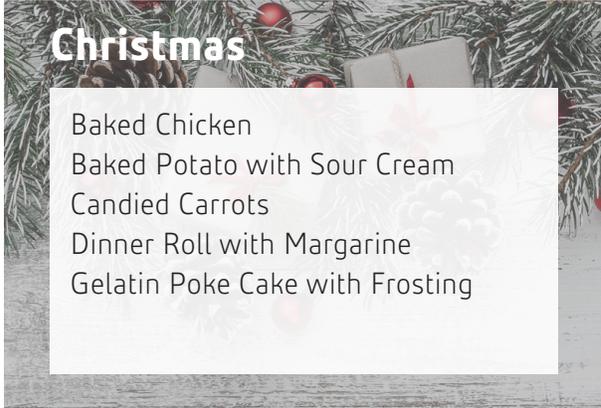
## Example Holiday Menus

### Thanksgiving



- Roasted Turkey
- Savory Bread Stuffing
- Whipped Potatoes with Gravy
- Green Bean Casserole
- Cranberry Sauce
- Fresh Dinner Roll with Margarine
- Pumpkin Pie Bar with Whipped Topping

### Christmas



- Baked Chicken
- Baked Potato with Sour Cream
- Candied Carrots
- Dinner Roll with Margarine
- Gelatin Poke Cake with Frosting

### Easter



- Turkey Ham
- Scalloped Potatoes
- Seasoned Green Beans
- Dinner Roll with Margarine
- Apple Crisp with Whipped Topping

### Labor Day



- Polish Sausage with Mustard
- Grilled Onions & Peppers
- Creamy Coleslaw
- Oven Fries with Ketchup
- Rice Krispie Bar



## Section 3

General  
Specifications



SECTION A:  
Standards



## Marlin C. Sejnoha, Jr.

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President & CEO  
605.310.4950

### **Our Promise to You**

We know we will be your most trusted partner, and that means delivering on our promises, providing unmatched service, and continually exceeding your expectations. Every member of our team is committed to supporting your program, so if we ever miss the mark, we'll make it right. Summit's President and CEO, Marlin Sejnoha, Jr., is directly accessible to you any time, any day to ensure that **YOU** are getting the best service possible.

**If you need anything, at any time,  
please give me a call.**

**We'll take care of it.**

We look  
forward to the  
opportunity to  
partner with you!

# Awards & Accomplishments



## Diversity Jobs Top Employer

Awarded to organizations that have shown consistent outreach and dedication to recruiting and hiring from all diversity groups, so the most qualified candidates can truly rise to the top of their careers.



## National Business Research Institute Circle of Excellence

The NBRI Circle of Excellence Award recognizes organizations that place a high value on employee experience and customer experience. These organizations demonstrate their dedication by conducting best in class survey research with NBRI and taking action based upon the results. This prestigious award is tangible evidence of the organization's dedication to the highest levels of employee experience and customer experience.



## ACA Accreditation

These standards are the national benchmark for the effective operation of correctional systems throughout the United States and are necessary to ensure that correctional facilities are operated professionally. They address services, programs, and operations essential to good correctional management, including administrative and fiscal controls, staff training and development, physical plant, safety and emergency procedures, sanitation, food service, rules, and discipline. The standards reflect practical, up-to-date policies and procedures that safeguard the life, health, and safety of staff and offenders.

**Summit holds ACA Accreditation at over 24 facilities across the United States.**



## The Golden Eagle Award - New Mexico DOC

The Golden Eagle Award is presented to state correctional agencies or trans-state independent organizations in recognition of accrediting every component within their area of responsibility. The Golden Eagle award represents the highest commitment to excellence in correctional operations and the dedication of these agencies to enhancing public safety and the wellbeing of incarcerated individuals.



## Ecovadis Gold Rating

As part of the Elixior North America family, we have been identified as one of the top 2% of companies rated by Ecovadis (an organization that assesses corporate social responsibility and sustainable procurement) for the quality of our CSR policy. Our goal is to leave a positive imprint in every way we do business, in connection with our suppliers, employees and those we serve. From sustainable sourcing of our products to the healthy and innovative choices we offer our customers, we are committed to the good of all.



## Substantial Compliance with the Department of Justice Consent Decree at 2 Facilities

In two of our facilities, Summit has worked to achieve and maintain substantial compliance with the DOJ Consent Decree.



SECTION B:  
Personnel



# Staffing: Hiring & Training A Great Team

## Everyone is successful when you invest in people.

You make an investment in a partnership with Summit and want to know that your foodservice is being managed by a team with the appropriate skills and positive mindset to make your program GREAT. We make an investment in our people, including competitive pay and meaningful, ongoing training and support to make sure we are hiring and retaining the right team for your facility.

The following sections will highlight our commitment to the facility as it pertains to our most important asset: our people.

*“I have a close relationship with all Summit employees and view them as an asset not only for Summit, but also for the Sheriff’s Office. You have good quality people.”*

**Sheriff Tony Thomson,  
Black Hawk County, Iowa**

### Staffing Plan

In the business since 1991, our experienced team knows exactly what it takes to supply the manpower needed to deliver you the quality service you need. We feel the staffing plan proposed represents adequate labor to maintain the following key points of service:

- Appropriate production and supervisory staff to ensure that all meals are prepared on time and meet quality expectations
- Adequate security during production and cleaning tasks

This proposed level of staff is based on requirements presented in the RFP, however, with additional inmate workers per shift, the Summit team is prepared to work with you to increase levels as needed to ensure that your kitchen runs smoothly.

## Hiring the Right People Recruitment

To identify the right people with the right attitude, our hiring philosophy is simple: hire for attitude and train for skill. We use a variety of local resources to look for candidates that have a passion for quality, a desire to learn, and a ‘can-do’ spirit. With support from a national team of Human Resources and Recruiting professionals, our managers recruit, interview, and select the best possible team members for your facility.

## Interviews and Hiring

The approved candidates will be thoroughly interviewed and screened prior to hiring to ensure their resume, application, and qualifications are in order and accurate. Once a candidate has passed this initial interview process, he or she is then introduced to your team for an interview and, if approved, the candidate is offered employment and then provided with a tour of the account.

Our team is your team, so we want to assure you that from hourly team members to managers, you will have the right people who are a good fit for your facility.

## We Offer

- Complete and competitive employee benefits packages
- Dedicated employee assistance program
- Competitive pay with annual increases
- Paid time off 401(k) Retirement/Savings Plan
- Paid training
- Educational assistance for managers
- \$25 subsidy to help employees purchase slip-resistant shoes

Our hiring philosophy is simple: hire for positive attitude and train for skill.



# Background Checks

## Contract Employee Background Screenings

In addition to background checks required by your facility, we use talentReef and Sterling Talent Solutions to facilitate standard checks at no cost to you.

At a minimum, we run the following background checks as part of the on-boarding process for all Summit team members:

- Seven (7) Year - National, State & County Criminal and Social Security Check
- Department of Motor Vehicles Check
- 5 – Panel Drug Screening

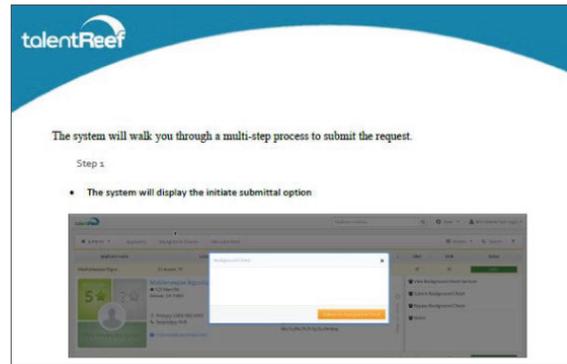
Our on-site management team will be well trained in utilizing our team member screening processes as new employees are hired.

## Health Examinations

Summit will provide documentation of health examinations for each employee to performing services under this Contract as required Local, State and Federal law

- Food Employee/Applicant Health
- Personal Cleanliness of Food Service Employees and.
- Hygienic Practices of Employees and Food Employees

Summit employees performing the scope of work under this Contract will undergo a physical examination by a licensed physician or nurse practitioner as required by local law. The physical examination shall include a physical systems check, a tuberculosis skin test and a chest X-ray as determined by the staff members' previous history or the current result of tuberculosis skin test, and a Hepatitis A and B vaccination. Summit will provide evidence of compliance with the above health regulation both annually and at the District's request. Documents shall be provided to the administration.



Summit will maintain documentation of employees' annual screenings for tuberculosis in accordance with local health codes.

Summit will maintain current, accurate, and confidential personnel records for each of the Contractor's employees performing the scope of work under this Contract. The Contractor's personnel records shall include at a minimum the following for each employee:

- Initial application
- Reference letters
- Pre-employment investigation results
- Health examination results
- Verification of training and experience
- Wage and salary information
- Performance evaluations
- Incident reports, as applicable and;
- Commendations and disciplinary actions, as applicable

# Job Descriptions

**JOB TITLE: District Manager**

**SUPERVISOR: Director of Operations**

## Position Summary:

Reporting to the Director of Operations, this key role is responsible for overseeing multiple assigned facilities and ensuring leadership and guidance in operations, finances, safety, sanitation, human resources, and client relationships.

## Job Competencies:

- **Drives Results** – Consistently achieving results, even under tough circumstances.
- **Communicates effectively** – Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- **Business Insight** – Applying knowledge of business and the marketplace to advance the organization’s goals.
- **Balances Stakeholders** – Anticipating and balancing the needs of multiple stakeholders.
- **Tech Savvy** – Anticipating and adopting innovations in business-building digital and technology applications.
- **Develops Talent** – Developing people to meet both their career goals and the organization’s goals.

## Key Accountabilities

- Accountability of operational management and financial performance of multiple locations.
- Coach and train direct reports so there is clear understanding of expectations.
- Plan and lead team meetings.
- Work with dietitians to ensure all federal and state requirements are achieved.

- Cultivate and maintain business partnerships with clients by developing a broad knowledge and understanding of clients’ and their customers’ needs and expectations.
- Establish and maintain internal Quality Assurance and Assessment processes in each assigned facility, including inspections, annual client satisfaction surveys, etc.
- Plan and develop each unit’s operational budgets and demonstrate an understanding of financial objectives for each unit. Financial responsibilities include:
  - » Review financial results weekly and monthly and make necessary adjustments to improve operational performance.
  - » Develop weekly financial plan to include sales, menu, production records, food purchases, inventory, and labor productivity to assist each unit in achieving budget targets.
  - » Educate Food Service Directors on P&L process and review month-end results with Food Service Directors.
  - » Ensure all established Accounting practices and timelines are consistently adhered to.
- Demonstrate working knowledge of operational, accounting and human resources policies and procedures (i.e. new hire process, payroll, etc.).
- Conduct training and development needs assessment of Food Service Directors and arrange necessary training, including the areas of food and cost productions, customer services, team building, time management, human resources skills, etc.

Equal Opportunity/Affirmative Action/Minorities/  
Women/Individual with Disabilities/Protected  
Veteran Employer

## JOB TITLE: Food Service Director

### SUPERVISOR:

#### Position Summary:

Plans, directs, organizes, and coordinates the activities of the kitchen to provide outstanding service to our contracted client, establishes policies and procedures to provide administrative direction for menu formation, food preparation, distribution and service, budgeting, purchasing, sanitation standards, safety practices, staffing, and staff development. Assures compliance with standards of practice and regulatory requirements.

#### Job Competencies:

- **Composure** – Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis
- **Directing Others** – Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator
- **Customer Focus** – Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customer in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

- **Process Management** – Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
- **Dealing with Ambiguity** - Can effectively cope with change; can shift gears completely; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

#### Key Accountabilities:

- Strong training skills, cost controls experience and the ability to effectively lead a kitchen is strongly preferred.
- Maintains CBORD inventory system to monitor inventor and assist with ordering
- Directors team members to ensure job-related rules, policies, procedures, and security guidelines are enforced
- Achieve food and labor targets. Ability to instruct and train on food safety, sanitation and operations of food preparation and service
- Continually monitors and inspects kitchens for cleanliness and sanitation to ensure compliance with food safety guidelines
- Maintains communication with Dietitian/ Clinical Support staff to keep informed of customer nutritional needs
- Provides orientation and job specific training to employees
- Maintains facility specific staffing patterns to include: appropriate levels, replacement procedures, and assignments appropriate to qualifications



### Minimum Requirements:

- Minimum 2 years' experience coordinating food service operations in a lead role. Experience working in correctional food service preferred.
- Ability to motivate and supervise in a correctional work environment.
- ServSafe Certified or the ability to obtain within first year of employment.
- Experience with inventory preferred.
- Proficiency in all Microsoft Office applications is required.
- Must qualify and maintain correctional facility security clearance.

### Working Conditions:

- Must be able to remain standing for most of working hours.
- Must be able to lift at least 35 pounds.
- Must be able to perform respective tasks.
- Must be able to work flexible hours and days.
- May be exposed to hot, humid work areas.
- May be exposed to sharp instruments and power-driven equipment.
- May be exposed to caustic chemicals.

Equal Opportunity/Affirmative Action/Minorities/  
Women/Individual with Disabilities/Protected  
Veteran Employer

## JOB TITLE: Assistant Food Service Director

### SUPERVISOR:

#### Position Summary:

The Assistant Food Service Director assists the Food Service Director/General Manager in establishing and maintaining systems and procedures within the food service operation.

#### Job Competencies:

- **Composure** – Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis
- **Directing Others** – Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator
- **Customer Focus** – Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customer in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
- **Drives Engagement** – Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

- **Dealing with Ambiguity** - Can effectively cope with change; can shift gears completely; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

#### Key Accountabilities:

- Supervises food storage, production, and service programs
- Maintains inventory system for food and supplies
- Directs team members to ensure job-related rules, policies, procedures, and security guidelines are enforced
- Ensures food preparation for optimal nutrition and economic handling of food as well as efficient usage of time
- Ability to instruct and train on food safety, sanitation, and operations of food preparation and service
- Prepares work schedules, vacation schedules, etc. Maintains records of tardiness and absenteeism.
- Makes frequent inspections of all work, storage, and servicing areas to determine that regulations and directions governing Foodservice activities are followed including compliance with safety and sanitation
- Plans and/or conducts and retains records of monthly staff meetings, employee training and/or in services
- Continually monitors kitchens for cleanliness and sanitation
- Other duties as assigned

Equal Opportunity/Affirmative Action/Minorities/Women/Individual with Disabilities/Protected Veteran Employer

## JOB TITLE: Food Service Supervisor

### SUPERVISOR: Food Service Director

#### Position Summary:

The food service supervisor is responsible for performing food preparation and production tasks efficiently and accurately while following safe food handling policies, procedures, and recipes, as well as be responsible for the loading and transporting of product from one location to another in a safe and timely manner. Duties of this position include: ensuring portion control, temperature, and appearance of food items is per standard, driving to a specific location per assigned schedule, obeying all state and city traffic laws, and adhering to company policies and procedures.

#### Key Accountabilities:

- Prepare food per diet extension recipes and food production sheets.
- Perform food production work efficiently, while monitoring a neat and sanitary work area.
- Ensure portion control of all items is per standard.
- Ensure appearance of all food items is per standard.
- Ensure temperature of all food items is per standard.
- Ensure that the production/tally sheets are completed without mistakes or shortages.
- Promptly report malfunctioning equipment or food shortages to supervisor.
- Demonstrate a conscientious attitude in daily operations through portion control and reducing waste.
- Utilized leftovers effectively by creating special and marketable products.

- Verifies and keeps records on incoming and outgoing shipments and prepares items for shipment.
- Determines method of shipment, utilizing knowledge of shipping procedures, routes, and rates.
- Affixes shipping labels on packed cartons or stencils identifying shipping information on cartons, using stenciling equipment.
- Unpacks and examines incoming shipments, rejects damaged items, records shortages, and corresponds with shipper to rectify damages and shortages.
- Routes items to departments.
- Maintains inventory of shipping materials and supplies.
- Completes all other tasks and related duties as assigned.

#### Minimum Requirements:

- Prior food production experience.
- Ability to read, write and understand directions.
- Good interpersonal and customer service skills.

#### Working Conditions:

- Must be able to remain standing for most of working hours.
- Must be able to lift at least 35 pounds.
- Must be able to perform respective tasks.
- Must be able to work flexible hours and days.
- May be exposed to hot, humid work areas.
- May be exposed to sharp instruments and power-driven equipment.
- May be exposed to caustic chemicals.

Among other introductory topics, other training materials may include:

- Employee expectations and handbook
- Corrections Procedure Manual review
- Foodservice safety and sanitation basics
- Emergency Procedures: Fire Safety, Chemical Safety, Equipment Safety, First Aid
- Customer Service
- Diversity in the workplace
- Working in the Correctional Environment
  - » Summit Food Service Staff-Inmate Worker Handbook for Correctional Service
  - » Contraband
  - » Key Control
  - » Tool and Knife Control
  - » Food Control
  - » Selection of Inmate service workers
  - » Security Procedures and Regulations: Maintaining a Safe Environment
  - » Working Professionally with inmate workers

Additional training topics available:

- Awareness: Signs to Watch For
- Fraternalization
- Maintaining a Professional Distance
- Firm, Fair, and Consistent Treatment
- Respect
- Inmate Supervision
- Policies and Regulations
- Harassment and Discrimination
- Confidentially Acknowledgement
- Effective Communication and Appropriate Interaction with Inmates
- Being Proactive and Problem Solving

## Ongoing Trainings Diversity

Celebrating diversity in the workplace is a core value for Summit, and our “Discovery Days” training modules help our team members relate to each other and understand cultural differences.

## Just In Time Training

Uniquely designed to be easily facilitated by our onsite management team to all foodservice staff on a bi-monthly basis. The topics cover soft skills such as:

- Time Management
- Organizational Skills
- Personal Accountability
- Team Building

## Example Training Calendar Monthly Safe Training

Monthly topics designed to keep safety practices top of mind for all employees. These are used as “refreshers” and supplemental training sessions to our standard program. Topics include:

- Preventing slips and falls
- Hand Washing
- Illness reporting
- Food allergies
- and many more!

Read more about these in our SAFETY section of this proposal.

## Management and Leadership Development

Your Summit Food Service Director and other District Managers are key to your program and our partnership, and we are dedicated to their long-term achievement. We ensure they are prepared for success, offered plenty of opportunity to grow and develop new skills, and are encouraged at every step along the way.

### New manager onboarding with My Elior Journey

Food Service Directors new to Summit are enrolled in My Elior Journey. This program is essential in ensuring our Food Service Directors are given tools needed to succeed in your kitchens. Over the first ninety (90) days of their employment, Food Service Directors are provided with live trainings, online modules, and learning guides to give them the foundational tools to lead a team.

Each Food Service Director is assigned a peer mentor. This individual is a dedicated resource for your new managers. They will guide the new managers through trainings, while serving as an additional resource to support the Food Service Directors with their knowledge and aid them in being trained on our systems and in our processes.

### Ongoing training & resources for managers Summit Intranet resource

Designed to be a one-stop-shop, this site hosts everything a Food Service Director needs to help them best manage your kitchen or commissary. The Summit intranet site includes resources such as safety reporting tools, training videos and resources, HR guidance, professional development tools, and more.

### Management Webinar Series

These management webinar series are provided bi-monthly and provide select management and leadership skills designed to foster an environment for team members to achieve their professional goals and develop capable leaders.

Examples include:

- Train and coach effectively
- Adult learning principles and handling challenges

### Corrections Quarterly

This quarterly publication encourages our teams to develop and refine their skills. Topics include key & sharps control, boundaries training, inmate manipulation and other information to assist managers to lead at their best.

### Rewards and Recognition

Summit takes great pride in supporting and recognizing team members who go above and beyond expectations. We are continually updating and developing new programs to acknowledge exemplary performance.

Recognizing our great team members has played a key role in ensuring that we remain an employer of choice within our industry. Our team member retention levels are the highest in the foodservice industry because we know how to attract, motivate, develop and retain some of the best talent available. We reward team members who exemplify our core values to our customers each day. Elior North America is able to provide you with exemplary service because of our exceptional team members.

*“Summit Food Services gave me the tools and the opportunity to advance in my career and continue to grow as a director.”*

**Jesus Moreno,  
Food Service Director, New Mexico**



### Seeds of Success

Peer-to-Peer Recognition



### Five-Star Award

Foodservice Workers



### Extra Mile Award

Foodservice Directors



### Tenure Award

All Team Members



### Team Member of the Quarter

One Award for Each BU & Corporate



### Top Chef Award

Culinary Team Members

## Seeds of Success

Seeds of Success is a recognition program that allows any team member of the company to recognize the outstanding performance of another. Even our clients and customers can participate. Whenever an individual is the recipient of exemplary service or witnesses superior performance, they can access a simple website that allows them to quickly make the recognition. That recognition is shared through meetings and internal newsletters. On a monthly basis, two of the most compelling recognitions is shared across the entire Elior North America family of companies.

We believe that recognition is the fruit of team member engagement. High individual and team morale is a product of our culture. In everything we do, we believe in providing a positive experience with exemplary service and great food. The driving force behind our culture and ability to make a difference is simply because we care.

One of the most important aspects of team member retention is selecting the right people in the first place. Summit has created a robust team member recruitment program that keeps our teams focused on recruiting the right people for our accounts.

Seeds of Success is our corporate recognition program that recognizes team members in the following categories:

- Peer-to-peer recognition
- Foodservice team
- Food service directors (team leaders)
- Culinary teams
- Tenure awards

You are invited to participate in our “Seeds of Success” recognition program. When someone experiences an exceptional dining experience, please let us know so that we can celebrate the individual team member or teams involved. We will provide you login access to a simple website that lets you quickly make the recognition. Your recognition will be shared throughout our company at meetings and internal newsletters.

## Professional Certification and Educational Assistance

In order to encourage team members to become more proficient in their jobs and prepare for greater opportunities and responsibilities within the company, Summit offers professional certifications payment and/or reimbursement to individuals who successfully complete all certification requirements. To be eligible for payment or reimbursement, the course or program either contributes to the team member’s effectiveness in their present position or is a job requirement by Summit or the course or program will directly prepare the individual for advancement opportunities within Summit.



SECTION C:  
Administrative

C. Administrative:

1. The successful bidder shall adhere to the policies and procedures as established by both the bidder and Union County.

*Summit acknowledges and agrees*

2. The successful Bidder shall be responsible for ensuring that its staff reports any problems, missing equipment, and unusual incidents to the Jail Administrator or designee immediately or in an appropriate time frame as designated by the Jail Administrator.

*Summit acknowledges and agrees*



SECTION D:  
Schedules

D. Schedules:

1. The successful Bidder shall be responsible for establishing the work schedules of all food service employees in such a manner as to meet all objectives and requirements of the RFB.

*Summit acknowledges and agrees*

2. The Union County Jail Facility is contracting for staff and services to be provided by the successful Bidder, unless otherwise indicated. Should the level of service required by the contractor decline due to vacancies in contract positions, the contractor will be responsible for replacement personnel. All replacement personnel shall be subject to the approval of the Union County Sheriff.

*Summit acknowledges and agrees*

# Staff will be well trained and prepared to best serve your facility.

## Training

It starts with Summit’s leadership and local management team, which you will notice from their introduction earlier in this proposal, is made up of some of the best and most experienced people in the industry. We are committed to employing the right team members for your facility and then providing them with the training needed to be successful. Our all-inclusive management training program prepares them for working in your facility, allows them the opportunity to understand policies and procedures so they can perform well, and continuously supports their learning process and growth.

We have included a comprehensive overview of our training materials to give you a firm understanding of how we prepare our Summit team members for success.

Mississippi requires that there be a ServSafe certified food manager in all food facilities. Summit

will comply with all County and State standards and requirements. All Summit kitchen employees must undergo ServSafe training and accreditation before working in any kitchen facility. Summit will find the right person for the position with the correct skills and attitude to meet and exceed the Scope of Work outlined in the RFP.

## Hourly Team Member Training

In addition to our standard program, we will ensure that all Summit team members complete any additional trainings that are equally important and specified by your facility.

## New Team Members

All team members new to our company receive a warm welcome. We review expectations, policies and procedures, and our core values, the foundation of which are the key areas that are important to you as our partner.

Training	SAFE	Driver’s Training	Corrections
<b>Audience</b>	Available for all team members	Available for all team members who drive company or client-owned vehicles	For all team members in Corrections
<b>Mode</b>	Team Huddle	Team Huddle	Team Huddle, Boundaries is eLearning
<b>Frequency</b>	Monthly	Monthly	Quarterly
<b>October</b>	Illness Reporting & Hand washing	Rules of the Road	
<b>November</b>	Safety Cross	Importance of Wearing Seatbelts	Manipulation
<b>December</b>	Slip & Fall Prevention	Driving in Inclement Weather	
<b>January</b>	Ergonomics	Speeding	
<b>February</b>	Reporting Work-Related Injuries	Reporting Accidents	Key Control Managing Keys & Tools
<b>March</b>	Injury & Illness Prevention Program (Understanding Accident Prevention)	Harsh Corning, Starts & Stops	
<b>April</b>	Harassment & Discrimination Training	Preventive Vehicle Maintenance	
<b>May</b>	Business Ethics – Integrity Guide	Food Safety for Drivers	HR Policies: Sick, Vacation, Time Off & Contraband
<b>June</b>	Emergency Response (fire, disaster, pandemic, etc.)	Client and Customer Interaction	
<b>July</b>	Temperature: Cold and Hot Holding/ Cooling Process	Backing Up Safety	
<b>August</b>	HAZ COMM/GHS/PPE	Distracted Driving	Boundaries
<b>September</b>	Food Allergies	Parking Safety	



SECTION E:  
Quality Assurance

# Program Standards and Quality Assurance

We know you need a foodservice partner that gets it right every day, every order, every meal. We build in high standards and consistent monitoring and evaluation to ensure you get a quality, consistent foodservice program.

We understand the importance of getting every meal and every tray right. Every time.

## Standards And Compliance

We will have all manuals required on hand, updated annually, and ensure our team members are trained on the required elements regularly. These include but are not limited to:

- State DHEC Regulations for Retail Food Establishments
- State DHEC Minimum Standards for Licensing Hospitals and Institutional General Infirmaries
- State Minimum Standards for Local Detention Facilities and Local Juvenile Detention Facilities
- Operations Manual ICE Performance-Based National Detention Standards
- ACA Standards for Adult Local Detention Facilities
- AJA Standards for Adult Local Detention Facilities
- NCCHC Jail Health Standards and Juvenile Health Standards
- The Religious Land Use and Institutionalized Persons Act of 2000
- The Prison Rape Elimination Act
- National Fire Protection Association (NFPA), International Fire Service Training Association (IFSTA), & International Building Code (IBC) Fire Codes

We understand and will ensure, at our cost, all recommendations and requirements are complied with to ensure your facility remains compliant with ACA, NCCHC, and ICE accreditations.

## Quality Assurance Inspections

Quality assurance is a critical aspect of operating a well-run foodservice operation. We have implemented a comprehensive quality assurance inspection that is conducted a minimum of quarterly at each location.

Our standards exceed those set by any other regulatory department to assure that those inspections are deficiency free.

Inspections cover critical areas such as:

- Safety & Security
- Food safety and sanitation
- Personal hygiene and infection control
- Food preparation & Meal Quality
- Management systems and Training

## Summit's areas of concentration during routine and surprise audits and inspections:

### Administrative

- Accurate meal count sheets
- Accurate weekly inventory
- State/federal law paperwork and posters
- Maintaining adequate inventory including emergency supplies
- Current menu approved and signed by client
- Key controls and security measures being followed
- OSHA log
- Updated employee files
- Manager and employee in uniforms
- Utilizing correct approved vendors
- Accurate billing to client
- Safety meeting training documentation
- Employee training documentation
- Manager progress (SOP)
- Enforcing Summit standards
- Utilizing current forms and logs
- Chemical controls (and SDS) in place and documented
- Employee emergency phone numbers on file with client
- Office and kitchen organization
- Employee write-ups and evaluations up to date
- Safety audit/checklist completed
- Recipe usage by employees/ staff accountability
- Temperature logs & thermometers in correct locations
- Kitchen food safety signage in place
- Grievance file review and corrective action
- Paper towels, hand soap, and hand washing signs
- Current Health Department permit & scores
- Meals delivered on-time
- Shadow board sign-in/out logs & inventory in place and utilized
- Bag meal and medical diet snack bag procedures followed
- Dish machine/three compartment sink/ procedures and chemical usage
- Vents & hood system, Pest control in place
- 2-3 day preparation and pull procedures in place
- Staff relationship with facility personnel is professional and courteous at all times
- Sample trays in place (hold 72 hours/3 days)
- On-going staff training on how to supervise kitchen workers in a correctional environment
- Updated diet list, medical diet order procedures followed
- Quality of food: taste testing
- Cooler, freezer & dry storage organization
- Rotation of stock, inventory check
- Employee & kitchen worker production training procedures
- Paper/chemical inventory check
- Dish machine temperature log or test sanitation
- Hairnet, hat, & glove usage in kitchen by all employees and kitchen workers
- Kitchen security; doors to all areas of the kitchen locked and monitored

### Production

- Current and accurate production & pull sheet utilization by employees
- Sanitation check sheets on file/ kitchen sanitation
- Proper utensil usage during service, tray outline sheets



SECTION F:  
Independent Contractor

F. Independent Contractor:

1. The successful Bidder and its employees will at all times act and perform as and will be considered an independent contractor and in no sense shall they be considered employees, agents or volunteers of Union County.

*Summit acknowledges and agrees*



SECTION G:  
Insurance





SECTION H:  
Nondiscrimination

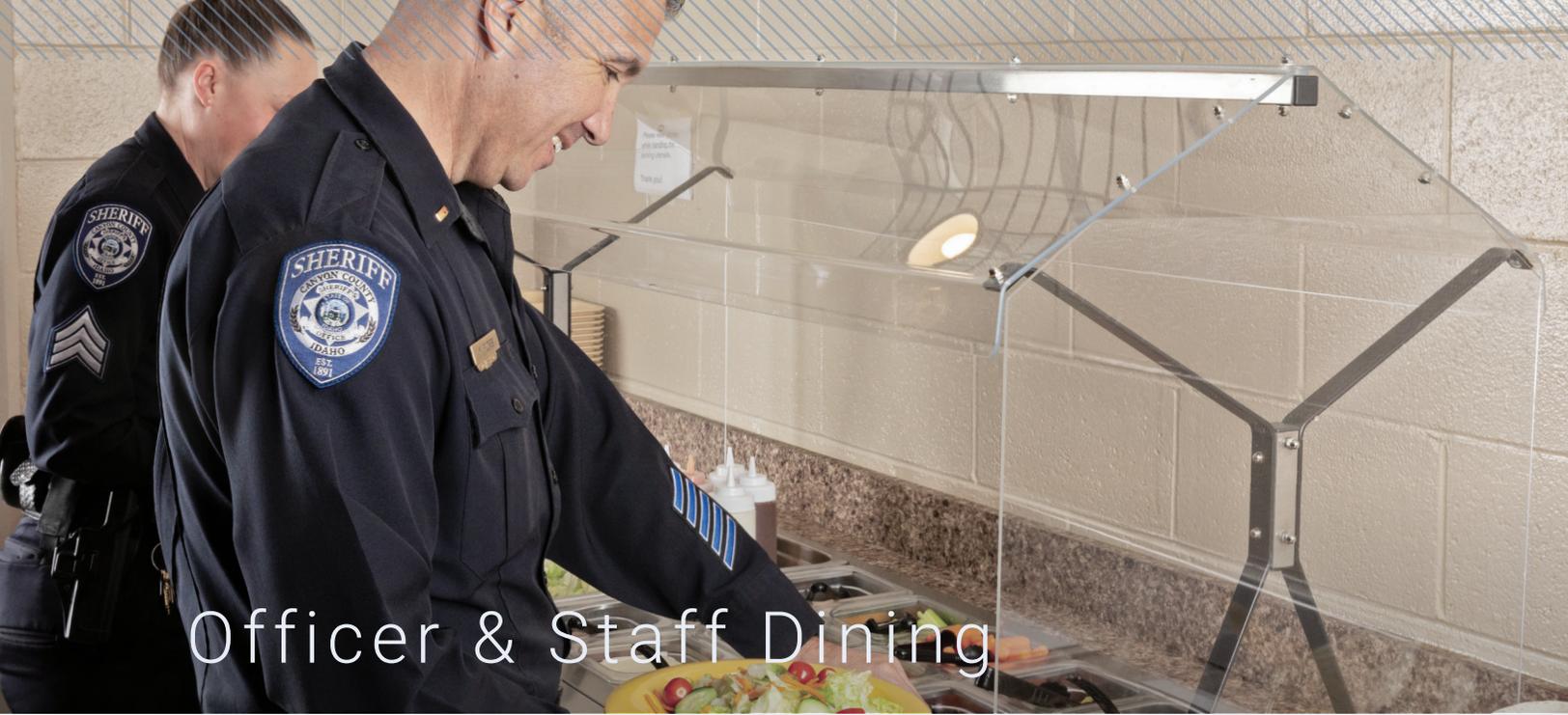
H. Nondiscrimination:

1. In connection with the performance of work under this assignment, the successful Bidder agrees not to discriminate against any employee, applicant for employment, actual or potential recipients of services because of age, race, religion, color, marital status, sexual orientation, sex or handicap as defined in Section 504 of the American with Disabilities Act (ACA).

*Summit acknowledges and agrees*



Value-  
Added  
Services



# Officer & Staff Dining

We know the value of a great staff dining program reaches far past offering a quick bite. It can positively affect employee productivity, satisfaction, and help improve officer and staff retention.

Our approach to Staff Dining focuses on delicious, fresh, and convenient menu offerings in an inviting environment, developed from direct feedback from your officer and staff community.

Our goals:

- **ENGAGE STAFF** through feedback outreach and direct communication
- Create **DYNAMIC MENUS** based on staff input and preferences with delicious, healthy food options.
- Offer a warm, **INVITING ENVIRONMENT** where staff can relax and enjoy a bite OR grab their favorite meal and go
- Provide meal options for staff with **CONVENIENCE** in mind to help them power through their day.

## Engaging Officers and Staff

A successful staff dining program is one that meets the needs and exceeds the expectations of our customers, and our customers (your employees) love to be heard! We are truly dedicated to creating

a program that is driven by those customers. We will open lines of communication between Summit and staff members to gauge satisfaction and gather feedback that will directly influence and drive enhancements to the dining program. Post-survey and focus group results will be shared and discussed with facility leadership. These consistent methods of feedback may include:

- Bi-annual focus groups, conducted in partnership with the facility
- Quarterly café surveys, facilitated digitally by Summit staff during meal times
- Daily comment cards available in the dining area, addressed by onsite management



COMMENT CARD					
QUALITY OF FOOD	Excellent	Very Good	Good	Fair	Poor
Temperature	<input type="checkbox"/>				
Presentation	<input type="checkbox"/>				
Variety	<input type="checkbox"/>				
Overall Quality	<input type="checkbox"/>				
STAFF	Excellent	Very Good	Good	Fair	Poor
Courteous	<input type="checkbox"/>				
Responsiveness to Requests	<input type="checkbox"/>				
Timeliness of Service	<input type="checkbox"/>				
DINING EXPERIENCE	Excellent	Very Good	Good	Fair	Poor
Cleanliness of Dining Room	<input type="checkbox"/>				
Visibility/Responsiveness of Management Team	<input type="checkbox"/>				
Overall Satisfaction with Food Service	<input type="checkbox"/>				
Comments	_____				
	_____				

## Staff-Driven Menus

Once we have the right data, collected directly from officers and team members, we will use that data to consistently evolve our program. This key information will inform changes to menus that fit with their schedule, food preferences, and health needs.

**We value the satisfaction, health, and wellness of your officers and staff and believe strongly in making it easy for them to eat great meals that help fuel their service. This means:**

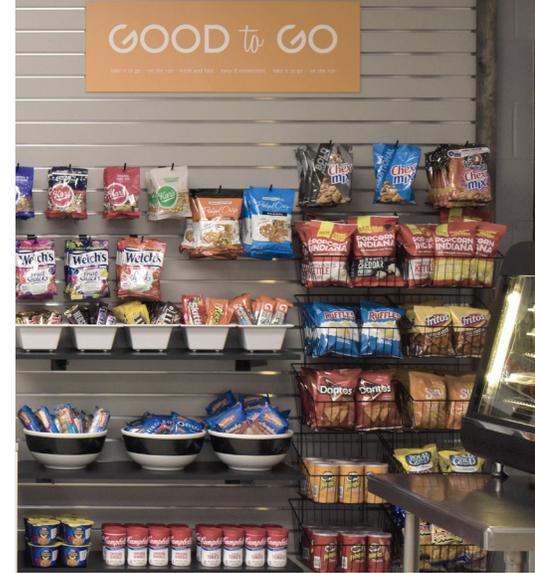
- More of what they love, less of what they don't
- Menus driven specifically to the local tastes of your facility, including updates to made-to-order selections
- Having a voice and ownership in their dining program allows the officer and staff members to feel a more positive level of satisfaction with their work environment.

Our goal is to create menus for your staff and officers that allow them to enjoy meal times and snacks – whether they want to eat healthier, eat on-the-go, or enjoy a classic “comfort food” favorite, we want to ensure every option is delicious.



## Sample Staff Dining Menu

	Week One	Week Two	Week Three	Week Four	Week Five
Monday	<b>Spaghetti w/ Meatballs</b> Garlic Bread Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Baked Chicken</b> Quarters Mashed Potato w/ Gravy Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Build your own burger bar</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Chicken Strips w/French Fries</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Chicken Breast Sandwich w/ Jo Jo's</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese
Tuesday	<b>Taco Bar</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Chicken/Beef Fajitas</b> Spanish Rice Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Taco Salad</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Chicken Enchilada w /Refried Beans</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Beef and Bean Burrito</b> Spanish Rice Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese
Wednesday	<b>Chicken Strips w/French Fries</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Baked Potato Bar</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Breakfast Scramble w/ Bacon, Sausage and Hashbrowns</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Individual Pizza</b> Caesar Salad Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Build your own burger bar</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese
Thursday	<b>Build your own Burger Bar</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Lasagna w /Garlic Bread</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Chicken Alfredo w/Pasta</b> Caesar Salad Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Orange Chicken w/Yakisoba Noodles</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Sweet &amp; Sour Meatballs w/ Chicken Fried Rice</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese
Friday	<b>Teriyaki Chicken w/ Rice</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Fish and Chips w/ Coleslaw</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>BBQ Ribs w/ Baked Beans</b> Potato Salad Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Pot Roast w/ Vegetables &amp; Biscuit</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese	<b>Chicken Fried Steak w/ Mashed Potatoes</b> Turkey, Ham, & Salami Swiss, Provolone, and Cheddar Cheese
Saturday	<b>Chili w /Rice</b> Hotdogs Cornbread	<b>Burger Bar</b> French Fries	<b>Teriyaki Chicken w/Rice</b>	<b>Beef and Bean Burritos</b> Spanish Rice	<b>Turkey, Ham, &amp; Salami</b> Swiss, Provolone, and Cheddar Cheese
Sunday	<b>Chicken Tenders</b> Tater Tots Pasta Salad	<b>Turkey, Ham, &amp; Salami</b> Swiss, Provolone, and Cheddar Cheese	<b>Biscuit and Gravy</b> Bacon, Sausage, and Hash browns	<b>Baked Potato Bar</b> Broccoli Cheddar Soup	<b>Individual Pizza</b> Caesar Salad



# GOOD to GO

## Your facility runs around the clock... shouldn't your Staff Dining options keep the same schedule?

**We think so!** Officers and staff work hard and need to refuel throughout every shift. We take vending machines to the next level with the Good to Go micro market. Using your existing cameras and partnering together for honesty monitoring, Good to Go allows around the clock access to help keep your team powered up and going strong.

### GOOD TO GO offers:

- Easy, intuitive self-checkout system allows 24/7 access
- A customized menu developed to meet your team's specific taste and needs
- Unique beverage and snack options offer more variety than vending machine standbys
- Both from-the-cooler and from-the-shelf entrees like soups, burritos, and breakfast sandwiches can be heated for a full, hearty meal
- Some programs also offer choices like fresh salads, Greek yogurt, fruit, and lean protein selections that keep wellness in mind

### We'll bring:

**Retail Merchandising Wall** with hooks and shelves for display

**Double door cooler** for chilled food and cold beverages

Intuitive **Point-of-Sale** system with scanner and self-checkout feature

Delicious, convenient food

### You bring:

Internet Connections

Electric

At least 10 feet of space

**Hungry staff!**



# Pathways Educational Program

## **Foodservice and culinary training that helps create new employment pathways for inmates in their life after release**

We share your dedication to inmate education, development, and support. Working with inmates gives us a unique opportunity to offer hands-on education, training, and placement assistance to our inmate workers that will give them the tools and confidence needed for successful re-entry. We are very proud of our Pathways Inmate Food Service Vocational Training Program, developed in accordance with the National Restaurant Association ServSafe guidelines.

Pathways teaches inmate participants:

- Basic culinary skills
- Food preparation and service
- Safe food handling and sanitation
- Expectations of food service employees
- Interview skills

We track, document, and benchmark each step of the program and depending on your desired program, we can also offer local food handler or national ServSafe certification that will give participants an edge when searching for employment. Inmates practice interviewing skills facilitated by the instructor and often with applicable support from local organizations. To expand the program, facilities can also consider the next-level Pathways Baking Program that has readied inmates to enter the workforce with a higher set of skills to help find jobs at large-scale or grocery store bakeries.

*“Summit is part of our community and has taken a central role in the life improvement skill of incarcerated folks in our community.”*

**Administrative Lieutenant  
Deanna Randall-Secret,  
Skagit County Sheriff’s Office, WA**

Pathways training is divided into three levels. Completion of Level 1 is required for all inmate workers prior to working independently in the kitchen. Participants must obtain a Certificate of Completion for level 1 and receive written approval by designated supervisory staff prior to starting level 2 and 3 training. Training on the topics in level 2 and 3 are dependent on the responsibilities within the assigned foodservice position(s) as well as the inmate's level of skill and commitment to advance in foodservice. The training is conducted by the Food Service Director (FSD), Supervisor, or assigned foodservice staff, and includes discussion and demonstration of the topics under the following areas:

### LEVEL 1

- Introduction to food service and unit specific procedures
- Rules of conduct
- Food Service safety standards
- Review of job description(s)
- Safe food handling and sanitation practices
- Hand washing procedures
- Dishwashing and dish machine operation
- Cleaning and sanitizing in a three-compartment sink
- Cleaning floors
- Cleaning schedules
- Stocking, pulling, and storage procedures
- Safe food production
- Meal Service Guidelines

### LEVEL 2

- ServSafe® Food Handler certification
- Calibrating a thermometer
- Working with food service equipment
- Equipment safety
- Instruction on proper operation and cleaning of equipment

- Basic knife skills
- Hand tools
- Portion control techniques
- Accurate measurement of ingredients
- Production tools
- Menu and diet extensions
- Production records
- Prep/Pull sheets
- Standardized recipes
- Weight and volume ingredient conversion

### LEVEL 3

- Advanced production skills
- Special diets
- Basic supervisory skills

Training modules and participant handouts pertaining to each topic are provided to the trainer. Each training module is designed to be instructor-led using this information. Participant handouts may include reading material, activities, and assessments. These materials are covered thoroughly with the inmate workers to ensure a clear understanding of the information. All training is documented by our supervisory staff using the Inmate Training Log. After successful completion of each level and demonstration of application of learning, the inmate worker will receive a Certificate of Completion.

A copy of the Inmate Training Log is made for each inmate participating the program. The FSD/ Supervisor and the inmate workers will sign off next to each topic once training on that topic has been completed. The original Inmate Training Log will be forwarded to the client liaison to be placed in the inmate's file. The FSD will make a file folder for all Inmate Training Logs and a copy of each completed Inmate Training Log will be placed in this file. The log will be retained in the unit file for one year after the inmate has completed kitchen duty.

We not only enjoy seeing our participants complete their training and certification, but also helping them to find great jobs when they are released. Depending on details of our final agreement, we may be able to provide information and assistance to inmates through:

- Offering inmates access to our job placement and employment staffing center for job placement assistance. Summit is a part of the Elio NA family, who reaches a multitude of food service establishments across the country.
- Established partnerships with community resources such as staffing and employment agencies, food service industry organizations, and local grocery store or other food preparation or manufacturing facilities to enable the identification of employment opportunities for graduates.
- A semi-annual job fair conducted by Summit, including our valued community partners, local suppliers, and/or affiliated manufacturers.

*“Summit works in combination with our staff and inmate workers, providing culinary training to our incarcerated population. This training meets our life skills development philosophy of rehabilitation and reintegration into our community. These food programs are an important role of employment job training, where the skills and cooking practices lead to employment after incarceration.”*

**Administrative Lieutenant  
Deanna Randall-Secret,  
Skagit County Sheriff’s Office, WA**

## Skills To Help Find Jobs



## Food Service, Restaurants, & Catering



## Bakeries, Grocery Stores, & Manufacturing



# THE OUTSIDEINSIDE CONNECTION

CONNECTING WITH THE WORLD OUTSIDE THE WALL

**Send a special meal to any inmate for any occasion!**

Order securely online or on the Outside Inside app.

MEATBALL SUB SANDWICH



CAESAR CHICKEN WRAP



CHICKEN CHEF SALAD



AND MORE!

Roasted Vegetable Wrap • Crispy Chicken Sandwich  
Cheesesteak Sandwich • Vegetable Chef Salad • Personal Pizza

**ORDER ONLINE OR DOWNLOAD THE APP**

 **OUTSIDEINSIDE.COM**





THE  
**OUTSIDEINSIDE**  
**CONNECTION**

CONNECTING WITH THE WORLD OUTSIDE THE WALL



# THE OUTSIDEINSIDE CONNECTION

Reinforcement with positive rewards.

Food is powerful. When combined with a positive behavior reinforcement program, a department can maintain the security of a facility with less force and disruption. Our goal is to strengthen the connection between the inmate and their friends and family on the outside. We create positive experiences for the inmate that receives a specialty meal or gift bag. Over time, positive behavior is reinforced with positive rewards.

- Outsidelnside e-commerce program is a way to connect the family or friends (FOF) with an inmate
- We carry the costs of the program
- Simple website navigation and credit card purchase ensure easy of use
- Our current programs include gift bag items as well as fresh food items
- The hot food meals are able to be contracted separately



# MEALS

DOUBLE CHEESEBURGER



PEPPERONI PIZZA



CHEESE PIZZA



BONELESS WINGS



PHILLY CHEESE STEAK



5" BIRTHDAY CAKE



ANYTIME MUNCHIES



CELEBRATION



RIGHT ON TIME



SWEET & SALTY



THINKING OF YOU



PERSONAL CARE



# BASKETS

## 04

### OPERATIONAL PREPARATION



- Review the menu
- Order products
- Order supplies
- Ensure enough product to provide 110% fulfillment the first week
- Locate marketing materials and ensure placement area is prepared
- Schedule the teams
  - Meal preparation
  - Meal packaging
  - Meal Staging
  - Meal Delivery and solve inmate movement/missed delivery with re-delivery to new unit
- Implement "Coming Soon" marketing materials

## 05

### GO LIVE!



- Web page verification and monitoring
- Location tracking and training
- Meal staging
- First week meal preparation, production, and delivery
- Proper retention of all transaction documents

## 06

### POST OPENING ANALYSIS



- Make note of any issues
- Communicate with the client on performance and delivery %'s
- Provide weekly and period financial reporting
- Ensure all concerns/complaints are resolved



# HOW IT WORKS

The technical requirements are typically already in place at the facility.

- We receive an electronic inmate roster (similar to the one used for commissary, inmate phones, VINES and medical) sent to an FTP site
- Our in-house IT department receives and imports the information needed to enter into our system
- The transaction process is PCI compliant

Execution of the order is simple and efficient.

- Order is confirmed
- Local team receives email notification of the order
- The day prior to the delivery day, all of the product that is needed to complete the orders is pulled and organized
- The day of the order delivery, our team will prepare the items in the afternoon, and delivery is usually done after the dinner meal is completed
- The number of orders per week and the delivery schedule is developed with the client leaders at each facility
- Upon delivery to the inmate, the inmate signs a receipt for the meal and receives the meal

We provide marketing materials for both the inmates, family and friends. These items include:

- Professional wall signs for visitation and the inmate communication boards
- Flyers in visitation areas for family and friends to take home as a reminder of website and products
- A link to the site is also located on the Sheriff's and/or Jail website for easy location by the friends and family

## OUTSIDEINSIDE



- Simplifying the process for friends and family to order a gift bag or a hot, fresh special meal for an inmate
- Order from home, at your work, on your phone or your tablet
- Always open 24x7, 365

## MAINTAIN CONTROL



- All merchandise is assembled at the facility - no shipping delays
- We maintain all transaction records
- Capture email and IP address
- System utilizes 256 bit encryption to ensure data is secure

## USER FRIENDLY



- Intuitive web page designed to ensure users at every level of internet expertise can navigate the ordering process

## FRESH AND HOT SPECIALTY MEALS



- The most powerful tool comes from the kitchen
- Restaurant quality items
- Comparison pricing
- Delivered hot and fresh

## IMPROVE MORALE



- Tightens the gap between family and the inmate
- Provides positive reinforcement of good behavior
- As inmate morale improves, officer and staff morale improves
- Improved officer and staff morale equals reduced turnover

## PATHWAYS VOCATIONAL TRAINING



Pathways is a tiered offender food service certification program that provides training in culinary skills, service, sanitation, and general food service production. Upon completion of all levels of the program, offenders are equipped with the knowledge and skills to earn the Manager ServSafe certification, a nationally recognized food-related safety standard used by restaurants and food service companies throughout the United States. Post-incarcerated graduates of the program then have the opportunity to successfully compete in the open job market.

# STEPS TO IMPLEMENTATION



01

## DETERMINE THE PROGRAM STRUCTURE



- Hot, fresh specialty meals and/or gift bags
- Delivery days and times
- Scheduling
  - Our Staff --- Inmate Crews --- Delivery Staff

02

## DOCUMENTATION OF THE PROGRAM



- Legal amendment
- Order and delivery schedules
- Menu approvals
- Signage approvals
  - Size and type --- Location in the facility

03

## WEB PAGE DEVELOPMENT



- Connect client IT with our IT
- FTP - file transfer protocol
- Merchant account initiation and testing
- Testing
- Establish account email and notification protocol



# Appendix

### **Pricing Will Be Inclusive Of:**

- Management fees such as licensing, insurance fees, bonding fees, long distance expenses, office supplies, etc.
- Labor Recruiting, Salaries, Uniforms, Benefits, Training and Retention Bonus, etc.
- Food Cost including orders, delivery and menu alterations, etc.
- Paper Costs which include disposables goods, paper bags, napkins, paper cleaning items, etc.
- Sanitation supplies including chemicals needed for dishwasher, floors.

### **Annual Price Increase**

The pricing we have proposed for your program will be honored without request for adjustment until one year after signature of the initial contract. Price adjustments always require a mutual agreement and will not exceed 3% of Consumer Price Index (CPI) for the preceding year.

### **Material Adverse Change**

This proposal is based upon conditions stated in the Union County RFB and Summit Food Service, LLC (Summit) reserves the right to renegotiate pricing or menu if necessary in the case of major change in inmate population, availability of inmate labor, scope of services or other changes beyond Summit's control. This includes any drastic increases in food, fuel, equipment, utilities or supply costs which may warrant menu changes/ substitutions or a price per meal adjustment.

### **Pre packaged Meals:**

Any pre packaged religious meals are an upgrade from Common Fare. These will be billed at a higher rate of \$4.50 each.

## RFP Compliant Pricing Plans

### Inmate Meal Price Per Tray & Finance Summary

The pricing scale is based on the following categories:

- Adult Meals

Requested modifications from the details below may include pricing increases/decreases depending on the variation(s).

### Adult Detainee/Inmate & Juvenile Resident Menu Considerations:

- Menu Pattern of Hot Breakfast, Cold Lunch & Hot Dinner
- Menu consists of two different options HCH and HHC 2800 Calories

### Sack / Court / Work Release Meal Menu Considerations:

- Consists of:
  - » 2 oz deli meat,
  - » 2 slices cheese,
  - » 4 slices bread,
  - » 1 oz chip,
  - » 2 condiment,
  - » 4 sandwich cookie,
  - » 1 drink

### Catered Meal Considerations:

- Selections must be based on proposed Catering Menus; any requests outside of this menu will incur additional charges to client

### Staffing Considerations:

- Staffing levels stay at proposed staffing chart(s)
- Summit holds all labor rates consistent with market wages rates determined by Summit Human Resources
- Summit will provide one full-time Food Service Director Monday-Friday
- Union County will provide 2 Trustees for weekend meal shifts

### Disposable Purchases

- Summit agrees to purchase all paper and plastic
- Client is responsible for purchasing any additional (or replacement) trays, racks, warming carts, and industrial kitchen equipment (stoves, tilt skillets, etc.)

### Equipment & Services

- Summit agrees to ensure the Grease Traps are emptied on an as needed basis

## RFP Compliant Pricing Scale / Cost Form

Just a reminder note for me to add the note about double portions for inmate trustees.

RFP SCALE			
Inmate Population			Price per Meal
	<	26	TBN
26	-	50	\$3.391
51	-	65	\$2.096
66	-	75	\$1.790
76	-	100	\$1.679
101	+		\$1.514

ALTERNATE SCALE			
Inmate Population			Price per Meal
	<	26	TBN
26	-	35	\$3.391
36	-	45	\$2.657
46	-	55	\$2.242
56	-	65	\$1.976
66	-	75	\$1.790
76	-	85	\$1.679
86	-	95	\$1.598
96	-	105	\$1.538
106	+		\$1.495

**Religious meals are common fare. If prepackaged religious meals are used, pricing would be at \$4.50 per meal.**

**Inmate trustees/workers may receive double meals. Each double meal will be charged the same as a regular meal price and billed separately.**



### Meal Counts

We are pleased to follow your requested procedure for meal counts as indicated in the RFP:

- The Food Service Director will receive counts directly from the facility staff.

### Meal Delivery

Our goal is to serve consistent, safe and high quality meals in a timely manner. This helps to ensure appropriate inmate behavior.

We understand that your team will be responsible for providing accurate and timely meal orders.

Your Summit team will ensure that:

- All meals will be delivered to the designated service points by your facility staff.
- All carts will be loaded with the correct number of meals and related items.
- All special diet meal trays will be clearly identified.
- These procedures will be repeated at every meal service.

- All trays and related meal service support items are properly cleaned.
- We contact the booking unit daily to receive the sack meal order for the next day.
- We provide an early breakfast meal for inmates scheduled to appear in court and trustees meals will be ready by 6am.

Retrieval times for all trays and related meal service support items will be mutually agreed upon and established prior to the start of service.

With your approval, Summit will use a Meal Transmittal Form to be attached to delivery carts when meals are delivered to the housing units.



# Transition Plan

## **Startup Team**

Union County will get a startup team from Summit that is ready to hit the ground running to ensure a smooth and seamless transition.

**DISTRICT MANAGER:** Your first point of contact; will work with our onsite management teams and will coordinate the support team.

**OPERATIONS SUPPORT MANAGER**

**DIRECTOR OF OPERATIONS**

**VICE PRESIDENT OF OPERATIONS**

**DIRECTOR OF RETAIL**

**DIETITICAN**

**BUSINESS DEVELOPMENT DIRECTOR**

Additional support teams engaged in the transition will include Human Resources, Accounting, IT and Procurement.

*“On the day of the switchover, representatives from Summit were on site to address any issues that came up and were then available 24-7 after they left our site. Summit did all the legwork beforehand, so it was a smooth transition.”*

**Lt. Gordon N. Clapp,  
Detention Support Lieutenant  
Natrona County Detention Center**

<b>SET WEEKLY CLIENT MEETINGS</b>	Upon award	Weekly meetings with client stakeholders for communication updates	District Manager
<b>ASSIGN TRANSITION TEAM</b>	21 days prior	Comprise team from Operations, Human Resources, IT, Marketing, Business Development, Purchasing, Learning and Development and Culinary	District Manager, Director of Operations
<b>REVIEW MENUS AND CONCEPTS</b>	21 days prior	Review and share menus with client for all concepts	District Manager, Director of Operations
<b>INTERNAL COMPONENT SET UP</b>	12 days prior	All internal protocol for component set up	Support Services Team
<b>TRANSITION VENDORS</b>	21 days prior	Ensure proper vendors are contacted and switched for service	District Manager, Procurement
<b>REVIEW ASSOCIATE TRANSITION</b>	12 days prior	Provide detail road map for training and transition	Human Resources, District Manager
<b>INTERVIEW ASSOCIATES</b>	12 days prior	Discuss transition and review concerns	Human Resources, District Manager
<b>INTERNAL HUMAN RESOURCES COMPONENT SET UP</b>	12 days prior	All internal protocol for human resources set up	Support Services Team
<b>ASSOCIATE MEETINGS &amp; ONBOARDING</b>	12 days prior	Complete and transition all associates from interviews	Transition Team
<b>TRANSITION TEAM ARRIVAL</b>	12 days prior	Team arrives to assist local team with transition. Support will stay as long as needed to complete transition and validate with clients all is operationally sound	District Manager
<b>MEET WITH REPRESENTATIVE(S) OF CORRECTIONAL OFFICERS</b>	12 days prior	Assess current programming needs and develop customized strategic targets	Food Service Director

<b>COSMETIC CHANGES PLANNED REVIEWED AND FINALIZED</b>	12 days prior	Coordinate plans and schedules for cosmetic and physical changes with client representatives	Transition Operations and Support team
<b>REVIEW STAFFING MODULE</b>	12 days prior	Review and share with Union County for efficiencies and proper coverage	Transition Team
<b>REVIEW EQUIPMENT</b>	12 days prior	Assess all location items and benchmark condition of equipment	Transition Team
<b>REVIEW FOOD LICENSE AND HAVE LOCAL HEALTH DEPARTMENT OUT</b>	12 days prior	Ensure all licenses are switched to current contractor and contact Health Department	Transition Team and Home Support Office
<b>ASSESS ALL INVENTORY LEVELS OF SERVICE WARE</b>	12 days prior	Counts on trays, utensils, cups, etc. for maximum efficiency	Transition Team
<b>REVIEW EQUIPMENT</b>	12 days prior	Assess all location items and inventory of equipment	Transition Team
<b>CONDUCT CONCEPT IN-SERVICE WITH ASSOCIATES ON PROGRAMS</b>	12 days prior	Share the vision with all associates and begin training modules	Transition Team
<b>ENSURE ALL SIGNAGE IS EN ROUTE</b>	5 days prior	Marketing to check with all signage and items for on time delivery and installation	Marketing and District Manager
<b>FINALIZE FOOD INVENTORY WITH CURRENT VENDOR</b>	10 days prior	Ensure all buyout and that which will not be bought from current vendor	Transition Team
<b>HOURS OF OPERATION</b>	10 days prior	Confirm and post hours for venues to determine needs based on client input	District Manager
<b>PREPARE FOR OPENING PRODUCT STAGED</b>	3 days prior	Prep 3 Day Pulls (By Meal By Day) for client to see the BLD BLD BLD	Transition Team



# Required Forms

**Attachment 1**  
**Bid Response Cover Sheet**  
**Food Service Management Service**

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TO: Union County Board of Supervisors

The undersigned, having carefully read and considered the Request for Bids to provide Food Service Management Services and does hereby offer to perform such services on behalf of the County, in the manner described and subject to the terms and conditions set forth in the attached Bid. Services will be performed at the price per meal set forth in said Bid.

**OFFEROR**

Company Name: Summit Food Service, LLC.

Doing business as  an individual  partnership  a corporation  a limited liability company (mark appropriate box), duly organized under the laws of the State of New Mexico

By: *Marlin C. Sejnoha Jr.* Marlin C. Sejnoha, Jr.  
(Signature of authorized representative) (Please print or type name)

Principal office address:  
Street Address: 500 East 52nd Street North  
City Sioux Falls, SD 57104  
Telephone 605-310-4950 Fax 605-444-5099  
E-mail Address marlin.sejnoha@summitfoodservice.com

Taxpayer Identification Number:  
Employer I.D. No. 26-2223480 or Social Security No. \_\_\_\_\_  
(Corporation or Partnership) (Individual)

**ALL BIDS MUST INCLUDE THIS COVER SHEET AND THE BID CONTENT & EVALUATIONS REQUIRMENTS LISTED ON THE FOLLWING PAGES.**

All Bids submitted shall be binding for ninety calendar days following the due date.



**Attachment 2**

**Insurance Coverage, Descriptions and Requirements**

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1. Provider shall furnish County with Certificate of Insurance indicating proof of the following insurance from the company's license in the State:
  - A. Worker's Compensation and Employer's Liability : Worker's Compensation Statutory in compliance with the Compensation law of the State of Mississippi and Employer's Liability Insurance with a limit no less than \$1,000,000 each accident.
  - B. Comprehensive or Commercial General Liability with a minimum limit of \$1,000,000 per occurrence/\$2,000,000 aggregate combined Single Limit for Bodily Injury and Property Damage Liability. This insurance shall include, but not be limited to, the following coverage.
    1. Premises-Operations
    2. Products and Completed Operations
    3. Broad Form Property Damage
    4. Contractual
    5. Personal Injury
  - C. Automobile Liability with a minimum limit of \$1,000,000 per occurrence \$1,000,000 aggregate Combined Limit for Bodily Injury and Property Damage Liability. This insurance shall include coverage for all the following
    1. Owned Automobiles
    2. Hired Automobiles
    3. Non-Owned Automobiles
2. The certificate shall list the Certificate Holder and address as follows:

Union County Board of Supervisors, P.O. Box 847, New Albany, MS 38652
3. Such insurance shall include, under the General Liability and Automobile Liability policies, Union County, its employees, elected officials, representatives, and members of its board and commissioners as "Additional Insured's".
4. Such insurance shall include thirty day written notice to Union County prior to cancellation or material policy change. The notice shall be given to the Jail Administrator. NOTE: Standard cancellation clause on a Certificate of Insurance is not acceptable.
5. Contractor shall require all subcontractors, if applicable, to furnish identical certificates of insurance to the Jail Administrator prior to the contract taking effect.

**Summit has read, understands & accepts the above requirements.**

This document is a free translation of the original, which was prepared in French. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions expressed therein, the original language version in French takes precedence over this translation.



# Universal Registration Document

## Annual Financial Report

### Fiscal 2019-2020

*Société anonyme* (French joint-stock corporation)  
Share capital: €1,741,478.23

Registered office:

9-11 allée de l'Arche

92032 Paris La Défense, France

Registered in Nanterre under no. 408 168 003



The original French-language version of this Universal Registration Document (the *Document d'Enregistrement Universel*) was filed on January 12, 2021 with the Autorité des Marchés Financiers (AMF) in its capacity as the competent authority as defined in Regulation (EU) 2017/1129, without prior approval as provided for in Article 9 of said Regulation.

The *Document d'Enregistrement Universel* may be used in support of a public offering of securities or the admission of securities to trading on a regulated market if accompanied by a securities note and, where applicable, a summary and all amendments to the *Document d'Enregistrement Universel* filed since it was first approved. The prospectus formed by these documents must be approved by the AMF in accordance with Regulation (EU) 2017/1129.

Copies of the *Document d'Enregistrement Universel* in French and the English translation thereof (the Universal Registration Document) may be obtained free of charge from Elior Group's registered office, or may be downloaded from the websites of Elior Group ([www.eliorgroup.com](http://www.eliorgroup.com)) and the AMF ([www.amf-france.org](http://www.amf-france.org)).



An e-accessible version of this document is available at [www.eliorgroup.com](http://www.eliorgroup.com)

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# Management's Discussion and Analysis for Fiscal 2019-2020 - AFR

Consolidated Financial Statements for the Years Ended September 30, 2020 and 2019

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## IFRS Consolidated Financial Statements for the Years Ended September 30, 2020 and 2019

### 1. Consolidated Income Statement and Statement of Comprehensive Income

#### 1.1 Consolidated Income Statement

(in € millions)	Note	Year ended September 30, 2020	Year ended September 30, 2019
<b>Revenue</b>	7.1, 7.2	3,967	4,923
Purchase of raw materials and consumables		(1,287)	(1,557)
Personnel costs	7.3	(2,077)	(2,436)
Share-based compensation	7.18.2	-	5
Other operating expenses		(420)	(561)
Taxes other than on income		(71)	(71)
Depreciation, amortization and provisions for recurring operating items		(178)	(122)
Net amortization of intangible assets recognized on consolidation		(20)	(21)
<b>Recurring operating profit/(loss) from continuing operations</b>		<b>(86)</b>	<b>160</b>
Share of profit of equity-accounted investees		(3)	-
<b>Recurring operating profit/(loss) from continuing operations including share of profit of equity-accounted investees</b>	7.1	<b>(89)</b>	<b>160</b>
Non-recurring income and expenses, net	7.4	(240)	(27)
<b>Operating profit/(loss) from continuing operations including share of profit of equity-accounted investees</b>		<b>(329)</b>	<b>133</b>
Financial expenses	7.5	(45)	(89)
Financial income	7.5	7	20
<b>Profit/(loss) from continuing operations before income tax</b>		<b>(367)</b>	<b>64</b>
Income tax	7.6	(83)	4
<b>Net profit/(loss) for the period from continuing operations</b>		<b>(450)</b>	<b>68</b>
<b>Net profit/(loss) for the period from discontinued operations</b>	7.7	<b>(37)</b>	<b>202</b>
<b>Net profit/(loss) for the period</b>		<b>(487)</b>	<b>270</b>
Attributable to:			
Owners of the parent		(483)	271
Non-controlling interests		(4)	(1)

The accompanying notes form an integral part of the consolidated financial statements.

## 4 Management's Discussion and Analysis for Fiscal 2019-2020 - AFR

Consolidated Financial Statements for the Years Ended September 30, 2020 and 2019

### 2. Consolidated Balance Sheet

#### 2.1 Assets

(in € millions)	Note	At September 30, 2020	At September 30, 2019 (1)
Goodwill	7.9	1,719	1,851
Intangible assets	7.10	221	262
Property, plant and equipment	7.10	314	392
Right-of-use assets	7.10	238	-
Other non-current assets		6	8
Non-current financial assets	7.11	111	104
Equity-accounted investees	7.12	-	1
Fair value of derivative financial instruments (*)		-	-
Deferred tax assets	7.14	74	162
<b>Total non-current assets</b>		<b>2,683</b>	<b>2,780</b>
Inventories		102	94
Trade and other receivables	7.13	625	675
Contract assets		-	-
Current income tax assets		14	32
Other current assets	7.15	54	47
Short-term financial receivables		3	-
Cash and cash equivalents (*)		41	83
Assets classified as held for sale	7.7	17	10
<b>Total current assets</b>		<b>856</b>	<b>941</b>
<b>Total assets</b>		<b>3,539</b>	<b>3,721</b>

(\*) Included in the calculation of net debt

(1) Deferred taxes at September 30, 2019 have been restated in order to offset deferred tax assets and liabilities in accordance with IAS 12.74 (see Note 6.1.5).

The accompanying notes form an integral part of the consolidated financial statements.

## Management's Discussion and Analysis for Fiscal 2019-2020 - AFR

Consolidated Financial Statements for the Years Ended September 30, 2020 and 2019

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### 2.2 Equity and Liabilities

(in € millions)	Note	At September 30, 2020	At September 30, 2019 (1)
Share capital	7.18.1	2	2
Reserves and retained earnings		1,152	1,662
Translation reserve		(19)	4
Non-controlling interests		(3)	2
<b>Total equity</b>	<b>4</b>	<b>1,132</b>	<b>1,670</b>
Long-term debt (*)	7.17.2	781	602
Long-term lease liabilities (*)	7.17.2	192	-
Fair value of derivative financial instruments (*)		6	9
Non-current liabilities relating to share acquisitions	7.19	18	70
Deferred tax liabilities	7.14	-	13
Provisions for pension and other post-employment benefit obligations	7.16	96	104
Other long-term provisions	7.16	23	15
Other non-current liabilities		-	-
<b>Total non-current liabilities</b>		<b>1,116</b>	<b>813</b>
Trade and other payables		448	550
Due to suppliers of non-current assets		11	15
Accrued taxes and payroll costs		536	476
Current income tax liabilities		1	15
Short-term debt (*)	7.17.2	2	16
Short-term lease liabilities (*)	7.17.2	58	-
Current liabilities relating to share acquisitions	7.19	2	2
Short-term provisions	7.16	130	63
Contract liabilities	7.2.2	62	49
Other current liabilities	7.20	21	38
Liabilities classified as held for sale	7.7	20	14
<b>Total current liabilities</b>		<b>1,291</b>	<b>1,238</b>
<b>Total liabilities</b>		<b>2,407</b>	<b>2,051</b>
<b>Total equity and liabilities</b>		<b>3,539</b>	<b>3,721</b>
<i>(*) Included in the calculation of net debt (including IFRS 16 lease liabilities at September 30, 2020)</i>		998	543
<i>Net debt excluding fair value of derivative financial instruments and debt issuance costs (including IFRS 16 lease liabilities at September 30, 2020)</i>		995	539

(1) Deferred taxes at September 30, 2019 have been restated in order to offset deferred tax assets and liabilities in accordance with IAS 12.74 (see Note 6.1.5).

The accompanying notes form an integral part of the consolidated financial statements.

## 4.11 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS - AFR

*This is a translation into English of the statutory auditors' report on the financial statements of Elior Group SA issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

(Year ended September 30, 2020)

### Elior Group SA

9 -11 Allée de l'Arche  
92032 Paris La Defense cedex

To the shareholders,

### Opinion

In compliance with the engagement entrusted to us by your General Meetings, we have audited the accompanying consolidated financial statements of Elior Group SA for the year ended September 30, 2020.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at September 30, 2020 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

### Basis for Opinion

#### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

#### Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial

Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors for the period from October 1, 2019 to date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

#### Emphasis of Matter

We draw attention to the following matter described in Note 6.1.2 "Nouvelles normes et interprétations adoptées par l'Union Européenne et appliquées par le Groupe" to the consolidated financial statements related to first application of IFRS 16 "lease contracts" as of October 1, 2019. Our opinion is not modified in respect of this matter.

#### Justification of Assessments - Key Audit Matters

The worldwide crisis due to the Covid-19 pandemic creates special conditions for the preparation and the audit of the financial statements of this period. Indeed, this crisis and the exceptional steps taken in the context of the state of sanitary emergency have multiple consequences for enterprises, particularly on their activities and their financing, as well as increased uncertainties on their future prospects. Exceptional measures taken in the context of the state of emergency health, including travel restrictions and remote working, have had consequences on the internal organization of enterprises and the performance of audits.

It is this complex and evolving context that, in accordance with the requirements of Articles L. 823-9 and R. 823-7 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, approved in the conditions mentioned above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

#### *Assessment of going concern risk*

##### Risk identified

The financial statements have been prepared on a going concern basis.

As disclosed in Note 5.2, "Significant events", Group management estimated the impact of COVID-19 at €1,003 million on revenue and €268 million on adjusted EBITA, before application of IFRS 16.

In addition, net financial debt totaled €767 million at September 30, 2020, including available cash of €41 million and the borrowings detailed in Note 7.17.1, "Analysis of debt":

- a senior bank loan totaling €530 million and maturing in 2023; EUR and USD revolving credit facilities of €450 million and €200 million respectively, drawn at the end of September 2020 and a US\$250 million facility undrawn at the end of September 2020 and also maturing in 2023;
- a liability of €54 million under the Group's securitization program.

Given:

- the Group's cash position as of September 30, 2020 and available liquidity;
- the Group's debt structure and the agreement by banks to suspend covenant tests until September 30, 2022;
- the assumptions adopted by management concerning the business outlook and corresponding cash flow projections, as well as confirmation of the availability of such cash flows to repay the Group's debt,

Group management considers it has sufficient cash to continue in business.

We considered the assessment of the Group's ability to continue as a going concern to be a key audit matter due to the conditions attached to the Group's debt and the major management estimates and judgments concerning the business outlook and corresponding cash flows.

##### Our response

As part of our procedures, we assessed the Group's liquidity requirements with regard to the forecasted cash flows, current resources and existing credit facilities.

To this end, we familiarized ourselves with documents relating to (i) the agreement to suspend covenant tests entered into with banks "original lenders" for September 30, 2021 and March 31, 2022 and (ii) credit facilities drawn and those still available.

Our procedures also consisted in obtaining cash flow forecasts and familiarizing ourselves with (i) procedures implemented to prepare such forecasts and (ii) the main principles underlying their preparation.

We assessed their consistency with forecasted data taken from the most recent business plans. These forecasts were prepared under the supervision of management and approved by the Board of Directors.

We also assessed their reasonableness with regard to the economic and financial context in the contract catering and services sector, with a specific assessment of the impacts of the COVID-19 health crisis on the Group's activities and any effects after the reporting date.

Finally, we verified the appropriateness of disclosures concerning:

- the description of credit facilities and covenants in Note 7.17.2 to the consolidated financial statements, "Analysis of debt", and
- the liquidity risk in the relevant section of Note 7.17.1.3, "Exposure to liquidity risk"
- the items disclosed in Note 6.1.2, "Business continuity".

#### *Measurement of goodwill*

##### Risk identified

As part of its development, the Group has conducted targeted external growth operations and recognized goodwill.

As of September 30, 2020, goodwill totaled €1,719 million (49% of total assets) and was allocated to the Cash Generating Units (CGU) of the businesses in which the acquired companies were integrated.

## Management's Discussion and Analysis for Fiscal 2019-2020 - AFR 4

Statutory Auditors' Report on the Consolidated Financial Statements - AFR

As disclosed in the notes to the consolidated financial statements (Note 6.7, "Impairment Tests and Impairment Losses"):

- The carrying amounts of property, plant and equipment, intangible assets and goodwill are reviewed at each reporting date in order to assess whether there is any indication that they may be impaired. If such an indication exists, the recoverable amount of the asset is estimated and an impairment loss is recognized if the carrying amount of the group of CGUs to which the goodwill is allocated exceeds the estimated recoverable amount.
- This recoverable amount is determined by reference to the value in use.
- The value in use is calculated using the present value of future cash flows, based on five-year budgets drawn up and validated by Group management and a long-term growth rate, which may not exceed the average long-term growth rate for the operating segment.

The recoverable amount of goodwill is based to a large extent on the judgment of Group management, and in particular on the following three assumptions:

- five-year budgets;
- the long-term growth rate beyond five years;
- the discount rate.

As disclosed in Note 7.9.2, "Impairment losses and sensitivity analyses", Group management adopted the following assumptions to determine the recoverable amounts:

- Inclusion of the expected impacts of the health crisis at business level, notably for fiscal years 2021 and 2022.
- Gradual return to pre-health crisis business volumes from 2023 for the majority of CGUs.
- Accelerated diversification of offerings and markets.

As of September 30, 2020, impairment tests on Group assets led to recognize impairment losses on goodwill of €123 million, including €67 million for Elior Italy and €56 million for Elior UK.

In this context, we considered the measurement of goodwill and in particular the determination of the five-year budgets, the long-term growth rate beyond five years and the discount rate applied, to be a key audit matter.

### Our response

We analyzed the compliance of the estimated recoverable amounts applied by the Group with prevailing appropriate accounting standards.

We also verified the accuracy and completeness of the source data used in impairment tests and the components comprising the carrying amount of groups of CGU tested by the Group.

In addition, we conducted a critical analysis of the methods applied to implement the main assumptions used and examined the analysis performed by the Group to determine the sensitivity of the value in use to a change in these assumptions, and in particular:

- With respect to the five-year future cash flow projections, we verified:
  - the reasonableness of the five-year future cash flow projections in view of the economic and financial context in the contract catering and services sector, with a specific assessment of the uncertainties relating to the impacts of the COVID-19 health crisis on the Group's activities;
  - the reliability of the estimation process;
  - the consistency of the five-year future cash flow projections with management's most recent estimates, as presented to the Board of Directors during the budget process
- With respect to the long-term growth rate beyond five years, and the discount rate applied to expect estimated future cash flows, we verified:
  - the consistency of these rates with the rates observed for comparable companies, based on a sample of analytical reports about the Company.

Lastly, we examined the appropriateness of the disclosures presented in Notes 6.6.2, "Goodwill", 6.7, "Impairment tests and impairment losses" and 7.9, "Goodwill", to the consolidated financial statements.

## Management's Discussion and Analysis for Fiscal 2019-2020 - AFR

### Statutory Auditors' Report on the Consolidated Financial Statements - AFR

#### Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information pertaining to the Group presented in the management report of the Board of directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code is included in the Group management report, it being specified that, in accordance with the provisions of Article L.823-10 of the code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein. An independent third party should report on this information.

#### Report on Other Legal and Regulatory Requirements

##### *Appointment of the Statutory Auditors*

Deloitte & Associés was appointed as statutory auditors of Elior Group SA by the annual general meeting held on March 30, 2020. PricewaterhouseCoopers Audit was appointed as statutory auditors of Elior Group SA by the annual general meeting held on October 26, 2006.

As at September 30, 2020, Deloitte & Associés was in the 1st year of engagement and PricewaterhouseCoopers Audit was in the 14th consecutive year engagement and the seventh year since securities of the Company were admitted to trading on a regulated market.

#### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The Board of Directors approved the consolidated financial statements.

#### Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

##### *Objectives and audit approach*

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

## Management's Discussion and Analysis for Fiscal 2019-2020 - AFR 4

Statutory Auditors' Report on the Consolidated Financial Statements - AFR

- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The

statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

### **Report to the Audit Committee**

We submit a report to the Audit Committee, which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics (for statutory auditors). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Neuilly-sur-Seine, January 8, 2021

The Statutory Auditors

*French original signed by*

Deloitte & Associés

PricewaterhouseCoopers Audit

Frédéric Gourd

Matthieu Moussy

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## Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Elior, Inc.</b>	
2 Business name/disregarded entity name, if different from above <b>Summit Food Service, LLC</b>	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> <input type="checkbox"/> Other (see instructions) ▶ _____	
4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) <u>5</u> Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
5 Address (number, street, and apt. or suite no.) See instructions. <b>300 S. Tryon Street, Suite 400</b>	Requester's name and address (optional)
6 City, state, and ZIP code <b>Charlotte, NC 28202</b>	
7 List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number	
[ ] [ ] [ ] - [ ] [ ] - [ ] [ ] [ ] [ ]	
or	
Employer identification number	
2 6 - 2 2 2 3 4 8 0	

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification Instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here**      Signature of U.S. person ▶ *Sean Walsh*      Date ▶ *1/20/21*

### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*





Thank You