

April 8 & 9, 2021 Committee Meetings

Thursday, April 8, 2021 8:30 AM

Microsoft Teams, 744 Third Ave., Kotzebue, AK 99752

1. **Technology Committee**

2. **Budget Committee**

3. **Curriculum Committee**

Apple Inc. Education Price Quote

Customer: Amy Eakin
NORTHWEST ARCTIC BOROUGH SD
ACCOUNTS PAYABLE
email: techdirector@nwarctic.org

Apple Inc: Alexis Dixon
5505 W Parmer Lane
Bldg 7
Austin, TX 78727
Phone: +1-512-6746909
email: alexis_dixon@apple.com

Apple Quote: 2210096734

Quote Date: Thursday, March 25, 2021

Quote Valid Until: Wednesday, April 21, 2021

Quote Comments:

Please reference Apple Quote number on your Purchase Order.

#	Product Description	Qty	Unit List Price	Discount per Unit	Unit Discounted Price	Extended Discounted Price
1	10.2-inch iPad Wi-Fi 128GB – Space Gray (10-pack) Part Number MYLX2LL/A	600	\$394.00	\$0.00	\$394.00	\$236,400.00
2	Apple TV 4K 32GB Part Number MQD22LL/A	85	\$179.00	\$0.00	\$179.00	\$15,215.00
3	MBA 5-PK 13.3 SPG/8C CPU/8C GPU Part Number Z12F Configuration: <ul style="list-style-type: none">065-C99J Apple M1 chip with 8-core CPU, 8-core GPU and 16-core Neural Engine065-C99N 16GB unified memory065-C99T 512GB SSD storage065-C9CK Touch ID065-C9CJ Two Thunderbolt / USB 4 ports065-C9CH Force Touch trackpad065-C9CL Retina display with True Tone065-CC50 Backlit Magic Keyboard – US English065-C9DN Accessory Kit	165	\$1,309.00	\$26.00	\$1,283.00	\$211,695.00
4	USB-C Digital AV Multiport Adapter Part Number MUF82AM/A	300	\$69.00	\$3.00	\$66.00	\$19,800.00

Extended EDU List Price Total \$488,300.00

Total Discount \$5,190.00

Extended Discounted Price Subtotal \$483,110.00

– Additional Tax \$0.00

– Estimated Tax \$0.00

Extended Discounted Total Price* \$483,110.00

*In most cases Extended discounted Total price does not include Sales Tax

*If applicable, eWaste/Recycling Fees are included.
Standard shipping is complimentary

Complete your order by one of the following:

- This document has been created for you as Apple Quote ID 2210096734. Please contact your institution's Authorized Purchaser to submit the above quote online. For account access or new account registration, go to <https://ecommerce.apple.com>. Simply go to the Quote area of your Apple Education Online Store, click on it and convert to an order.
 - For registration assistance, call 1.800.800.2775
- If you are unable to submit your order online, please send a copy of this Quote with your Purchase Order via email to institutionorders@apple.com. **Be sure to reference the Apple Quote number on the PO to ensure expedited processing of your order.**
 - For more information, go to provision C below, for details.

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QUOTE

1652 Yeager Avenue
 La Verne, CA 91750
 (909) 394-5188
 fax (909) 394-5190

DATE	QUOTATION NO.
04/05/21	AE040521A-SP

CONTACT	BILLING	ACCOUNT REP
AMY EAKIN AEAKIN@nwarctic.org 907-442-1830	Northwest Arctic School District 744 Third Ave /PO BOX 51 Kotzebue, AK 99752 Attn: Account Payable	Samantha Pilcher 909-480-4459 samantha@intelli-tech.com

RFQ #	SHIP	PURCHASE ORDER NO	TERMS
	Northwest Arctic School District 744 Third Ave /PO BOX 51 Kotzebue, AK 99752 Attn:AMY EAKIN		NET 30
		DEPARTMENT	FOB
			USPS
			PRIORITY

#	Qty	Part No.		ETA	Price	Extended
1	85	T5826US	TRYTEN APPLE TV 4K SECURITY MOUNT/ ENCL SECURITY MOUNT FOR 2015 APPLE TV. Mount designed to provide security for Apple TV 4th Generation. Includes keyed lock, 2 keys, & 2 sets of wood/machine screws (4 screws per set).	7-10 Days	\$35.00	\$2,975.00
1	600	AP-SXX-IP7-19-BLK	MAX CASE Shield Extreme-X for iPad 7	7-10 Days	\$29.00	\$17,400.00
						\$ -

Sub-total	\$20,375.00
Sales Tax	\$ -
Estimated Freight	\$ 1,740.00
E-Waste Fee	\$ -
Grand Total	\$ 22,115.00

NOTE: PRICING AND AVAILABILITY IS SUBJECT TO CHANGE WITHOUT NOTICE



Technology Committee

April 2021



Agenda

- Technology Refresh Schedule
- Educational Technology Hardware Overview
- Changes to Educational Technology Hardware
- Proposed Purchases - Abstract
- Questions



Goal 1: Student Learning

Objective 2: NWABSD will build a responsive learning environment during both remote and in-person learning.

Technology Refresh:

	Aug-Dec 2020	Jan-Jul 2021	Aug-Dec 2021	Jan-Jul 2022	Aug-Dec 2022	Jan-Jul 2023
High School Laptops	Refresh 2020					Refresh Fleet 2025
Middle School Laptops	Refresh Fleet S2018 Purchase Cases					Refresh Fleet 2023
SMARTBoards	Purchased 2014/2015; Warranty expired 6/30/20; 10 Annually		10 Annually		10 Annually	
Mac-Minis	Upgrade WTK MacMinis	Update MacMini OS	Update BKC/DRG	Update MacMini OS; Update OBU/SHG/ABL (KVL)	Update IAN/ORV	Update WLK
K-5 iPads (PK-4)	Fleet Purchased 11/16 Prepare and Refresh Apps		Refresh Fleet 2021	Refresh Apps		
Staff Laptops	WTK/Admin Staff Refresh		Refresh Fleet 2021			
Computer Labs	WTK	SHG; ATC – partial update (5yr.)		ATC – partial update (5yr.)		ATC – partial update (5yr.)
Network Infrastructure ShoreTel Phones (Switches, ShoreTel Phones, Wireless)		Split OTZ Circuits Switches; Firewall – WTK/OTZ (CAT 2); APs – KVL, BKC, IAN, DRG, ABL, WLK, ORV (CAT 2)				
VTC	RUS Award	Install RUS awarded Infrastructure	Complete install of RUS awarded Infrastructure			RUS; Refresh Polycom 2023
Windows Infrastructure	Windows 2019 Server Upgrade	Windows 2019 Server Upgrade				

Educational Technology Hardware Overview



Classroom Educational Hardware:

1. **SMARTBoard** – interactive display
2. **MacMini** – connected to SMARTBoard, includes magic mouse and keyboard, HDMI cables, laptop adapter
3. **Sound System** – connected to MacMini/SMARTBoard and Teacher Microphone
4. **Apple TVs** – installed at some schools - connect to SMARTBoard – site purchased (School Improvement Grant funds)

School Educational Hardware:

1. **Computer Lab** – MacMini connected to 24in Display, wired keyboard/mouse
2. **SMARTBoard on Rolling Cart** – portable, connected to MacMini

Educational Technology Hardware Overview



Staff Hardware:

1. **13” MacBook Air** – Inupiaq Instructors, Counselors, Admin, Teachers, other unspecified as identified
2. **iPads with Keyboards** – All staff
3. **iMacs** – Principals, other unspecified as identified

Student Hardware:

1. **iPads** – Pre-K through 3rd Grade
2. **iPads with Keyboards** – 4th Grade
3. **11” MacBook Air** – 5-8th Grade
4. **13” MacBook Air** – 9-12th Grade



Changes to Educational Technology Hardware

Classroom Educational Hardware:

1. **SMARTBoard** – interactive display
2. **MacMini – REMOVE & SELL BACK**
3. **Sound System** – connected to MacMini/SMARTBoard and Teacher Microphone
4. **Apple TVs** – installed at **ALL** schools - connect to SMARTBoard – site purchased (School Improvement Grant funds)

School Educational Hardware:

1. **Computer Lab** – **REMOVE MacMinis & Sell back; Assess the need to re-instate after next year**
2. **SMARTBoard on Rolling Cart** – portable, connected to MacMini

Changes to Educational Technology Hardware



Staff Hardware:

1. **13” MacBook Air – REFRESH & UPGRADE** Inupiaq Instructors, Counselors, Admin, Teachers, other unspecified as identified;
Provide Multiport Adapters
2. **iPads with Keyboards** – All staff
3. **iMacs** – will be assigned to secretaries as their machines need refreshing – this allows them to have cameras for Teams

Student Hardware:

1. **iPads** – Pre-K through 3rd Grade
2. **iPads with Keyboards** – 4th Grade
3. **11” MacBook Air** – 5-8th Grade
4. **13” MacBook Air** – 9-12th Grade

Proposed Purchases



ITEM	Volume	AMOUNT	FUND
10.2-inch iPad Wi-Fi 128GB	600	\$236,400.00	ESSER
MAX CASE Shield Extreme-X for iPad 7	600	\$17,400.00	ESSER
Apple TV 4K 32GB	85	\$15,215.00	ESSER
Tryten Apple Tv 4k Security Mount	85	\$2,975.00	ESSER
13.3in MacBook Air M1 chip, 16GB unified memory, 512GB SSD	165	\$211,695.00	ESSER
USB-C Digital AV Multiport Adapter	300	\$19,800.00	ESSER
Shipping (cases/brackets)		1,740.00	ESSER
	TOTAL	\$505,225.00	ESSER

- All MacMinis will be removed from classrooms and no longer part of the ecosystem.
- Teachers will get the refreshed laptop that has more room on the hard drive, capable of higher processing speeds, and will allows person to run more applications at one time.
- Teachers may choose to use their laptop or their iPad with the SMARTBoard



Questions



MEMORANDUM

TO: NWABSD Board of Education
Members

DATE: April 9, 2021

NUMBER:

FR: Office of the Superintendent

SUBJECT: Educational Technology
Refresh Purchases

STRATEGIC PLAN/BOARD GOAL:

Goal 1: Student Learning

Objective 2: NWABSD will build a responsive learning environment during both remote and in-person learning.

ABSTRACT:

Board approval is required for services that exceed \$50,000.

ISSUE:

At issue is for the Board to approve the purchase of student iPads and cases, Staff Laptops and adapters, and Apple TVs and brackets from Apple and Intellitech for a total amount not to exceed \$505,225.00.

BACKGROUND AND/OR PERTINENT INFORMATION:

The original iPad fleet and Staff Laptop fleet are scheduled and in need up refreshing in 2021. Technologies have changed and improved over the years and it is time to improve the classroom ecosystem. Since all staff have iPads and most classrooms are equipped with Apple TVs, teachers may operate their SMARTBoards with two devices and are no longer in need of the third device, the MacMini. The schools that have not already purchased Apple TVs need to be updated to include this device to wirelessly allow students and staff to share their device content.

The original iPad fleet of 600 devices are now all in our K-4 students' hands and are needing refreshing to continue to support 1:1 learning.

These items have been budgeted using the ESSER funds instead of general or capital improvement funds. Future monies will be saved from use by removing the MacMinis on the SMARTBoards.

ITEM	Volume	AMOUNT	FUND
10.2-inch iPad Wi-Fi 128GB	600	\$236,400.00	ESSER
MAX CASE Shield Extreme-X for iPad 7	600	\$17,400.00	ESSER
Apple TV 4K 32GB	85	\$15,215.00	ESSER
Tryten Apple Tv 4k Security Mount	85	\$2,975.00	ESSER
13.3in MacBook Air M1 chip, 16GB unified memory, 512GB SSD	165	\$211,695.00	ESSER
USB-C Digital AV Multiport Adapter	300	\$19,800.00	ESSER
Shipping (cases/brackets)		1,740.00	ESSER
TOTAL		\$505,225.00	ESSER

ALTERNATIVES:

1. Approve the purchase of student iPads and cases, Staff Laptops and adapters, and Apple TVs and brackets from Apple and Intellitech for a total amount not to exceed \$505,225.00 as presented;
2. Do not approve the purchase of student iPads and cases, Staff Laptops and adapters, and Apple TVs and brackets from Apple and Intellitech for a total amount not to exceed \$505,225.00 as presented;
3. Take no final action.

ADMINISTRATION'S RECOMMENDATION:

The administration recommends Board approval of the purchase of student iPads and cases, Staff Laptops and adapters, and Apple TVs and brackets from Apple and Intellitech for a total amount not to exceed \$505,225.00 as presented.



NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

Ambler · Buckland · Deering · Kiana · Kivalina · Kobuk · Kotzebue · Noatak · Noorvik · Selawik · Shungnak
PO Box 51 · Kotzebue, Alaska 99752 · Phone (907) 442-1800

NWABSD BOARD OF EDUCATION

Budget Committee Meeting

Conducted via Teleconference

Call 1-833-682-3239, enter code: 359-216-360#

Agenda

April 8, 2021

9:30 a.m.

- I. Student Activities Van Purchase
- II. KVL Bus Barn purchase
- III. Food Service Management
- IV. Custodial Services
- V. ESSER II Budget
- VI. FY21 Board Budget Revision
- VII. FY22 Board Budget

Committee Members: Margaret Hansen, Cindy Fields, Alice Melton-Barr, Joanne Harris, Marie Greene (Chair)

Director of administrative Service: Megan Williams

MISSION: To provide a learning environment that inspires and challenges students and employees to excel.
VISION: To graduate all students with the knowledge, skills, and attitudes necessary for a successful future.

MEMORANDUM

TO: NWABSD Board of Education
Members

DATE: April 6, 2021

NUMBER:

FR: Office of the Superintendent

SUBJECT: 12 Passenger Van

ABSTRACT:

Board approval is required to expend \$50,000.00 and higher.

ISSUE:

At issue is board approval of the administrations request to purchase a 12 passenger van for the student activities department.

BACKGROUND AND/OR PERTINENT INFORMATION:

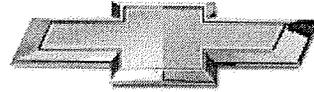
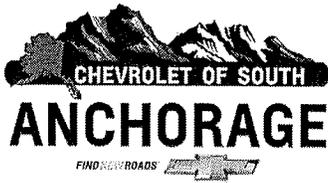
The administration is requesting the school boards approval to purchase a 2020 Chevrolet Express 12 passenger van for the student activities department to transport students. Presently the student activities department shares one student activity bus with KMHS, JNES, Star Schools and the Sped department. The Sped department uses the activity bus when their Sped bus is down for maintenance or they don't have a certified school bus driver available. On busy student travel days/weeks it becomes very challenging for the student activities department to secure use of our one activity bus. In order to alleviate the high demand the administration is requesting the school board's approval to purchase an Express 12 passenger van from South Anchorage Chevrolet in the amount of \$47,251.00. The freight cost via barge from Anchorage to Kotzebue will range between \$6,000.00 to \$8,000.00 for a total not to exceed \$55,251.00.

ALTERNATIVES:

1. Approve the administration's request to purchase a Chevrolet Express 12 passenger van from South Anchorage Chevrolet for \$47,251.00 with estimated freight cost not to exceed \$8,000.00.
2. Disapprove the administrations request to purchase a Chevrolet Express 12 passenger van from South Anchorage Chevrolet for \$47,251.00 with estimated freight cost not to exceed \$8,000.00.
3. Take no final action.

ADMINISTRATION'S RECOMMENDATION:

The administration recommends board approval of the administrations request to purchase a Chevrolet Express 12 passenger van from South Anchorage Chevrolet for \$47,251.00 with estimated freight cost not to exceed \$8,000.00.



**BUSINESS
ELITE**

9100 Old Seward Hwy Anchorage, AK 99515

QUOTE #

March 22, 2021

Quote for:

Craig McConnell

Northwest Arctic Borough School District
PO BOX 51
Kotzebue, AK 99752
(907) 442-3476, fax
cmcconnell@nwarctic.org



Dan Johnson

Fleet Sales Manager
907-365-8638 Phone
907-365-8664 fax
dan_johnson@lithia.com

Quotes are good for purchase or delivery by 4/01/2021, and are net after all current rebates, incentives and discounts.

Without a confirmed purchase commitment all vehicles offered are Subject to Prior Sale

ALL PRICING IS AFTER CURRENT INCENTIVES, UNLESS NOTED OTHER WISE

UP DATED QUOTE:

**Model: 2020 EXPRESS 12 PASSENGER VAN, UP FITTED WITH
QUIGLEY 4X4 CONVERSION:
VIN # 1GAZGNFG6L1275965**

Price:	\$46,968	VAN
	\$283	DMV

	\$47,251	TOTAL

Note: PRICE INCLUDES WINTER PKGE

STOCK UNIT

MEMORANDUM

TO: NWABSD Board of Education
Members

DATE: April 6, 2021

NUMBER:

FR: Office of the Superintendent

SUBJECT: Kivalina Bus Barn

ABSTRACT:

Board approval is required to expend \$50,000.00 and higher.

ISSUE:

At issue is board approval of the administration's request to purchase a steel bus barn from R&M Steel for an amount not to exceed \$96,612.00.

BACKGROUND AND/OR PERTINENT INFORMATION:

The new Kivalina school will be situated 7 miles from the village necessitating us to transport students via two school busses. The two school busses will require warm storage in order to operate reliably each school day. Kivalina's new school will also require a loader to clear snow so the school busses can navigate the campus. The loader will require warm storage also in order to operate reliably. In order to secure warm storage for the two school busses and loader, the administration is requesting school board approval to purchase a 56' x 80' steel bus barn from R&M Steel in Caldwell, Idaho for an amount not to exceed \$66,612.00. The freight cost from Seattle to Kivalina is estimated to cost an additional \$30,000.00 for a total not to exceed, \$96,612.00. This purchase will be paid for by a grant awarded from the Northwest Arctic Borough to purchase and construct of a bus barn for the new Kivalina school.

ALTERNATIVES:

1. Approve the administration's request to purchase a steel bus barn from R&M Steel for an amount not to exceed \$96,612.00, which includes freight.
2. Disapprove the administration's request to purchase a steel bus barn from R&M Steel for an amount not to exceed \$96,612.00, which includes freight.
3. Take no final action.

ADMINISTRATION'S RECOMMENDATION:

The administration recommends board approval of the administration's request to purchase a steel bus barn from R&M Steel for an amount not to exceed \$96,612.00, which includes freight.



R & M Steel Company
P.O. Box 580
Caldwell, ID 83606



Phone: (208) 454-1800
Fax: (208) 454 -1801
Website: rmsteel.com
aviationbuildingsystem.com
Email: sales.rmsteel@gmail.com

Change Order # 2

Form Revision: #2 Revised: 09/30/2019

Date 3/30/2021 TLP

Project Coordinator Tina Payne

Builder Information

Project Details

Builder Northwest Arctic Borough School District
Address PO Box 51
City Kotzebue AK 99752

Job Name Kivalina School Bus Barn
Address K Hill
City Kivalina
State AK
Country

Contact Name Craig McConnell
Phone 907-442-1848
Fax 907-442-2391
Cell 907-412-2144
Email cmcconnell@nwarctic.org

Quote Number EG-210104-3 MC REV. 1
Job Start Date 3/25/2021

Changes

ADD: Steel & Door Price Increase: January, 2021 - March, 2021

Acceptance of Change Order

The above prices, specifications and conditions are satisfactory and are accepted. All work will be performed under same terms and conditions as specified in original contract unless otherwise stipulated.

Signature: _____

Date: _____

Change Order Amount	\$7,662.00
Previous Contract Amount	\$58,950.00
Revised Contract Amount	\$66,612.00
Sales Tax	\$0.00
Revised Total	\$66,612.00



Northwest Arctic Borough School District 2021

Proposal Issued

17 March, 2021

**School
Foodservice**





Ms. Megan Williams
Director of Administrative Services
Northwest Arctic Borough School District
744 East 3rd Street
Kotzebue, AK 99752

March 18, 2021

Dear Megan,

NMS has outlined in the following proposal what our experienced team can do to support the Northwest Arctic Borough School District’s commitment to quality food choices and student wellness, with delicious meals and caring service. Upon your review of this proposal, we hope you will agree that we bring with us a significant value and a thorough understanding of your needs. We strongly believe no other dining solution alternative in the industry is as uniquely qualified to serve as your food service partner as NMS. We seek to provide to you:

Leadership and Expertise. NMS brings a strong reputation based on Alaska know-how and successful innovation, and the resources of our parent companies, NANA Regional Corporation and Sodexo USA. Our relationship with NANA gives NMS a unique and diverse perspective on providing services to our clients throughout Alaska. Sodexo brings systems and expertise gained through serving thousands of similar venues around the country. We are pleased to provide you with a well-trained team to ensure a program that is tailored to your unique requirements.

Exceptional Food. We build our menus with quality products and selections designed by knowledgeable chefs. In addition, we seek to provide “edu-tainment” with our marketing programs designed to keep the students engaged at mealtime and ready to learn when back in the classroom.

Talented People. We are reminded daily that what truly distinguishes our value is our on-site management and support teams. More than simply being experienced in managing dining and nutrition services, our people are focused on the needs of the students we serve.

Partnership Mindset. NMS is your partner. As your needs change and your challenges evolve, you can count on us to work with you to enhance the reputation you seek to create as outstanding and successful educational provider for the communities surrounding Kotzebue.

Responsive Change Agents. You can be confident that the management techniques and service innovations we offer you have already been proven effective at other K12 communities across the state. We know there is a “new normal” that has been brought on by the COVID pandemic and we are gearing up for high level training and new concepts to keep your program cutting edge.

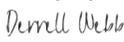
While you're reviewing your options, you can contact me (Derrell) directly regarding any program and cost inquiries, and I will work with you on executing final agreements, which would be signed by Eric Billingsley, NMS president and company officer.

Derrell Webb, Vice President
800 E. Dimond Blvd. #3-450
Anchorage, AK 99515
Direct (907) 263-1731 | Mobile (907) 360-0664 | FAX (907) 273-2424
derrell.webb@nmsusa.com

In addition, we want to reiterate that NMS is accepting all terms and conditions of the RFP, some of which are subject to collaborative implementation planning with the District as noted in our proposal.

As you review our proposal, we are confident you will find it has been designed with one objective in mind: to offer you our expertise to deliver a best in class school meal program to your students. As questions arise, please do not hesitate to ask anyone on our team for clarification.

Sincerely,

DocuSigned by:

93DC9836B927430

Derrell Webb
Vice President, NMS

DocuSigned by:

3373463C1AED41A

Eric Billingsley
President

Cover Letter

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EXECUTIVE SUMMARY

Northwest Arctic Borough School District and NMS have worked together these past nine years to provide a great dining experience to your students. This past year, 2020, was full of challenges as we modified our work around the COVID-19 pandemic. This year tested the concept of partnership and we are very appreciative of the collaboration and flexibility you've shared through these challenging times.

We are excited to continue in this partnership and expand on the services that an NMS dining program provides. Our goal has been and will be to continue to deliver high-quality nutritious meals for the students of the District, while working diligently to meet the fiscal expectations of the NWABSD administration. We're off to a great start and are eager to work collaboratively to expand both the amenities of the program and the fiscal achievement.



As we look to the future, we also maintain focus on the value propositions that make this partnership successful:

- Quality NSLP nutrition and marketing
- Leaders in Alaska logistics with the knowledge and relationships needed to support rural districts
- Providing an informed partnership to NWABSD leadership
- Exceptional sanitation and safety with COVID response including enhanced sanitizing practices and personal care to support the pandemic environment
- Training solutions provided by NMS' robust training which has a focus on safety and quality
- Wellness - Our tracking of wellness components enables us to provide resources on wellness to the parents, staff and the surrounding communities

Through our delivery on these value propositions, students and staff of the Northwest Arctic Borough School District will find components that are beneficial to a strong nutrition program. These improvements include a better nourished student postured for learning and more tools for staff and parents to utilize in their nutritional and wellness guidance to students.

DELIVERING ON OUR VALUE PROPOSITIONS

The following is a short synopsis which specifies what the value propositions seek to showcase in our service delivery and what you'll see in our proposal offer.

NATIONAL SCHOOL LUNCH PROGRAM (NSLP) COMPLIANCE

- Breakfast and lunch menus that meet the nutritional criteria of the NSLP and the taste preferences of your students.
- Accurate record keeping and reporting for NSLP compliance.
- Software solutions (coming soon) that provide a more streamlined approach to our compliance tracking and provide for other administrative support features.

MARKETING AND EDUCATIONAL PROGRAMS

- **Alaska Food Days:** Showcasing some of Alaska's best features with fresh, locally caught fish, produce from local farms and other food items from around the state, students will be eager to engage in this monthly "local cuisine" event.
- **NMS Chef Day:** Utilizing the varied talents of NMS chefs with events that teach nutrition and food safety as well as introducing unusual foods and exploring culinary careers, students will be inspired to expand their palates and their minds.
- Offering **fresh produce** through our garden bar program, an NMS exclusive offer that generates educational and nutritional enhancements for your students. New COVID protocols will enable NMS to keep this favorite lunch program viable.
- Promotion of the **Mindful** website, where families can access a wealth of information from recipes and exercise plans to games and wellness articles. Motivation for improved health at Mindful.com.

RESOURCE EXPERTISE

- NMS provides resource staff for marketing, training, and safety reassurance, supporting our local team in delivering the highest level of service available and provides for the inclusion of enticing promotional programs for your students.
- Our resource staff shares a focus on the value to parents through our newsletter and nutritional web portals. Through these connections, we become an extension of NWABSD and the educational experience for students and parents.
- NMS is the leader in management and employee engagement largely through our superior training and development programs as well as the industries best health and welfare plans supporting our employees personal and family security needs.

RELIABLE PROCUREMENT

- Membership in one of the largest procurement networks ensures the best pricing for the Northwest Arctic Borough School District and access to hundreds of brand name items.
- Developed partnerships with Alaska-based suppliers such as Mat-Su Valley produce and Alaska Seafood, and many others who access our prime distribution network.
- Moving groceries and maintaining inventories is no easy feat! NMS is your logistics expert for maximizing product availability in the Arctic.

All of this is delivered with a safety-first culture. Our auditing and software tools promote adherence to food safety, physical safety and sanitation that protects students, guests, NWABSD staff and our employees. You'll see throughout our proposal that we are proud to be your partner and have a lot to offer—all focused on your success.

FOR THE FUTURE - ALWAYS FOCUSED WHERE WE CAN IMPROVE

Change drives growth in the partnership and we are always ready to implement changes that focus on a protecting and sustaining our environment, an NMS core value.

- Training never ends! We know that the year of COVID has caused a renewed focus on our annual in-service training as well as updating our entire team's safety and new cleaning protocols. We'll be working on new program usage that will enable us to track and report training successes in our NWABSD business reviews.
- We garner the most available local purchasing through our network. Available in season and root vegetables are sourced local to our distribution partners. Fisheries distribute through our network as do other animal processing venues. We'll work with the District and any donation network who can provide the required safe processing path, so we maximize donations in a safe and NSLP compliant manner, complying with regulatory and insurance requirements.
- Sustainable components such as reusable wares and recycling will never be out of mind. While the communities surrounding Kotzebue do not have extensive recycling, we'll work with you to take advantage of every available resource. In addition, we'll

work with you on reduction of waste initiatives that are the priority of sustainable behavioral change.

- Technology - NMS is tech ready. We can expand online portals and engage other IT resources for convenience of both the District and the Parents. These initiatives require collaboration to provide resources where they will be utilized.

FINANCIAL OFFER

NMS is offering a fixed price agreement. Our goal is to ensure the best pricing for NWABSD while ensuring we have the operational funding to employ and compensate our local team as well as provide your on-site team the proper support staff and administration. The new pricing shows an increase of just under 3% to cover cost increases in labor, benefits and supplies.

Meal	New Price Proposed
Breakfast	\$4.53
Breakfast Seconds	\$3.00
Lunch	\$8.37

We are transparent in our partnerships and can provide information to NWABSD regarding revenue, costs, overhead and profit whenever requested.

IN CONCLUSION

A partnership with NMS provides a solid strategic vision with unmatched resources and cutting-edge technology, offered by a dedicated on-site management team with the ability to focus their efforts on the most important members of Northwest Arctic Borough School District community – your students. Our vision is based on a culture of engagement with students, faculty and families.

Most important is a quality and a focused nutrition program for the Northwest Arctic Borough School District. With this in place we can collaborate on improvements that engage the student usership of the services and maintain fiscal control for years to come.

From new dining programs that improve student health and wellness to more community focus that engages the home environment, it is our unwavering commitment to support your vision. NMS is focused on the success of this partnership and you have our team's commitment to deliver on nutritional quality, drive engagement, and represent the Northwest Arctic Borough School District's program as a best-in-class and uniquely Alaska culinary program.

I PRICING



ACCOUNTING AND PRICING

Your participation in the financial oversight of the student nutrition program we provide is essential, and Northwest Arctic Borough School District will always have complete access to all account information.

TRANSPARENCY. ACCOUNTABILITY. INSIGHT.

When it comes to recordkeeping and accounting, the priorities of Northwest Arctic Borough School District are the same as ours: total transparency and complete accountability. As your student nutrition partner, NMS will continually strive to exceed your expectations by maintaining an open book policy for all account records, as well as a rigorous and continual review process to ensure accuracy.

Key performance measurables will be readily available for your review. In addition, robust technical resources and an innovative management structure will provide an added layer of data and insight so you can gauge employee productivity, participation, satisfaction, costs and other

aspects of foodservice performance against those of similar districts in your region and across the country. And that is only the beginning.

Your operation may call for a custom solution. To ensure that all of your goals are achieved, our management team is prepared to work collaboratively with District personnel to conduct a complete evaluation of your schools' current procedures, discuss any recommended changes, and implement a system for Northwest Arctic Borough School District that addresses your specific needs.

TO ENSURE THAT ALL OF YOUR GOALS ARE ACHIEVED, OUR MANAGEMENT TEAM WILL WORK COLLABORATIVELY WITH DISTRICT PERSONNEL TO CONDUCT COMPLETE EVALUATIONS OF YOUR SCHOOLS' CURRENT NUTRITION PROCEDURES, DISCUSS ANY RECOMMENDED CHANGES, AND MAKE THE NECESSARY ADJUSTMENTS FOR NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT TO ADDRESS YOUR SPECIFIC NEEDS.

TIMELY, ACCURATE AND DETAILED INFORMATION

NMS welcomes and encourages your participation in the financial oversight of the student nutrition program. The Northwest Arctic Borough School District will have access to financial information about your entire operation through monthly fiscal reporting.

INVOICES AND BILLING

The invoice will be provided weekly with the terms and cost of operations per the contract agreement.

As described above, the weekly invoice prepared for the District is based on the actual meals served in the preceding week and details the line items included in our final contract and as provided in our response. The charges for each meal type are based on per meal rates reflected in our final contract. As a separate line item, a credit amount is included for USDA Commodities used for that corresponding month.

All supporting documentation and cost information related to the invoiced amounts can be readily obtained from the on-site management team and are available to the District for inspection. Invoices submitted to the District shall contain all necessary documentation to support the amounts.

OPERATING STATEMENT

The General Manager for Northwest Arctic Borough School District will use the Operating Statement to control prime costs on a cost per meal basis. This report will provide detailed statistical information on billable meal counts, product, labor, controllable, non-controllable, reimbursements and statistics.

The manager will compare calculated prime cost per meal to the budgeted cost per meal and pinpoint cost areas requiring further investigation, analyze labor costs in detail to determine the specific areas causing any undesirable deviations, monitor absentee meals as an aid to planning and as a further explanation of cost deviations, and take corrective action on a timely basis.

INVENTORY CONTROLS

As part of the nutrition program provided to NWABSD, we will communicate with District personnel and departments to provide information on equipment and supplies received and will respond to questions from the District regarding materials ordered. A complete physical inventory shall be taken for all food and supplies purchased related to the performance of this contract. We will also assist in the maintenance of property/inventory control records, catalogs and files requested or required by the District. Our flexible systems are also designed to provide financial information that is tied not only to tax or inventory needs, but to strategic performance as well.

CONTINUAL EVALUATION AND REVIEW

To ensure that Northwest Arctic Borough School District is meeting the requirements of the National School Lunch Program (NSLP), the operations director will review the programs on an ongoing basis. The manager will also review all areas of the operation that are at risk on a periodic basis, determine the effectiveness and efficiency of the operations, ensure that controls and safeguards are in place to protect the District's assets, assist with the budget preparation and analysis, coordinate and assist with the external audit, review the District's financial information, and suggest policy and procedure changes that could protect the District's assets as necessary.

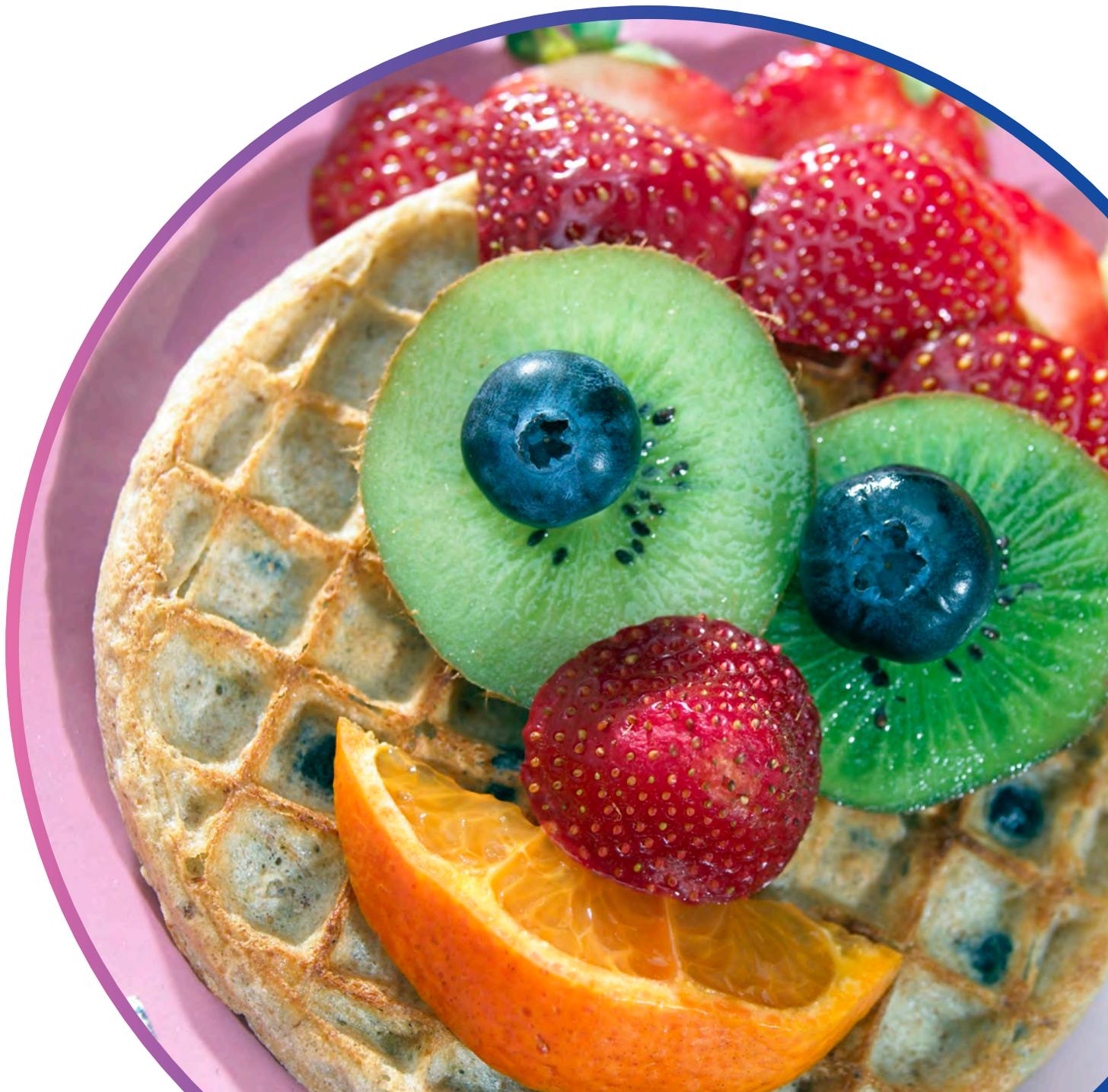
OFFER VERSUS SERVE



NMS follows the NSLP guideline that states students must take full servings of required items. The decision to decline the allowed number of menu items or to accept smaller portions of otherwise declined items does not affect the charge for the meal.

Through the menu development process, NMS establishes what constitutes as a “serving.” NMS will continue to work with the Northwest Arctic Borough School District to ensure Offer versus Serve is achieved by:

- Clearly identifying items
- Assuring an adequate supply is readily available and easily accessible to students
- Working with NWABSD staff who serve as the final check before student leaves the cafeteria



APPENDIX F – FSMC RFP PRICE SHEET

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RFP-Food Service Program Management

Northwest Arctic Borough School District

Appendix F - Page 1 of 2

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

RFP DISTRICT FOOD SERVICE MANAGEMENT FSMC RFP PRICE SHEET School Year 2021-2022

SCHOOL SITE	Break-fast Meals	Days of Service	Total estimated number of Breakfast Meals for School Year	Proposed Price per Meal	Total Price for Breakfast Meals in School Year 2021-2022
Ambler	27	172	4,644	\$4.53	\$21,047
Buckland	63	172	10,836	\$4.53	\$49,109
Deering	18	172	3,096	\$4.53	\$14,031
Kiana	42	172	7,224	\$4.53	\$32,739
Kivalina	58	172	9,976	\$4.53	\$45,211
Kobuk	20	172	3,440	\$4.53	\$15,590
Noatak	58	172	9,976	\$4.53	\$45,211
Noorvik	81	172	13,932	\$4.53	\$63,140
Selawik	95	172	16,340	\$4.53	\$74,053
Shungnak	25	172	4,300	\$4.53	\$19,488
Kotzebue JNES/KMHS	246	172	42,312	\$4.53	\$191,758
TOTAL			126,076		\$571,376

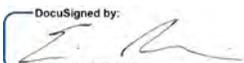
SCHOOL SITE	Break-fast Seconds	Days of Service	Total estimated number of Breakfast Seconds for School Year	Proposed Price per Seconds	Total Price for Breakfast Seconds in School Year 2021-2022
Ambler	9	172	1,548	\$3.00	\$4,644
Buckland	21	172	3,612	\$3.00	\$10,836
Deering	6	172	1,032	\$3.00	\$3,096
Kiana	14	172	2,408	\$3.00	\$7,224
Kivalina	19	172	3,268	\$3.00	\$9,804
Kobuk	6	172	1,032	\$3.00	\$3,096
Noatak	19	172	3,268	\$3.00	\$9,804
Noorvik	27	172	4,644	\$3.00	\$13,932
Selawik	32	172	5,504	\$3.00	\$16,512
Shungnak	8	172	1,376	\$3.00	\$4,128
Kotzebue JNES/KMHS	81	172	13,932	\$3.00	\$41,796
TOTAL			41,624		\$124,872

**RFP DISTRICT FOOD SERVICE MANAGEMENT
FSMC RFP PRICE SHEET
School Year 2021-2022**

SCHOOL SITE	Lunch Meals	Days of Service	Total estimated number of Lunch Meals for School Year	Proposed Price per Meal	Total Price for Lunch Meals in School Year 2021-2022
Ambler	51	172	8,772	\$8.37	\$73,456
Buckland	118	172	20,296	\$8.37	\$169,957
Deering	34	172	5,848	\$8.37	\$48,971
Kiana	79	172	13,588	\$8.37	\$113,785
Kivalina	108	172	18,576	\$8.37	\$155,554
Kobuk	36	172	6,192	\$8.37	\$51,851
Noatak	108	172	18,576	\$8.37	\$156,994
Noorvik	151	172	25,972	\$8.37	\$217,487
Selawik	177	172	30,444	\$8.37	\$254,935
Shungnak	46	172	7,912	\$8.37	\$66,254
Kotzebue JNES/KMHS	457	172	78,604	\$8.37	\$658,222
TOTAL			234,952		\$1,967,465

**Attach 21-Day Cycle Breakfast and Lunch Menu as described in:
III REQUIRED MATERIALS CONSTITUTING A RESPONSIVE PROPOSAL,
SECTION A., SUBSECTION 11.**

The undersigned, as Proposer, acknowledges they understand that the above numbers represent the number of breakfasts, breakfast seconds and lunch meals consumed each day within the District, while based on the previous school year, are approximate figures only and actual numbers could be greater or less on a daily basis.

DocuSigned by:

3373463C1AED41A
Authorized Signature

3/10/2021

Date

Eric Billingsley, President

Printed Name and Title

NANA Management Services

NUTRITION LABELS

NUTRITION LABEL SAMPLE (SEE PROVIDED THUMB DRIVE FOR FULL LIST)



Add to Cart

Beef & Bean Burrito 5.2 oz 2.00 M/MA 2.00 G

Stock Code: 93540

Value Added Features:



Product Description: Seasoned ground beef, pinto beans, savory Mexican spices, wrapped in a 51% whole grain-rich, wheat flour tortilla - Individually packaged

Meal Plans:

<http://www.healtheliving.net/instance/2023701/district/2000105/school/2002083/menu/2001859>

(<http://www.healtheliving.net/instance/2023701/district/2000105/school/2002083/menu/2001859>)



NUTRITIONAL FACTS

USDA DONATED FOODS

HEATING INSTRUCTIONS

SHIPPING INFORMATION

INGREDIENTS

CN MEAL CONTRIBUTIONS

BID SPECS

**Nutritional Facts for Beef & Bean & Textured Vegetable Protein
Burritos**

Serving Size (each): 1 (147.42 g(s)/serving)

Calories (kcal): 278.76

Trans Fat (g): 0 g

Sodium (mg): 402.91 mg

Protein (g): 15.71 g

Total Fat (g): 8.06 g

Cholesterol (mg): 15.74 mg

% Calories from Fat: 26.02 %

Vitamin A: 6 %

Saturated Fat (g): 2.23 g

Calcium: 6 %

% Calories from Saturated Fat: 7.20 %

Vitamin C: 2 %

Carbohydrates (g): 38.8 g

Iron: 20 %

Dietary Fiber (g): 7.5 g

Potassium (mg): 489.35 mg

Sugars (g): 1 g

% Sugars: 0.96 %



Whole Grains 18.21 g(s)/serving



PRODUCT SPECIFICATION

Item: **85606** UPC Code: 00045421856065
 Product Name: **FC CN WG Breaded Chicken Breast Patty Nuggets**
 Brand: Koch / Chic'n Time
 Revision Date: 2019-10-01 Revised By: AJB

I. LABEL INFORMATION

Allergens: **Wheat, Soy**
 CN Number: 098133 Meat/Meat Alternate: 2.00oz.
 CN Serving: 0.69oz. Bread Alternate: 1.00oz.

<p>098133</p> <p>File: 0.69oz. fully cooked whole grain chicken breast patty chunk fritters with rib meat provide 2.00oz equivalent meat/meat alternate and 1.00oz equivalent grain for the Child Nutrition Meal Pattern Requirements. (Use of this logo and statement authorized by the Food and Nutrition Service, USDA 04/19)</p> <p>COPY NOT MEANT FOR DOCUMENTING FEDERAL MEAL REQUIREMENTS KEEP FROZEN</p>	<p>Fully Cooked Whole Grain Chicken Breast Patty Chunk Fritters with rib meat</p> <p>85606</p> <p>INGREDIENTS: Chicken breast meat with rib meat, whole wheat flour, water, isolated soy protein, contains 2% or less of salt, granulated sugar, chicken flavor (chicken broth, flavor, salt), modified tapioca starch, onion powder, potassium phosphates, sugar, wheat gluten, garlic powder, natural flavor, paprika extract, yeast extract, dried yeast, dried garlic, dried onion, spice, maltodextrin, turmeric extract, torula yeast, citric acid, celery powder, canola oil, carrot powder, spices.</p> <p>CONTAINS: WHEAT, SOY</p> <p>HEATING INSTRUCTIONS - Convection Oven: 350°F for 10 - 12 minutes. Conventional Oven: 350°F for 10 - 20 minutes. Deep Fryer: 350°F for 15 - 20 minutes. Adjust cooking time and temperatures for amount cooked and equipment used.</p> <p>INSPECTED BY U.S. DEPARTMENT OF AGRICULTURE AP-20795</p> <p>00045421856065 190206C NET WT. 10.35 LBS.</p>	<p>Nutrition Facts About 60 servings per container Serving size 4 Pieces (78g)</p> <p>Amount per serving Calories 170</p> <table border="1"> <thead> <tr> <th></th> <th>% Daily Value*</th> </tr> </thead> <tbody> <tr> <td>Total Fat 6g</td> <td>11%</td> </tr> <tr> <td>Saturated Fat 1.5g</td> <td>8%</td> </tr> <tr> <td>Trans Fat 0g</td> <td></td> </tr> <tr> <td>Cholesterol 35mg</td> <td>11%</td> </tr> <tr> <td>Sodium 340mg</td> <td>15%</td> </tr> <tr> <td>Total Carbohydrate 10g</td> <td>4%</td> </tr> <tr> <td>Dietary Fiber 2g</td> <td>5%</td> </tr> <tr> <td>Total Sugars 1g</td> <td></td> </tr> <tr> <td>Includes 1g Added Sugars</td> <td>1%</td> </tr> <tr> <td>Protein 14g</td> <td></td> </tr> <tr> <td>Vitamin D 0mcg</td> <td>0%</td> </tr> <tr> <td>Calcium 18mg</td> <td>2%</td> </tr> <tr> <td>Iron 1mg</td> <td>8%</td> </tr> <tr> <td>Potassium 234mg</td> <td>4%</td> </tr> </tbody> </table> <p><small>*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet.</small></p>		% Daily Value*	Total Fat 6g	11%	Saturated Fat 1.5g	8%	Trans Fat 0g		Cholesterol 35mg	11%	Sodium 340mg	15%	Total Carbohydrate 10g	4%	Dietary Fiber 2g	5%	Total Sugars 1g		Includes 1g Added Sugars	1%	Protein 14g		Vitamin D 0mcg	0%	Calcium 18mg	2%	Iron 1mg	8%	Potassium 234mg	4%
	% Daily Value*																															
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Ingredients:

INGREDIENTS: Chicken breast meat with rib meat, whole wheat flour, water, isolated soy protein, contains 2% or less of salt, granulated sugar, chicken flavor (chicken broth, flavor, salt), modified tapioca starch, onion powder, potassium phosphates, sugar, wheat gluten, garlic powder, natural flavor, paprika extract, yeast extract, dried yeast, dried garlic, dried onion, spice, maltodextrin, turmeric extract, torula yeast, citric acid, celery powder, canola oil, carrot powder, spices.

CONTAINS: WHEAT, SOY



Formulation Statement for Documenting Grains in School Meals
Required Beginning SY 2013-2014
(Crediting Standards Based on Grams of Creditable Grains)

School Food Authorities (SFAs) should include a copy of the label from the purchased product package in addition to the following information on letterhead signed by an official company representative. Grain products may be credited based on previous standards through SY 2012-2013. The new crediting standards for grains (as outlined in Policy Memorandum SP 30-2012) must be used beginning SY 2013-2014. SFAs have the option to choose the crediting method that best fits the specific needs of the menu planner.

Product Name: Farm Rich Whole Grain French Toast Sticks Code No.: 37722

Manufacturer: Rich Products Corporation _____ Serving Size 4 sticks (92 grams)
 (raw dough weight may be used to calculate creditable grain amount)

I. Does the product meet the Whole Grain-Rich Criteria: Yes No _____
 (Refer to SP 30-2012 Grain Requirements for the National School Lunch Program and School Breakfast Program.)

II. Does the product contain non- creditable grains: Yes No _____ **How many grams:** 1.35
 (Products with more than 0.24 oz equivalent or 3.99 grams for Groups A-G or 6.99 grams for Group H of non- creditable grains may not credit towards the grain requirements for school meals.)

III. Use Policy Memorandum SP 30-2012 Grain Requirements for the National School Lunch Program and School Breakfast Program: Exhibit A to determine if the product fits into Groups A-G (baked goods), Group H (cereal grains) or Group I (RTE breakfast cereals). (Different methodologies are applied to calculate servings of grain component based on creditable grains. Groups A-G use the standard of 16grams creditable grain per oz eq; Group H uses the standard of 28grams creditable grain per oz eq; and Group I is reported by volume or weight.)

Indicate to which Exhibit A Group (A-I) the Product Belongs: A & B

Description of Creditable Grain Ingredient*	Grams of Creditable Grain Ingredient per Portion ¹ A	Gram Standard of Creditable Grain per oz equivalent (16g or 28g) ² B	Creditable Amount A ÷ B
Whole wheat flour	21.41	16	1.338
Enriched wheat flour	11.629	16	0.726
Enriched yellow corn flour	3.583	16	0.223
Total Creditable Amount³			2.287

* Creditable grains are whole-grain meal/flour and enriched meal/flour.

¹ (Serving size) X (% of creditable grain in formula). Please be aware that serving sizes other than grams must be converted to grams.

² Standard grams of creditable grains from the corresponding Group in Exhibit A.

³ Total Creditable Amount must be rounded **down** to the nearest quarter (0.25) oz eq. Do **not** round up.

Total weight (per portion) of product as purchased 92 grams

Total contribution of product (per portion) 2.25 oz equivalent

II MANAGEMENT SERVICES – BREAKFAST AND LUNCH OPERATIONAL PROPOSAL

APPEALING FOOD THAT MEETS/EXCEEDS USDA REQUIREMENTS

HEALTHY FOOD FUELS
STUDENT ACHIEVEMENT.
FLAVOR DRIVES
STUDENT PARTICIPATION.



MENU DEVELOPMENT STRATEGY

Nutritious meals that abide by USDA guidelines are critical to a student’s cognitive, behavioral, emotional and physical functioning. However, when students make food and beverage choices, they lean heavily toward their preferred tastes and flavors among the items available to them – not all of which are the best options.

Students who choose balanced, nutrient-rich food tend to perform better in the areas of participation, behavior and attendance. They also complete scholastic tasks more completely than those students lacking in proper nutrition. Knowing children choose what they like first and foremost, menu development for the K-12 environment then becomes a delicate balancing act of creating fresh, healthy and nutritionally complete meals that young people enjoy and actually eat. And, nobody does that better than NMS.

Another way the NMS/Sodexo partnership is beneficial to NWABSD is NMS’ access to Sodexo’s extensive list of registered dietitians and professional chefs. These resources ensure that students receive the healthiest, most nutritionally balanced menus in the industry, which helps them perform at their very best.

Menu development is a cyclical process supported by ongoing training and tools such as our web-based software program and annual promotions to ensure continued success.

Key benefits include:

- **Health** – Guaranteed delivery of correct nutrients
- **Choice** – Significant expansion of menu variety through automated analysis
- **Revenue** – Secured federal reimbursement without the need for analysis by state authorities
- **Sustainability** – Reduced food waste, production time and costs as cooks instantly scale for the correct number of portions
- **Time Savings** – Increased efficiency with simplified recordkeeping

WELL-BALANCED AND NUTRITIOUS MEALS

Our menus meet or exceeds your strict nutrition standards and USDA guidelines, as well as satisfies the specific tastes and preferences of your students.

STRIKE THE RIGHT BALANCE

A successful student nutrition program requires a delicate balance of freshly prepared, healthy meals, coupled with excellent food quality, to ensure participation remains high. Great care is taken to develop menus for your schools that meet or exceed your expectations. Just as important, ongoing innovative expertise from top-notch registered dietitians, certified chefs, menu planners and program operators mean your students will continue to enjoy well-balanced and nutritious meals throughout our partnership.

COMMUNITY AND DISTRICT INPUT REGARDING FOOD OFFERINGS AND PROGRAMS DRIVES A CONTINUOUS IMPROVEMENT APPROACH. YOU OFTEN HEAR US ASKING PARENTS, ADMINISTRATORS, AND STUDENTS, "HOW CAN WE DO BETTER?"



NUTRITION ANALYSIS SYSTEMS

To ensure that all meals are wholesome and meet the USDA nutrition guidelines, the on-site management team at NWABSD designs menus using the web-based PrimeroEdge nutrition software system. PrimeroEdge improves operational efficiency by ensuring greater time management, regulatory compliance, meal option consistency and improved cost management, as well as menu, recipe and ingredient transparency for USDA audits. Your program managers are thoroughly trained to use PrimeroEdge effectively and are supported by both regional and national menu planning experts.

INGREDIENT, NUTRITION AND ALLERGY INFORMATION

Food allergies can range from mild to life-threatening. To answer the ever-increasing concern over student food allergies in school districts nationwide, comprehensive on-site resources are available to ensure a safe and healthy dining experience for students who are allergic or sensitive to certain foods or food additives. These important resources include:

- Review the eight foods most associated with food allergies.
- Ask employees how they can prevent cross-contamination.
- Ask employees why following the recipe is such an important step in protecting customers and employees who have food allergies.
- Review the procedures for handling customers' food allergy-related questions.
- Review the steps to take if someone has an allergic reaction.
- The HACCP Manual, which contains important guidelines regarding food allergies
- Food allergy posters for displaying in school kitchens (available in both English and Spanish) On-site reference guides for managers and employees with nutrition, ingredient and allergen information (if provided by the manufacturer) for all foods served in the NSLP in the District

In support of the District's safe and healthy dining experiences, daily meal alternatives are supplied to any student or staff member with a documented food allergy. The NMS team collaborates with the school nurse, parents and students to ensure their specific dietary needs are accommodated properly. NMS standards and processes for managing a student's food allergies complies with the USDA's most recent guidance on Accommodating Children with Disabilities in the School Meal Programs.

Upon appointment, parents and other interested parties can also preview menus.

HEALTHY AND CREATIVE MENUS

Our focus is on wholesome ingredients. Providing healthy breakfasts, lunches and snacks that contain wholesome ingredients ensure your students are ready to perform at their highest levels in the classroom, on the sports field and in life.

Meal offerings include:

- Menus filled with more whole grains and legumes and less sodium, saturated fat, high-fructose corn syrup and other simple sugars
- Snacks and beverages that meet USDA Smart Snack nutrition guidelines across all grade levels
- Homestyle recipes that include options such as scratch-made soups
- A variety of entrées, including Alaska seafood and sides representing the proper balance of proteins and carbohydrates to promote satiety
- Access to fresh and freshly prepared vegetables and when available, locally sourced

Also, the supply team and vendor partners work continuously to identify new opportunities to expand à la carte offerings with compliant beverages and snacks.



21 DAY MENU

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT BREAKFAST

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<ul style="list-style-type: none"> WG = Whole Grain LC = Locally Sourced WH = Whole Wheat 		 <p>CHOICE OF MILK + WATER PROVIDED DAILY</p>		
<ul style="list-style-type: none"> WG WG WG <p>Cheese Omelet English Muffin or Cold Cereal Mixed Fruit</p>	<ul style="list-style-type: none"> WG WG <p>French Toast or Cold Cereal Sausage Patty Graham Crackers Pineapple</p>	<ul style="list-style-type: none"> WG WG WG <p>Chicken and Biscuit Sandwich or Hot Cereal Graham Crackers Peaches</p>	<ul style="list-style-type: none"> WG WG WG <p>Cold Cereal or Cream of Wheat Graham Crackers Pears</p>	<ul style="list-style-type: none"> WG WG WG <p>Breakfast Burrito or Cold Cereal Graham Crackers Applesauce</p>
<ul style="list-style-type: none"> WG WG WG <p>Cold Cereal or Hot Oatmeal Graham Crackers Mixed Fruit</p>	<ul style="list-style-type: none"> WG WG WG <p>Blueberry Muffin or Cold Cereal Sausage Patty Graham Crackers Pineapple</p>	<ul style="list-style-type: none"> WG WG WG <p>English Muffin Breakfast Sandwich or Cold Cereal Graham Crackers Peaches</p>	<ul style="list-style-type: none"> WG WG WG <p>Cheese Omelet or Cold Cereal Graham Crackers Pears</p>	<ul style="list-style-type: none"> WG WG WG <p>Breakfast Burrito or Cold Cereal Graham Crackers Applesauce</p>
<ul style="list-style-type: none"> WG WG WG <p>Apple Cinnamon Muffin or Cold Cereal Graham Crackers Mixed Fruit</p>	<ul style="list-style-type: none"> WG WG WG <p>French Toast or Cold Cereal Sausage Patty Graham Crackers Pineapple</p>	<ul style="list-style-type: none"> WG WG WG <p>Blueberry Bagel w/Cream Cheese or Hot Cereal Graham Crackers Peaches</p>	<ul style="list-style-type: none"> WG WG WG <p>Cheesy Scrambled Eggs or Cold Cereal Graham Crackers Pears</p>	<ul style="list-style-type: none"> WG WG WG <p>Breakfast Pizza or Cold Cereal Graham Crackers Applesauce</p>
<ul style="list-style-type: none"> WG WG <p>Cheese Omelet English Muffin or Cold Cereal Mixed Fruit</p>	<ul style="list-style-type: none"> WG WG <p>Waffles or Cold Cereal Sausage Patty Graham Crackers Pineapple</p>	<ul style="list-style-type: none"> WG WG WG <p>Sausage Biscuit Sandwich or Cold Cereal Graham Crackers Peaches</p>	<ul style="list-style-type: none"> WG WG WG <p>Cold Cereal or Cream of Wheat Graham Crackers Pears</p>	<ul style="list-style-type: none"> WG WG WG <p>Breakfast Burrito or Cold Cereal Graham Crackers Applesauce</p>

*All menus are subject to change

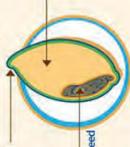


THIS INSTITUTION IS AN EQUAL OPPORTUNITY EMPLOYER AND PROVIDER.



NUTRITION NEWS TO USE

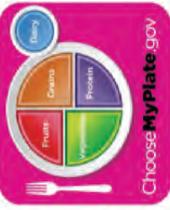
The Whole Grain



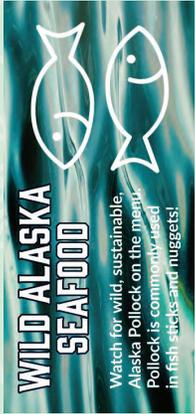
- Bran:** protects seed
 - Fiber
 - B Vitamins
 - Trace Minerals
- Germ:**
 - B Vitamins
 - Vitamin E
 - Phytochemicals
- Endosperm:** provides energy
 - Carbohydrate
 - Protein
 - Some B Vitamins

nourishment for the seed

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT LUNCH

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<ul style="list-style-type: none"> = Whole Grain = Locally Sourced = Whole Wheat 	Fruit & Vegetables Offered Daily As Part of a Balanced Meal	 <p>Beef Soft Tacos Refried Beans Peaches</p>	 <p>Cheeseburger on Bun Baked Beans Pears</p>	Fish Sticks Tater Tots Applesauce
Pepperoni Pizza Green Beans Mixed Fruit	<p>Orange Chicken Brown Rice Mixed Veggies Pineapple</p>	Beef and Bean Burrito Refried Beans Peaches	<p>Sloppy Joes on Bun Baked Beans Pears</p>	<p>Chicken Nuggets Brown Rice Peas & Carrots Applesauce</p>
<p>BBQ Chicken on Bun Tater Tots Mixed Fruit</p>	<p>Salisbury Steak Mashed Potatoes w/Gravy Dinner Roll Pineapple</p>	Beef Chili Crackers Fresh Baby Carrots Peaches	<p>Filet of Fish Sandwich on Bun Tator Tots Pears</p>	<p>Popcorn Chicken Sweet Corn Mixed Veggies Applesauce</p>
<p>Pepperoni Pizza Green Beans Mixed Fruit</p>	<p>Chicken Fried Rice Peas & Carrots Pineapple</p>	Beef Soft Tacos Refried Beans Peaches	<p>Turkey Hot Dog on Bun Baked Beans Pears</p>	<p>Fish Nuggets Brown Rice Mixed Veggies Applesauce</p>
<p>Chicken Patty on Bun Tater Tots Mixed Fruit</p>	<p>Sweet & Sour Chicken Brown Rice Peas & Carrots Pineapple</p>			

NUTRITION NEWS TO USE



WILD ALASKA SEAFOOD

Watch for wild, sustainable Alaska Pollock on the menu! Pollock is commonly used in fish sticks and nuggets!

*All menus are subject to change



THIS INSTITUTION IS AN EQUAL OPPORTUNITY EMPLOYER AND PROVIDER.



EDUCATIONAL PROGRAMS

Educational moments take place anywhere – from the park to the bus stop – any place your students might be.

Your lunchroom is as much a part of that learning environment at NWABSD as the classrooms, science labs or library. When you continue a student nutrition program with NMS that combines “food for bodies” with “food for thought,” great things happen!

Your elementary, middle and high school programs all include educational components. Promotions and events are designed to add “educational moments.”

Any student nutrition program must offer healthy and delicious food – that’s a given. It’s our creative menu engineering that makes the difference between a “business as usual” food program and a holistic and vibrant program that engages the whole student and encourages robust participation.



HEALTHY EATING FOR EVERY DAYPART

You've heard it said that breakfast is the most important meal of the day, and that's especially true for young people. Beginning the day with a healthy breakfast improves the overall dynamics in the learning environment. Breakfast gets students focused and ready to learn. Imagine what your school district can achieve academically when students are fully engaged, particularly when it comes to mastering those elementary reading and math skills that are so essential to later success. What's more, when it comes to older students, some high schools are seeing a direct correlation between a nutritious breakfast program and reduced rates of truancy and absenteeism.

**STUDENTS WHO DO NOT READ PROFICIENTLY BY THIRD GRADE
ARE FOUR TIMES MORE LIKELY TO LEAVE HIGH SCHOOL WITHOUT
A DIPLOMA THAN PROFICIENT READERS.***

Source: Double Jeopardy – How Third-Grade Reading Skills and Poverty Influence High School Graduation

In addition to achieving better educational outcomes, another positive byproduct of engaged students is happier teachers. Take a look at the types of breakfast solutions that will continue to be available for your district to enjoy.

BREAKFAST PROGRAM

The School Breakfast Program (SBP) ensures the children of our nation always have access to a well-balanced meal every morning that they attend school. All students deserve to have a healthy breakfast, which provides them with the energy needed to achieve their goals throughout the day. Whether breakfast is served in the classroom, from carts in the hallways or before second period, allowing Northwest Arctic Borough School District students to eat at some point during the morning ensures optimum participation.

Our breakfast program offers an exciting collection of proven solutions to fulfill your students' breakfast needs. This comprehensive breakfast strategy includes the necessary service options, resources and support to implement the most appropriate breakfast program for your schools.

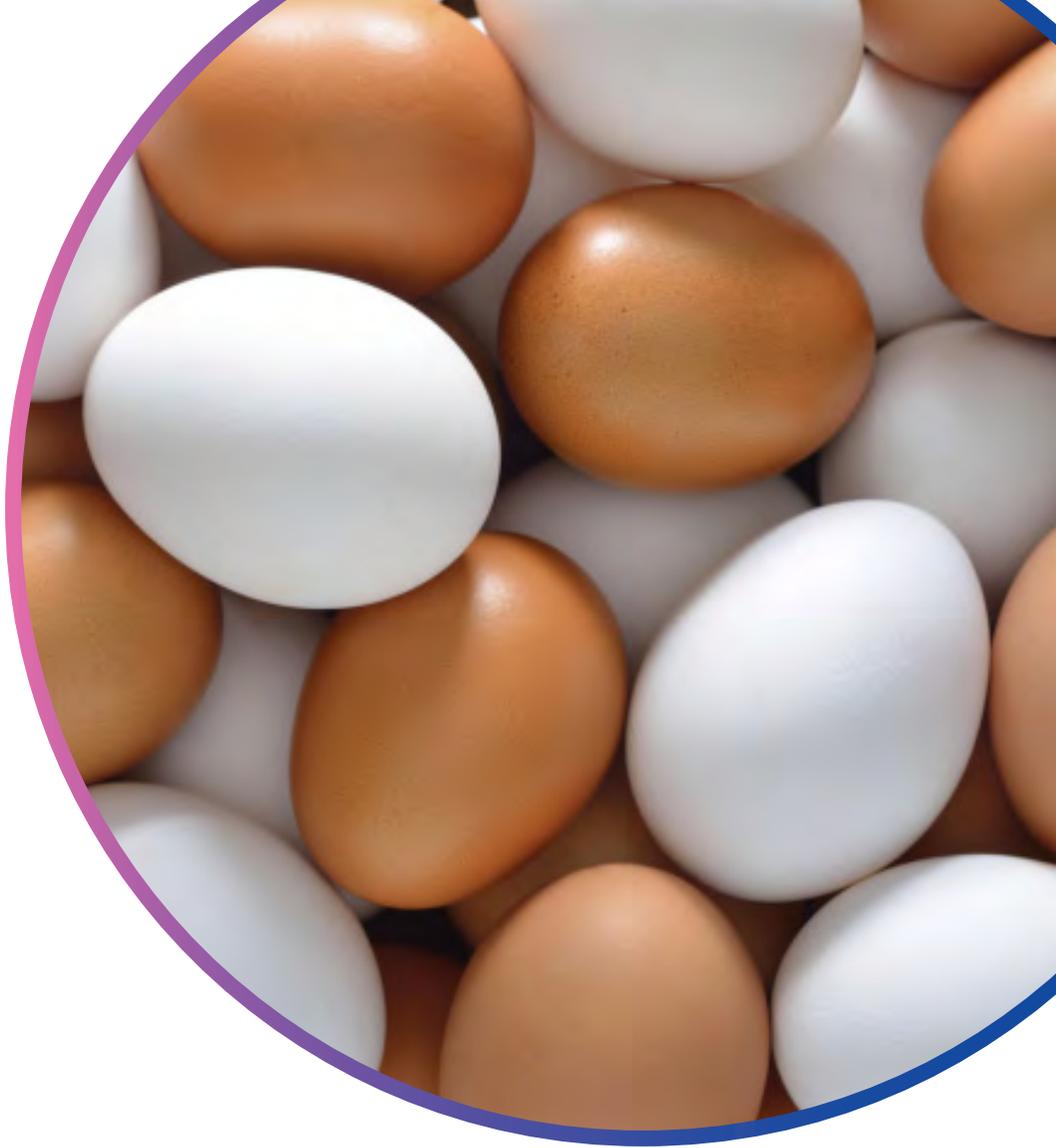
**FULL UTILIZATION OF THE NATIONAL SCHOOL BREAKFAST PROGRAM
IS A WIN FOR CHILDREN, A WIN FOR YOUR SCHOOLS AND A WIN
FOR THE NATION.**

FLEXIBLE OPTIONS

Our programs offer distinct service options to address a quality, healthy and enjoyable breakfast experience. Regardless of the option selected, all are designed to encourage participation and enjoyment across all grade levels.

- **Classroom Café-** is our recommendation moving forward. For the past year, providing breakfast at home has proven wildly successful in ensuring student nutrition at the start of their day. As we move back into the classroom by offering students individually wrapped servings of breakfast items in the classroom promotes nutrition education and achieves the goal of having students prepared to take on their school day.
- **2nd Chance Breakfast-** offers a complete breakfast meal served later in the morning to students who might otherwise miss out. 2nd Chance provides an opportunity before school starts when service is not an option – usually due to bus schedules. This option is unique in that it can be combined with any of the other concepts as a means of service.
- **Cafe Classics-** our traditional breakfast served in the cafeteria, makes it easier to include hot food options and great variety. Your students “know the drill” from lunch service and will have an opportunity to interact with one another even if they aren’t in the same class.





“BREAKFAST SKIPPING AMONG CHILDREN AND ADOLESCENTS IS ASSOCIATED WITH A NUMBER OF POOR HEALTH OUTCOMES AND HEALTH-COMPROMISING BEHAVIORS, INCLUDING HIGHER BLOOD CHOLESTEROL AND INSULIN LEVELS, SMOKING, PHYSICAL INACTIVITY, DISORDERED EATING AND UNHEALTHY WEIGHT MANAGEMENT PRACTICES. ON THE OTHER HAND, SCHOOL BREAKFAST PARTICIPATION CAN POSITIVELY IMPACT CHILDREN’S MENTAL HEALTH, INCLUDING REDUCTIONS IN BEHAVIORAL PROBLEMS, ANXIETY, AND DEPRESSION.”

* Keski-Rahkonen, A., Kaprio, J., Rissanen, A., Virkkunen, M., & Rose, R.J. (2003). Breakfast Skipping and Health-compromising Behaviors in Adolescents and Adults. *European Journal of Clinical Nutrition*, 57(7),842-853.
Murphy, J. M., Pagano, M.E., Nachmani, J., Sperling, P., Kane, S., & Kleinman, R.E. (1998). The Relationship of School Breakfast to Psychosocial and Academic Functioning: Cross-sectional and Longitudinal Observations in an Inner-city School Sample. *Archives of Pediatrics and Adolescent Medicine*, 152(9), 899-907.

LUNCH PROGRAM: SMARTER LUNCHROOMS MOVEMENT

While you'll read more about the specific programs planned for the District in the Marketing and Promotions section, we did want to reacquaint you with the work our partner company Sodexo has been doing in conjunction with the Smarter Lunchrooms Movement, a USDA-supported program created by the Cornell University Food and Brand Lab.

Over the past several years, while much attention has been paid to the nutrition content of food served in school meals, Sodexo, in collaboration with Cornell University Food and Brand Lab, also focused efforts on changing student behaviors around food and beverage choices through a partnership with the Smarter Lunchrooms Movement. This movement focuses specifically on five nutrition commitments that promote and encourage the selection of fruits, vegetables, white milk, defined healthy entrées and reimbursable meals. Other commitments focus on nutrition education and the dining environment.

Each activity in the Smarter Lunchrooms Movement is based on theories of behavioral economics/choice architecture and how environmental cues impact people's food choices. By working together, Sodexo and Cornell's team identified simple behavior-change techniques to improve student health and achievement.

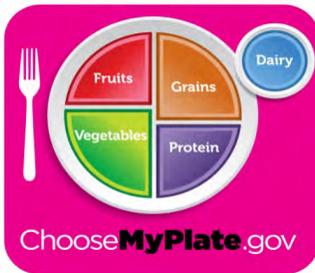
With a respect and understanding of student motivators – the right mix of marketing and promotions, strategic positioning, a welcoming atmosphere, engaging staff, a clean environment and a variety of food options – students not only took the appropriate foods, but they also wasted less. Basic techniques include:

- Positioning healthier options in service lines to make them more visible when serving in the cafeteria
- Creating attractive displays to further showcase healthier food and beverage options
- Ensuring students have a variety of menu options to select from

FRESH FRUIT AND VEGETABLE PROGRAM

The federally assisted Fresh Fruit and Vegetable Program (FFVP) provides free fresh fruits and vegetables to students in participating elementary schools during the school day. The goal of FFVP is to improve children’s overall diet and create healthier eating habits to impact their present and future health. The FFVP helps schools create healthier school environments by providing healthier food choices, expanding the variety of fruits and vegetables children experience and increasing children’s fruit and vegetable consumption. The NMS team works with your school district and state agency to ensure FFVP stored safely in schools.

NUTRITION EDUCATION



As a national strategic partner with the USDA ChooseMyPlate initiative, the student nutrition program uses the balanced plate concept to demonstrate and teach students how to select the right mix of foods from all food groups. Using the balanced plate as a visual guide, students are encouraged to fill 25% of their plates with lean protein, 25% with wholesome grains and the remaining 50% with plenty of colorful fruits and vegetables – an approach

that is consistent with the USDA school meal guidelines. A meal or snack that contains the right mix of foods in the correct portions ensures students naturally consume less sugar, sodium and saturated fat. The proper mix of foods on a balanced plate also helps students eat the right mix of carbohydrates, protein and fat to ensure they have the energy to grow, learn and succeed.

This common-sense approach to eating right is reinforced in schools through nutritious menus, ongoing nutrition education and sharing culinary tips with parents to help build healthier meals at home.

Do You Know About Calories?

The amount of Calories in food is a measure of how much energy is stored in that food. We all need to consume Calories every day to provide fuel for our bodies. The amount of Calories a person needs depends on things like age, height and weight. The trick is making sure you get enough Calories, but not more than you need. When you consume more Calories than your body needs, it is stored as fat. Getting too many Calories can happen if you eat too much, if you're not active enough, or both! This is why Lift-Off! always reminds you to stay active and watch how much food you eat.

Here are some more amazing facts about Calories...

- One Calorie equals the amount of energy it takes to raise the temperature of 2.2 pounds of water by 33.8°F!
- Different kinds of food have different amounts of calories. That's why a small piece of candy can actually have more Calories than a larger amount of fresh fruit or vegetables!
- Calories can come from fat, protein or carbohydrates
- Everything you do requires calories! Just like a TV needs electricity to work, you need energy to move, grow and even think!
- The average chocolate donut has twice as many Calories as a large apple!

Check out how many Calories are in 3.5 ounce portions of different foods:

Butter	717 Calories
Dry Roasted Peanuts	585 Calories
Sugar Cookies	478 Calories
Cheddar Cheese	403 Calories
Cake with Vanilla Frosting	373 Calories
American Cheese	328 Calories
Rye Bread	259 Calories
Roasted Chicken (No Skin)	167 Calories
Scrambled Eggs	166 Calories
Cod	105 Calories
Baked Sweet Potato	103 Calories
Orange	63 Calories
Raw Carrot	43 Calories
Spinach	22 Calories
Lettuce (Romaine)	14 Calories
Water	0 Calories

So how many calories should you get each day? Ask a parent or guardian for permission to go online and then go to MyPyramid.gov and click on MyPyramid Plan!

All information from MedlinePlus.com, a service of the National Library of Medicine and the National Institutes of Health.

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AGE-SPECIFIC NUTRITION EDUCATION PROGRAMS MAKE LEARNING EASY FOR EVERYONE



Designed for high school students, Mindful takes a more holistic approach to wellness. Students at this age are growing up, exploring their independence, and taking greater responsibility for their studies and social lives. Mindful focuses on the role that good nutrition plays to create a more balanced life, addressing topics such as exercise, stress-reduction and time management strategies.



AWARENESS INITIATIVES

Nutrition awareness programs equip students with knowledge about health and wellness and encourage them to select, eat and enjoy healthy menu options, all while empowering them to exercise their ability to select foods that appeal to them. Through comprehensive education programs and engaging special events, the dining areas your schools become an extension of the classroom. Students of every age gain an invaluable understanding about the roles that nutrition and physical activity play in their lives. Armed with accurate information, easy-to-use tools and powerful resources, they learn to embrace healthy choices, both in and outside of the cafeteria experience.

Some examples of nutrition awareness programs we can implement include:

- Wellness with Mindful
- Interactive websites, including Lift-Off!'s playground
- Nutrition highlights on monthly menus
- Nutrition information posters
- Student well-being fairs
- Culinary career assemblies



MARKETING

In addition to delicious and healthy food, the comprehensive marketing portfolio designed for NWABSD contributes to developing the whole student, nourishing their bodies and enriching their minds. Your plan is comprised of ongoing promotions and targeted communications focused on nutrition, achievement, environment, community and activity to create excitement and encourage student participation.

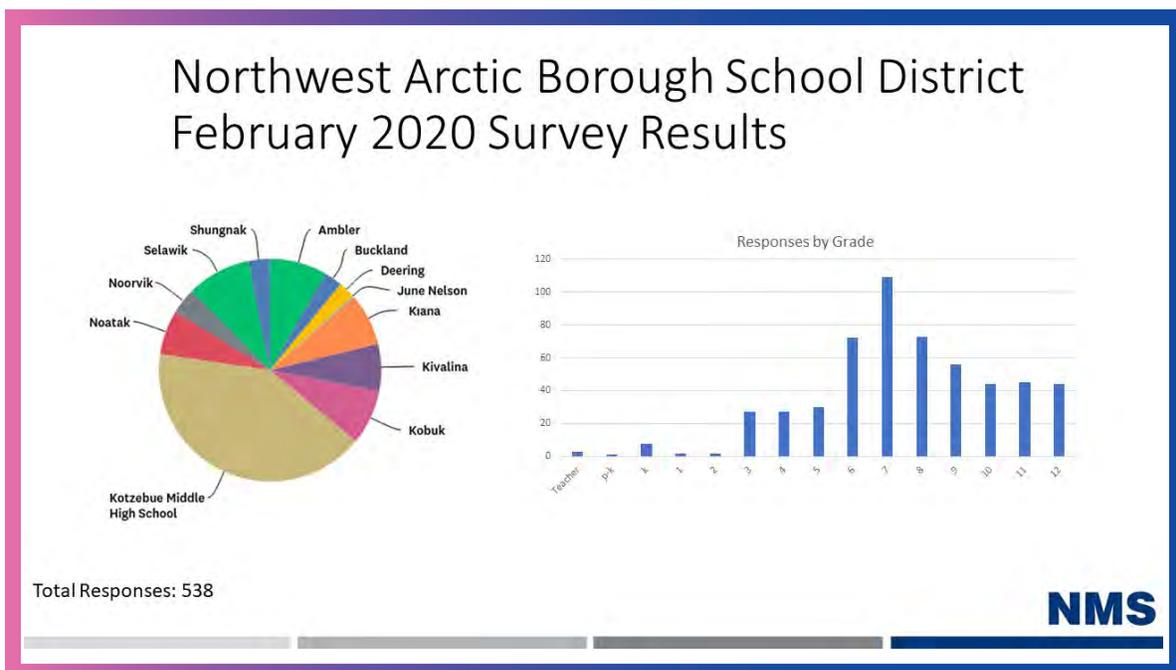
And the best part – families, teachers and the community partner in the process, with their own tools and resources to work with, ensuring better community relations and stronger connections to your schools and District.

MARKETING STRATEGIES THAT POSITION YOU FOR SUCCESS

The marketing plan for NWABSD is comprised of proactive efforts specifically designed for peak financial performance in your schools. Each year, your District’s management team, assisted by the local marketing manager, support these efforts with a customized plan designed to capture new and repeat student participation.

Your marketing plan ensures increased participation and customer satisfaction by:

- Delivering market research and industry trend analysis
- Conducting feasibility studies of new locations and existing services
- Implementing new and learning-focused programs and promotions
- Performing strategic analysis and reporting as it pertains to year-over-year growth and satisfaction
- Creating, distributing and analyzing online surveys to gain valuable insights and drive key decisions



CHEFS DAY EVENT

Chef Day

Unlike other providers who may need to fly in their “roving chefs” from out of state, the District has enjoyed annual visits from our Anchorage based executive chefs, these chefs collaborate with Dan Javes to provide hands-on training to both your students and employees.

NMS Chef Day provides the stage for our team to engage the students with a new and interactive lunch experience. Our chefs carefully select menus that can accommodate all flavor palates with personalized options.



Included in the program is an opportunity to explore an unusual produce – a fruit or vegetable that is not commonly seen in Alaska. The chefs teach the students about its origins, how to break it down and finally to taste it.

The team also provides an opportunity to hear about education and career paths in the culinary industry. At NMS we're laser focused to provide careers in the NANA region where students can grow professionally.

CHEF DAY 2021

Considering the restrictions, we experienced in 2020/2021 NMS created a video version of Chefs Day. NMS combined all the expectations set in our original NMS Chef Day into a fun video with NMS Regional Executive Chef Brad Harris and Alaska 4th grader, Charleigh who set out to create a masterful homemade Macaroni & Cheese dish. Chef Brad teaches Charleigh all about how to prepare the macaroni and cheese at home, while providing kitchen safety tips, fun facts and a special section about an exotic fruit – the blood orange. Another important part of the video is where Chef Brad explains how he became a Chef and all the great adventures the career has given him.

Students get to watch the video and eat a lunch of the meal being prepared, enjoy a delicious blood orange and learn about careers in the culinary arts. Teachers and parents can expect a special food demonstration which include the following:

- Preparation and cooking methods
- Food Safety
- Knife Safety
- Nutrition
- Food History
- Special fruit sourced for tasting and exploring
- Culinary education opportunities in Alaska and beyond
- Overview on careers in the culinary industry



MACARONI & CHEESE

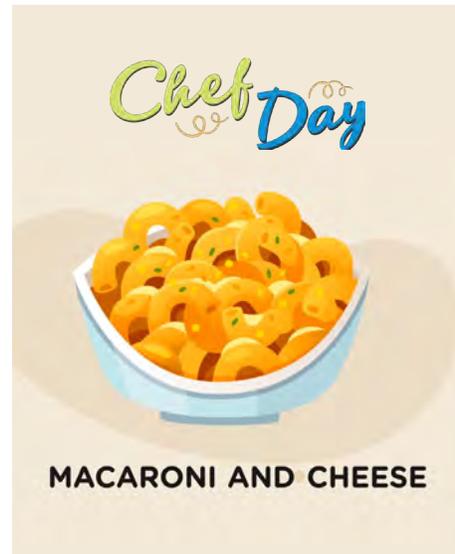
Serves: 4-6 | 1½ cups per person | Cook Time: 20 minutes

INGREDIENTS

- 2 tbsp unsalted butter
- ¼ cup all purpose flour
- 3 cups half & half
- 3 cups sharp cheddar cheese (or cheese of choice)
- 1 cup shredded parmesan cheese
- 2 tsp kosher salt
- 2 tsp lemon juice
- 1 lb. pasta of choice (shells or elbow macaroni preferred)

INSTRUCTIONS

1. In a large pot, start to boil water for your pasta and add salt.
2. Cook desired pasta for 8-10 minutes or follow directions on box.
3. In a separate pot on medium heat, melt butter in a two-quart sauce pot.
4. Once butter has melted, add flour, and continue to stir with a rubber spatula for 2-3 minutes. Do not allow the roux to turn brown.
5. Add the half and half and whisk quickly to remove any lumps.
6. Switch back to the rubber spatula and continue to work the bottom of the pot to avoid sticking and burning.
7. Once the center of the pot has come to a simmer and bubbles are present, add cheese and continue to stir. Remove from heat.
8. Add salt and lemon juice, stir well and cover to keep warm.
9. Strain pasta and mix with cheese sauce.
10. Add any additional ingredients of your choice and enjoy!



MACARONI AND CHEESE

ROUX

Butter and flour cooked together and used to thicken sauces.

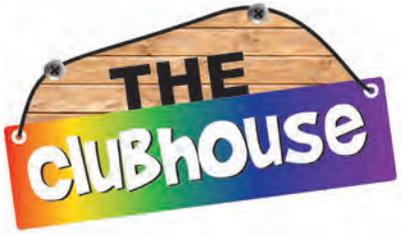
ADDITIONAL INGREDIENT SUGGESTIONS

Reindeer Sausage | Smoked Salmon | Chopped Kale | Chopped Jalapeno | Bread Crumbs



CAFETERIA THEMES

THE CLUBHOUSE



District Schools

The Clubhouse's outdoor, woodsy feel resonates with students who call the concept "colorful" and "playful." The entrance signs with your school colors and mascots make students feel like they are part of "The Club."



VIBRANT ENVIRONMENT

Fresh signage and décor create a vibrant environment that students love to linger in – for as long as they can.

INNOVATIVE AND EVERCHANGING MENUS

Exciting new menus feature unique cafeteria items like favorite local dishes and meals from across the globe while also offering balanced nutrition and correct portions. Students hungering for Southwest Flair love the freshly made tacos, burritos, enchiladas and quesadillas. On grill

days you will see options include fresh chicken breast sandwiches, burgers, hot dogs offered on toasted whole-grain bread.

PROMOTIONS: WHAT'S COMING UP NEXT?

The NMS nutrition team loves to come up with fun celebrations, special meals and ways to interact with the students. We look forward to returning, when circumstances allow, to more engagement with the students, faculty and staff.

APPEALING MENU OPTIONS

Colorful menus entice and motivate students to select from a variety of nutritious and wholesome entrées that meet USDA nutrition guidelines. Children create a nutritionally balanced meal with the addition of a fruit, a vegetable and milk.

A FUN AND FRIENDLY ATMOSPHERE

Clean, bright areas incorporate visually stimulating color schemes and graphics that kids love. Simplified signage expedites the students' decision-making process and maximizes service speed. Students want to spend time with their friends, not standing in line.

A TASTE OF AUTONOMY

From the Garden Bar, students select healthy foods on their own while knowledgeable staff members reinforce smart choices. This approach to health and wellness encourages students to make good nutrition choices and build habits they can take with them into a healthy future.



CROSSROADS CAFE



Kotzebue Middle High School

CrossRoads Cafe offers unique and innovative programs to engage high school students in social learning experiences that encourage them to embrace and engage in healthy behavior, both in and outside of school. These ongoing promotions, educational programs and learning activities are designed to boost student engagement and set the stage for a healthy, active lifestyle, now and in the future.



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CATERING SERVICES

Catered events offer the opportunity to show off your schools in ways many people never see. They enable you to connect with your faculty, parents, students and community while maximizing your exposure, marketing and revenue.

The Key Components of a Successful Catered Event:

- Information gathering to understand your needs
- Expert management of every detail
- Adherence to budget
- Creative menu development and event planning
- Exemplary service based on established operations standards
- Quality food
- Exceptional presentation

Consistently exceeding the expectations of you and your guests requires us to be flexible, responsive and resourceful. No matter what your price point, service style or menu selections, you can find customizable options to fit your distinct needs perfectly.

REDUCE STRESS AND EASE THE PRESSURES OF CUSTOMER-PLEASING SITUATIONS BY ENJOYING HIGH LEVEL OF QUALITY, SERVICE AND PRESENTATION.

ATHLETE MEALS & SPECIAL EVENTS

The NMS nutrition team is adept and positioned to provide a great dining experience for visiting teams and other special events. From lunches to dinners for the team, snacks for the break in the Battle of the Books event, this part of the program provides a chance for your nutrition team to host on a whole other level.

COMMUNICATIONS

Schools are one of the great cornerstones of society — safe havens where the next generation is fed, nurtured, challenged and protected. Everyone benefits by an educated and actualized future workforce.

That's why it's critical that we continue to cultivate relationships not only with faculty and students, but also with visitors and interested local parties. By continuously engaging them, listening closely to their needs and wants, and responding quickly to their feedback, we create a program that satisfies more customers, encourages more people to participate, and is viewed more favorably by your community every single day.

Following, you'll discover exactly how we maintain contact with the key stakeholders in your school community.

COMMUNICATION STRATEGIES

CLIENT LIAISON

Dependable and consistent follow up differentiates our program from our competitors. Throughout the year, Dan Javes and Linda McDermott met with Megan Williams to seek input and keep the District informed of accomplishments, financial performance, new programs and other relevant issues. This collaborative approach ensures the alignment of our efforts with the District's mission.

PRINCIPAL COMMUNICATION

Buy-in from school administrators contributes to the success of your student nutrition program. Therefore, we will continue to be proactive when communicating with the school principals in the District. In addition to regular visits, principals receive updates on the performance of the program and new product implementation at their school, as well as future plans.

Ongoing communication between District administrators and Linda McDermott is an essential part of our daily process. Linda participates in principal meetings throughout the year to answer questions and foster positive working relationships with your administrative team.

SAMPLE SURVEYS, NEWSLETTERS AND OTHER COMMUNICATIONS

Surveying parents, students and staff spurs continuous improvements and enhancements to your student nutrition program. When we know what their needs are and what they expect from the foodservice program, we position ourselves to satisfy those desires.

The participation for surveys from NWABSD has been phenomenal and the NMS team takes all comments and suggestions seriously to always strive to meet the needs of his community.

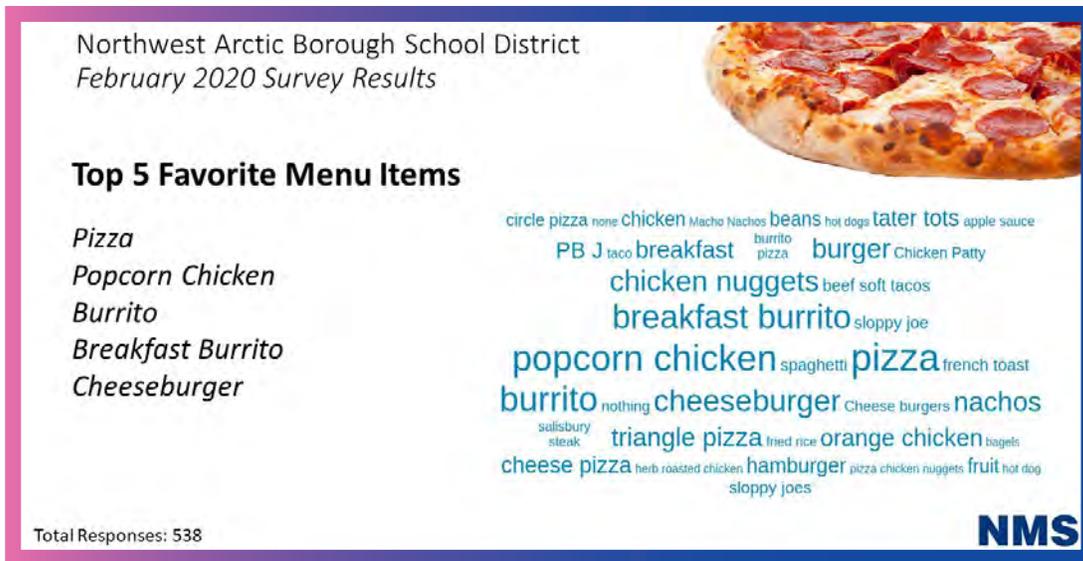


CLIENTS FOR LIFE

As your foodservice partner, the team meet once a year with the District to do a Clients for Life meeting. These meetings provide an update of our progress toward achieving the District's expectations each year.

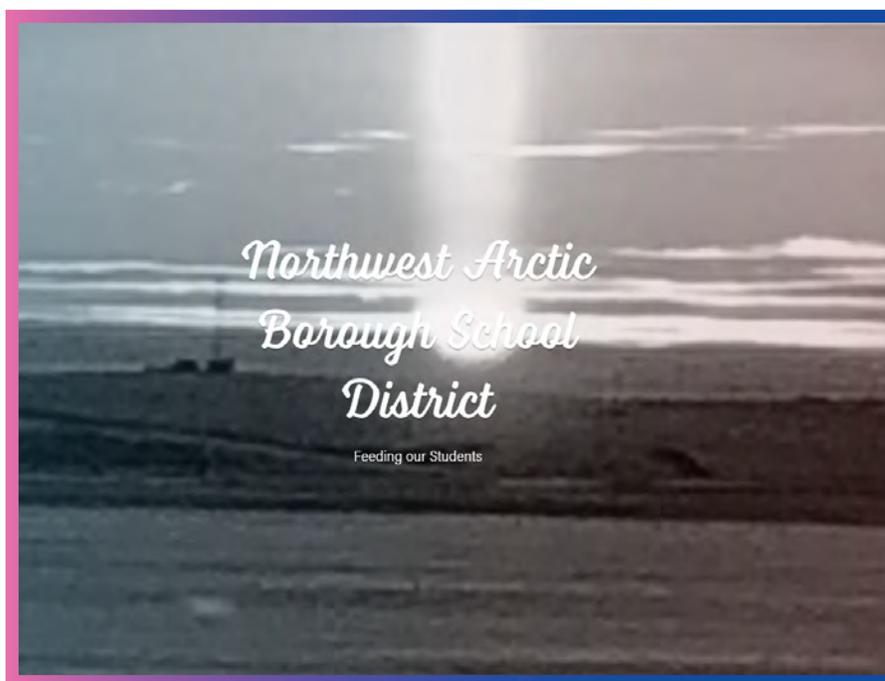
STUDENT & FAMILY SURVEYS

Surveys gather feedback to develop a marketing plan based on students' real needs and desires. The results, once implemented, increase student participation and let your students know that we care about their opinions.



NMS WEBPAGE

Hosted on the District website, the NMS webpage has the most up-to-date information about student well-being. On the page you can find links to everything nutrition including menus, newsletters, contact us form, hiring, National School Lunch Program, and Mindful.



NUTRITION PROGRAM NEWSLETTER

A newsletter is released every other month to partners, principals, teachers and parents. It includes important health and nutrition information, as well as local stories that highlight the great things your District is doing every day to further student well-being and support engagement.



Food of the Month

Fun Bee Facts for Kids

There are nine different families of bees and around 20,000 known species.

Some common types of social hive inhabiting bees include the Honey bee, the Africanized Honeybee, (or killer bee) and the Bumble Bee.

'Solitary' bees that make their own single nest include the Carpenter Bee, Leafcutter Bee, Mason Bee, Digger Bee and the Mining Bee.

Honey is made from nectar and sweet deposits that bees collect from plants and trees. Honey is stored in the honeycomb as a food source for the colony.

Only the queen bumblebee survives the winter, so there's no need for bumblebees to store large quantities of honey in the hive like honey bees do.

Bees have two sets of wings, the larger fore wings and the smaller hind wings.

<https://www.sciencekids.co.nz/sciencefacts>



Cafeteria Newsletter

Linda McDermott, General Manager
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Brown Bear Word Search

N	P	G	N	J	B	G	O	R
E	S	E	F	W	Y	L	E	P
E	C	T	Q	E	O	D	U	A
R	U	U	L	G	J	R	P	E
G	E	L	P	R	U	P	B	E
F	O	C	W	B	D	O	T	G
W	D	R	I	C	E	I	U	O
B	L	A	C	K	H	T	U	L
M	C	J	P	W	P	I	C	D



BLACK	BLUE
BROWN	GOLD
GREEN	PURPLE
RED	WHITE
YELLOW	

For more creative learning ideas check out www.nmsusa.com/learning

Let's Wash Our Hands!

Whooshy washy!
Wash our hands
Under running water.

Add some soap and
Rub them hard.
Don't miss any part!

Between our fingers
Under the nails
Get germs without fail.

Front and back
And round the wrist
No germs will be missed!

They may hide
But we shall seek
So we will not fall sick!

Splishy splashy
Bye bye germs.
Down the drain they figure.

With clean towels
We dry our hands
Now let's show our friends!



Remember to wash our hands:

After using the toilet

After sneezing or coughing

After playing with pets

After sports or playing outside

Before eating

NWABSD Schools

News You Can Use

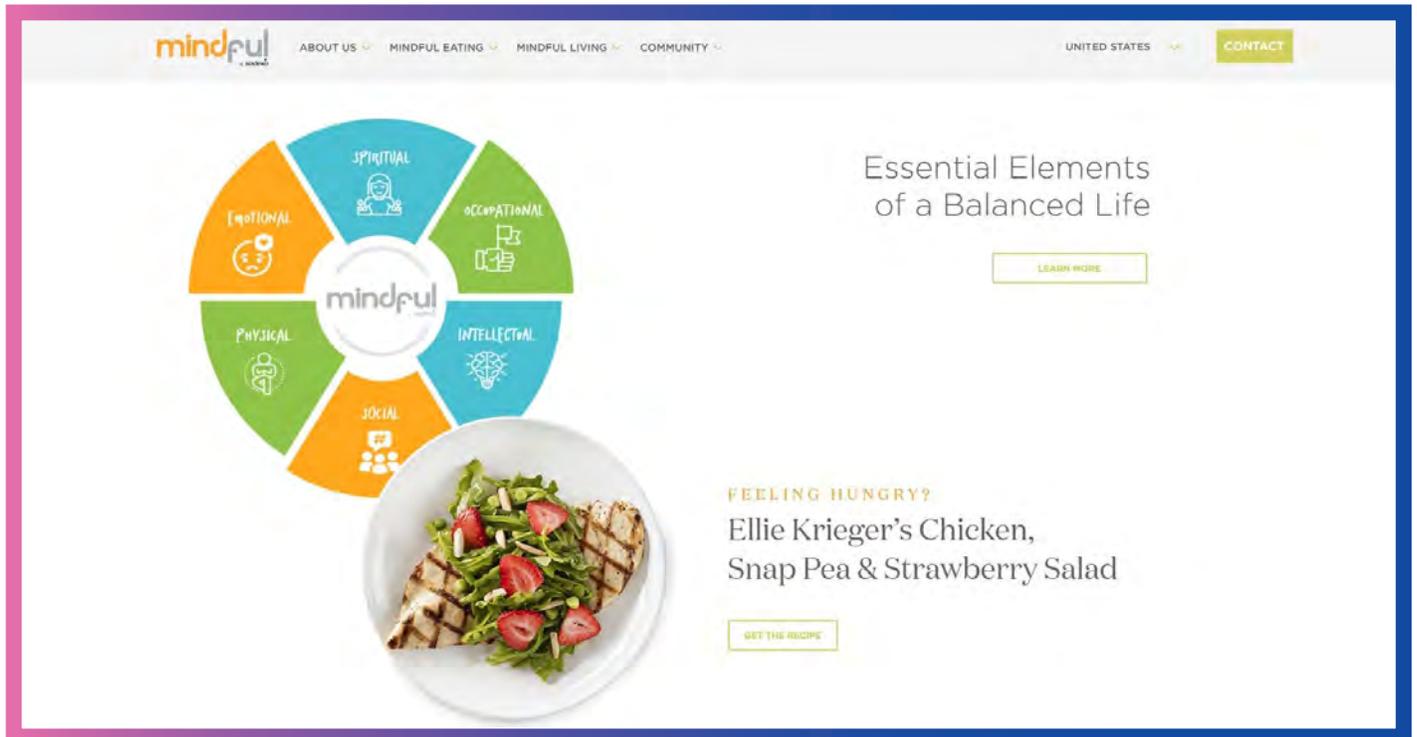
Welcome Back to School!

School is closed
Sept 7 for Labor Day!
Have a safe and fun weekend!

Please see district website for
information about
NWABSD Smart Start 2020.

MINDFUL BY SODEXO

Sodexo is committed to creating healthy environments for our customers. Central to this effort is providing healthy, nutritious foods. We've listened to our customers. We've researched marketplace trends. Our executive chefs and registered dietitians worked together to create an exciting collection of recipes. The website offers a plethora of recipes, eating tips and tricks, mindful tools and exercise suggestions and encouragement.



COMMUNITY INITIATIVES

NWABSD will continue to enjoy a variety of benefits stemming from our partnership. In addition to serving you and your students the most delicious and healthy foods available, the community at large also benefits right along with the District because we:

- Employ people from the surrounding communities with NANA shareholder preference
- Offer students opportunities to explore foodservice-related positions that may assist them in making lifelong career choices
- Build a diverse workforce from within the community and surrounding areas, offering positions that include quality of life benefits, such as opportunities for advancement, completion of higher education and retirement preparation
- Purchase fresh, seasonal fruits and vegetables from Alaska producers
- Work with the District on a game donation plan for use in schools

SUPPORTING LOCAL DEVELOPMENT

Healthy communities are at the heart of society, as well as being good for business. Your community benefits not only from the services we provide, but also from NMS' role as both an employer and a purchaser.

As an employer, we source talent locally (emphasizing diversity based on the demographics of the area) and help them grow with us, building capacity through training and other personal/professional development opportunities.

As a purchaser, we prioritize local purchasing from diverse businesses when possible to enrich the supply chain around the site/region and build supply networks/connections by connecting the site to our broader sourcing capabilities.



III MANAGEMENT SERVICES – HUMAN RESOURCES

The success of your schools is the result of the partnership between Northwest Arctic Borough School District and your nutrition team, led by Linda McDermott and Dan Javes.

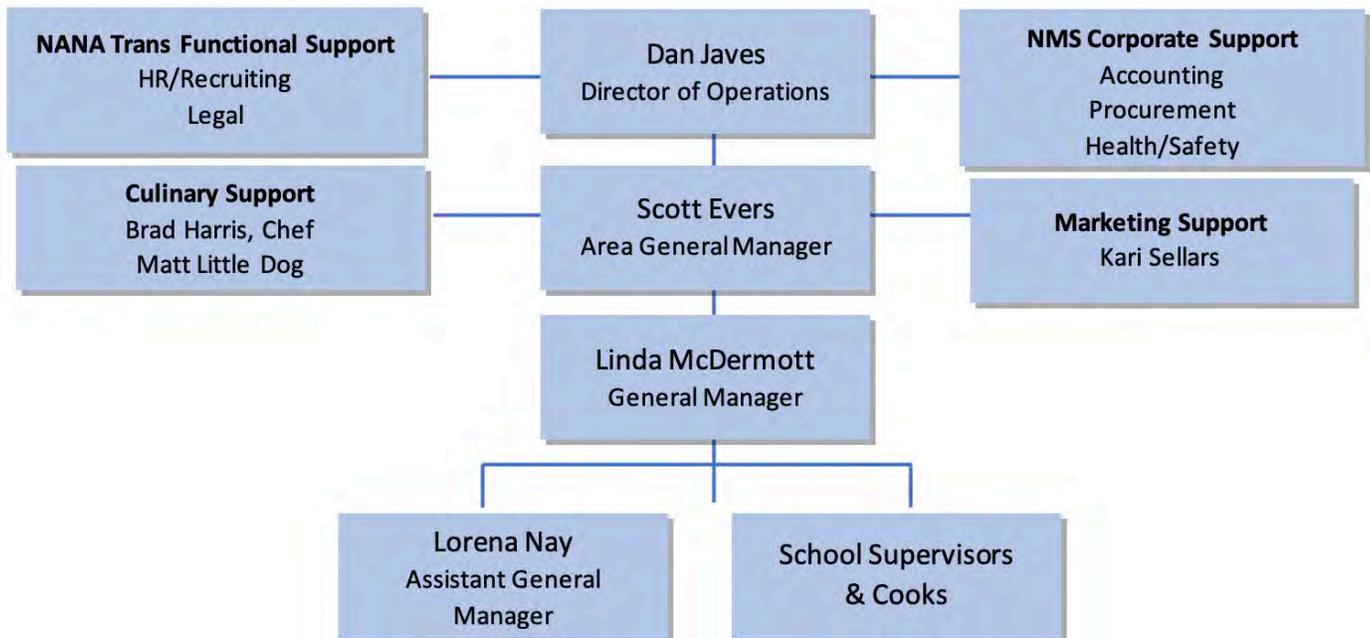
We are confident they will continue to make a positive impact on creating effective learning environments where students are healthy, engaged and inspired to focus on their academic development and performance. Each of these managers participates in a development process that recommends training and opportunities to advance their skills and provides them with the tools necessary to strengthen your nutrition program.

In addition, you have a world of experience and resources supporting Linda and Dan, including experts in marketing culinary, nutrition, wellness, training, food safety, finance and technology.

LEADERSHIP AND ORGANIZATION CHARTS

When providing you with the best of both worlds, Linda and Dan don't do it alone. The employees drawn from your community operate locally; however, they are supported by NMS resources and expertise. A strong, talented team of professionals serves with them to exceed your expectations.

On-site Organizational Structure for Northwest Arctic Borough School District:



ON-SITE MANAGEMENT TEAM



LINDA MCDERMOTT, GENERAL MANAGER

Linda has more than 30 years of foodservice experience. She joined NMS in 2012 and has spent the last seven years supporting the K-12 nutrition program at NWABSD. During this time, she has demonstrated great organizational skills and dependability on health, safety, compliance and employee relations through her skills in hiring, counseling and career development. These skills are reflected in another important aspect of her job - successful NSLP audits for NWABSD.

Linda participates in the National School Lunch Program training regularly and is a ServSafe Certified Instructor.



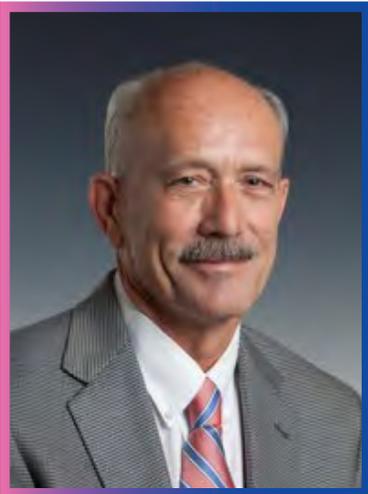
LORENA NAY, ASSISTANT GENERAL MANAGER

Lorena Nay, a NANA shareholder, was born in Anchorage, AK, and raised in Kotzebue. Her family has been in the foodservice industry for years and from a young child, Lorena was often helping in the kitchen. From customer service to managing her own Burger Hut in Kotzebue during the summers, she knows her way around a kitchen. She attended two years at UAA before moving to continue her education in Spain where she helped open a fusion restaurant. In 2018 she came home to Kotzebue and began her career at NMS. She speaks four languages, English, Spanish, Arabic and some Inupiaq. Lorena believes food service is not just "food service." Food is love and food is healing.

REGIONAL MANAGEMENT AND SUPPORT FOR NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

NMS has been in business since 1974 and employs nearly 2,000 people. NMS serves tens of thousands of customers daily in manufacturing centers, health care facilities, schools, college campuses, government and remote sites. As a leading provider of integrated security services, NMS has the resources and infrastructure that enable us to provide first-class services.

Support by our regional team includes:



DAN JAVES, DIRECTOR OF OPERATIONS

Dan Javes has an accomplished leadership career in management of foodservice and hospitality operations. Dan has over 30 years of experience in education, commercial, travel, military and restaurant foodservice sectors. His extensive food safety background enables him to lead his teams to success by providing them with solid training and expecting top-quality performances. Notably, Dan managed the operations of one of the largest Cook-Chill facilities in the country, providing 60,000 meals per day to 36 sites for the State of Tennessee. Today, Dan oversees education and retail accounts for NMS and is responsible for several school districts across the state. He's often traveling throughout remote Alaska to visit schools in the

northern and arctic regions so that he can oversee their operations and strategize with the on-site team on how to improve or expand their services.



SCOTT EVERS, AREA GENERAL MANAGER

Area Manager Scott Evers, an American Culinary Federation (ACF) and Certified Executive Chef (CEC) has been a talent at NMS since 2008. Born and raised in Eagle River, AK his roots are in this state – even while his education took him to complete his culinary training at the California Culinary Academy in San Francisco. He brought his talents back to Alaska where he has managed some of the finest kitchens in Anchorage – with rave reviews.

Before moving into the K-12 foodservice arena and taking over the Southeast Alaska territory – he managed both the University of Alaska Anchorage and University of Alaska Fairbanks foodservice programs. His expertise in cost control is critical to the success of school districts by staying within the National School Lunch Program parameters and supporting the efforts of the operations team with his culinary and management skills.



BRAD HARRIS, EXECUTIVE CHEF

Area Executive Chef Brad Harris, raised in Phoenix, Arizona, joined the team at NMS as area chef for NMS in 2016. He was formally trained in traditional French style at The Culinary Institute of America in Hyde Park, New York, and specializes in modern American, Latin and Italian cuisines. He began his career as a sous chef on an international cruise line, which allowed him to travel to dozens of countries and savor foods from all over the world.

After serving in executive chef roles in various states throughout the U.S., Harris pursued his love for adventure by moving to Alaska, where he joined the Nenana View Bar & Grille near

Denali National Park and Preserve as chef de cuisine. Most recently, Harris served as executive chef at the Talkeetna Alaskan Lodge, where he designed menus featuring locally sourced farm products in a fine dining atmosphere. He now oversees menu creation across all our sectors, training our staff on safety, health and culinary skills.

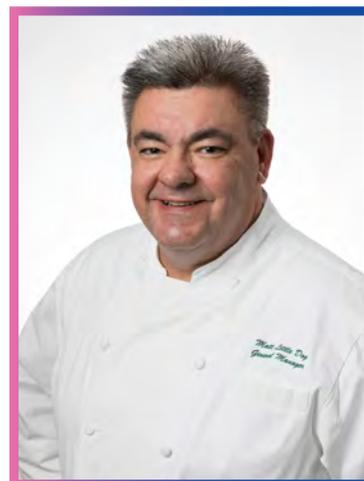


KARI SELLARS, MARKETING MANAGER

Marketing Manager, Kari Sellars' career in marketing has spanned the industries of education, tourism, telecommunications, and seafood.

In her current role as marketing manager for NMS foodservice accounts, she manages large advertising campaigns promoting restaurants, K-12 foodservice and university campus dining programs through print, social media, radio, special events and TV. This includes newsletters, menus and electronic communications. Kari is also responsible for concept renovations and design in dining outlets. From

picking paint and materials to designing the all print collateral – including logo – she established a new favorite brand for students, faculty and staff. She was also tasked with managing a large renovation on UAA campus in 2016. From selecting the décor, paint and flooring the goal was to create a new space that is enticing to students and increases participation.



MATT LITTLE DOG, GUEST CHEF

Chef Matt Little Dog comes from a family of three generations of chefs, and became a baker and line cook at the family restaurant when he was just 10 years old. He came to Anchorage in 1997 to serve as the executive chef at Simon and Seafort's and then becoming Executive Chef at the Anchorage Marriott Downtown.

Matt's extensive culinary background includes leading our Culinary Kids program with the culinary program director from the University of Alaska-Anchorage when we are promoting "NMS Chef Day" throughout our Alaska schools.

CORPORATE SUPPORT MANAGEMENT



ERIC BILLINGSLEY, PRESIDENT

Eric “Utraq” Billingsley took over presidency of NMS in January 2019, prior to which he served as vice president of operations for NANA Development Corporation (NDC), providing oversight within NDC’s Commercial Group of companies.

A NANA shareholder, Eric grew up in Anchorage, Alaska, and holds a BBA in finance from the University of Alaska Anchorage.

Eric inherits an NMS that is well positioned toward the future, but one that will benefit from his strategic vision and collaborative leadership approach to corporate reengineering.



DERRELL WEBB, VICE PRESIDENT OF OPERATIONS

Derrell Webb has served as the vice president of operations, food and facilities management since January of 2007. Derrell provides strategic direction for all environmental services, custodial sites, and foodservice entities focused on healthcare, senior living, education and transportation. Derrell has a BS in business administration from DeVry University. For his efforts at the Pioneer Homes, Derrell was awarded the Governor’s Safety Award of Excellence and continues to be a safety champion.

HUMAN RESOURCES

The NMS human resources department supports managers and employees. A dedicated human resource business partner supports our security managers in handling any employee issues. Within the human resources department, a dedicated recruiting team aids management by identifying qualified candidates for job openings. Our benefits team ensures that employees get the most from the benefits NMS offers.

FINANCE & ACCOUNTING

Accounts are supported by in-house controllers who have the responsibility for ensuring the accuracy and timeliness of client billings. They are supported by a team of accountants. The payroll team ensures that all payroll functions are completed in a timely manner and work with our managers to quickly resolve any issues.

HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE)

NMS site managers and employees are supported by our corporate HSSE department. This department manages all safety programs, safety trainings and the worker's compensation program.

LEGAL

Our legal department supports managers by administering contracts, ensuring proper licensing and dealing with any legal issues that arise.



TRAINING AND DEVELOPMENT

While continuing our partnership with Northwest Arctic Borough School District, one of our top priorities will be to coach and develop the foodservice employees to hold long-term employment assignments, as well promoting those who have performed well and desire opportunity for personal growth.

Through comprehensive employee training and development programs, widely regarded as the best in the industry, each member of your nutrition team will feel invested, empowered and proud of the role they play in ensuring the health and wellness of your students. Some key goals are:

- Physical safety training will reduce accidents in the District and improve employee morale.
- Culinary training programs will help strengthen food production and presentation skills.
- Food safety programs and HACCP training will ensure that the food served in your schools is always safe and of the highest quality.

Skills-building programs will improve productivity while training modules and cross-training programs will expand skills sets.

TRAINING FOR SUCCESS

When the students and staff of NWABSD receive their breakfast and lunch, they will be greeted by friendly faces and served by employees equipped with the necessary skills, positive attitudes, enthusiasm and pride.

Significant investments in professional training and development each year ensure the employees who serve your schools are efficient, skilled and professionally supported. Fit these pieces together and you are positioned for exceptional results.

A COMPREHENSIVE APPROACH

The professional training and development programs for NWABSD ensure student health and wellness, make food production easier and safer, and contribute to a more enjoyable work life. Each employee, both current and new, is required to participate in ongoing training using a variety of delivery methods including live demonstrations, in-service modeling, videos, written materials and more. This ensures that the correct processes quickly become second nature for employees and prevents their overall knowledge base from eroding through natural attrition. Our comprehensive training approach focuses on:

- Identifying every employee's skill sets and developing a plan to align with individual needs.
- Customizing training schedules for each area of the District's nutrition program.

- Conducting monthly team training sessions addressing areas such as technical skills, food safety and customer service.
- Offering webinar training to introduce upcoming programs, promotions and strategies that managers can implement in schools.

TOPS – TRAINING OUR PEOPLE + SUCCESS! (TOPIC SAMPLE)	
CUSTOMER SERVICE	LIFE SKILLS
Focus on Service Spirit Who Are Our Customers? Learning and Meeting Your Customers’ Needs Moments of Truth Great Customer Service A Picture is Worth a Thousand Words Verbal & Non-Verbal Communication Service Recovery Managing to Successful Customer Interactions Delivering Service as a Team	Succeeding at Work Preventing Sexual Harassment Equal Employment Opportunity Drug and Alcohol Awareness in the Workplace Quality of Life - What It Means for Our Customers Business Integrity: Legal and Ethical Compliance Program HIPAA and Privacy Rules Disaster and Fire Safety Plans
FOOD SAFETY	CUSTODIAL BEST PRACTICES
Food Safety– Personal Hygiene Food Safety - HACCP Food Safety– Thermometers Food Safety– Food Allergens Receiving and Storing Preparing and Cooking Cleaning and Sanitizing Food Safety Services Hand washing Personal protective equipment	Chemical Hazard Communication Chemical MSDS sheets Hazardous Waste Blood and bodily fluids cleaning Bloodborne pathogens Infectious waste handling Waste Handling and Disposal Germicide Usage and criticality 7-Step Cleaning Proper Lifting Techniques

LEARNING MAPS

Learning maps show the different training models our foodservice employees will undergo throughout the year with NMS.

For New Employees

	FOOD SAFETY SKILLS ✓	CULINARY SKILLS ✓	OCCUPATIONAL HEALTH AND SAFETY SKILLS ✓	CUSTOMER SERVICE SKILLS ✓	LIFE SKILLS ✓
First Day (Before Starting Work)	Required Review Must Focus on the 7 TOPS Modules		Accident Prevention Review <input type="checkbox"/> www :20		
	Food Safety Fundamentals Part I - Personal Hygiene <input type="checkbox"/> :30		Chemical Hazard Communication <input type="checkbox"/> www :30		
	Inspector HACCP Sinks Sank Sunk* <input checked="" type="checkbox"/> :10		Slip Resistant Shoes <input type="checkbox"/> www :15		
	HACCP Habits Poster <input type="checkbox"/>		Personal Protective Equipment <input type="checkbox"/> www :20		
First Week OR Days 2-10	Food Safety Fundamentals Part II - HACCP <input type="checkbox"/> :30	FIRST WEEK Cold Food Preparation <input checked="" type="checkbox"/> :30	On the Job Training (Recognizing Job Hazards) <input type="checkbox"/> www :60		
	Food Safety Fundamentals Part III - Thermometers <input type="checkbox"/> :30		Cashier Skills for cash register employees <input type="checkbox"/> :60	Mach. & Equipment Operation (if applicable) <input type="checkbox"/> www :30	
	Preparing and Cooking <input type="checkbox"/> :30		Knife Skills <input checked="" type="checkbox"/> :60	Pledging Safety First Poster <input type="checkbox"/>	
	Inspector HACCP As Time Goes By* <input checked="" type="checkbox"/> :30				
Within 60 Days	Service <input type="checkbox"/> :30	Steaming & Boiling <input type="checkbox"/> :10	OSHA Quick Cards		
	Receiving & Storing <input type="checkbox"/> :30	Frying <input type="checkbox"/> :10			
	Cleaning & Sanitizing <input type="checkbox"/> :30	Grilling <input type="checkbox"/> :10	Safer Lifting <input type="checkbox"/> www :05	Optional * Approximate Time in Minutes :10 Booklet <input type="checkbox"/> Job Aid <input type="checkbox"/> Video <input checked="" type="checkbox"/> Power Point Presentation <input type="checkbox"/> Online Materials www	
	Inspector HACCP You Call That Clean?* <input checked="" type="checkbox"/> :15	Pizza <input type="checkbox"/> :10	Clean Up Safety <input type="checkbox"/> www :05		
		Sauté <input type="checkbox"/> :10	Preventing Burns <input type="checkbox"/> www :05		
		Stir Fry <input type="checkbox"/> :10	Safe Knife Handling <input type="checkbox"/> www :05		
		Roasting <input type="checkbox"/> :10	Fryer Safety <input type="checkbox"/> www :05		
		Braising/Stewing <input type="checkbox"/> :10	Avoiding Hazardous Situations <input type="checkbox"/> www :05		
		Baking - Preparing <input type="checkbox"/> :10	Child Labor Laws & Safety (if applicable) <input type="checkbox"/> www :05		
		Baking - Finishing <input type="checkbox"/> :10			
		Automatic Slicer <input type="checkbox"/> :10	Participating in Safety Committee Meeting* <input type="checkbox"/> www :15		

TARGET AUDIENCE

Food service positions including:

- Baker
- Banquet Support Person
- Barista
- Bartender
- Cashier
- Cold Food Prep Helper
- Cook
- Food Prep Helper
- Food Service Helper
- Nutrition Assistant
- Stock Worker
- Store Attendant
- Supervisor-Food
- Utility Worker



Learning Map for Food Service Employees

CUSTOMER SERVICE TRAINING

Each member of your nutrition team has a responsibility to deliver outstanding customer service that supports the student experience. To ensure this level of care and support for the District, employees regularly undergo our proprietary training built around "The Customer Experience."

The Customer Experience educates, develops and rewards teams around the behaviors that reinforce outstanding customer service and enhance student well-being. It also helps managers do their jobs more effectively by formalizing communication and recognition standards.

The Customer Experience is built on three key elements to ensure growing customer loyalty, improved communication and rewarding employees for their exceptional work:

- **Customer Service Principles** – Ten simple things support our commitment to excellent customer service.
- **Team Huddles** – Weekly meetings are held at all locations.
- **Recognition** – Employees are recognized by their peers and supervisors for their contributions daily with Exceptional Experience Cards.

THE CUSTOMER EXPERIENCE GOALS

Connect our employees to the roles they play in furthering student well-being and supporting student engagement.

Reinforce a culture of energy, connection and outstanding customer service. Impact employee retention and fuel the pipeline of future leaders.

Support NWABSD through engaged and motivated employees who provide outstanding customer service.

Recognize our employees for the work they do to support our student well-being mission.

FOOD SAFETY TRAINING

FOOD SAFETY CERTIFICATION PROGRAM – MANAGEMENT

As part of our food safety program for your district, we will require all managers to be ServeSafe™ trained and certified. All NMS foodservice managers must be recertified every three years.

FOOD SAFETY ORIENTATION PROGRAM – STAFF

In addition to training our management team, all new foodservice employees will complete a twostep food safety orientation and training program within a specified period after their hire.

ADDITIONAL TRAINING

To ensure that employees continue to provide the highest quality dining experience to our customers, NMS also makes the following training standard for all employees:

- **Customer Service** — All employees receive annual training along with monthly refreshers.
- **Monthly Safety Sessions** — Conducted with all staff on key topics related to food and physical safety.
- **Operating Standards** — All employees receive initial training on the operating standards in their area of responsibility, with ongoing training each year to introduce new standards or program enhancements.
- **Enhancing Diversity Skills and Competencies** - A variety of diversity and inclusion learning labs and online courses are available to managers and employees to strengthen their knowledge, enhance awareness and develop skill sets. The learning labs are delivered using instructor-led, webinar and online delivery methods.

NMS on-site management and corporate support teams provide all the necessary training for Northwest Arctic Borough School District employees and ensure that all certification requirements for site-based personnel are met.

OCCUPATIONAL HEALTH AND SAFETY TRAINING

Safety will be built into everything we do for Northwest Arctic Borough School District. We strive for a zero-incident culture and will infuse safety into your student nutrition program. The following actions and training programs will work together to produce consistently safe environments for students and employees alike.

TRAINING AND ORIENTATION

NMS implements several safety education training sessions for both management and hourly employees.

- New Managers receive Safety Training as part of the Orientation process and ongoing training.
- All NMS Managers attend Management Basics (MB) I, II, & III training featuring our NMS "Safety Summit," which includes in-depth HSSE training.
- NMS has implemented the SafeStart & Commitment Based Safety Training



DEVELOPING FUTURE LEADERS

A WORLD OF POSSIBILITIES FOR EVERY EMPLOYEE

For employees seeking career advancement, we offer training and development that has enabled us to promote several hourly employees into supervisory and management positions. From recruiting and welcoming employees to helping them grow in their positions and gain recognition for their achievements, NMS is the benchmark in our state for diversity, inclusion, sustainability and corporate responsibility. With employee retention rates far above industry norms and many whom choose to return to us after working elsewhere, our people tell us they like being part of NMS.

**RIGHT PEOPLE. RIGHT POSITIONS. RIGHT TRAINING.
THAT'S THE FORMULA FOR ACHIEVING SUCCESS. – DAN JAVES**

At every employment level, the employees at Northwest Arctic Borough School District will be assured they don't have 'just' a job; if they want it, they have a career. Many of our current managers started as dishwashers or cashiers, and through hard work and continuous training support, elevated their position in the organization, growing both personally and professionally.

Employees are equipped with a multitude of resources to help their careers flourish and grow. With state-of-the-art online tools, they can plan their development and keep track of their performance goals. Through ongoing learning opportunities, they can develop the advanced knowledge and leadership skills necessary for career advancement.

Designed to build a professional and sustainable workforce, NMS' career development program provides the extra motivation, guidance and direction people need to achieve their goals.

VIRTUAL TRAINING FOR NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

Finding ways to keep Northwest Arctic Borough School District's employees up to date on the latest industry trends and techniques can be a challenge. Comprehensive training programs and professional development support for management personnel are essential, but both can be expensive and time-consuming. Our virtual training program provides employees in supervisory roles the training they need in a way that is effective, convenient and cost-efficient. Through this program, team members can access a variety of materials and training tools, including video presentations from company leaders and interactive chats related to important, field-specific topics.

At NWABSD, the managers, supervisors and team leads will have access to this cutting-edge training, which can be customized to meet your specific needs. One of the major benefits to Northwest Arctic Borough School District is the flexibility virtual training provides. Because content remains available on the virtual training website, employees can learn at their own pace, viewing videos at any time or revisiting a topic they'd like to learn more about.

The program also provides access to a wealth of practical, downloadable resources. In addition, virtual training is a valuable communication tool that allows timely delivery of a consistent message to all members of the team. The managers and supervisors at NWABSD will find vital opportunities for learning, growth and professional networking within the virtual training environment, which will increase satisfaction and engagement and help create a more effective leadership team.



STATE/DISTRICT REQUIRED BACKGROUND CHECKS

It all begins with on boarding the right people!  We seek to employ from the local community and as previously stated, are always anxious to provide career path resources to the right candidates.

To help ensure the safety of your students and staff, a full, comprehensive criminal background and security check is performed on all prospective employees utilizing the Alaska Department of Law Enforcement for state and national/federal background checks.

Prior to assignment of any foodservice worker to the District, NMS provides verification that the security background check has been conducted, and the prospective employee has been cleared. We also follow your protocols and standards for background and security checks of employees that we bring to NWABSD. The background check process includes:

- The Social Security check validates the applicant's Social Security number and tells us if anyone aside from the applicant is using the number for credit granting purposes.
- The criminal history check is conducted per the county listed on the application and includes a seven-year search for felony convictions.
- The driver's file check tells us if the applicant has a valid driver's license and records all driver motor vehicle violations for the past seven years, as applicable to the position.
- The National Sex Offender Registry check notifies NMS of any placement on the national registry.

In addition, we check references from prior employers. However, the questions we can ask and the responses these employers can give yields limited results.

Furthermore, NMS conforms to the Immigration Reform and Control Act of 1986 and follows the Equal Opportunity Law and Americans with Disabilities Act in all recruiting and hiring practices. Each employee shall be a citizen of the United States or an alien who has been lawfully admitted for permanent residence as evidenced by an Alien Registration Receipt Card Form 1-51.

As we collaborate on the standards adopted by your District that exceed those listed above (e.g. physicals, fingerprint checks, TB testing), we satisfy those as well, and perform any further background check steps required.

COVID – 19 ELEVATING OUR TRAINING

Keeping our children healthy, engaged and learning is a critical imperative for NMS. We commit to helping children and communities thrive during this time of COVID-19. More than ever, flexibility is vital.

The ability to adapt has always been integral to NMS' approach. Your teachers, staff and administrators have reached students via remote learning throughout this pandemic, focusing on maintaining instruction.

COVID-19 delivered a host of challenges. While some specific scenarios were impossible to predict, our teams were prepared for our clients and for students and their families. For decades, our teams have provided nimble emergency feedings and a variety of other direct services, and we have served schools and communities facing crises.

We stand with you through all paces of response and recovery putting the health and well-being of your students, families, teachers and staff first.

- Flexibility and Experience
- Health and Safety Best Practices
- People-first Partnerships

These are NMS' essential tools for supporting the work of schools during COVID-19 and beyond – however that may look.



FLEXIBILITY AND EXPERIENCE

Across Alaska, NMS teams have been applying flexible, strategic approaches to school and community nutrition, cleaning and disinfection, and facilities management throughout COVID-19. NMS has provided ongoing food and nutrition services during all modes of instruction:

- Fully in-person instruction with social distancing and other safeguards
- Hybrid schedules with meals and snacks served at school plus delivered meals or a variety of meal distributions
- Fully virtual nutrition support with meals and snacks delivered and/or distributed a variety of ways
- Mobile meal programs that go beyond the needs of the students and into the communities needs

STRATEGIES TO SERVE STUDENTS - POST COVID

Our teams align moving pieces – the supply chain, USDA regulations, labor, your unique school opening plans, and health and safety among many others.

- **Supply Chain Strength** – Aligned with one of the largest food and facilities management companies in North America, NMS can absorb both supply chain disruptions and massive demand through established local, regional and national networks. Our teams were prepared with PPE and all necessary supplies from the earliest days of COVID-19.
- **Menu Alignment** – We analyze menus to determine ongoing adjustments needed to accommodate health and safety requirements and ensure flexible meal distribution options. Our culinary and nutrition teams apply “building block” approaches that ensure students have consistent access to nutrition regardless of location/instructional mode – remote, classroom or some combination of both.
- **Waste Reduction and Inventory Management** – When COVID-19 arrived, it did not eliminate our commitments to waste reduction and sustainability. While single-use items are the norm, we are focused on efficiency of using supplies, ingredients and a full inventory for all stages of foodservice in any instructional environment.
- **Innovation** – Continuous improvement is always part of our plans. Every district has unique needs, and we focus on adapting tailored local solutions that flex.

HEALTH AND SAFETY BEST PRACTICES

OUR TOP PRIORITY: THE HEALTH AND SAFETY OF OUR EMPLOYEES,
CLIENTS AND CONSUMERS.

Quality of life is at the core of our work today and always. By working with our clients and mobilizing all our employees, we prepare for emergencies and uncertainty to reduce risk and mitigate its impact. With our rigorous processes, superior expertise and committed team of people, we protect students, employees and the communities we serve. In school environments, we have adapted approaches for all types of instruction – fully virtual, hybrid models, fully in-person. Our teams have also modified plans for emergency community feeding that align with ongoing flexibility from USDA programs.

NMS supply management, information technology, human resources, health and safety, and many other teams are going above and beyond to ensure that we keep supporting our clients and their activities, while protecting our own teams and our consumers.

There are four key foundations to our work throughout the pandemic:

- **Confidence and Competence** - Increase visibility and frequency of sanitation practices, deliver more cleaning and preventive maintenance practices.
- **Processes** - Defined temperature check protocols, ensuring PPE availability and documenting all safety measures.
- **Expertise** - Augment capability with freestanding medical facilities to connect patients with physicians.
- **Flexibility** - Implement agile approaches to social distancing that allow for a variety of service styles but enable customers more options to choose when and how they access food.

THE SIX-FOOT KITCHEN:

A Training Program for Safeguarding Your Kitchen Operations

INTRODUCTION

This document offers direction and a framework for training best practices for your employees in the kitchen amidst the current COVID-19 environment. It does not establish any specific protocol or policy and, unless specific local regulatory or statutory requirements are cited, should be viewed only as recommended actions to be taken. NOTE: It is the local account's responsibility to ensure the needs of any local applicable statutes and regulations are satisfied.

OBJECTIVE

To provide a training resource and recommend practices to ensure the safety of kitchen staff and the foods that they handle during the COVID-19 outbreaks. These actions will increase safety awareness and provide our clients and guests with the confidence that Sodexo continues to make food safety and the safety of others our top priority.

HOW TO USE THIS DOCUMENT

The training modules are broken down into **six (6)** distinct topics. These are:

- Personal Hygiene
- Personal Protective Equipment (PPE)
- Cleaning of Contact Surfaces
- Accepting Deliveries
- Food Storage
- Food Production

Each Training Topic contains a link to a PowerPoint to be used as handouts for the attendees and as a training guide for the presenter. These presentations will include:

- Specific learning modules with a suggested time needed to present each module
- Slides with speaker's notes to be used by the presenter
- Video links and role-playing activities
- A short quiz at the conclusion of the presentation to support the learning outcomes
- An appendix of additional resources

HOW TO CONDUCT THE TRAININGS

It will be at the discretion of unit leadership as to how to administer these training modules. The following should be considered when planning your training:

- Please institute these training modules as soon as possible.

- Always adhere to proper social distancing guidelines when training. Ensure attendees sit or stand at least six feet apart from each other at all times during every training session. Masks should be worn by everyone in attendance.
- As the presenter, review the training presentations prior to the sessions to become familiar with the materials and content. Gather all resources needed prior to the training.
- Consider your training location and method. Individual modules range from 10-20 minutes and can be conducted during Culinary Planning Meetings or Daily Lineups, or modules can be combined into one and delivered by topic in extended sessions. These decisions will be determined based on training content, the time availability of employees, class size, and/or the availability of equipment and space.

If a computer screen is not used for the training, the slides can be printed and used as the handouts for the attendees. The presenter can print the PowerPoint with speaker's notes and use them to conduct the class while the attendees follow along with the printed handouts. When in PowerPoint, select "File," then "Print," then select "Notes" under Layout, and then click Print.

NOTE: Do not print the quiz page for the attendees. Simply administer the quiz orally.

If a computer and projection is used, the PowerPoint can be displayed on the screen for the attendees to follow, while the presenter can view the slides and speaker's notes on the projecting computer.

NOTE: There are video links in some of these modules. If using projection, the presenter can simply click on the video for the class to watch. If the printed handouts are used, the attendees can view the video by scanning the QR code on the page using their cell phones.

For modules containing various role play activities, it may be advantageous to have access to the kitchen or other appropriate space where props may exist, to demonstrate such activities as handwashing, or taking temperatures.

5/8/20


QUALITY OF LIFE SERVICES

The Training Topics

1. Personal Hygiene - Total training time 60 minutes

A set of five (5) training modules aimed at basic personal hygiene for our employees, including such topics as handwashing, cleaning cell phones and electronics, and measures for cleaning your personal vehicle.

[Personal Hygiene PowerPoint](#)



2. Personal Protective Equipment (PPE) - Total training time: 60 minutes

Four (4) modules targeted toward the use of face coverings and gloves, as well as information on managing stress and the personal health and well-being in our daily lives.

[Personal Protective Equipment PowerPoint](#)



3. Cleaning Contact Surfaces - Total training time: 35 minutes

Three (3) modules encompassing a comprehensive look at the proper ways of cleaning, sanitizing, disinfecting and sterilizing all food and non-food surfaces, including high touch areas, utensils, dishes, etc.

[Cleaning Contact Surfaces PowerPoint](#)



4. Accepting Deliveries - Total training time: 20 minutes

This module focuses on the food delivery process and how to handle contact with delivery personnel and the products received.

[Accepting Deliveries PowerPoint](#)

5. Food Storage - Total training time: 45 minutes

A three (3) module review of HACCP procedures in the food storage process, including temperature monitoring, as well as the cleaning of product storage equipment and spaces.

[Food Storage PowerPoint](#)



6. Food Production - Total training time: 60 minutes

Five (5) modules covering all the facets of food production in the kitchen, such as instituting social distancing measures, scheduling employees properly, workspace and kitchen flow, and pre and post-service meetings.

[Food Production PowerPoint](#)

IV MANAGEMENT SERVICES – QUALITY ASSURANCE, PURCHASING AND SUSTAINABILITY

QUALITY ASSURANCE

FOR NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT, THE BENEFITS OF THE HIGHEST STANDARDS IN FOOD QUALITY, FOOD SAFETY AND PROCUREMENT ARE MANY: INCREASED STUDENT SATISFACTION, ENHANCED HEALTH AND WELLNESS, GREATER COST SAVINGS AND OPERATIONAL EFFICIENCIES.

To this end, you will continue to enjoy proven resources and response mechanisms designed to ensure the consistency, quality and safety of the food served in your schools every day. Because when it comes to protecting the health and well-being of your school community, only the strictest standards will do.

Key components include:

- Food Safety
- Sanitation, Health and Physical Safety
- Purchasing
- Government Compliance
- Sustainability Performance
- Code of Conduct

QUALITY ASSURANCE = FOOD SAFETY

General awareness of food safety issues is greater than ever before. NWABSD can rest assured that every possible safeguard is in place. Aggressive measures maintain the safest possible conditions to protect students, staff and patrons. You can trust the latest food safety technologies, programs and practices have been implemented to protect you from potential hazards.

Our more than 40 years of serving clients like NWABSD has built a culture based on the highest standards of cleanliness and safety. New hourly employees and managers quickly absorb and internalize the culture, so maintaining and building upon new, personal standards becomes an integral part of the job.

Videos, brochures, posters and “hands-on” training teach the “one best way” to perform each task – whether it’s washing hands or handling eggs. Not only do we teach employees the “what” of a particular task, we also explain the “why.” Employees quickly see how their actions can impact the health and safety of others. When employees understand the reasons behind the

guidelines, retention and buy-in are enhanced and 100% compliance becomes achievable.

HAZARDOUS ANALYSIS CRITICAL CONTROL POINTS (HACCP)

For NWABSD, safe foodservice is a matter of trust. That's why NMS has put significant resources toward food safety and food safety training.

To protect your students, educators and staff, we have developed a proprietary HACCP training program so effective that several health departments have recognized our implementation of this program. This very same HACCP training has been implemented in NWABSD.

Our HACCP system identifies points where contamination or growth of harmful microorganisms can occur, then implements controls based on those hazards. The program focuses on Critical Control Points (CCPs) and a comprehensive monitoring and verification system. Key components include:

- Monitoring and controlling the temperature of food during cooking, holding, serving, cooling and reheating
- Preventing cross-contamination of food and food contact surfaces
- Using proper hand-washing techniques and appropriate use of disposable gloves
- Examining, recording and controlling the flow of food throughout foodservice operations from the purchase of products to the services
- Conducting self-inspections in all operations, including daily food safety "walk-throughs," as well as monthly food safety audits

Every procedure that impacts food safety is fully standardized. Every employee is fully trained and tested. Policies are continually reinforced and updated regularly to reflect the latest Food Code changes. Nothing is left to guesswork or chance.



FOOD SAFETY ZONE SUPPORT

Food safety zone managers assist in all aspects of food safety, including:

- Evaluating unit-specific issues and making recommendations
- Providing counsel via the internal intranet, email, and telephone
- Providing on-site support as needed
- Making training recommendations
- Investigating alleged foodborne illness incidents
- Investigating product quality complaints
- Ensuring selected manufacturers and vendors meet stringent HACCP and food safety requirements

NMS employees are trained in the operation of every piece of equipment, as well as in proper lifting, mopping, cutting and other techniques to minimize the chance of incident. Our corporate culture demands the reporting of all injuries, no matter how slight, and the immediate reporting of any hazardous or potentially hazardous conditions. Frequent inspections are held at local and corporate levels, and all accidents are promptly investigated with steps taken to prevent recurrence.

We believe that our emphasis on safety ensures a quality work environment, increases productivity and, ultimately, generates cost savings in both insurance and downtime.

REGULATORY COMPLIANCE AND SUPPORT

The Quality Assurance and Food Safety department maintains effective work relationships with all appropriate regulatory agencies, public health associations and within the foodservice industry to impact important decisions and maintain current knowledge of laws and regulations. Websites maintained by the Food and Drug Administration (FDA) and the Centers for Disease Control and Prevention (CDC) are accessed regularly for pertinent information. Foodtrack email updates on product recalls and other significant issues in the food industry are obtained daily and as events occur.

SANITATION AND PHYSICAL SAFETY

SANITATION

Maintaining the District's dining facilities at the highest sanitation standards is a daily priority because if proper cleaning standards are neglected, the chances for food contamination and physical injury are greatly increased. Cleaning schedules and self-inspections that follow daily checklists cover everything from the kitchen to the restrooms and receiving area to ensure an immaculate facility. Meticulously following preventive maintenance plans keep equipment and facilities in safe working condition. Managers follow up aggressively on areas cited for improvement.

SANITATION TRAINING

As part of their comprehensive training, each manager undergoes extensive indoctrination in sanitation strategies. In addition to training in specific tasks, all are certified after completing ServSafe® Applied Foodservice Sanitation (AFS), a course created in conjunction with the educational foundation of the National Restaurant Association and recognized by nearly all state and local jurisdictions that require manager training and/or testing.

PHYSICAL SAFETY

NMS' Risk Management and Loss Prevention department implements strategies and programs to make sure that NWABSD dining practices and facilities are consistently safe for students, staff and patrons. Programs include:

Safety Education – Staff receives safety training on various topics like accident prevention and chemical hazard communication.

Physical Safety Audit – Facilities are assessed regarding several focus areas, such as management commitment, hazard identification and control, and safety education, to ensure the workplace is OSHA compliant.



PURCHASING

Our Sodexo owner's supply chain team provides local, regional and national contracted programs to serve our clients and their consumers. Leveraging NMS's companywide, online procurement system provides a unified procurement solution that meets all needs, allowing managers to commit more time to their operations and delivering optimal customer service. Locally based supply specialists provide area support to, and obtain input from, the on-site management team regarding purchasing efficiencies and supply-related initiatives.

NWABSD has access to one of the largest private purchasing networks in the nation, which includes hotels and restaurants, as well as thousands of dining services partnerships around the country. This volume – and our ability to provide win-win guarantees to our vendors – means we are a very attractive and in-demand customer for high-quality manufacturers. This, in turn, benefits the District.

Substitution Statement



The Market Connection is an online procurement system that provides a unified procurement solution that meets all your nutrition program's needs.

- Ordering platform
- Inventory control
- Product recall system

By utilizing the Market Connection, NMS managers can easily control inventory and monitor product usage to ensure minimal outages. When products are not available, the system will automatically substitute like products at like pricing.

THE BENEFITS OF BUYING POWER

Enormous buying power means competitive prices on the widest selection of products. While, on occasion, a local overstock or other unique situation can “beat” us on a single item, when it comes to all the products consumed by a student nutrition operation day in and day out, the overall prices we are able to command on your behalf are favorably competitive.

In addition, national volume brings clients many “extra benefits.” Third-party training opportunities, supplementary marketing materials and special promotions, as well as

opportunities to test new products, services and custom-created items, supplement the services and equipment we offer NWABSD. These additional benefits enhance our service and result in greater satisfaction for students and guests.

PROCUREMENT AUDITS

Good food safety practices begin outside the unit and, as a volume purchaser of goods and services, NMS has the clout to influence the world's most quality-conscious suppliers. We frequently audit our suppliers, inspect their plants and monitor their procedures to ensure that they meet their stated high standards – and ours as well. Industry influence enables our safety organization to plug into the largest companies at the highest levels, affecting their policies to ensure the highest quality and safest food for our partners.

LOCAL SOURCING

Purchasing local goods and connecting to regional and local businesses emphasizes the relationship between wellness and food. These are all part of our ongoing commitment to sustainability and supporting the community.

We work with our master supplier and Alaska based regional companies to provide goods by enabling a distribution network and creating small diverse supplier consortiums to garner collective insurability. Where we can take advantage of root vegetables or in season fresh produce, we are a preferred buyer to the Alaska Ag production community.

Department of Agriculture representatives and field support personnel who are charged with monitoring program compliance are a valuable support resource and vital consultants for program activities. Documentation that is required by NWABSD to satisfy reviews or inquiries by the Alaska Department of Agriculture are addressed promptly.



GOVERNMENT COMPLIANCE

The District is well-supported by an experienced and proven nutrition provider with a long history of serving reimbursable meals and snacks to students. We work to concisely comply with all USDA Meal Pattern requirements and are always “audit ready” for any agency inspection.

Valuable experience gained through our Sodexo minority owner in serving school districts nationwide has built a strong understanding of maintaining operating standards that meet or exceed federal and state guidelines. This expertise translates into proven practices that strengthen your student nutrition program and guarantee strict compliance with current laws and regulations. Tested repeatedly by state departments across the country, these systems protect the integrity of your District and make certain that procedures meet all government standards.

NMS will continue to work with District personnel and departments to review operating practices and highlight areas in need of improvement. Any new changes will take place under an umbrella of total compliance with government requirements.

LOCAL BOARD OF HEALTH CODES

As an industry leader in training and practicing food safety throughout the distribution chain, our food safety standards meet and often exceed many state and local health code requirements. Your on-site student nutrition team is deeply committed to providing high-quality and safe foodservice and invests significant resources in food safety and food safety training.

BECAUSE THE SAFETY AND SECURITY OF THE FOOD SUPPLY IS ONE OF OUR HIGHEST PRIORITIES, WE HOLD ALL SUPPLIERS, STAFF AND FOODSERVICE PERSONNEL TO THE HIGHEST STANDARDS

USDA AND STATE DEPARTMENT OF AGRICULTURE

Our team of commodity specialists train directly with USDA commodity officials and know how to fully leverage these resources to provide maximum value to your district. These specialists accept and utilize USDA commodities in the following ways:

HEALTHY, HUNGER-FREE KIDS ACT (HHFKA) COMPLIANT MENUS AND OFFERINGS

The menus planned and implemented for NWABSD will continue to be compliant with current requirements of the Healthy, Hunger-Free Kids Act and designed to utilize commodities. Additionally, current USDA publications and disclosures will be reviewed to anticipate timing, maximize efficiency and minimize residual inventory levels.



SELECTION OF COMMODITIES

The listing of available commodities is reviewed and integrated into the menu offerings for your schools as mentioned in other sections of this document. The on-site management team works with your District to evaluate current product velocities, and determines changes and alterations required in the future.

BONUS COMMODITIES

Regular communication is maintained with USDA officials to ensure that when and where bonus items become available, we are well-positioned to utilize them.

INVENTORY MANAGEMENT

All donated commodities come according to federal timelines. This process sometimes results in commodity receipts that are unpredictable. We work closely with managers and employees to ensure that they are well informed regarding the anticipated delivery dates of these items so that they can effectively utilize them.

YOUR NUTRITION PROGRAM BENEFITS FROM A COMPREHENSIVE NATIONAL PROGRAM UTILIZING USDA COMMODITIES. THIS PROGRAM ALLOWS US TO MATCH COMMODITY PRODUCTS WITH COMMERCIAL PRODUCTS AND USE COMMODITY DOLLARS TO BUY THE SAME PRODUCT FROM THE SAME MANUFACTURERS, ENSURING THAT YOUR STUDENTS CONSISTENTLY RECEIVE HIGH QUALITY ITEMS.

SUPPLIER CODE OF CONDUCT

High ethical standards serve as the fundamental principles that guide and shape our partnership with the District. This Supplier Code of Conduct articulates our expectations of suppliers, vendors, contractors and others with whom we conduct business with respect to sound and responsible ethical, social and environmental practices. It sets forth the minimum requirements that suppliers must meet to do business with NMS. In order to comply with these requirements, suppliers must communicate the principles of the Code throughout their supply chain.

Covered in this Code of Conduct:

- Global workplace rights
- Child or Forced labor
- Freedom of association
- Nondiscrimination

- Fair Wages and benefits
- Health and safety
- Disciplinary practices/coercions

Additional Commitments:

- Business integrity and ethical standards
- Environment
- Animal welfare
- Community involvement
- Conflicts of interest
- Unfair competition and anti-corruption

We expect these codes of ourselves and as such, others we choose to partner with in the delivery of services to the District.



BUY AMERICAN PROVISION



The Buy American provision supports the mission of the Child Nutrition Programs, which is to serve children nutritious meals and support American agriculture. As your student nutrition partner, NMS will continue to purchase, to the extent practicable, domestic commodities or products that are either agricultural commodities produced in the United States or food product processed in the United States substantially using agricultural commodities produced in the United States.

NMS makes no compromise on the quality of products purchased, or on the attainment of the best overall value for all contracted products. The specific product requirements and guidelines we follow include:

POULTRY	USDA INSPECTED
Fish & Seafood	Both fresh and frozen fish are available. Frozen is USDA regulated. NMS's sustainable seafood initiative is a commitment to have 100% of our contracted seafood certified as sustainable by the MSC.
Dairy Products	USDA Grade A
Fresh Produce	U.S. #1 – all of NMS' produce distributors are required to carry local produce.

NWABSD benefits even more because these volume agreements are not with producers of generics, but with recognized leaders in every category, such as Kellogg's or Heinz.

SUSTAINABILITY AND A BETTER TOMORROW

PEOPLE COMMITTED TO SUSTAINABILITY

As your partner, NMS commits all the expertise that makes us a leader in Quality of Life Services to your success. Specifically, a vital aspect underlying every part of our service to your students and community is constantly on the minds of nearly everyone – sustainability. Climate change and the ways in which our world tries to adjust and adapt, presents new challenges and drives the development of new solutions. Choices made today strongly impact our shared future.

We have an obligation to be environmentally responsible – in fact it is written into the NMS' Core Values: The environment will be protected and sustained, and to make a difference through our everyday practices.

BETTER TOMORROW

Our Better Tomorrow plan serves as a commitment for a better future, with nine commitments and one worldwide corporate citizenship roadmap. This roadmap guides NMS' efforts in creating environments throughout Alaska and the Northwest Arctic Borough School District that support learning, growth and student wellness.

Today's actions affect the lives of all who follow in the future, so it is important for us to ensure that our behaviors minimize that impact and choose decisions that lead to the good of all, today and into the future. As we maintain our commitment to a Better Tomorrow at your schools, we will continue to work with the District to achieve a positive impact in three key areas, including local initiatives, energy conservation and waste management.



SUSTAINABILITY IN ACTION

NMS works closely with you to support and build upon the District's own "green" initiatives. For example, since dining uses more water and electricity than any other department – and creates the most waste – it is a key focus of carbon reduction efforts. It is critical that you have the resources and expertise that help schools set and achieve goals. Your continued partnership with NMS ensures your access to viable, sustainable practices, resulting in the best possible stewardship of vital resources.

Your foodservice staff is educated on best practices in conservation and reduction, ensuring lower overall energy consumption. Following established procedures for kitchen equipment management, water controls and food waste minimization, your employees play a significant role in environmental impact.

CONNECTING LOCAL SCHOOLS TO LOCAL PRODUCE



Maintaining a strong wellness program and keeping sustainable commitments at the forefront of our daily habits are key to generating satisfaction for the entire community. We will continue to work with district personnel and our qualified vendor network to bring the best selection of local products to the tables in your cafeterias.

Highlighting locally available fruits and vegetables on school menus makes eating fresh produce exciting and delicious.

Some of our goals include:

- Sourcing as much of the District's produce and products as possible from local vendors to support healthy eating and Alaska regional-farming education
- Identifying local farmers to provide produce like Alaska potatoes, carrots, lettuces, grains, proteins to the nutrition program and integrating them into our school menus when in season and possible.
- Reinitiating or adapting our popular Garden s to encourage students to eat more produce and try different fruits and vegetables.
- Incorporating fresh produce from school hydroponic gardens into school meals and classroom instruction.
- Connecting local producers and local products to nutrition education, including culinary programs like NMS Chef Day which provides nutrition and culinary career education along with a special meal event.

Working with in-state farms and businesses to obtain local items and those produced using sustainable practices honors our commitment to serve only safe, high-quality food products. Utilizing a specialized database that matches farms and businesses to distributors by region,

our on-site team creates a network of local farmers and producers for any of our Alaska School Districts. This network helps to supply your schools with fresh, seasonal food and locally produced goods.

OUR 2020 CHEFS DAY PROGRAM INCLUDED A 90% LOCALLY SOURCED MENU FOR STUDENTS INCLUDING WILD ALASKA SEAFOOD, GRAINS, VEGETABLES AND PORK RIGHT DOWN TO MAPLE SYRUP SOURCED IN TALKEENTA, AK.

FOOD WASTE

No one likes to see food go to waste. It's important too, that your students enjoy the food being offered, so that they may focus and thrive in their learning environment.

To minimize food waste, we asked for parents and students' feedback on what they like to eat, then adapted the menus to keep students engaged in their nutrition. When school meals become part of the culture, education and life experience at school, satisfaction improves and, in turn, so does consumption. From custom entrees to snacks, NMS has transformed your food program into exactly what your students want.

Our culinary production team is trained to utilize proper cooking techniques, as well as calculate accurate food forecasting, which also contributes to less waste. The end goal is happy, healthy, focused students who are ready to learn and excited to walk through the doors of their school.



V ABOUT NMS



THE NORTHWEST ARCTIC COMMUNITY IS OUR COMMUNITY. YOUR STUDENTS ARE OFTEN OUR CHILDREN. TOGETHER, WE BENEFIT WHEN SCHOOLS HELP STUDENTS ACHIEVE IN AN ENVIRONMENT THATSUPPORTS WELL-BEING AND ENGAGEMENT.

We take great pride in serving our primary customer – your students. However, another very important customer of ours is your staff, faculty and administration. Your foodservice staff will continue to benefit from strong leadership, professional development plans and recognition programs. Following is a review of who we are and the vast resources we bring to bear – tools, research, insights and experience – that support your people and deliver the best student nutrition program in the marketplace today.

NMS OVERVIEW

NMS has worked in partnership with Alaska businesses for more than 40 years providing award-winning support services. Our operations began with security services on the North Slope during the construction of the Trans Alaska Pipeline. We now deliver services that include security, food and facilities management, camp services and lodging. Today, we are proud to serve not only our original oilfield clients, but also school districts, health care providers, manufacturing centers, universities and others.

NMS is a limited liability company owned jointly by NANA Development Corporation (NDC), a wholly owned subsidiary of Sivu LLC (NANA Regional Corporation) and Sodexo USA. NMS reflects the combined strength of the Sivu and Sodexo partnership, bringing the vast resources of two international companies to our clients. NMS is also a certified Minority Business Enterprise through the Northwest Mountain Minority Supplier Development Council.

NMS' mission is to provide management and support services at a level of quality, value and safety beyond our clients' expectations. Promoting this mission starts at the very beginning of our hiring process; we seek candidates who not only have the skills, education and dedication to perform their job functions, but who also fit well into a team environment, communicate well and understand that they are representing the company in their interactions both on and off the job site.

Our core values include the following:

- Safety guides our behavior.
- Honesty and integrity govern our activities.
- Commitments made will be fulfilled.
- All individuals are treated with dignity and respect.
- The environment will be protected and maintained.

The implementation of our core values starts by creating a corporate culture in which clients, contractors and employees can practice open communication without fear. All employees are encouraged to ask questions and seek clarification so that any and all issues can be addressed. In addition to initial general and job-specific safety training, NMS' robust safety program includes monthly safety meetings that bring everyday safety awareness to all of our employees' attention.

PARTNERSHIP COMMUNICATION PATTERN (CLIENTS FOR LIFE)

NMS is known for long-term relationships with our clients. Client satisfaction drives contract tenure which is priority number one in growing our business.

Our client satisfaction efforts include:

- Our relationship with our client is open, honest and transparent.
- Senior management maintains frequent contact with the client.
- Onsite management is required to openly communicate operational issues to the client.
- We work closely with the customer to develop key performance indicators.
- We strive to innovate and bring new ideas that add value.
- We welcome and actively seek out performance feedback.

UNDERSTANDING OUR CLIENTS' EXPECTATIONS

As part of NMS' commitment to Think Clients First, we have incorporated a "Clients for Life®" operating culture. It is our belief that ongoing communication is key as we strive to successfully manage and exceed our clients' expectations. The concepts of Clients for Life have taught us to continually question and measure our performance from our clients' perspective.

We continually dedicate the necessary resources, time, effort, and commitment to align our operations from the client's perspective at all levels within our organization. Our philosophy consists of three primary initiatives:

- Management involvement from all levels of our company
- Employee education
- Clear understanding and communication of client expectations

The key tools in the process include the following two initiatives:

- **Annual Expectations Meetings**- Annual expectations meetings are held between the NMS operations team and key client administrators because we recognize that our clients' expectations change over time. The meetings allow us to refine critical aspects of service delivery based on relevant measurement criteria as we continually seek new ways to add value to the services we provide. The mutually agreed upon expectations are outlined and updated throughout the year to ensure that we are continuing to meet our clients' objectives.
- **Fresh-Eyes Reviews** - These are third-party independent assessments conducted at selected NMS client accounts. Through extensive client interviews on the quality of our services and account relationships, we have the opportunity to gain in-depth information about our clients' perceptions. Neutral parties who focus solely on enhancing client relationships conduct the interviews.

SERVICE CAPABILITIES

Beyond Nutritional Services, we are experts in delivering a complete and fully integrated range of services that improve the well-being of individuals, strengthens efficiency, and enhances your District's performance.

Being our partner means that Northwest Arctic Borough School District can call on every available resource NMS has to provide the support you need, when you need it. Our goal as your partner is always to be a comprehensive source of services for schools, which are both easily accessed and expertly implemented. Some additional capabilities you have at your disposal include:

- Maintenance and Repair Operations (POM)
- Security and Monitoring

- Procurement
- Custodial (thank you for your partnership)
- Marketing and Communications

OUR COMMITMENT TO DIVERSITY

Diversity and inclusion play an integral part in creating an atmosphere in which all employees are treated with dignity and respect. The power that is generated by blending varied abilities, perspectives and backgrounds as we leverage those collective insights to enhance student, staff, and employee partner satisfaction is immense. The strength of cross-cultural ties within the company fosters diverse partnerships and strengthens interpersonal bonds in the communities where our teams work and live. This commitment to business diversity extends to our vendor relationships as well. We are committed to strategically contracting with diverse suppliers and local producers.

To move the needle forward on the equity journey, school districts need a strong foundation, and a key component of that foundation is their ability to drive an inclusive culture. School board members play a key role in addressing the culture change needed to reach that destination. For years, school districts have struggled with similar challenges, recognizing that optimizing diversity and inclusion fuels competitive advantage and heightens engagement, productivity and positive outcomes.

At NMS, we understand and fully support your diversity and inclusion commitments. We take pride in partnering with you to drive all the key factors of student achievement. We stand ready with subject matter experts to assist you in building and achieving your goals. Your community is our community and everyone at NMS is dedicated to our collective success.



REFERENCES

NMS currently holds contracts of a similar nature and scope at the following:

Sitka School District

300 Kostrometinoff Street

Sitka, AK 99835

Client: Leslie Young

Title: Billing/Grant Accountant

youngl@sitkaschools.org

907-966-1249

Dining and Custodial services— 1998 to present

Nome School District

PO Box 131

Nome, AK 99762

Client: Jamie Burgess

Title: District Superintendent

907-443-6192

Email: jburgess@nomeschools.com

Services Provided: Student Dining & Catering—2014 to Present

Maniilaq Health Center

436 5th and Ted Stevens Way

Kotzebue, AK 99758

Client: Sharon Kurtz

Title: Administrator

Email: sharon.kurtz@maniilaq.org

Phone: 907-442-7150

Years of Service: 6 years

Services Provided: Housekeeping and Food Services – 2010 to Present

Juneau School District

1208 Glacier Ave.

Juneau, AK 99801

Client: Bridget Weiss

Title: District Superintendent

907-523-1702

Email: bridget.weiss@juneauschools.org

Services Provided: Student Dining & Catering—2018 to Present

NMS Consolidated Financial statements are included on the following pages so that you may validate our financial capacity as your provider.



RSM US LLP

Independent Auditor's Report

Board of Directors and Members
NANA Management Services, LLC

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of NANA Management Services, LLC and its subsidiaries (the Company), which comprise the consolidated balance sheets as of September 27, 2020 and September 29, 2019, and the related consolidated statements of income, changes in members' equity and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NANA Management Services, LLC and its subsidiaries as of September 27, 2020 and September 29, 2019, and the results of their operations and their cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

RSM US LLP

Anchorage, Alaska
December 22, 2020

NANA Management Services, LLC and Subsidiaries

Consolidated Balance Sheets

September 27, 2020 and September 29, 2019

	2020	2019
Assets		
Current assets:		
Cash and cash equivalents	\$ 171,385	\$ 142,712
Trade accounts receivable, net	21,805,395	25,012,051
Contract assets, net current	6,339,547	6,925,794
Due from related parties	1,551,580	1,913,321
Inventories	3,686,446	3,369,503
Prepaid expenses	532,545	794,581
Other current assets	165,277	43,480
Total current assets	34,252,175	38,201,442
Property and equipment, net	583,261	586,071
Contract assets, net less current	1,086,278	1,152,041
Right of use assets	605,189	-
Goodwill, net	497,002	621,253
Other noncurrent assets	140,957	149,178
Total assets	\$ 37,164,862	\$ 40,709,985
Liabilities and Members' Equity		
Current liabilities:		
Accounts payable	\$ 4,968,672	\$ 9,476,951
Accrued expenses	8,585,621	9,188,594
Due to central treasury	1,258,206	1,192,974
Contract liabilities	124,182	38,126
Current portion of operating leases	529,483	-
Due to related parties	80,888	81,797
Total current liabilities	15,547,052	19,978,442
Long-term obligation under operating leases, less current portion	75,019	-
Total liabilities	15,622,071	19,978,442
Commitments and contingencies (Note 8)		
Members' equity	21,542,791	20,731,543
Total liabilities and members' equity	\$ 37,164,862	\$ 40,709,985

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries

Consolidated Statements of Income Years Ended September 27, 2020 and September 29, 2019

	2020	2019
Revenues	\$ 180,059,892	\$ 183,121,822
Cost of revenues	<u>162,169,098</u>	<u>165,774,399</u>
Gross profit	<u>17,890,794</u>	<u>17,347,423</u>
Operating expenses:		
General and administrative expenses	10,995,421	11,286,878
Selling and advertising expenses	<u>37,644</u>	<u>42,962</u>
	<u>11,033,065</u>	<u>11,329,840</u>
Operating income	<u>6,857,729</u>	<u>6,017,583</u>
Other income (expenses), net:		
Interest expense, net	(7,402)	(9,495)
Social, cultural and charitable activities	(58,929)	(47,205)
Other income (expenses), net	<u>19,850</u>	<u>(10,251)</u>
	<u>(46,481)</u>	<u>(66,951)</u>
Net income	<u>\$ 6,811,248</u>	<u>\$ 5,950,632</u>

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended September 27, 2020 and September 29, 2019

	2020	2019
Cash flows from operating activities:		
Net income	\$ 6,811,248	\$ 5,950,632
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	411,102	492,106
Non-cash lease expense	991,046	-
Amortization of capitalized contract fulfillment costs	263,716	335,732
Bad debt expense	49,264	52,272
Gain disposal of property and equipment	(18,100)	(2,499)
Changes in operating assets and liabilities:		
Trade and other accounts receivable	3,157,392	(1,521,161)
Contract assets	388,294	(1,732,304)
Due from related parties	361,741	(56,003)
Prepaid expenses, inventories and other current and noncurrent assets	(168,483)	(1,480,750)
Accounts payable, accrued expenses, contract liabilities and other current liabilities	(5,112,161)	3,240,710
Due to related parties	86,056	27,671
Obligation under operating leases	(991,733)	-
Net cash provided by operating activities	6,229,382	5,306,406
Cash flows from investing activities:		
Proceeds from disposals of property and equipment	50,595	6,500
Purchases of property and equipment	(316,536)	(200,564)
Net cash used in investing activities	(265,941)	(194,064)
Cash flows from financing activities:		
Distribution to members	(6,000,000)	(5,000,000)
Net advances from (repayments to) central treasury	65,232	(94,733)
Net cash used in financing activities	(5,934,768)	(5,094,733)
Net increase in cash and cash equivalents	28,673	17,609
Cash and cash equivalents:		
Beginning of year	142,712	125,103
End of year	\$ 171,385	\$ 142,712
Supplemental disclosure of cash flow information:		
Cash paid for interest, net	\$ 7,402	\$ 9,495

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries

Consolidated Balance Sheets
September 30, 2018 and September 24, 2017

	2018	2017
Assets		
Current assets:		
Cash	\$ 125,103	\$ 144,756
Cash held in central treasury	-	3,062,939
Trade accounts receivable, net	28,507,438	24,007,186
Due from related parties	1,857,318	1,550,189
Inventories	1,852,247	1,821,720
Prepaid expenses	825,542	390,380
Other current assets	390,780	493,818
Total current assets	33,558,428	31,470,988
Property and equipment, net	757,363	1,086,036
Goodwill, net	745,504	869,755
Other noncurrent assets	1,524,410	1,982,740
Total assets	\$ 36,585,705	\$ 35,409,519
Liabilities and Members' Equity		
Current liabilities:		
Accounts payable	\$ 7,889,697	\$ 6,237,751
Accrued expenses	7,501,641	9,325,289
Due to central treasury	1,287,707	
Due to related parties	54,126	
Deferred revenue	47,899	234,636
Other current liabilities	23,724	51,386
Total current liabilities	16,804,794	15,849,062
Commitments and contingencies (Note 8)		
Members' equity	19,780,911	19,560,457
Total liabilities and members' equity	\$ 36,585,705	\$ 35,409,519

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries

Consolidated Statements of Income

Years Ended September 30, 2018 and September 24, 2017

	2018	2017
Revenues	\$ 170,272,364	\$ 174,861,196
Cost of revenues	<u>154,805,181</u>	<u>159,015,589</u>
Gross profit	15,467,183	15,845,607
Operating expenses:		
General and administrative expenses	11,119,140	12,159,027
Selling and advertising expenses	<u>46,698</u>	<u>43,832</u>
	11,165,838	12,202,859
Operating income	4,301,345	3,642,748
Other expenses, net:		
Interest expense, net	(17,511)	(4,398)
Social, cultural and charitable activities	(23,093)	(20,889)
Other expense, net	<u>(40,287)</u>	<u>(42,552)</u>
	(80,891)	(67,839)
Net income	\$ 4,220,454	\$ 3,574,909

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries

Consolidated Statements of Cash Flows
Years Ended September 30, 2018 and September 24, 2017

	2018	2017
Cash flows from operating activities:		
Net income	\$ 4,220,454	\$ 3,574,909
Adjustments to reconcile net income to net cash (used in) provided by operating activities:		
Depreciation and amortization	735,892	852,845
Bad debt expense	48,147	50,396
Loss (gain) on disposal of property and equipment	40,362	(12,997)
Changes in operating assets and liabilities:		
Trade and other accounts receivable	(4,548,399)	933,824
Due from related parties	(307,129)	(157,124)
Prepaid expenses, inventories and other current and noncurrent assets	95,679	(1,035,039)
Accounts payable, accrued expenses and other current liabilities	(386,101)	1,044,548
Due to related parties	54,126	(85,438)
Net cash (used in) provided by operating activities	(46,969)	5,165,924
Cash flows from investing activities:		
Proceeds from disposals of property and equipment	20,301	167,838
Purchases of property and equipment	(343,631)	(53,202)
Net cash (used in) provided by investing activities	(323,330)	114,636
Cash flows from financing activities:		
Distribution to Members	(4,000,000)	(4,000,000)
Net advances from central treasury	1,287,707	-
Net cash used in financing activities	(2,712,293)	(4,000,000)
Net (decrease) increase in cash and cash equivalents and cash held in central treasury	(3,082,592)	1,280,560
Cash and cash equivalents and cash held in central treasury:		
Beginning of the year	3,207,695	1,927,135
End of the year	\$ 125,103	\$ 3,207,695
Supplemental disclosure of cash flow information:		
Cash paid for interest, net	\$ 17,511	\$ 4,398

See notes to consolidated financial statements.

COLLABORATIONS / EXCEPTIONS FROM RFP

The following items require the parties to collaborate to solutions regarding the implementation as the current practices do not include these components of your Request for Proposal.

Badging of Employees

We do not currently badge employees but are able to implement a solution to this request. The challenge is in the discipline of nearly every school site where badges by any person, contractor or district staff, are not on display. If Badging is required and becomes universally instituted, we too will comply.

Fingerprint

Fingerprinting and subsequent registration is approximately \$300 per person, except that travel associated may be as high as \$1500 per occurrence. This may end up in total cost in excess of \$100,000 which we may alleviate some if:

- Existing staff is grandfathered exceptions to the requirement
- On-call employees are not required to participate
- All printing can be done at the annual in-service training while staff is in Kotzebue

Physicals with TB Testing

We do not currently complete these and if they are required, we'll need to know what physical guidance is requested (e.g. ergonomics) and if there is a specific form that guides the clinic.

Donations Local (Issues) Use of donations

NMS currently works with donations of fish/game at the ANMC Hospital, but the requirements are rigid. Donations must be processed at a licensed processor and donations must be in an amount that can meet the requirement of including on the menu. We are not allowed to replace donations with required NSLP meal components, except where they are USDA certified. These restrictions are relaxing with the newest Farm Bill, but still have insurance hurdles that must be adhered to by NMS.

Original Signatures vs. Adobe Docu-Sign

We appreciate that you have authorized the proposal letter, disclosures, and pricing appendixes to be electronically signed by the representatives and officers of NMS.

VI DISCLOSURES AND COMPLIANCE STATEMENTS



RFP-Food Service Program Management

Northwest Arctic Borough School District

Appendix A

Certificate of Independent Price Determination

Both the Northwest Arctic Borough School District (District) and Food Service Management Company (Proposer) shall execute this Certificate of Independent Price Determination.

NANA Management Services

NAME OF FOOD SERVICE MANAGEMENT COMPANY (PROPOSER)

A. By submission of this proposal, the Proposer certifies, and in the case of a joint proposal, each party thereto certifies as to its own organization, that in connection with this proposal:

- 1. The prices in this proposal have been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other proposers or with any competitor;
- 2. Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the proposer prior to the *Proposal Opening*, directly or indirectly to any other proposers or to any competitor; and
- 3. No attempt has been made or will be made by the Proposer to induce any person or firm to submit or not to submit, a proposal for the purpose of restricting competition.

B. Each person signing this proposal on behalf of the Food Service Management Company certifies that:

- 1. They are the person in the Proposer’s organization responsible within the organization for the decision as to the prices being proposed herein and has not participated, and will not participate, in any action contrary to (A)(1) through (A)(3) above; or
- 2. They are not the person in the Proposer’s organization responsible within the organization for the decision as to the prices being proposed herein, but that they have been authorized in writing to act as agent for the person(s) responsible for such decision in certifying that such person(s) has not participated and will not participate, in any action contrary to (A)(1) through (A)(3) above.

To the best of my knowledge, this Food Service Management Company, its affiliates, subsidiaries, officers, directors and employees are not currently under investigation by any governmental agency and have not in the last three (3) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding on any public contract:

DocuSigned by:  3373463C1AED41A	President	3/10/2021
Signature/ Title of FSMC Authorized Representative		Date

In accepting this proposal (which does not constitute award of a contract), the District certifies that no representative of the District has taken any action that may have jeopardized the independence of the proposal referred to above.

Signature/Title of NWABSD Authorized Representative	Date
---	------

Appendix B

Suspension and Debarment Certification

U. S. DEPARTMENT OF AGRICULTURE

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION -- LOWER TIER COVERED TRANSACTIONS

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, Title 7 CFR Part 3017, Section 3017.510, Participants' Responsibilities. The regulations were published as Part IV of the January 30, 1989, Federal Register (pages 4722-4733). Copies of the regulations may be obtained by contacting the Department of Agriculture agency with which this transaction originated.

BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS ON THE NEXT PAGE

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

NANA Management Services

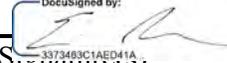
Organization Name

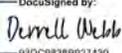
Eric Billingsley, President

Names and Title of Authorized Representative

Derrell Webb, Vice President of Operations

Names and Title of Authorized Representative

DocuSigned by:

 Signature(s)
3873483C1AED41A

DocuSigned by:

93DC9838B927430

3/10/2021

Date

Appendix C

Clean Air and Water Certificate

Applicable if the contract exceeds \$100,000 or the Contracting Officer has determined that the orders under an indefinite quantity contract in any one year will exceed \$100,000 or a facility to be used has been the subject of a conviction under the Clean Air Act (41 U.S.C. 1857c-8(c)(1) or the Federal Water Pollution Control Act 33 1319(d) and is listed by EPA or the contract is not otherwise exempt. Both the Northwest Arctic Borough School District (District) and Food Service Management Company (Proposer) shall execute this Certificate.

NANA Management Services

NAME OF FOOD SERVICE MANAGEMENT COMPANY

THE FOOD SERVICE MANAGEMENT COMPANY AGREES AS FOLLOWS:

- A. To comply with all the requirements of Section 114 of the Clean Air Act, as amended (41 U.S.C. 1857, et seq., as amended by Public Law 91-604) and Section 308 of the Federal Water Pollution Control Act (33 U.S.C. 1251, et seq., as amended by Public Law 92-500), respectively, relating to inspection, monitoring, entry, reports and information as well as other requirements specified in Section 114 and Section 308 of the Air Act and the Water Act, respectively, and all regulations and guidelines issued thereunder before the award of this contract.
- B. That no portion of the work required by this prime contract will be performed in a facility listed on the Environmental Protection Agency List of Violating Facilities on the date when this contract was awarded unless and until the EPA eliminates the name of such facility or facilities from such listing.
- C. To use their best efforts to comply with clean air standards and clean water standards at the facilities in which the contract is being performed.
- D. To insert the substance of the provisions of this clause in any nonexempt subcontract, including this paragraph.

THE TERMS IN THIS CLAUSE HAVE THE FOLLOWING MEANINGS:

- A. The term "Air Act" means the Clean Air Act, as amended (41 U.S.C. 1957 et seq., as amended by Public Law 91-604).
- B. The term "Water Act" means Federal Water Pollution Control Act, as amended (33 U.S.C. 1251 et seq., as amended by Public Law 92-500).
- C. The term "Clean Air Standards" means any enforceable rules, regulations, guidelines, standards, limitations, orders, controls, prohibitions, or other requirements which are contained in, issued under, or otherwise adopted pursuant to the Air Act or Executive Order 11738, an applicable implementation plan as described in section 110(d) of the Clean Air Act (42 U.S.C.

Appendix D

Certification Regarding Lobbying Disclosure of Lobbying Activities
(complete the form that is applicable.)

Applicable to Grants, Subgrants, Cooperative Agreements, and Contracts exceeding \$100,000 in Federal Funds.

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

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

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all covered subawards exceeding \$100,000 in Federal funds at all appropriate tiers and that all subrecipients shall certify and disclose accordingly.

NANA Management Services, 800 E Dimond Blvd, Ste 3-450, Anchorage, AK 99515
Name/Address of Organization

Eric Billingsley, President
Name/Title of Submitting Official

DocuSigned by:

3373463C1AED41A
Signature

3/9/2021
Date

Appendix E

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

**RFP DISTRICT FOOD SERVICE MANAGEMENT
FSMC RFP CERTIFICATION & SIGNATURE PAGE**

The undersigned, as FSMC, declares that I/we have examined *RFP District Food Service* in its entirety and will do everything necessary for the fulfillment of a contract awarded by the District against *RFP District Food Service*. It is understood and agreed that *RFP District Food Service* and any and all addenda to *RFP District Food Service* are part of a resultant contract.

I/we understand that (1) a proposal received after the time announced for the opening will not be considered, and (2) no proposal may be withdrawn after the opening time, or before the award and execution of the contract, unless the award is delayed for more than seventy-five (75) days.

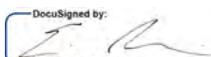
I/we understand that the District reserves the right to reject any or all proposals, to waive any informalities, or to cancel *RFP District Food Service* when in the District's best interest, and that the District reserves the right to determine the lowest qualified responsive, responsible FSMC and which proposal, if any, should be accepted.

I/we certify that I/we have prepared our proposal independently or among Proposers who have formed a cooperative venture and without direct or indirect collusion, restraint of trade, or other unfair competitive practices.

I/we understand that any false statements made to meet any requirement may result in contract cancellation or initiation of action under Federal, State and/or Local laws.

NANA Management Services
Proposer / Contractor Name

907-273-2400
Area Code & Telephone Number


3373463C1AED41A
Authorized Signature

907-273-2424
Area Code & Facsimile Number

Eric Billingsley, President
Printed Name & Title

eric.billingsley@nmsusa.com
E-Mail Address

800 E Dimond Blve, Ste 3-450
Mailing & Location Address(es)

431864
Alaska Business License Number

Anchorage, AK 99515
City, State, Zip Code

Alaska Food Service Permit Number

Number of Addenda Received: 1

Appendix K

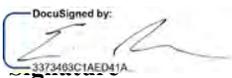
AFFIRMATIVE ACTION CONTRACT COMPLIANCE STATEMENT

FSMCs (Contractors) who desire to provide the Northwest Arctic Borough School District with supplies and/or professional services must comply with the following affirmative action contract requirements. During performance of this contract, the Vendor agrees as follows:

1. Vendor agrees to comply with all Local, State, and Federal Laws prohibiting discrimination with regard to race, creed, color, national origin, sex, marital status, age or the presence of any sensory, mental or physical handicap.
2. The Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex or mental or physical handicap. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to race, creed, color, national origin, sex, marital status, age or the presence of any sensory, mental or physical handicap. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
3. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration or employment without regard to race, creed, color, national origin, sex, marital status, age or the presence of any sensory, mental or physical handicap.
4. The Contractor will send to each labor union or representative or workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer, advising the labor union or workers' representative of the Contractors affirmative action commitments, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
5. Any Vendor who is in violation of these requirements, or an applicable Affirmative Action Program shall be barred forthwith from receiving awards of any purchase order from the Northwest Arctic Borough School District, or shall be subject to other legal action or action or contract cancellation unless a satisfactory showing is made that discriminatory practices, or noncompliance with applicable affirmative action programs, have terminated, and that reoccurrence of such acts is unlikely. This includes compliance with Section 503 and 504 of the Vocational Rehabilitation Act of 1973 and Section 2012 and 2014 of the Vietnam Era Veterans Readjustment Act of 1974.

ACKNOWLEDGMENT:

The Undersigned acknowledges that he/she has read and understands the foregoing.

DocuSigned by:

 33734693C1AED41A

3/9/2021

Date

Eric Billingsley

Printed Name



Westchester Fire Insurance Company
436 Walnut Street, 10th Floor
Philadelphia, Pennsylvania 19107

March 5, 2021

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT
744 East 3rd Street
P.O. Box 51
Kotzebue, Alaska 99752

Re: Nana Management Services, LLC
Contractor Bonding Prequalification Letter for REQUEST FOR PROPOSALS
DISTRICT FOOD SERVICE MANAGEMENT

To Whom It May Concern:

This letter is being provided by Westchester Fire Insurance Company (“WFIC”), which is a member of The Chubb Limited group of insurance companies (“Chubb”), in relation to Nana Management Services, LLC (NMS), which is a wholly owned subsidiary of Nana Regional Corporation. WFIC is rated A++ XV by A.M. Best, is listed in the U.S. Department of the Treasury acceptance report, and is licensed in all 50 states. With respect to NMS, WFIC is willing to consider single bonds in the range of \$50,000,000, and an aggregate surety exposure in the range of \$150,000,000.

With respect to any projects for which NMS may be considered, please note that WFIC **only** extends suretyship after completion of its normal practice of underwriting the account at the time the contractor/proposer requests any bond(s). Additionally, the execution of any bond(s) is also subject to review and acceptance of the contract document terms and conditions by WFIC, this includes any and all related underwriting criteria that we deem to be relevant.

Please understand that issuance of any bonds is a matter between NMS and WFIC, and that bonds are issued at the sole discretion of WFIC and its underwriters. WFIC assumes **no** liability to you or any third party if for any reason it elects not to execute any bid, performance or payment bonds related to any project for which NMS may be considered, or for which this letter has been provided.

Should you require anything further please do not hesitate to contact the undersigned.

Regards,

Scott C. Alderman
Attorney-in-Fact
scott.alderman@usi.com

cc: Tony Maruri. Vice President. Westchester Fire Insurance Company

Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company

Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint Scott C. Alderman, Jamie Armfield, Timothy S. Buhite, Amber Engel, Peggy A. Firth, Brandi Heinbaugh, Debbie Lindstrom, Kathleen M. Mitchell, Roxana Palacios, and Holly E. Ulfers of Seattle, Washington -----

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY have each executed and attested these presents and affixed their corporate seals on this 20th day of February, 2020.

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President



STATE OF NEW JERSEY
County of Hunterdon SS.

On this 20th day of February, 2020 before me, a Notary Public of New Jersey, personally came Dawn M. Chloros and Stephen M. Haney, to me known to be Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros and Stephen M. Haney, being by me duly sworn, severally and each for herself and himself did depose and say that they are Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY and know the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that their signatures as such officers were duly affixed and subscribed by like authority.

Notarial Seal



KATHERINE J. ADELAAR
NOTARY PUBLIC OF NEW JERSEY
No. 2316685
Commission Expires July 16, 2024

Katherine J. Adelaar

Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016; WESTCHESTER FIRE INSURANCE COMPANY on December 11, 2006; and ACE AMERICAN INSURANCE COMPANY on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
- (2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
- (3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
- (ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this 5th day of March, 2021



Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:
Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/4/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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

PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 111 Veterans Boulevard, Suite 1130 Metairie LA 70005	CONTACT NAME: William D. Hughes PHONE (A/C, No, Ext): 504-888-1100 FAX (A/C, No): 504-888-1299 E-MAIL ADDRESS: William_Hughes@ajg.com	
	INSURER(S) AFFORDING COVERAGE	
INSURED NANA Management Services, LLC 800 E. Dimond Blvd., Suite 3-450 Anchorage, AK 99515	INSURER A : Evanston Insurance Company NAIC # 35378	
	INSURER B : Zurich American Insurance Company NAIC # 16535	
	INSURER C : Navigators Specialty Insurance Company NAIC # 36056	
	INSURER D : American Zurich Insurance Company NAIC # 40142	
	INSURER E : National Union Fire Insurance Company of Pittsburg NAIC # 19445	
INSURER F :		

COVERAGES

CERTIFICATE NUMBER: 1622185538

REVISION NUMBER:

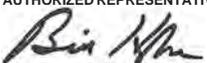
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y	Y	MKLV5ENV102387	6/1/2020	6/1/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Shared General Agg \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	BAP915646006	6/1/2020	6/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$	Y	Y	SF20EXC727259IC	6/1/2020	6/1/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y	N/A	WC011482006	6/1/2020	6/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER incl's Stop Gap E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A E	Professional Liab Crime		Y	MKLV5ENV102387 013510177	6/1/2020 6/1/2020	6/1/2021 6/1/2021	Prof Liab Each/Aggr Crime 1,000,000 5,000,000

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

General Liability Policy includes Blanket Additional Insured-Owners, Lessees or Contractors Form# CG 2010 04 13; Additional Insured-Owners, Lessees or Contractors-Completed Operations as required by written contract Form# CG 20 37 04 13; Waiver of Transfer of Rights of Recovery Against Others to Us (Written Contract Limitation)-Alaska Native Corporation Form# MEEI 2524 02 15 and Automatic Primary and Non-Contributory Insurance Alaska Native Corporation Form# MEEI 2274-A 05 16, Amendment of Cancellation Provisions - Alaska Native Corporation. Any person (s) or organization (s) to whom the insured agrees to provide Notice of Cancellation where required by written contract Form # MEEI 2220-A 11/17, pursuant to and subject to the policy terms, definitions, conditions and exclusions.
See Attached...

CERTIFICATE HOLDER**CANCELLATION**

Northwest Arctic Borough School District 744 3rd Street Kotzebue 99752	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
--	---

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ACORD 25 (2016/03)

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ADDITIONAL REMARKS SCHEDULE

AGENCY Arthur J. Gallagher Risk Management Services, Inc.		NAMED INSURED NANA Management Services, LLC 800 E. Dimond Blvd., Suite 3-450 Anchorage, AK 99515	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

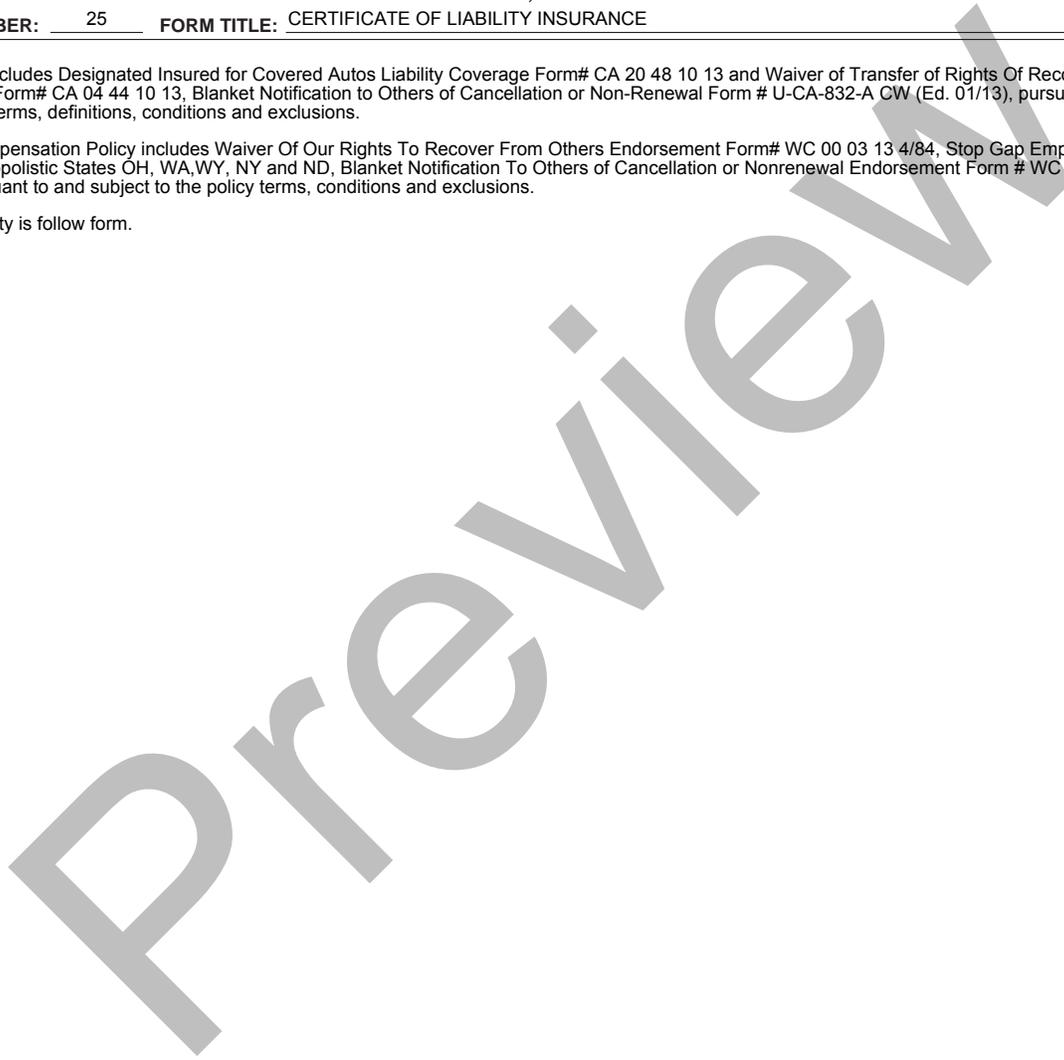
ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Auto Policy includes Designated Insured for Covered Autos Liability Coverage Form# CA 20 48 10 13 and Waiver of Transfer of Rights Of Recovery Against Other To Us Form# CA 04 44 10 13, Blanket Notification to Others of Cancellation or Non-Renewal Form # U-CA-832-A CW (Ed. 01/13), pursuant to and subject to the policy terms, definitions, conditions and exclusions.

Workers Compensation Policy includes Waiver Of Our Rights To Recover From Others Endorsement Form# WC 00 03 13 4/84, Stop Gap Employees Liability-Monopolistic States OH, WA, WY, NY and ND, Blanket Notification To Others of Cancellation or Nonrenewal Endorsement Form # WC 99 06 43 (Ed. 01-13), pursuant to and subject to the policy terms, conditions and exclusions.

Excess Liability is follow form.





800 E. Dimond Blvd.
Ste. 3-450
Anchorage, AK 99515
www.nmsusa.com

MEMORANDUM

TO: NWABSD Board of Education
Members

DATE: April 8, 2021

NUMBER: Budget Worksession

FR: Office of the Superintendent

SUBJECT: Food Service Management

ISSUE:

At issue is the award of the FY22-FY25 Food Service Contract with NANA Management Services LLC or to not contract with an outside entity.

BACKGROUND AND/OR PERTINENT INFORMATION:

Foods served through the National School Lunch and School Breakfast Programs will comply with nutrition standards established by the U.S. Department of Agriculture.

NMS Proposal:

During the school year 2016-2017 the school district contracted with NMS to provide preparation and serving of breakfast, and lunch services in most of our K-12 school facilities. The contract provides for an annual renewal option of up to four (4) additional one-year periods. 2020-2021 is the last year for renewals and we need to decide if we are contracting for services for the 2021-2022 School year.

We went out to RFP in February 2021 and received a proposal from one contractor, Nana Management Services. The proposed costs are listed below.

	<u>Current Pricing</u>	<u>New NMS pricing</u>	<u>Increase</u>
Breakfast	4.40	4.53	.13
Lunches	8.13	8.37	.24
Seconds	3.00	3.00	-0-

This increased proposal amount represents roughly a 3% increase above the current year contract amount. Please note that seconds are covered by the general fund and are not reimbursed by the State.

The chart below represents the estimated cost of our food service program based on previous years average meal counts.

Meal Count and Cost Estimate- NMS			
	Breakfast	Breakfast Seconds	Lunch
August/September	21253	7084	53530
October	15745	5248	36487

November	15537	4781	1884
December	10388	3462	24408
January	13487	4495	36092
February	15282	5094	25399
March	15282	5094	25399
April/May	19103	6367	31753
	126076	41624	234952
	\$ 571,124.28	\$ 124,872.00	\$ 1,966,548.24
State Reimbursed	\$ 354,097.05	\$	- \$ 1,219,259.91
Cost to District	\$ 217,027.23	\$ 124,872.00	\$ 747,288.33

The estimated cost of food service to the District is roughly \$1 million if we contract with NMS.

In House Management Cost:

The estimated cost to the district for managing our food service program in house is noted below. This estimate is based on the staffing and meals provided when we managed the program in 2011 with increases in salaries & benefits due to the changes in the negotiated agreement, and the increased cost of supplies and food.

	STAFFING	FOOD	SUPPLIES	TOTAL
ABL	\$ 71,313.71	\$ 42,927.21	\$ 1,583.10	\$ 115,824.02
BKC	\$ 140,306.67	\$ 86,361.47	\$ 414.25	\$ 227,082.39
DRG	\$ 71,313.71	\$ 20,549.69	\$ 3,366.43	\$ 95,229.83
IAN	\$ 140,306.67	\$ 69,382.81	\$ -	\$ 209,689.48
KVL	\$ 140,306.67	\$ 58,478.75	\$ 14.95	\$ 198,800.37
OBU	\$ 68,992.96	\$ 14,663.73	\$ -	\$ 83,656.69
JNES/KMHS	\$ 509,276.12	\$ 125,253.69	\$ 610.30	\$ 635,140.11
WTK	\$ 140,306.67	\$ 68,962.82	\$ 40.10	\$ 209,309.59
ORV	\$ 140,306.67	\$ 65,694.10	\$ 5,910.30	\$ 211,911.07
WLK	\$ 140,306.67	\$ 96,305.66	\$ 1,144.54	\$ 237,756.87
SHG	\$ 71,313.71	\$ 55,780.20	\$ -	\$ 127,093.91
DO	\$ 273,745.23	\$ -	\$ 45,000.00	\$ 318,745.23
	\$ 1,634,050.23	\$ 704,360.13	\$ 13,083.97	\$ 2,670,239.56

State Reimb \$ (1,022,930.00)
Estimated Cost to
District \$ 1,647,309.56

In house management of our Food Service Program will cost the District roughly \$600,000 more than what it costs us to have a contracted service. This cost estimate does not include what the District would have to pay to purchase the current food inventory that NMS holds.

ALTERNATIVES:

1. Move forward with Food Service Management Contract with Nana Management Services LLC as presented;
2. Do not contract with outside entity for Food Service Management;
3. Take no final action.

ADMINISTRATION'S RECOMMENDATION:

The administration recommends the Board approve moving forward with the Food Service Management Contract with Nana Management Services LLC.



**Custodial Proposal
for
Northwest Arctic Borough
School District
presented by NMS**



March 18, 2021

Ms. Megan Williams
Director of Administrative Services
Northwest Arctic Borough School District
P.O. Box 51
744 3rd Street
Kotzebue, Alaska 99752

Dear Megan:

We know the Northwest Arctic Borough School District is focused on having a reputation cultivated and enhanced by careful selection of partners. Partnering with NMS to provide custodial management services at your school facilities will further heighten your reputation and allow you to focus on your mission and vision.

Mission: To provide a learning environment that inspires and challenges students and employees to excel.

Vision: To graduate all students with the knowledge, skills, and attitudes necessary for a successful future.

We believe NMS is the right partner for The District. We are Alaska Native owned and operate with the same values cherished by NWABSD: Quality and Safety; Honesty and Integrity; Dignity and Respect. Foremost is quality, which NMS defines as exceeding your expectations in the delivery of services. It is through your guidance and feedback that we validate our success.

Why Choose NMS?

- Proven record of maintaining **quality environments**
- **Excellent customer service** and communications processes
- **Well trained** and engaged staff
- **Safe** spaces well kept for your students

Quality Services

NANA Management Services (NMS) has a long history of “best in class” environmental services for schools, hospitals, and elder care homes throughout Alaska. The challenges of the recent Covid-19 pandemic has substantially impacted the need to enhance sanitizing while cleaning. We’ve developed comprehensive tools and processes to guide our staff to peak performance and are deploying these tools as part of our in-service training programs. Choosing NMS to provide environmental services ensures that your facilities will be cleaned and sanitized which foster a safe, healthy and productive environment. NMS will turn out well-kept, sanitized spaces that instill confidence and pride, while support your goals by showcasing an overall comfortable learning environment.

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EXECUTIVE SUMMARY

NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

CUSTODIAL SERVICES

NMS is excited to present a high-level overview of our innovative custodial management service solutions for Northwest Arctic Borough School District (NWABSD). We have been a trusted partner with the District as well as many other school districts statewide and want to maintain this successful partnership with NWABSD.

One of the most important points that sets us apart from the competition is that we are more than just a janitorial company; we are an integrated facility company. With more than 40 years of experience, we take responsibility for developing, delivering and managing your custodial facilities services. However, the most important aspect is that we also have the expertise to make recommendations and implement new ways to continuously improve your building's appearance. Based on our historical operation experience with you and understanding of your expectations and the terms there in, we feel we have developed keen insight into the NWABSD's culture as well as understanding your key business/operational objectives for the management of your facilities to support your core educational purpose.

We recognize NWABSD is guided by your mission to educate with a focus on three goals:

- Goal 1: Student Learning
- Goal 2: Student Safety
- Goal 3: Family Support and Engagement

Our value propositions that guide our delivery include:

- Your school facilities must be kept clean. Numerous studies have revealed that the appearance and environment of the school itself is one of the most important aspects in improving student learning.
- Your facilities must be both safe and attractive. The first impression of every visitor and the overall attitude of every student and staff member begins with their first step onto the school grounds. Safety is key!
- Employees must be highly skilled and well-trained. We can't do it without them. No one person can possess all of the skills needed. We'll build your team from the ground up.
- Your budget must be respected. In today's economy, it often seems that it's all about the bottom line. We'll demonstrate how our proven systems bring it all together for you.



NMS seeks “to improve the quality of life.” We believe that our two organizations are like minded and that our proposal meets your objectives. Our solution leverages our core competencies of people, process and infrastructure which enable us to deliver best-in-class custodial and facility management services with our standardized proprietary service delivery processes.

It is our intention throughout this proposal and our subsequent dialog to clearly articulate how we will exceed these objectives for NWABSD.

NMS' Strategic Plan for NWABSD

Our proposal is focused on providing the people, process, technology, and subject matter support to meet your objectives. Benefits of NMS’ solutions include:

- Highly skilled team with a proven track record of success
- Culture of collaboration and transparency
- Professionalism and high appearance standards
- Sustainability best practices
- Innovation and value-added solutions

Meeting NWABSD’s objectives and achieving best-in-class service starts with an understanding of your functional strategy and applying our facility solutions described herein.

Account Management & Accountability

Through NMS’ dedicated on-site employees who oversee your program, daily documentation of day-to-day operations and close communication with you every step of the way, you will find our service approach is thorough and designed to achieve your objectives.

For clients like NWABSD who operate in multiple locations in different villages, as the needs evolve, we can support your school portfolio of sites through regional flexible management. We will make regular visits to the villages to make sure cleanliness standards and sanitizing practices are in place.

Our central accounting prepares and validates for billing accuracy and we collaborate with your field staff to make adjustments for unforeseen service additions (or reductions).

Our Most Important Asset is Our People.

NMS’s entire organization is ready to support NWABSD. The local NWABSD team will be supported by a team of functional Subject Matter Experts (SMEs)/ leads. NMS’ Core Competency is people; hiring, retaining, attracting and developing the brightest employees are a critical part of our plan for NWABSD. We make every effort to hire and retain staff from the local communities and are focused on offering wage and welfare packages that encourage them to stay with NMS and to entice friends and family to join us as well.



Customer Satisfaction & Measurable Quality Controls

Customer satisfaction is measured as defined by NWABSD. Our Quality Assurance program works collaboratively with you to identify key goals, which we incorporate with our own rigorous performance and quality standards. This approach to quality and satisfaction provides our clear measurements for audits, ensures success and allows flexibility in our operations.

You will be invited to share your expectations and commentary on our performance at annual expectations meetings with NMS leadership. Our team will document and report back on our actions and the resulting service attainment.

Continual Improvement

Our facilities program is an ISO-patterned operating system that is derived from international service standards. Combined with a measurable quality assurance program and comprehensive training support, our operations seek to find continual improvements and give each member of our team incentive to create and try new methods, equipment and customer service approaches.

Innovation

NMS equips each of its employees and managers with the technical tools and knowledge to perform their tasks. Yet, the emphasis on promoting and disseminating technological and operating breakthroughs throughout our accounts fosters a culture of innovation that continuously raises the bar of performance. Innovation is driven by sharing of best practices from our network of similar service environments.

Health, Safety, Security and Environment (HSSE)

At NMS, safety guides our behavior. There are many layers to ensuring a safe environment is delivered for our employees and the students, staff and administrators who rely on us for a safe school environment. NMS site managers and employees are supported by our corporate HSSE department. This department manages all safety programs and safety trainings.

Through our annual “in-service” training event and ongoing teaching components (e.g. Method of the Week) we train for safety and then inspect for successful implementation.



NMS' Experience

We believe NMS is the custodial services partner to satisfy your requirements and support your needs. We have the capabilities to move and evolve with you and we are willing to guarantee our service levels and our results. Our team is focused, experienced, and excited to continue service, and we are fully confident that we will exceed your expectations.

No other company understands you like we do. We greatly value our current relationship and the opportunity to provide additional services. We are confident that selecting NMS to provide these services gives NWABSD the best solution to satisfying your strategic requirements now and into the future.

We look at our proposal as a reminder of the value we provide and as a vehicle to drive further dialogue about how we can deliver for you and exceed your expectations.

Thank you for your past partnership and we look forward to continuing on as your service provider.





SECTION I

DISCLOSURES AND COMPLIANCE STATEMENTS

Corporate Officer Acknowledgement

Business Information: NANA Management Services, LLC (NMS)

800 Dimond Blvd., Suite 3-450

Anchorage, AK 99515

(907) 273-2416 Office

(907) 273-2424 Fax

Point of Contact: Derrell Webb

Vice President of Operations

(907) 263-1731

derrell.webb@nmsusa.com

Tax Id: The tax ID for NMS is 92-0065346

Certification:

NMS Certifies that we will comply with the following:

- The laws of Alaska
- The applicable portion of the Federal Civil Rights Act of 1964
- The Equal Opportunity Act of 1964
- The Equal Opportunity Act and the regulations issued by the Federal Government
- The Americans with Disabilities Act of 1990
- A condition that the proposal was arrived at, without collusion, under penalty of perjury
- Our offer will remain open and valid for at least 90 days

Non-Discrimination

NMS certifies that we will not discriminate against any employee or applicant for employment because of race, religion, color, or national origin, or because of age, physical or mental disability, sex, marital status, pregnancy or parenthood where the reasonable demands of the position do not require distinction on the basis of age, physical or mental disability, sex, marital status, pregnancy or parenthood. Further, we agree to post notices setting forth the provisions of this non-discrimination policy and any other legally required notices in a conspicuous place, accessible to employees and applicants.

Acknowledgement

We have read and agree with the terms and conditions set forth in NWABSD Request for Proposals for Custodial Services 2021

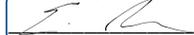
Conflict of Interest

NMS has no conflict of interest regarding this proposal.

Legally Binding Signature

Date: 3/10/2021

DocuSigned by:



Eric Billingsley, President
NANA Management Services, LLC



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/4/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 111 Veterans Boulevard, Suite 1130 Metairie LA 70005	CONTACT NAME: William D. Hughs PHONE (A/C, No, Ext): 504-888-1100 FAX (A/C, No): 504-888-1299 E-MAIL ADDRESS: William_Hughs@ajg.com
INSURER(S) AFFORDING COVERAGE	
INSURED NANA Management Services, LLC 800 E. Dimond Blvd., Suite 3-450 Anchorage, AK 99515	NANAREG-01 INSURER A : Evanston Insurance Company NAIC # 35378 INSURER B : Zurich American Insurance Company 16535 INSURER C : Navigators Specialty Insurance Company 36056 INSURER D : American Zurich Insurance Company 40142 INSURER E : National Union Fire Insurance Company of Pittsburg 19445 INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 1622185538 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	Y	MKLV5ENV102387	6/1/2020	6/1/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Shared General Agg \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	BAP915646006	6/1/2020	6/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	SF20EXC727259IC	6/1/2020	6/1/2021	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y	N/A	WC011482006	6/1/2020	6/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER incl's Stop Gap E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A E	Professional Liab Crime		Y	MKLV5ENV102387 013510177	6/1/2020 6/1/2020	6/1/2021 6/1/2021	Prof Liab Each/Aggr Crime 1,000,000 5,000,000

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

General Liability Policy includes Blanket Additional Insured-Owners, Lessees or Contractors Form# CG 2010 04 13; Additional Insured-Owners, Lessees or Contractors-Completed Operations as required by written contract Form# CG 20 37 04 13; Waiver of Transfer of Rights of Recovery Against Others to Us (Written Contract Limitation)-Alaska Native Corporation Form# MEEI 2524 02 15 and Automatic Primary and Non-Contributory Insurance Alaska Native Corporation Form# MEEI 2274-A 05 16, Amendment of Cancellation Provisions - Alaska Native Corporation, Any person (s) or organization (s) to whom the insured agrees to provide Notice of Cancellation where required by written contract Form # MEEI 2220-A 11/17, pursuant to and subject to the policy terms, definitions, conditions and exclusions.
See Attached...

CERTIFICATE HOLDER Northwest Arctic Borough School District 744 3rd Street Kotzebue 99752	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--

AGENCY CUSTOMER ID: NANAREG-01

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Arthur J. Gallagher Risk Management Services, Inc.		NAMED INSURED NANA Management Services, LLC 800 E. Dimond Blvd., Suite 3-450 Anchorage, AK 99515	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

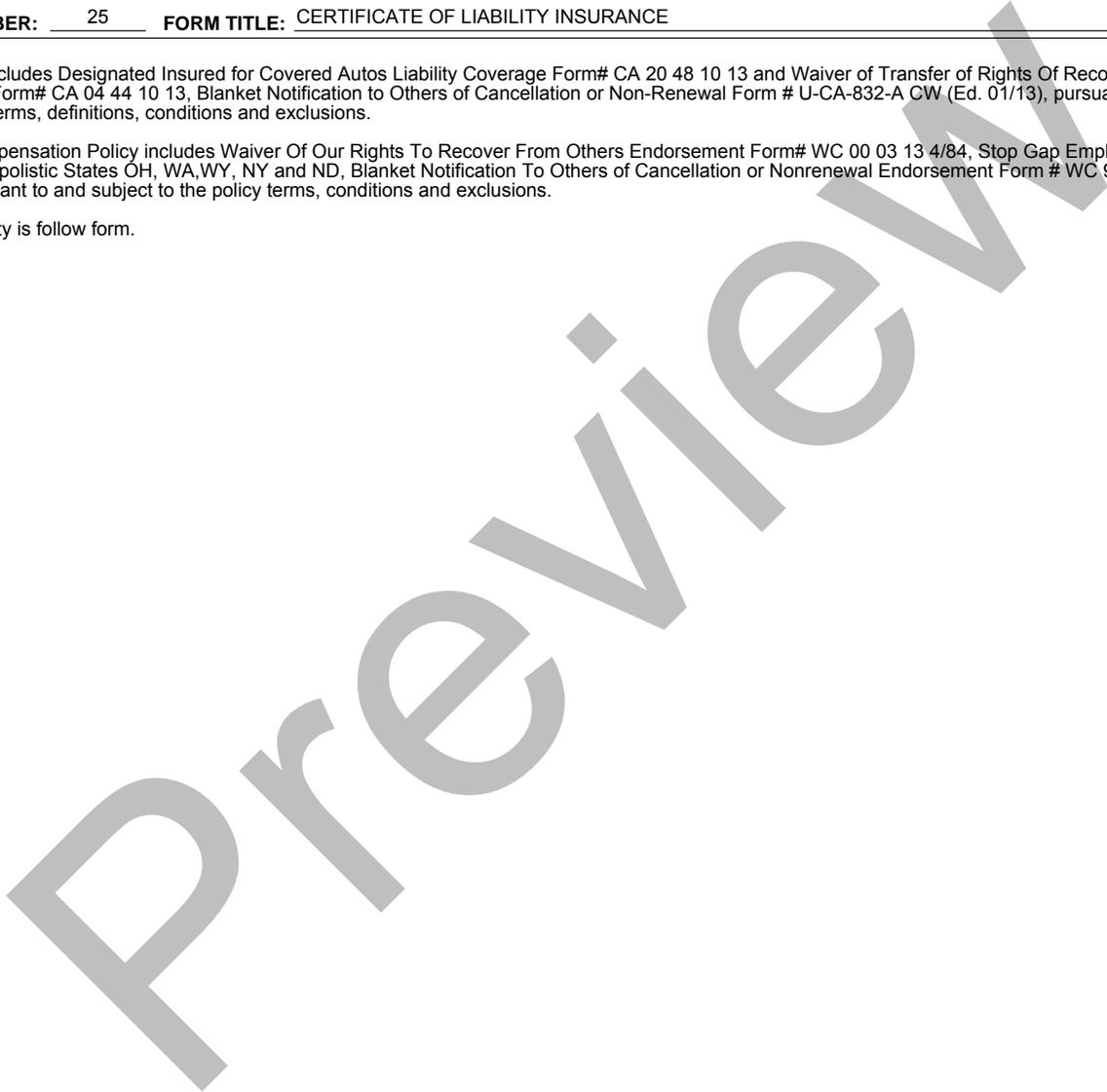
ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE

Auto Policy includes Designated Insured for Covered Autos Liability Coverage Form# CA 20 48 10 13 and Waiver of Transfer of Rights Of Recovery Against Other To Us Form# CA 04 44 10 13, Blanket Notification to Others of Cancellation or Non-Renewal Form # U-CA-832-A CW (Ed. 01/13), pursuant to and subject to the policy terms, definitions, conditions and exclusions.

Workers Compensation Policy includes Waiver Of Our Rights To Recover From Others Endorsement Form# WC 00 03 13 4/84, Stop Gap Employees Liability-Monopolistic States OH, WA,WY, NY and ND, Blanket Notification To Others of Cancellation or Nonrenewal Endorsement Form # WC 99 06 43 (Ed. 01-13), pursuant to and subject to the policy terms, conditions and exclusions.

Excess Liability is follow form.



ATTACHMENT A

PROPOSAL REQUIREMENTS AND SUBMITTAL CHECKLIST

	INFORMATION	YES	NO
1	Business information provided (name, address, license, authorized agent)?	X	
2	Proposal bond provided as required?	X	
3	Non-discrimination statement accepted?	X	
4	Custodial Services RFP, addendum and all attachments included?	X	
5	Has the contractor failed within the last three (3) years at any point to render substantial performance of a contract with any client? If so, has explanation for failure been provided?		X
6	Does the Proposal materially conform to the RFP specifications?	X	
7	Are there any material alterations to the Proposal?		X
8	Are there any erasures that have not been initialed by the Proposer?		X
9	Has a statement that the Proposal includes all terms and conditions of the invitation been included?	X	
10	Are the type of security being proposed and the company issuing such security been included as required?	X	
11	Is a copy of the monthly custodial service report (billing invoice) to be rendered to the District each month included?	X	
12	Did the contractor show evidence of financial stability by providing copies of the last three (3) annual financial statements as prepared and certified by an independent Certified Public Accountant, or an affidavit describing in detail those assets that could be applied to satisfy obligations under this contract including all encumbrances to said assets? (Note: Personal property used as an asset must be accompanied by an independent appraisal.)	X	
13	Did the Contractor provide a list of all college, school district, hospital, municipal, and commercial accounts including the dollar amount of the contract and square footage serviced?	X	
14	Was a list of accounts lost during the last three (3) years and reasons for the loss; statement as to whether servicing any of the lost accounts again; for each account, whether recovered or not, the name, title, and phone number of client liaison officer provided?	X	
15	Did the Contractor provide an analysis of improvements the Contractor would recommend for the custodial services program? (optional)	X	
16	Was a thorough analysis of on-site labor to include the following provided: 1. list of job titles, including all management positions, hourly wage/salaried employees 2. proposed distribution of these positions 3. hourly wage/salary range for all positions 4. total annual personnel services budget (include all expenses)	X	
17	Was the completed proposal including all terms, conditions and attachment returned as part of submittal and signed as required?	X	

ATTACHMENT F CERTIFICATION STATEMENT

I, the undersigned, having carefully examined the General Information, Terms and conditions, specifications and all related material and information provided by the Northwest Arctic Borough School District in connection with its Request for Proposals for Custodial Services dated February 22, 2022 and any addenda thereto and having inspected the actual physical facilities, hereby agree to furnish custodial services as specified to the Northwest Arctic Borough School District. I acknowledge receipt of the Request for Proposals referenced above and the following addenda thereto, if any:

1

Copies of these documents have been submitted with my proposal.

I further agree that this offer to supply custodial services will remain in effect at the fee quoted for a period of not less than ninety (90) calendar days from the date of the proposal opening, I understand and agree that this offer may not be withdrawn or modified during that time. I understand that contingent proposals cannot be accepted and represent that the fee quoted is not contingent.

If this offer or portion thereof is accepted by the Northwest Arctic Borough School Board and an award is made thereon, I agree to enter into a contract with the Northwest Arctic Borough School District to furnish custodial services as specified for the fee quoted.

I hereby certify that this proposal is genuine, that I have not colluded with any other proposer or any person, and that I am authorized to bind the firm identified below to this agreement and to any resulting contract for Custodial Services.

	3/10/2021
Authorized Signature	Date
Eric Billingsley	President
Printed Name	Title
NANA Management Services	
Name of Firm	
800 Dimond Blvd, Ste 3-450, Anchorage, AK 99515	
Address	
(907) 273-2400	
Contract Phone Number	

Collaborations / Exceptions from RFP

The following items require the parties to collaborate to solutions regarding the implementation as the current practices do not include these components of your Request for Proposal.

VII. K. Badging of Employees

We do not currently badge employees but are able to implement a solution to this request. The challenge is in the discipline of nearly every school site where badges by any person, contractor or district staff, are not on display. If Badging is required and becomes universally instituted, we too will comply.

VII. I. Fingerprint

The process and outcomes are unclear regarding Fingerprinting. If this is simple printing with no engagement of jurisdiction or government agency, we can find simple processes to comply.

If this request seeks FBI background checks, much more rigor is required and the cost of this would require pricing renegotiation. Fingerprinting and subsequent registration is approximately \$300 per person, except that travel associated may be as high as \$1500 per occurrence. This may end up in total cost in excess of \$100,000 which we may alleviate some if:

- Existing staff is grandfathered exceptions to the requirement
- On-call employees are not required to participate
- All printing can be done at the annual in-service training while staff is in Kotzebue

VI. F. Physicals

We do not currently complete these and if they are required, we'll need to know what physical guidance is requested (e.g. ergonomics) and if there is a specific form that guides the clinic. In addition, the 90-day advance is nearly impossible to achieve as candidates will not apply and then wait up to 100 days to begin work. (This has been addressed in the addendum #1 for this RFP.)

This has not been included in our price as we suggest a pass-through arrangement is best to recover additional costs incurred at the District request.

XIV. B. Fidelity Bond

The NMS Certificate of Insurance shows a crime policy covering NMS employees far in excess of the requested Fidelity Bond. As NMS has not bought Fidelity Bonds in the past since we are covered, we request this insurance provision meets your crime coverage criteria.

Original signatures vs. adobe docu-sign

We appreciate that you have authorized the proposal letter, disclosures, and pricing appendixes to be electronically signed by the representatives and officers of NMS.



SECTION II

PRICING

Financial Offer

The pricing offered by NMS in this proposal is slightly less than 3% increase over our current billing rates.

Our existing staff base pay rates, health costs, and general supply costs have risen approximately 3% over the past year and we are only seeking price adjustment to cover our cost increases. NMS is committed to a long-term partnership and will work with you on budget controlling initiatives within our areas of influence.



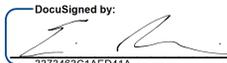
ATTACHMENT E

TOTAL NUMBER OF CUSTODIANS REQUIRED

These numbers are based on current/past custodial usage and the District's opinion of the **minimum** number of custodians required for adequate services to District buildings at the time of the RFP. It is the Contractors responsibility to determine the actual number of custodians required to satisfy this Contract.

Full Time Equivalency (FTE) for the purpose of this Contract is 7.50 hours per day/37.5 hours per week. (For example, 1.0 FTE works 37.5 hours per week. 0.5 FTE works 25 hours per week)

School	Monday - Friday	FTE	Contractor Weekly
	Type		Cost Estimate
Ambler	1 day & 1 evening custodian	2	\$ 1,857.06
Buckland	1 day & 2 evening custodians	3	\$ 2,867.61
Deering	1 day/evening combo	1	\$ 1,412.49
Diana	1 day & 1 evening custodian	2	\$ 1,739.51
Kivalina	1 day & 1 evening custodian	2	\$ 2,100.87
Kobuk	1 custodian	1	\$ 965.51
Noatak	1 day & 2 evening custodians	3	\$ 2,633.48
Noorvik	2 evening custodian	2	\$ 2,633.48
Selawik	1 day & 2 evening custodians	3	\$ 2,797.47
Shungnak	1 day & 1 evening custodian	2	\$ 1,751.60
JNES/KMHS	FOREMAN	1	\$ inc.
JNES/KMHS	3 day & 3 evening custodians	6	\$ 6,511.83
District Office/Maint	1 evening	1	\$ 986.31
ATC/Dorm(s)	1 day custodian	1	\$ 1,015.82
ATC/Dorm	1 day/evening combo	1	\$ inc.
Star Dorm			798.19
Total Minimum number of custodians		31.00 FTE	31.5 FTE (NMS)
Minimum number of custodial hours per week		1162.5	\$ 30,071.19

DocuSigned by:

 3377463C1AE041A
Authorized Signature

3/10/2021

Date

PROPOSAL FORM CUSTODIAL SERVICES ANNUAL FEE AMOUNT

The proposer must complete this form and the cost justification form and return it with the proposal package.

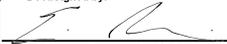
Enter the total annual amount of the fee proposed for custodial services for any or all of the buildings listed below:

Ambler	\$	122,264
Buckland	\$	182,144
Deering	\$	94,284
Kiana	\$	117,467
Kivalina	\$	134,433
Kobuk	\$	68,688
Noatak	\$	169,220
Noorvik	\$	171,913
Selawik	\$	180,188
Shungnak	\$	115,324
JNES/KMHS	\$	500,633
District & Maintenance Offices	\$	85,440
ATC & Dormitory	\$	92,660
Star Dormitory		53,419
TOTAL FEE PROPOSAL	\$	2,088,078
Extra Curricular Activities - hourly cleaning fee	Per Hour : \$	55
Emergency Cleaning - hourly cleaning fee	Per Hour : \$	60

Attach proposal BOND here

I agree by the submittal of this proposal that if awarded a contract pursuant to the Request for Proposals, I will comply with all the terms and conditions contained in the Request for Proposals, including any addenda thereto.

DocuSigned by:


Authorized Signature

3/10/2021

Date



Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company
 Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that **FEDERAL INSURANCE COMPANY**, an Indiana corporation, **VIGILANT INSURANCE COMPANY**, a New York corporation, **PACIFIC INDEMNITY COMPANY**, a Wisconsin corporation, **WESTCHESTER FIRE INSURANCE COMPANY** and **ACE AMERICAN INSURANCE COMPANY** corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint **Jamie Armfield**

Surety Bond Number: Bid Bond
 Oblige: Northwest Arctic Borough School District

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said **FEDERAL INSURANCE COMPANY**, **VIGILANT INSURANCE COMPANY**, **PACIFIC INDEMNITY COMPANY**, **WESTCHESTER FIRE INSURANCE COMPANY** and **ACE AMERICAN INSURANCE COMPANY** have each executed and attested these presents and affixed their corporate seals on this **1st** day of **November, 2019**.

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President



STATE OF NEW JERSEY
 County of Hunterdon

ss.

On this **1st** day of **November, 2019**, before me, a Notary Public of New Jersey, personally came Dawn M. Chloros and Stephen M. Haney, to me known to be Assistant Secretary and Vice President, respectively, of **FEDERAL INSURANCE COMPANY**, **VIGILANT INSURANCE COMPANY**, **PACIFIC INDEMNITY COMPANY**, **WESTCHESTER FIRE INSURANCE COMPANY** and **ACE AMERICAN INSURANCE COMPANY**, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros and Stephen M. Haney, being by me duly sworn, severally and each for herself and himself did depose and say that they are Assistant Secretary and Vice President, respectively, of **FEDERAL INSURANCE COMPANY**, **VIGILANT INSURANCE COMPANY**, **PACIFIC INDEMNITY COMPANY**, **WESTCHESTER FIRE INSURANCE COMPANY** and **ACE AMERICAN INSURANCE COMPANY** and know the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that their signatures as such officers were duly affixed and subscribed by like authority.

Notarial Seal



KATHERINE J. ADELAAR
 NOTARY PUBLIC OF NEW JERSEY
 No. 2316685
 Commission Expires July 16, 2024

Katherine J. Adelaar
 Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of **FEDERAL INSURANCE COMPANY**, **VIGILANT INSURANCE COMPANY**, and **PACIFIC INDEMNITY COMPANY** on August 30, 2016; **WESTCHESTER FIRE INSURANCE COMPANY** on December 11, 2006; and **ACE AMERICAN INSURANCE COMPANY** on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
- (2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
- (3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of **FEDERAL INSURANCE COMPANY**, **VIGILANT INSURANCE COMPANY**, **PACIFIC INDEMNITY COMPANY**, **WESTCHESTER FIRE INSURANCE COMPANY** and **ACE AMERICAN INSURANCE COMPANY** (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
- (ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this **March 8, 2021**.



Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:
 Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com

**FEE COST JUSTIFICATION
FORM
Ambler SCHOOL**

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 28,721
Night Custodial Salary	\$ 25,753
Employer Medicare & SS	\$ 7,229
Other Benefits	\$ 10,241
Total Employee Costs	\$ 77,714
Custodial Supplies	\$ 8,636
Other Supplies	\$ 3,938
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 5,029
Other - Specify	\$ 14,863
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 11,760
Total All Costs	\$ 122,264

The total should agree with the total submitted on the proposal form.

DocuSigned by:



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Authorized Signature

3/10/2021

Date

FEE COST JUSTIFICATION FORM Alaska Technical Center and Dormitory

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 35,178
Night Custodial Salary	\$ 0
Employer Medicare & SS	\$ 4,914
Other Benefits	\$ 6,961
Total Employee Costs	\$ 52,822
Custodial Supplies	\$ 6,545
Other Supplies	\$ 6,431
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 5,874
Other - Specify	\$ 11,751
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 8,912
Total All Costs	\$ 92,660

The total should agree with the total submitted on the proposal form.

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Authorized Signature

3/10/2021

Date

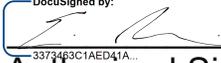
**FEE COST JUSTIFICATION
FORM
Buckland SCHOOL**

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 30,827
Night Custodial Salary	\$ 55,765
Employer Medicare & SS	\$ 11,083
Other Benefits	\$ 15,701
Total Employee Costs	\$ 119,146
Custodial Supplies	\$ 12,865
Other Supplies	\$ 6,040
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 5,741
Other - Specify	\$ 20,507
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 17,519
Total All Costs	\$ 182,144

The total should agree with the total submitted on the proposal form.

DocuSigned by:

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 Authorized Signature

3/10/2021

Date

**FEE COST JUSTIFICATION
FORM
Deering School**

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 20,172
Night Custodial Salary	\$ 20,172
Employer Medicare & SS	\$ 5,534
Other Benefits	\$ 7,839
Total Employee Costs	\$ 59,487
Custodial Supplies	\$ 6,660
Other Supplies	\$ 2,362
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 4,495
Other - Specify	\$ 11,887
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 9,069
Total All Costs	\$ 94,284

The total should agree with the total submitted on the proposal form.

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Authorized Signature

3/10/2021

Date

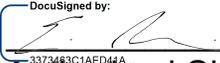
**FEE COST JUSTIFICATION
FORM
Kiana School**

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 25,369
Night Custodial Salary	\$ 25,369
Employer Medicare & SS	\$ 6,781
Other Benefits	\$ 9,606
Total Employee Costs	\$ 72,894
Custodial Supplies	\$ 8,297
Other Supplies	\$ 4,852
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 5,339
Other - Specify	\$ 14,461
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 11,298
Total All Costs	\$ 117,467

The total should agree with the total submitted on the proposal form.

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 Authorized Signature

3/10/2021

Date

**FEE COST JUSTIFICATION
FORM
Kivalina School**

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 30,689
Night Custodial Salary	\$ 31,534
Employer Medicare & SS	\$ 8,159
Other Benefits	\$ 11,559
Total Employee Costs	\$ 87,710
Custodial Supplies	\$ 9,495
Other Supplies	\$ 3,208
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 4,782
Other - Specify	\$ 15,982
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 12,930
Total All Costs	\$ 134,433

The total should agree with the total submitted on the proposal form.

DocuSigned by:



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Authorized Signature

3/10/2021

Date

**FEE COST JUSTIFICATION
FORM
Kobuk School**

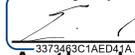
CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 26,138
Night Custodial Salary	\$ 0
Employer Medicare & SS	\$ 3,829
Other Benefits	\$ 5,424
Total Employee Costs	\$ 41,160
Custodial Supplies	\$ 4,852
Other Supplies	\$ 1,721
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 4,278
Other - Specify	\$ 9,746
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 6,607
Total All Costs	\$ 68,688

The total should agree with the total submitted on the proposal form.

DocuSigned by:



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Authorized Signature

3/10/2021

Date

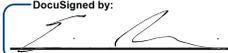
FEE COST JUSTIFICATION FORM Kotzebue District & Maintenance Offices

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 16,994
Night Custodial Salary	\$ 16,994
Employer Medicare & SS	\$ 4,771
Other Benefits	\$ 6,759
Total Employee Costs	\$ 51,288
Custodial Supplies	\$ 6,035
Other Supplies	\$ 3,534
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 4,892
Other - Specify	\$ 11,147
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 8,218
Total All Costs	\$ 85,440

The total should agree with the total submitted on the proposal form.

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3/10/2021

 Date

FEE COST JUSTIFICATION FORM
June Nelson Elementary School
Kotzebue Middle/High School

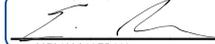
CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 87,970
Night Custodial Salary	\$ 168,753
Employer Medicare & SS	\$ 31,499
Other Benefits	\$ 44,624
Total Employee Costs	\$ 338,615
Custodial Supplies	\$ 35,361
Other Supplies	\$ 18,488
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 9,958
Other - Specify	\$ 49,733
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 48,152
Total All Costs	\$ 500,633

The total should agree with the total submitted on the proposal form.

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3/10/2021

Date

**FEE COST JUSTIFICATION
FORM
Noatak School**

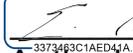
CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 28,413
Night Custodial Salary	\$ 50,738
Employer Medicare & SS	\$ 10,190
Other Benefits	\$ 14,436
Total Employee Costs	\$ 109,547
Custodial Supplies	\$ 11,952
Other Supplies	\$ 5,975
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 5,719
Other - Specify	\$ 19,426
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 16,276
Total All Costs	\$ 169,220

The total should agree with the total submitted on the proposal form.

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3/10/2021

Date

**FEE COST JUSTIFICATION
FORM
Noorvik School**

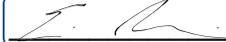
CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 47,924
Night Custodial Salary	\$ 31,227
Employer Medicare & SS	\$ 10,190
Other Benefits	\$ 14,436
Total Employee Costs	\$ 109,547
Custodial Supplies	\$ 12,143
Other Supplies	\$ 7,830
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 6,348
Other - Specify	\$ 19,185
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 16,535
Total All Costs	\$ 171,913

The total should agree with the total submitted on the proposal form.

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3/10/2021

Date

FEE COST JUSTIFICATION FORM
Selawik School

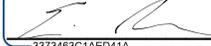
CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 25,369
Night Custodial Salary	\$ 58,994
Employer Medicare & SS	\$ 10,816
Other Benefits	\$ 15,322
Total Employee Costs	\$ 116,271
Custodial Supplies	\$ 12,727
Other Supplies	\$ 7,093
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 6,098
Other - Specify	\$ 20,343
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 17,331
Total All Costs	\$ 180,188

The total should agree with the total submitted on the proposal form.

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3/10/2021

Date

**FEE COST JUSTIFICATION
FORM
Shungnak School**

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 5,770
Day Custodial Salary	\$ 25,753
Night Custodial Salary	\$ 25,369
Employer Medicare & SS	\$ 6,827
Other Benefits	\$ 9,672
Total Employee Costs	\$ 73,390
Custodial Supplies	\$ 8,146
Other Supplies	\$ 3,282
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 4,807
Other - Specify	\$ 14,282
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 11,092
Total All Costs	\$ 115,324

The total should agree with the total submitted on the proposal form.

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3/10/2021
Date

FEE COST JUSTIFICATION FORM Star Dormitory

CUSTODIAL SERVICES

List the total of all expenses as per proposal submitted. The District may require explanation and/or documentation supporting claim for any line item.

Cost Explanation	Annual Total
Management Salary	\$ 0
Day Custodial Salary	\$ 0
Night Custodial Salary	\$ 25,369
Employer Medicare & SS	\$ 3,044
Other Benefits	\$ 4,313
Total Employee Costs	\$ 32,726
Custodial Supplies	\$ 3,773
Other Supplies	\$ 2,222
Insurance	\$ 326
Bonding	\$ 0
Taxes and Licenses	\$ 0
Building rental, utilities, maintenance, etc.	\$ 767
Other - Specify	\$ 8,468
Other - Specify	\$ -
Other - Specify	\$ -
Profit	\$ 5,138
Total All Costs	\$ 53,419

The total should agree with the total submitted on the proposal form.

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3/10/2021

 Date



Invoice: 1770179321RE
 Sales Order: NMS0089779

Invoice Date: 02/15/21

Due Date: 03/17/21

Sold To: NWAB SCH DIST- JANITORIAL
 ATTN: ACCOUNTS PAYABLE
 PO BOX 51
 KOTZEBUE, AK 99752 US

Ship To:

Contact:

Currency: USD

Contract: NWABSD Janitorial

Tax ID: 92-0065346

Order Date	Sales Representative	Terms	Delivery Terms	Ship Via	Customer Purchase Order		
02/15/21		NET 30			JANUARY 2021		
Line	Item / Description	Rev	U/M	Invoice Quantity	Net Unit Price	Extended Price	
1	JANITORIAL SERVICE AMBLER JANUARY 2021		MON	1	12,927.95	12,927.95	
2	JANITORIAL SERVICE AMBLER - HOURS NOT WORKED JANUARY 2021		MON	67.5	-28.60	-1,930.50	
3	JANITORIAL SERVICE BUCKLAND JANUARY 2021		MON	1	18,434.51	18,434.51	
4	JANITORIAL SERVICE DEERING JANUARY 2021		MON	1	9,671.57	9,671.57	
5	JANITORIAL SERVICE KIANA JANUARY 2021		MON	1	13,188.95	13,188.95	
6	JANITORIAL SERVICE KIANA - HOURS NOT WORKED		MON	142.5	-28.60	-4,075.50	



Invoice: 1770179321RE
 Sales Order: NMS0089779

Invoice Date: 02/15/21
 Due Date: 03/17/21

Sold To: NWAB SCH DIST- JANITORIAL
 ATTN: ACCOUNTS PAYABLE
 PO BOX 51
 KOTZEBUE, AK 99752 US

Ship To:

Contact: Currency: USD Contract: NWABSD Janitorial

Tax ID: 92-0065346

Order Date	Sales Representative	Terms	Delivery Terms	Ship Via	Customer Purchase Order		
02/15/21		NET 30			JANUARY 2021		
Line	Item / Description	Rev	U/M	Invoice Quantity	Net Unit Price	Extended Price	
	Remit To: NANA Management Services, LLC ATTN: Accounts Receivable 800 E. Dimond Blvd., Suite 3-450 ANCHORAGE, AK 99515 US				Subtotal:	178,702.06	
					Total Tax/VAT	0.00	
						Total Amount:	178,702.06

NWABSD

Invoice 1770179321
Date 1/21/2021
Amount \$ 202,726.06

Total	\$	178,702.06	Hours	Credit	\$	28.60
Ambler	\$	12,927.95	67.5	\$	1,930.50	
Buckland	\$	18,434.51	0	\$	-	
Deering	\$	9,671.57	0	\$	-	
Kiana	\$	13,188.95	142.5	\$	4,075.50	
Kivalina	\$	13,126.98	210	\$	6,006.00	
Kobuk	\$	7,154.17	60	\$	1,716.00	
Noatak	\$	17,800.32	97.5	\$	2,788.50	
Selawik	\$	17,328.14	97.5	\$	2,788.50	
Noorvik	\$	19,333.68	60	\$	1,716.00	
Shungnak	\$	10,065.53	105	\$	3,003.00	
JNES/KMHS	\$	39,819.44	0	\$	-	
DO/Maint	\$	7,569.11	0	\$	-	
STAR Dorm	\$	4,884.26	0	\$	-	
ATC/Dorm	\$	11,421.45	0	\$	-	
	\$	202,726.06	840	\$	24,024.00	



SECTION III

CUSTODIAL SERVICES

Operating Program



Our approach is to provide the right staffing, equipment and products to deliver services in a safe manner in accordance with agreed-upon service levels and statement of work. To support this approach, we will constantly evaluate the needs of the facility and its users, the chemicals, cleaning equipment, procedures and training programs with the goal of improving indoor environmental quality while controlling operating costs.

By the very nature of this philosophy, NMS will constantly evaluate any changes at the NWABSD facilities for opportunities to provide additional service and budgetary savings. The framework of services that can be expected include:

1. Strong Leadership

NMS leadership will be completely responsible for all aspects of the custodial services program. They have a vision of quality performance and emphasize our values. They will continue to support the NWABSD mission. All leadership will participate in our ongoing training programs, which are provided in order to build them into more effective managers. They will enforce all NWABSD and NMS policies and subscribe to a written code-of-conduct.

2. Customer Focus

NMS will implement an aggressive initiative to maintain superior customer satisfaction. This initiative will include:

- Employee training on customer interaction
- Regular visitations by NMS leadership to the various NWABSD locations
- Effective Quality Assurance processes

3. Valued Human Resources

Employees are our greatest resource. Through proper motivation and through the development of a positive corporate culture, employees can be relied upon to perform above industry standards. NMS will deliver an exceptional team by providing the necessary support and leadership. NMS is committed to professional development, and training will be provided to employees for any work conducted at the NWABSD facilities. Career tracking and other growth opportunities will be provided to all team members.

4. Process Evaluation

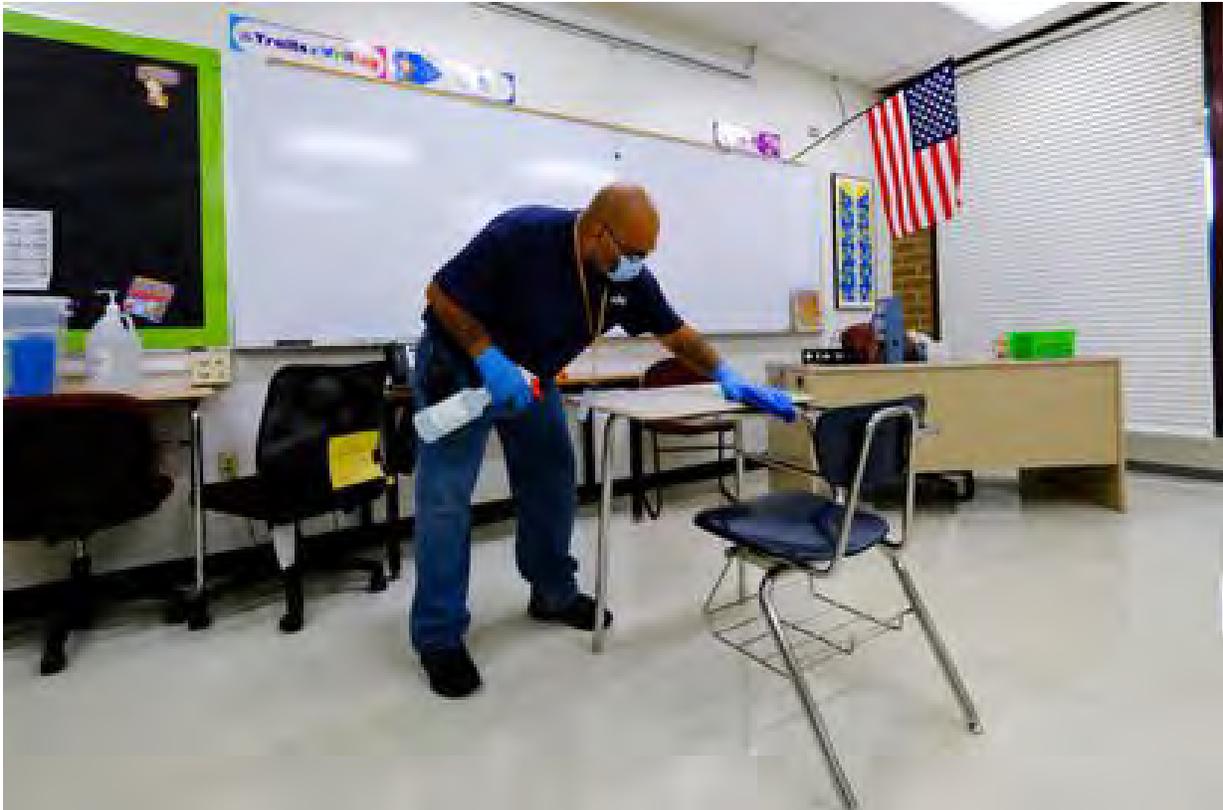
NMS will continually evaluate work processes to find improved ways of conducting business. Continuous process improvement is a core value within the NMS organization. Aggressive process evaluation is crucial to customer satisfaction. Work performance data on employees will identify training opportunities aiding in the delivery of exceptional and consistent service.

5. Knowledge and Variation

It is our goal to manage with facts, not assumptions. A quality program cannot be considered “cutting edge” without the use of sophisticated management processes and technology. Indeed, our success relies upon a keen understanding of the customer and the work environment. NMS will continue to gain knowledge about the environment through collaborations with the leadership team at the Northwest Arctic Borough School District.

6. Responsible Decision Making

NMS will manage responsibly through structured problem solving whenever possible. Traditions, assumptions and best guesses are not the most effective management tools. Structured problem solving is the process of breaking down a problem to its smaller parts and developing a solution to that smaller issue. Solving each smaller problem will lead to resolution of the larger matter. NMS is committed to partnering with the Northwest Arctic Borough School District to focus on your priorities and provide an exceptional custodial services program to the students, staff and visitors of NWABSD school facilities.



Quality Management Program

Our Quality Management Program utilizes technology to assist us in managing our resources while maintaining a high quality of services throughout NWABSD facilities. This proven program provides the NMS management team and staff the specialized tools and support systems they need to reach optimum productivity:

- Quality control assessment of cleanliness
- Documentation of the quality assurance improvements made throughout each building
- Inspection programs
- Reports that detail areas requiring adjusted cleaning schedules
- Reports identifying training needs of NMS Custodial and maintenance staff
- Quality control inspection of completed work orders
- Quality control inspections for safety compliance

Goals of the Quality Management Program

The Quality Management Program is designed to track work performance and verify compliance with contract specifications. These include, but are not limited to, the following areas:

- Tasks are completed timely and within the scope of service specified by contract specifications.
- Equipment and supplies are of the correct type and of sufficient quantity.
- Deficiencies are reported and corrected in a timely manner.
- Buildings security is maintained at a level desired by the customer.
- Security devices (such as keys to buildings) are secure during and after hours.
- Employees display the proper company identification.
- Training is utilized to keep employees informed on new cleaning techniques, new safety protocols and as a motivational tool.
- Communication between the customer and NMS is flowing smoothly.
- Work is being performed as scheduled and in a timely manner.
- The rules of employee conduct are being strictly enforced in order to ensure customer satisfaction.



Bathroom Service Record

NWABSD

Bathroom Checklist

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

Posting Date: _____

Bathroom Location: _____

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

	Check Off
Time:	
intials	
Toilet Paper	
Paper Towels	
Floor	
Soap	
Toilet	
Trash	
Sink	

NMS utilizes a *Top-Down/Organization-Wide* approach to conducting quality compliance inspections for the Custodial function, as well as an array of other inspection tools and techniques. The quality compliance team charged with daily inspections will consist of the following NMS personnel:

- Custodial Manager:** Responsible for the overall operation, the manager reviews correspondence, work requests or performance reports generated in the performance of the contract. In addition, he or she is responsible for performing regular contract compliance inspections and ensuring proper assignment of personnel.
- Custodial Lead:** A custodian assigned with oversight of a “cleaning team” and who has reporting duties. This person is responsible for performing work quality inspections of their assigned area and for making daily reports to the Custodial Manager and/or Area Manager.
- Custodian:** A member of a “cleaning team,” responsible for performing to company and contract standards, identifying, reporting and/or correcting problems and defects as required.

NMS Cleaning System

Philosophy

- Clean for health first, then appearance
- Treat custodial staff with respect and dignity
- Use the clean syndrome (cleanliness cleanliness)
- Go beyond compliance on safety regulations
- Minimize environmental harm
- Exceed expectations

Goals

- Create and maintain a clean, safe environment
- Instill responsibility and pride of ownership in custodial team
- Empower our staff to take pride in their work
- Implement efficiencies that reduce costs for our customers

Results

- More effective cleaning/cleaner habitat

TRAKKAR

NMS is pleased to offer TRAKKAR. TRAKKAR is an integrated management platform that utilizes technology to engage all staff members in driving quality enhancements for every area of every NWABSD facility.

TRAKKAR software delivers a wide array of benefits including:

- Enhanced employee productivity.
- Easy access to inspection criteria for each area that supports management review.
- Quick and immediate review and tracking in reports that identify successes and opportunities.

A Better Database for Better Informed Decisions

At the heart of the TRAKKAR program is a detailed database of your facility spaces, environmental services employees and NMS standards for cleaning procedures, performance standards and training. Access to all this pertinent information enables us to take action that generates higher service levels, employees who are more engaged and clients who are highly satisfied.

Fair, Equitable, Objective Standards

TRAKKAR helps create fair and equitable work assignments for all employees based on time-tested, objective national production standards. With TRAKKAR, we can organize more balanced work schedules, focused on performing the correct cleaning tasks at the right time. Nothing is



likely to fall through the cracks. Thus, TRAKKAR improves the staffing model, putting resources to their best uses.

Management of Employee Training

We track individual performance in the quality assurance process. The TRAKKAR training module then supports continuous improvement by matching quality issues with training needs. TRAKKAR schedules employee training and maintains detailed records on attendance and test scores, all easily found with a few clicks of the mouse.

Random Inspections, Leaving Nothing to Chance

TRAKKAR's quality assurance inspection process selects rooms at random for inspection to ensure that our staff are performing at the agreed upon standards. We inspect rooms, measuring changes in quality, from an individual employee's performance to the overall quality of a building.

Reports, the Way You Need Them

TRAKKAR includes numerous reports on people, spaces, training and quality. They're designed to be easy to use, providing the information you need, organized the way you need it.

An Essential Planning Tool

TRAKKAR provides for scenario planning; it allows you to evaluate the impact of changing cleaning levels quickly and easily. Short term, the TRAKKAR planning capability minimizes the financial impact of any new needs. Long term, it can be a steady source of ongoing savings.

Daily Task Management

TRAKKAR software supports the following routine tasks each day:

- Automatically calculates daily cleaning times based on frequency and square footage.
- Easily orders and adjusts which rooms need to be cleaned, when and how often.
- Creates employee printouts showing cleaning steps to be performed in each room.
- Finds rooms that haven't been put on work assignments.

Periodic Tasks

By date and employee, TRAKKAR can track periodic projects such as floor refinishing, carpet extraction, wall washing and more. We inspect areas for what really needs to be done, not just what's on the schedule. We can also adjust periodic task levels to your facility's changing needs.



Staffing Analysis

TRAKKAR helps manage change by providing:

- FTEs per shift reports and supervisor reports.
- “What if” scenario tools to balance quality and costs.
- Detailed analysis by worker position to fine-tune your custodial program.

Custodial Staffing Chart for NWABSD								
Building	Hourly Rate	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Amber								
Custodian	\$18.68	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.75	OFF	3:30 PM to 11:30 PM	OFF				
Buckland								
Custodian	\$20.05	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.40	OFF	3:30 PM to 11:30 PM	OFF				
Custodian	\$17.87	OFF	3:30 PM to 11:30 PM	OFF				
Deering								
Custodian	\$26.24	OFF	8 AM to 4 PM	OFF				
Klana								
Custodian	\$16.50	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.50	OFF	3:30 PM to 11:30 PM	OFF				
Kivalina								
Custodian	\$19.96	OFF	8 AM to 4 PM	OFF				
Custodian	\$17.87	3:30 PM to 11:30 PM	OFF	OFF				
Kobuk								
Custodian	\$17.00	OFF	8 AM to 4 PM	OFF				
Noatak								
Custodian	\$18.48	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.50	OFF	3:30 PM to 11:30 PM	OFF				
Custodian	\$16.50	OFF	3:30 PM to 11:30 PM	OFF				
Noorvik								
Custodian	\$26.77	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.50	3:30 PM to 11:30 PM	OFF	OFF				
Selawik								
Custodian	\$16.50	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.50	OFF	3:30 PM to 11:30 PM	OFF				
Custodian	\$21.87	OFF	3:30 PM to 11:30 PM	OFF				
Shungnak								
Custodian	\$16.75	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.50	3:30 PM to 11:30 PM	OFF	OFF				
Kotz MS/HS								
Custodian	\$16.91	OFF	8 AM to 4 PM	OFF				
Custodian	\$18.13	OFF	8 AM to 4 PM	OFF				
Custodian	\$16.91	3:30 PM to 11:30 PM	OFF	OFF				
Custodian	\$16.50	3:30 PM to 11:30 PM	OFF	OFF				
Custodian	\$16.50	3:30 PM to 11:30 PM	OFF	OFF				
Custodian	\$16.50	3:30 PM to 11:30 PM	OFF	OFF				
District Office								
Custodian	\$17.43	3:30 PM to 11:30 PM	OFF	OFF				
ATC/Dorm								
Custodian (ATC)	\$18.04	OFF	8 AM to 4 PM	OFF				
Custodian (Dorm)	\$16.50	OFF	11:00 am to 7:00 PM	OFF				

COMMUNICATION AND CUSTOMER SERVICE

Your satisfaction is taken very seriously at NMS. You'll have every opportunity to let us know how we're doing through our specialized service evaluation program that utilizes innovative surveys to identify the perception of quality and availability from several viewpoints.

Customer Service

The key to any successful program is meeting the needs of those we serve. In order to achieve this, we have, as part of our program, a commitment to regular communication with your staff. The communication system utilized by NMS is based on the support of your administration.

Features of this communication program you'll be able to take advantage of include:

- **A Joint Review Program.** The Joint Review is an important part of the NMS management program. It is a written review of our performance presented in a format that addresses your objectives. It is presented semiannually, or as often as necessary, to provide your administration with a report card of how we are meeting your expectations.
- **Annual Business Review.** We maintain a shared vision with you, and the key to our success is understanding your expectations so NMS can apply our resources to meet any and all objectives you lay out for us. The annual review highlights how we measured against the previous year's business plan and sets goals and actions for the coming year.
- **Other Communication Tools.** Several approaches are utilized to communicate with your staff on issues to ensure your facility is aware of who to contact, hours of operations, emergency numbers, contingency plans, new products and special announcements. This is accomplished with:
 - Staff management meetings
 - In-service programs
 - Weekly staff huddles



Equipment and Chemicals

The floor equipment for the schools is owned by the District. NMS understands we are responsible for the maintenance of this equipment. If equipment is damaged or inoperable through the fault of NMS, we are responsible to replace.

For optimum cleaning performance, safety and sanitation, our team will follow both the NMS and manufacturers' standards and recommendations for equipment maintenance and cleaning.

Chemicals

NMS understands that environmental awareness is a concern for NWABSD. To successfully meet your expectations, our Custodial program includes evaluating the needs of the facility and its users, the chemicals, cleaning equipment, procedures and training programs with the goal of improving indoor environmental quality, while reducing operating costs and the overall negative impact the cleaning operations have on the environment.

The cleaning practices we employ at NWABSD, not only protect and improve the health of the environment but will also protect and improve the health of your employees. NMS' experience with sustainable certifications and standards such as CIMS-GB, LEED, Green Label/Seal of Approval and Green Seal are used to develop the most environmentally friendly program possible at locations. We will consider the following potential environmental categories related to cleaning operations at your facility:

- Solid and hazardous wastes
- Local issues (noise, odor, dust, etc.)
- Supplies, chemicals and consumable product use
- Resource use (water, energy, etc.)

To develop an effective environmentally friendly program, the Custodial management systems at NWABSD will be aligned with the Cleaning Industry Management Standard (CIMS), the industry benchmark produced by ISSA, the world's most recognized cleaning association.



NWABSD Custodial Chemicals	
Apple Green Vinyl Urinal Screen Deodorizer	Spartan Chewing Gum Remover
Diversey Carefree Floor Finish	Spartan Clean on the Go NABC Concentrate Disinfectant
Diversey Complete Floor Finish	Spartan Clean on the Go Tribase Multi Purpose Cleaner
Diversey Crew Clinging Toilet Bowl Cleaner	Spartan Clothesline Fresh Laundry Detergent
Diversey High Mileage Floor Finish	Spartan Consume Micro-Muscle Cleaner
Diversey Revive Pluss SC Maintainer/Rejuvenator	Spartan Contempo Tannin Browning Treatment
Diversey Triad III Disinfectant Cleaner	Spartan Defoamer
Diversey Vectra Floor Finish	Spartan Dust Mop/Dust Cloth Treatment
Ecolab Maxx Matt Durable Floor Finish-Phazer	Spartan Fresh 'N Easy Smoke & Odor Eliminator
Ecolab Revitalize Carpet Shampoo	Spartan Graffiti Remover Sac
Ecolab Revitalize Defoamer	Spartan GS High Dilution Disinfectant 256
Ecolab Stainless Steel Cleaner & Polish	Spartan L.O.E. Stripper
Franklin Odor Eliminator	Spartan Rinse Free Strip
GoJo Luxury Foam Handwash	Spartan Sunswept Floor Finish Restorer
KIK Custom Produces Purebright Ultra Germicidal Bleach	Spartan TB-CIDE QUAT Disinfectant
P&G Liquid Cleaner	Spartan Tribase Multi Purpose Cleaner
Reliable Bran Blue-X RTU Glass & Surface Cleaner	Spartan Xtraction II Carpet Cleaner
Sealed Air Amplify High Solids Floor Finish	Vi-Jon Hand Sanitizer
Sealed Air Bravo Heavy-Duty Low Oder Stripper	Waxie Sanitary Supply Defoaming Agent
Sealed Air Glance NA Glass & Multi-Surface Cleaner Non-Ammoniated	Waxie Sanitary Supply Fibercare #2
Sealed Air GP Forward SC	Waxie Sanitary Supply Green Encapsulating Carpet Spotter
Sealed Air Stride Citrus HC 3 Neutral Cleaner	Waxie Sanitary Supply Green Fibercare Carpet Soil Extractor
Sealed Air Triad III Disinfectant Cleaner	Waxie Sanitary Supply Orange Liquid Deodorant Concentrate
Spartan Biorenewables Glass Cleaner	



Safety Data Sheets

Safety Data Sheets are provided and will be updated as required for all chemical and cleaning materials used by our team. These sheets will be available at all times for staff and NWABSD staff for review.

Covid-19 Response plan

In the earlier 2020, COVID-19 caused extensive activity in the area of sanitizing, communication, and enhanced safety measures to shift the behaviors of the people who occupy the areas we maintain. Signage, supplies, PPE, and visible enhancement of the environmental team was critical to effectively implementing the controls our schools and hospitals needed in place quickly.

- We are adjusting our cleaning procedures to align with CDC Guidelines on a daily basis.
- Adding to best practices, NMS expanded to include more frequent cleaning of all surfaces.
- In addition, swab testing of high-touch surfaces for strains of bacteria ensure that we keep everyone safe promote immediate corrective action when necessary.

As the Covid-19 pandemic spread, the Center for Disease Control and Prevention (CDC) communicated new guidelines for safety and sanitation. NMS quickly modified our policies and procedures to reduce the risk of exposure by cleaning and disinfecting using EPA approved products. Each facility is evaluated for “what-if” scenarios based on their current size and we follow a step-by-step plan should an outbreak occur.

All NMS custodial leaders now follow guidelines from applicable health authorities and consult with our HSSE corporate experts for ongoing guidance focused on ensuring the most current best practices are in place.





SECTION IV

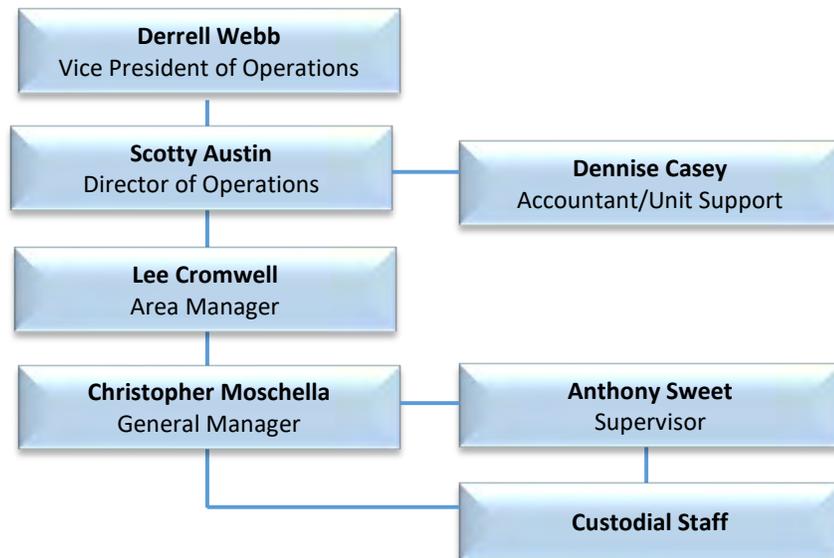
MANAGEMENT SERVICES – HUMAN RESOURCES

Management Services

The proposed staffing plan was built with a focus on timely service needs as opposed to physical location. Implementation of the plan will be led by the custodial manager who is ultimately responsible for the collaborative establishment and maintenance of superior standards of cleanliness.

The team is made up of dedicated, highly trained personnel who will be cross-utilized to the maximum extent possible to leverage on-site presence and capability.

NMS Organizational Chart



Christopher Moschella, General Manager

Christopher has over 13 years' experience in leadership and management for custodial services and 9+ years as a safety trainer. His excellent interpersonal skills, training and experience have led to successful management of employees over multiple sites and campuses.

Christopher is an emergency and environmental responder and maintains OSHA 40 hours of Hazardous Waste Operations and Emergency Response to include bloodborne pathogens, first aid, lock out/tag out and other trainings.

Support Structure

Understanding and meeting the needs of the client requires close contact and the ability to respond quickly to requests. Consequently, we have developed an outstanding support team. A review of our corporate support team follows:



Eric Billingsley, President

Eric “Utraq” Billingsley took over presidency of NMS in January 2019, prior to which he served as vice president of operations for NANA Development Corporation (NDC), providing oversight within NDC’s Commercial Group of companies.

A NANA shareholder, Eric grew up in Anchorage, Alaska, and holds a BBA in finance from the University of Alaska Anchorage.

Eric inherits an NMS that is well positioned toward the future, but one that will benefit from his strategic vision and collaborative leadership approach to corporate reengineering.



Derrell Webb, Vice President of Operations

Derrell Webb has served as the vice president of operations, food and facilities management since January of 2007. Derrell provides strategic direction for all environmental services, custodial sites, and food service entities focused on healthcare, senior living, education and transportation.

Derrell has a BS in business administration from DeVry University. For his efforts at the Pioneer Homes, Derrell was awarded the Governor’s Safety Award of Excellence and continues to be a safety champion.



Scott Austin, C.E.H., F.M.P. Operations Director

Scott is NMS’ Environmental Services area manager. His depth of experience in custodial services is enjoyed by all NMS accounts across the state. He will be responsible for all aspects for the operation the custodial services in all areas. He will be available for ongoing support both onsite and from his office in Anchorage.



Lee Cromwell, Area Manager

Lee joined NMS in 2000 as the Facility Services Manager for Alaska Railroad. The last 15 years he has specialized in hospital and healthcare custodial services. Recently overseeing several local custodial operations. Lee is responsible for all financial reporting, hiring and training of staff and safety compliance. Lee has worked his way up from a custodian to Area Manager.

Lee is CSM qualified, HIPAA compliant and qualified in cleaning standards and quality control.

Training

Our people are our most important asset. Our investment in their training, career development and well-being pays enormous dividends for everyone. The key is training, and NMS' employee development programs are widely regarded as the best in the industry.



We train our people thoroughly and constantly for Total Customer Care, empowering them with the skills and initiative to achieve a higher level of customer service. We recognize excellence, help our people better balance their personal and work lives, support additional career-related education, and otherwise make a rewarding career an integral part of a rewarding life. Our training is comprehensive, covering job skills, safety topics and techniques for exceeding customer expectations. All NMS employees receive extensive training on a host of topics before they are allowed to begin work at NWABSD facilities. But technical excellence is only one component of a comprehensive training effort. We go much further, to train the whole person:

- To understand what is expected of them and why, all NMS employees receive formal training in company and client policy and procedures, job responsibilities and appearance standards.
- NMS support staff will continue to train our employees serving at NWABSD in such topics as CPR and financial planning.
- Specialized monthly training packages respond to emerging issues such as avoiding substance abuse, stress management and basic life skills. These professionally produced packages use a variety of media such as CD-ROM, video and the Internet.

Other topics and courses include:

Physical Safety: All managers and front-line staff receive safety training as part of their orientation process and at unit safety meetings conducted each month.

Training Our People = Success (TOPS): Implemented by the manager, this new training program instructs frontline employees in Technical, Customer Service and Life Skills. The Learning Box stores a series of 20-30 minute lessons targeting such fundamentals as “Wet Mopping “and “Who Are Your Customers?” The training modules include photographic instruction cards in English and Spanish to use as handouts for employees. NMS employees will receive intensive training in the unique requirements of operating custodial services.

Sample TOPS Training Modules

Technical Series – Floor Care	
Hard Floor Care Basics	Dust Mopping
Using Automatic Floor Machine	Stripping and Refinishing
Buffing and Burnishing	Deep Scrubbing and Recoating
Carpet Care Basics	Carpet Care – Bonnet and Extraction
Cleaning Walk-off Mats	
Technical Series – Safety	
Chemical Hazard Communication	Disaster Plan and Emergency Evacuation
Back Injury Prevention	Preventing Slips, Trips and Falls
Office Safety	Preparing for Pest Control
Personal Protective Equipment	Lockout/Tagout
Identifying and Controlling Workplace Hazards	Preventing Compressed Gas Hazards
Electrical Safety	
Technical Series – Specialized Cleaning	
Cleaning Elevators	Cleaning Escalators
Cleaning and Polishing Metal	Cleaning Walls and Doors
Cleaning Windows	Cleaning Window Blinds
Cleaning Lamps and Replacing Light Bulbs	Cleaning Incandescent Light Fixtures
Cleaning Fluorescent Light Fixtures	
Customer Service	
Introduction to Focus on Spirit	Who Are Our Customers?
Knowing Your Business, Facility and Department	Specific Needs of Customers
Moments of Truth	Great Customer Service
A Picture is Worth a Thousand Words (Positive Impressions/Physical Appearances)	Verbal and Non-Verbal Communication
Service Recovery/Managing Successful Communications	Delivering Service as a Team
Life Skills	
Succeeding at Work	Working with Others in a Diverse Workforce
Preventing Sexual Harassment	Equal Employment Opportunity – Creating an Environment of Respect and Fair Treatment

Key Control

To ensure the safety of both information as well as physical property, NMS will execute and monitor a key control policy for our staff.

Staff Time Records

NMS will ensure that all employees serving the NWABSD maintain accurate timecards. These records will be available for review by the school district upon request.

Payroll Detail
For the period of 12/21/2020 to 1/17/2021

NOTE: Some data has been excluded from this report due to filtering.

Week	Day	Date	Time In	Date	Time Out	Project Code	Break	Hours	Reg	Ovt1	Day Total
PATTERSON, MURPHY							Number: 900062092		Employee _____		
							Manager _____				
1	Mon	12/21	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Tue	12/22	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Wed	12/23	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Thu	12/24	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
								30:00	30:00	0:00	30:00
2	Mon	12/28	08:00 AM	12/28	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Tue	12/29	08:00 AM	12/29	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Wed	12/30	08:00 AM	12/30	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Thu	12/31	08:00 AM	12/31	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
								30:00	30:00	0:00	30:00
3	Mon	1/4	08:00 AM	1/4	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Tue	1/5	08:00 AM	1/5	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Wed	1/6	08:00 AM	1/6	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Thu	1/7	08:00 AM	1/7	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Sun	1/10	08:00 AM	1/10	03:30 PM	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
								37:30	37:30	0:00	37:30
4	Mon	1/11	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Tue	1/12	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Wed	1/13	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Thu	1/14	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
	Fri	1/15	08:00 AM	---	---	306010-NWAB School District JNT		7:30	7:30	0:00	7:30
								37:30	37:30	0:00	37:30
Period Totals								135:00	135:00	0:00	135:00

Personnel Reports

NMS will maintain a record of all staff assigned to serve the NWABSD facilities. Staff assignments and schedules will be available for review by the NWABSD leadership upon request.

Personnel and Employee Conduct

Prior to extending an offer of employment to anyone, all NMS job candidates are required to pass both a background check and drug test, and you have requested fingerprinting and physical with TB testing. These will be included upon collaborative clarification of the process requirements and outcomes sought.

During their orientation with NMS, all new employees receive a NMS Employee Handbook. This handbook provides valuable information for our team members, as well as outlining expectations regarding conduct in the workplace. Employees must follow rules of conduct that protect the interests and safety of employees and the organization. The following are examples of infractions of rules of conduct that may result in disciplinary action and/or immediate termination of employment:

- Theft or inappropriate removal or possession of property
- Falsification of timekeeping records or other company records
- Possession/distribution/sale/transfer or use of alcohol or illegal drugs in the workplace either on or off duty or while operating company equipment
- Possession of weapons
- Sexual or other unlawful or unwelcome harassment
- Bodily harm or physical altercation
- Insubordination
- Failure to cooperate with an internal company investigation
- Any other violation that warrants, as it is not possible to list all forms of behavior that are considered unacceptable in the workplace

In addition to our expectations, all client specific expectations including prohibitions on alcoholic beverages, tobacco, illegal substances, smoking and fraternization are conveyed.



Virtual Training for Northwest Arctic Borough School District

Finding ways to keep Northwest Arctic Borough School District's employees up-to-date on the latest industry trends and techniques can be a challenge. Comprehensive training programs and professional development support for management personnel are essential, but both can be expensive and time-consuming. Our virtual training program provides employees in supervisory roles the training they need in a way that is effective, convenient and cost-efficient. Through this program, team members can access a variety of materials and training tools, including video presentations from company leaders and interactive chats related to important, field-specific topics.

At Northwest Arctic Borough School District, the managers, supervisors and team leads will have access to this cutting-edge training, which can be customized to meet your specific needs. One of the major benefits to Northwest Arctic Borough School District is the flexibility virtual training provides. Because content remains available on the virtual training website, employees can learn at their own pace, viewing videos at any time or revisiting a topic they'd like to learn more about. The program also provides access to a wealth of practical, downloadable resources. In addition, virtual training is a valuable communication tool that allows timely delivery of a consistent message to all members of the team. The managers and supervisors at NWABSD will find vital opportunities for learning, growth and professional networking within the virtual training environment, which will increase satisfaction and engagement and help create a more effective leadership team.





SECTION V

MANAGEMENT SERVICES – QUALITY
ASSURANCE AND SUSTAINABILITY

Safety

NMS requires all units to conduct a weekly safety meeting where any/all near-misses or good catches of safety contacts are reviewed and discussed. Every employee is required to attend, and an attendance roster is signed and logged into the SafeTrax database for later retrieval.

The weekly safety meeting is conducted by either the supervisor, manager, visiting safety representative or operations managers. A daily toolbox or tailgate shift briefing/safety briefing is conducted at the beginning or end of the shift by the lead or supervisor for each shift. Topics to be covered are developed from current injury reports, near-misses or safety contacts noted by the lead or supervisor. Operations managers and safety representatives attend when they are visiting the site or unit. The NMS safety team distributes safety bulletins and lessons learned to all units so that they can discuss with their teams.

The NMS environmental services team knows that a facility's safety is just as important as it's cleanliness. This knowledge is instilled in our teams through training provided to new employees before they begin to work independently and on an ongoing basis. Team members are also required to sign off on all approved chemicals to ensure that they fully understand the potential hazards of those chemicals and the proper PPE required. They are also equipped with a job safety analysis (JSA) which covers all the tasks they perform and ensures all employees know the hazards associated with every task they do and how to avoid injury. Additionally, use of the JSA provides consistent training, job orientation and pre-job reviews, as well as ensured adherence to best practices and the competency of each employee. All of our techniques used in the cleaning process are in compliance with OBRA, HIPAA and OSHA regulations.

As part of safety integration, every team member is made familiar with the facilities they clean so that they are able recognize any potential hazards in the facility. To further ensure that all rooms are safe and in compliance with quality standards, a lead team member performs weekly or bi-weekly inspections. We also hold daily toolbox meetings and a weekly safety meeting, which provide important opportunities for team members to share their thoughts, ideas and best practices.

Safety is one of our key corporate tenets. To promote safety, the NMS health, safety, security, environment, and quality (HSSEQ) department has developed a safety manual that includes policies and procedures for every activity.

Some sample topics found in this manual and in safety training include:

- PPE policies
- Hazard communication program
- Bloodborne pathogens program
- Motor vehicle operation
- Ladder safety
- Respiratory protection
- Hand and portable power tool policies





SAFESTART, an advanced safety awareness and safety skills training program, is designed to reduce injuries quickly and easily. The *SAFESTART* concepts are applicable to nearly every situation in nearly every environment because they deal with the personal states that everyone experiences in day-to-day activities whether they are at work, at home or on the road.

Reporting

NMS utilizes a near miss/safety contact program to help get and keep employees engaged in the safety of themselves and their fellow co-workers. NMS encourages employees to join any client site specific safety committees and behavior-based safety programs. The NMS Stop Work Authority program outlines the employee's responsibility to stop and correct any seen hazards or actions deemed unsafe without fear of reprisal from their supervisor.



Our SafeTrax program also allows our employees to read up on any safety policy they'd like at any time. SafeTrax can be used to assign annual training to all employees or specific safety training to employees who need a refresher in certain areas. This training can be completed from any web portal at any time to provide maximum convenience to employees. Keeping the system available like this encourages all NMS team members to check up on policies any time they'd like so that they can work as safely and efficiently as possible.



Sustainability

NMS understands that the environment is a top priority for NWABSD. To successfully meet your expectations, our custodial program includes evaluating the needs of the facility and its users, the chemicals, cleaning equipment, procedures and training programs with the goal of improving indoor environmental quality, while reducing operating costs and the overall negative impact the cleaning operations have on the environment.

The United Nations defines sustainability as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

The cleaning practices we employ at NWABSD will not only protect and improve the health of the environment but will also protect and improve the health of your employees and the community. NMS' experience with sustainable certifications and standards such as CIMS-GB, LEED, Green Label/Seal of Approval and Green Seal will be used to develop the most environmentally friendly program possible at locations. We will consider the following potential environmental categories related to cleaning operations at your facility:

- Solid and hazardous wastes
- Local issues (noise, odor, dust, etc.)
- Supplies, chemicals and consumable product use
- Resource use (water, energy, etc.)

To develop an effective environmentally friendly program, the custodial management systems at NWABSD will be aligned with the Cleaning Industry Management Standard (CIMS), the industry benchmark produced by ISSA, the world's most recognized cleaning association. We are dedicated to implementing the latest sustainable practices in all we do.





SECTION VI

ABOUT NMS

NMS Overview

NMS has worked in partnership with Alaska businesses for more than 40 years providing award-winning support services. Our operations began with security services on the North Slope during the construction of the Trans Alaska Pipeline. We now deliver services that include security, food, custodial / facilities management, camp services and lodging. Today, we are proud to serve not only our original oilfield clients, but also health care providers, school districts, universities and others.

NMS is a limited liability company owned jointly by Sivu, LLC, a wholly owned subsidiary of NANA Regional Corporation (NRC), and Sodexo. NMS reflects the combined strength of the NRC and Sodexo partnership, bringing the vast resources of two international companies to our clients. NMS is also a certified Minority Business Enterprise through the Northwest Mountain Minority Supplier Development Council.

As the majority owner, Sivu has a particular interest in partnering with Alaska Native organizations to help them reach their goals, namely employing more Alaska Native members. NMS is uniquely positioned in the marketplace to partner with entities to support their operations to benefit their communities. Our heritage and Sivu ownership brings cultural sensitivity and understanding, while our Sodexo ownership provides global resources including purchasing discounts, award-winning culinary programs and training and development curriculum.

NMS' mission is to provide management and support services at a level of quality, value and safety beyond our clients' expectations.

NMS' core values include the following:

- Safety guides our behavior.
- Honesty and integrity govern our activities.
- Commitments made will be fulfilled.
- All individuals are treated with dignity and respect.
- The environment will be protected and sustained.

The implementation of our core values starts by creating a corporate culture in which clients, contractors and employees can practice open communication without fear. All employees are encouraged to ask questions and seek clarification so that any and all issues can be addressed. In addition to initial general and job-specific safety training, NMS' robust safety program includes monthly safety meetings that bring everyday safety awareness to all of our employees' attention.



Understanding Our Clients' Expectations

As part of NMS' commitment to Think Clients First, we have incorporated the Client for Life® client partnership process into our operating culture. It is our belief that ongoing communication is key as we strive to successfully manage and exceed our clients' expectations. The concepts of Clients for Life have taught us to continually question and measure our performance from our clients' perspective.

We dedicate the necessary resources, time, effort, and commitment to align our operations from the client's perspective at all levels within our organization. Our Clients for Life® philosophy consists of three primary initiatives:

- Management involvement from all levels of our company
- Employee education
- Clear understanding and communication of client expectations

The key tools in the process are discussed below.

Annual Expectations Meetings

Annual expectations meetings are held between the NMS operations team and key client administrators because we recognize that our clients' expectations change over time. The meetings allow us to refine critical aspects of service delivery based on relevant measurement criteria as we continually seek new ways to add value to the services we provide. The mutually agreed upon expectations are outlined and updated throughout the year to ensure that we are continuing to meet our clients' objectives.

FreshEyes® Reviews

These are third-party independent assessments conducted at selected NMS client accounts. Through extensive client interviews on the quality of our services and account relationships, we have the opportunity to gain in-depth information about our clients' perceptions. Neutral parties who focus solely on enhancing client relationships conduct the interviews.

Client Satisfaction Surveys

We regularly survey our clients as part of our commitment to identify and exceed their expectations. Senior leadership reviews the information, and action plans are implemented and communicated to ensure we are completely aligned with our clients' business objectives.



Current Custodial Account Information

As required in the Request for Proposal, below you will find a listing of all current NMS janitorial/custodial accounts including the square footage for each account and the value of each contract.

NMS Current Custodial Accounts		
Account	Square Footage	Contract Value
Alaska Communication Systems	368250	\$791,786.91
7941 LLC	8800	\$20,800.00
Juneau Pioneer Home	120,000	\$326,000.00
Lake Otis Medical Center	115000	\$388,659.44
Maniilaq Health center	210,000	\$1,400,000.00
Matsu Valley Medical Office Building	96065	\$94,168.36
NANA Development Corporation Corporate Offices	Excess of 600,000	\$52,000.00
NMS Corporate Offices	16000	\$32,719.20
Sitka School District	Excess of 300,000	\$365,040.00
St Elias Janitorial	96000	\$357,303.38
SEARHC Juneau and Sitka Locations	195,000	\$1,425,000
Nome Public School District	126,000	\$23,688
South Central Foundation	116,000	\$380,921.00
San Carlos Apache Tribal Health Care	158,000	\$1,374,066

Lost Account Information

In the last 3 years, NMS has lost Providence Real Estate in 2020. The square footage was 681,041 and contract value was \$2.5M. While the client was overwhelmingly satisfied with our service, the budget allocations forced a price war. We chose not to lower the pay and benefits of our staff and thus lower the price to Providence. Post bid interviews with Providence representatives confirmed the decision was 100% price driven.

Dale Rahn
 Regional Director, Real Estate Strategy & Operations
 3760 Piper Street, Suite 1060 | Anchorage, AK 99508
 O: 907.212.5084 | C: 907.230.3660
dale.rahn@providence.org

NANA Management Services, LLC and Subsidiaries

Consolidated Financial Report
September 27, 2020



Independent Auditor's Report

Board of Directors and Members
NANA Management Services, LLC

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of NANA Management Services, LLC and its subsidiaries (the Company), which comprise the consolidated balance sheets as of September 27, 2020 and September 29, 2019, and the related consolidated statements of income, changes in members' equity and cash flows for the years then ended, and the related notes to the consolidated financial statements (collectively, the financial statements).

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NANA Management Services, LLC and its subsidiaries as of September 27, 2020 and September 29, 2019, and the results of their operations and their cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

RSM US LLP

Anchorage, Alaska
December 22, 2020

NANA Management Services, LLC and Subsidiaries**Consolidated Balance Sheets****September 27, 2020 and September 29, 2019**

	2020	2019
Assets		
Current assets:		
Cash and cash equivalents	\$ 171,385	\$ 142,712
Trade accounts receivable, net	21,805,395	25,012,051
Contract assets, net current	6,339,547	6,925,794
Due from related parties	1,551,580	1,913,321
Inventories	3,686,446	3,369,503
Prepaid expenses	532,545	794,581
Other current assets	165,277	43,480
Total current assets	34,252,175	38,201,442
Property and equipment, net	583,261	586,071
Contract assets, net less current	1,086,278	1,152,041
Right of use assets	605,189	-
Goodwill, net	497,002	621,253
Other noncurrent assets	140,957	149,178
Total assets	\$ 37,164,862	\$ 40,709,985
Liabilities and Members' Equity		
Current liabilities:		
Accounts payable	\$ 4,968,672	\$ 9,476,951
Accrued expenses	8,585,621	9,188,594
Due to central treasury	1,258,206	1,192,974
Contract liabilities	124,182	38,126
Current portion of operating leases	529,483	-
Due to related parties	80,888	81,797
Total current liabilities	15,547,052	19,978,442
Long-term obligation under operating leases, less current portion	75,019	-
Total liabilities	15,622,071	19,978,442
Commitments and contingencies (Note 8)		
Members' equity	21,542,791	20,731,543
Total liabilities and members' equity	\$ 37,164,862	\$ 40,709,985

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Statements of Income****Years Ended September 27, 2020 and September 29, 2019**

	2020	2019
Revenues	\$ 180,059,892	\$ 183,121,822
Cost of revenues	162,169,098	165,774,399
Gross profit	17,890,794	17,347,423
Operating expenses:		
General and administrative expenses	10,995,421	11,286,878
Selling and advertising expenses	37,644	42,962
	11,033,065	11,329,840
Operating income	6,857,729	6,017,583
Other income (expenses), net:		
Interest expense, net	(7,402)	(9,495)
Social, cultural and charitable activities	(58,929)	(47,205)
Other income (expenses), net	19,850	(10,251)
	(46,481)	(66,951)
Net income	\$ 6,811,248	\$ 5,950,632

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Statements of Changes in Members' Equity
Years Ended September 27, 2020 and September 29, 2019**

	Sivu, LLC (formerly NANA Development Corporation)	Sodexo Alaska, LLC	Total Members' Equity
Balance at September 30, 2018	\$ 10,088,266	\$ 9,692,645	\$ 19,780,911
Member distributions	(2,550,000)	(2,450,000)	(5,000,000)
Net income	3,034,822	2,915,810	5,950,632
Balance at September 29, 2019	10,573,088	10,158,455	20,731,543
Member distributions	(3,060,000)	(2,940,000)	(6,000,000)
Net income	3,473,736	3,337,512	6,811,248
Balance at September 27, 2020	\$ 10,986,824	\$ 10,555,967	\$ 21,542,791

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Statements of Cash Flows**
Years Ended September 27, 2020 and September 29, 2019

	2020	2019
Cash flows from operating activities:		
Net income	\$ 6,811,248	\$ 5,950,632
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	411,102	492,106
Non-cash lease expense	991,046	-
Amortization of capitalized contract fulfillment costs	263,716	335,732
Bad debt expense	49,264	52,272
Gain disposal of property and equipment	(18,100)	(2,499)
Changes in operating assets and liabilities:		
Trade and other accounts receivable	3,157,392	(1,521,161)
Contract assets	388,294	(1,732,304)
Due from related parties	361,741	(56,003)
Prepaid expenses, inventories and other current and noncurrent assets	(168,483)	(1,480,750)
Accounts payable, accrued expenses, contract liabilities and other current liabilities	(5,112,161)	3,240,710
Due to related parties	86,056	27,671
Obligation under operating leases	(991,733)	-
Net cash provided by operating activities	6,229,382	5,306,406
Cash flows from investing activities:		
Proceeds from disposals of property and equipment	50,595	6,500
Purchases of property and equipment	(316,536)	(200,564)
Net cash used in investing activities	(265,941)	(194,064)
Cash flows from financing activities:		
Distribution to members	(6,000,000)	(5,000,000)
Net advances from (repayments to) central treasury	65,232	(94,733)
Net cash used in financing activities	(5,934,768)	(5,094,733)
Net increase in cash and cash equivalents	28,673	17,609
Cash and cash equivalents:		
Beginning of year	142,712	125,103
End of year	\$ 171,385	\$ 142,712
Supplemental disclosure of cash flow information:		
Cash paid for interest, net	\$ 7,402	\$ 9,495

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Balance Sheets**
September 30, 2018 and September 24, 2017

	2018
Assets	
Current assets:	
Cash	\$ 125,103
Cash held in central treasury	-
Trade accounts receivable, net	28,507,438
Due from related parties	1,857,318
Inventories	1,852,247
Prepaid expenses	825,542
Other current assets	390,780
Total current assets	33,558,428
Property and equipment, net	757,363
Goodwill, net	745,504
Other noncurrent assets	1,524,410
Total assets	\$ 36,585,705
Liabilities and Members' Equity	
Current liabilities:	
Accounts payable	\$ 7,889,697
Accrued expenses	7,501,641
Due to central treasury	1,287,707
Due to related parties	54,126
Deferred revenue	47,899
Other current liabilities	23,724
Total current liabilities	16,804,794
Commitments and contingencies (Note 8)	
Members' equity	19,780,911
Total liabilities and members' equity	\$ 36,585,705

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Statements of Income****Years Ended September 30, 2018 and September 24, 2017**

	2018
Revenues	\$ 170,272,364
Cost of revenues	154,805,181
Gross profit	15,467,183
Operating expenses:	
General and administrative expenses	11,119,140
Selling and advertising expenses	46,698
	11,165,838
Operating income	4,301,345
Other expenses, net:	
Interest expense, net	(17,511)
Social, cultural and charitable activities	(23,093)
Other expense, net	(40,287)
	(80,891)
Net income	\$ 4,220,454

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Statements of Changes in Members' Equity
Years Ended September 30, 2018 and September 24, 2017**

	NANA Development Corporation	Sodexo Alaska, LLC
Balance at September 25, 2016	\$ 10,192,630	\$ 9,792,918
Member distributions	(2,040,000)	(1,960,000)
Net income	1,823,204	1,751,705
Balance at September 24, 2017	9,975,834	9,584,623
Member distributions	(2,040,000)	(1,960,000)
Net income	2,152,432	2,068,022
Balance at September 30, 2018	\$ 10,088,266	\$ 9,692,645

See notes to consolidated financial statements.

NANA Management Services, LLC and Subsidiaries**Consolidated Statements of Cash Flows****Years Ended September 30, 2018 and September 24, 2017**

	<u>2018</u>
Cash flows from operating activities:	
Net income	\$ 4,220,454
Adjustments to reconcile net income to net cash (used in) provided by operating activities:	
Depreciation and amortization	735,892
Bad debt expense	48,147
Loss (gain) on disposal of property and equipment	40,362
Changes in operating assets and liabilities:	
Trade and other accounts receivable	(4,548,399)
Due from related parties	(307,129)
Prepaid expenses, inventories and other current and noncurrent assets	95,679
Accounts payable, accrued expenses and other current liabilities	(386,101)
Due to related parties	54,126
Net cash (used in) provided by operating activities	<u>(46,969)</u>
Cash flows from investing activities:	
Proceeds from disposals of property and equipment	20,301
Purchases of property and equipment	(343,631)
Net cash (used in) provided by investing activities	<u>(323,330)</u>
Cash flows from financing activities:	
Distribution to Members	(4,000,000)
Net advances from central treasury	1,287,707
Net cash used in financing activities	<u>(2,712,293)</u>
Net (decrease) increase in cash and cash equivalents and cash held in central treasury	(3,082,592)
Cash and cash equivalents and cash held in central treasury:	
Beginning of the year	<u>3,207,695</u>
End of the year	<u>\$ 125,103</u>
Supplemental disclosure of cash flow information:	
Cash paid for interest, net	<u>\$ 17,511</u>

See notes to consolidated financial statements.



**800 E Dimond Blvd
Ste. 3-450
Anchorage, AK 99515
www.nmsusa.com**

MEMORANDUM

TO: NWABSD Board of Education
Members

DATE: April 8, 2021

NUMBER: Budget Worksession

FR: Office of the Superintendent

SUBJECT: Custodial Services
Management

ISSUE:

At issue is the award of the FY22-FY25 Custodial Service Contract with NANA Management Services LLC or to not contract with an outside entity.

BACKGROUND AND/OR PERTINENT INFORMATION:

The district entered contracted services with NMS to provide custodial services in all district facilities. The contract provides for an annual renewal option of up to four (4) additional one- year periods, 2020-2021 being the last year.

We went out to RFP in February 2021 and received a proposal from one contractor, Nana Management Services. The proposed costs are listed below.

CUSTODIAL SERVICES PROPOSAL	
Ambler	\$ 122,264.00
Buckland	\$ 182,144.00
Deering	\$ 94,284.00
Kiana	\$ 117,467.00
Kivalina	\$ 134,433.00
Kobuk	\$ 68,688.00
Noatak	\$ 169,220.00
Noorvik	\$ 171,913.00
Selawik	\$ 180,188.00
Shungnak	\$ 115,324.00
JNES/KMHS	\$ 500,633.00
DO & Maint	\$ 85,440.00
ATC & Dorm	\$ 92,660.00
Star Dorm	\$ 53,419.00
TOTAL FEE PROPOSAL	\$ 2,088,077.00

This increased proposal amount represents roughly a 3% increase above the current year contract amount.

In House Management Cost:

The estimated cost to the district for managing our custodial services program in house is noted below. This estimate is based on the staffing listed in the RFP with increases in salaries & benefits due to the changes in the negotiated agreement, and the increased cost of supplies and storage.

CUSTODIAL COSTS

37.5 \$ 22.88

FTE	Hours	Weekly Cost	FICA	UNEMP	WORK COMP	PERS	HEALTH
2	75	\$ 1,716.00	\$ 24.88	\$ 5.15	\$ 9.78	\$ 377.52	\$ 50,400.00
3	112.5	\$ 2,574.00	\$ 37.32	\$ 7.72	\$ 14.67	\$ 566.28	\$ 75,600.00
1	37.5	\$ 858.00	\$ 12.44	\$ 2.57	\$ 4.89	\$ 188.76	\$ 25,200.00
2	75	\$ 1,716.00	\$ 24.88	\$ 5.15	\$ 9.78	\$ 377.52	\$ 50,400.00
2	75	\$ 1,716.00	\$ 24.88	\$ 5.15	\$ 9.78	\$ 377.52	\$ 50,400.00
1	37.5	\$ 858.00	\$ 12.44	\$ 2.57	\$ 4.89	\$ 188.76	\$ 25,200.00
3	112.5	\$ 2,574.00	\$ 37.32	\$ 7.72	\$ 14.67	\$ 566.28	\$ 75,600.00
2	75	\$ 1,716.00	\$ 24.88	\$ 5.15	\$ 9.78	\$ 377.52	\$ 50,400.00
3	112.5	\$ 2,574.00	\$ 37.32	\$ 7.72	\$ 14.67	\$ 566.28	\$ 75,600.00
2	75	\$ 1,716.00	\$ 24.88	\$ 5.15	\$ 9.78	\$ 377.52	\$ 50,400.00
1	37.5	\$ 858.00	\$ 12.44	\$ 2.57	\$ 4.89	\$ 188.76	\$ 25,200.00
6	225	\$ 5,148.00	\$ 74.65	\$ 15.44	\$ 29.34	\$ 1,132.56	\$ 151,200.00
1	37.5	\$ 858.00	\$ 12.44	\$ 2.57	\$ 4.89	\$ 188.76	\$ 25,200.00
1	37.5	\$ 858.00	\$ 12.44	\$ 2.57	\$ 4.89	\$ 188.76	\$ 25,200.00
1	37.5	\$ 858.00	\$ 12.44	\$ 2.57	\$ 4.89	\$ 188.76	\$ 25,200.00
0.5	25	\$ 572.00	\$ 8.29	\$ 1.72	\$ 3.26	\$ 125.84	\$ 12,600.00
WEEKLY TOTAL	1187.5	\$ 27,170.00	\$ 393.97	\$ 81.51	\$ 154.87	\$ 5,977.40	\$ 793,800.00
YEARLY TOTAL		\$ 1,086,800.00	\$ 15,758.60	\$ 3,260.40	\$ 6,194.76	\$ 239,096.00	\$ 2,144,909.76

CUSTODIAL
SUPPLIES &
STORAGE \$ 200,000.00

TOTAL: \$ 2,344,909.76

In house management of our Custodial Services Program will cost the District roughly \$250,000 more than what it costs us to have a contracted service. This cost estimate does not include what the District would have to pay to purchase the current supply inventory that NMS holds.

ALTERNATIVES:

1. Move forward with Custodial Service Management Contract with Nana Management Services LLC as presented;
2. Do not contract with outside entity for Custodial Service Management;

3. Take no final action.

ADMINISTRATION'S RECOMMENDATION:

The administration recommends the Board approve moving forward with the Custodial Services Contract with Nana Management Services LLC.

FY21-FY23 BUDGET

ESSER II- \$4,317,698

Positions		FY21 BUDGET	FY22 BUDGET	Account	ESSER II JUSTIFICATION
1	Dean of Students- Star	\$ 47,145.50	\$ 98,075.00	251.099.350.000.315	Continuing Services
	Control Acct Benefits	\$ 15,500.00	\$ 39,763.06	251.099.350.000.36?	
1	Assistant Director- Student Services	\$ -	\$ 115,538.00	251.099.320.000.314	Continuing Services
4	Counselors	\$ 386,000.00	\$ 577,726.74	251.099.320.000.318	Providing mental health services and supports
	Control Acct Benefits	\$ 157,800.00	\$ 236,670.84	251.099.320.000.36?	Increase to 6 Counselors FY22-23
					Technology needs due to COVID- Professional Development for new technology, parent/public relations
1	Technology Coordinator	\$ -	\$ 107,333.00	251.099.350.000.318	
	Control Acct Benefits	\$ -	\$ 51,305.00	251.099.350.000.36?	
					Parent/Public relations concerning COVID & remote learning only for FY21
1	Parent & Public Relations	\$ 83,000.00	\$ -	251.099.515.000.322	
	Control Acct Benefits	\$ 20,000.00	\$ -	251.099.515.000.36?	
0.8	Data Specialist	\$ 86,121.00	\$ 86,121.00	251.099.350.000.31?	Administering Assessments to address learning loss
	Control Acct Benefits	\$ 33,600.00	\$ 33,592.00	251.099.350.000.36?	
					Continuing Services E-16-07, E-08-11- Addressing needs of low income students
3	CTE Teachers District Wide	\$ 163,000.00	\$ 244,500.00	251.099.100.221.315	
	Control Acct Benefits	\$ 75,000.00	\$ 112,500.00	251.099.100.000.36?	
		\$ 1,067,166.50	\$ 1,703,124.64		

Expenses

Extra Duty	Summer Credit Recovery Benefits	\$ 2,500.00	\$ 7,500.00	251.099.350.22X.316	EDC for summer school follow up during june and july
		\$ 413.25	\$ 1,116.00	251.099.350.221.36?	
		\$ -	\$ -		
Professional Tech	Travel for Window Project	\$ 1,000.00	\$ -		
		\$ -	\$ -		
		\$ 3,913.25	\$ 8,616.00		
Supplies, Materials, Media				251.099.100.000.450	
	Summer Reading Program	\$ 50,000.00	\$ -	251.099.100.000.450	Reading program infant-adult. Addressing learning loss
	Credit Recovery Supplies	\$ 15,000.00	\$ -	251.099.100.000.450	Credit Recovery Supplies outside of Migrant Summer School- addressing learning loss
	Prek-4 ipads	\$ 255,000.00	\$ -	251.099.100.000.450	
	Curriculum Replacement	\$ 8,500.00	\$ 65,000.00	251.099.100.000.450	Curriculum replacement due to textbooks being sent home & Ipad Software Licensing
	Technology Supplies	\$ 250,000.00	\$ -	251.099.100.000.450	Apple TVs, Staff laptops, brackets,HDMI switch & dongles to purchase educational technology
	Technology Supplies	\$ 35,000.00	\$ 35,000.00	251.099.350.000.450	Smart Boards for educational technology
	Technology Supplies	\$ -	\$ 43,000.00	251.099.350.000.450	DocuSign
	Covid Supplies	\$ 50,000.00	\$ 50,000.00	251.099.550.000.450	Other School COVID expenses
		\$ 663,500.00	\$ 193,000.00		
Construction & Equipment					
	Server (equipment)	\$ 75,000.00	\$ -	251.099.360.221.510	
	JNES Window Replacement	\$ 150,000.00	\$ -	251.099.620.221.5??	
		\$ 225,000.00	\$ -		
Indirect Reimb					
	Indirect	\$ 65,740.57	\$ 97,522.72		
				\$ 4,027,583.68	
Program Total		\$ 2,025,320.32	\$ 2,002,263.36		\$ (290,114.32) under budget at this time

FY22 BUDGET

Board of Education

Stipends & Benefits	FY21 BUDGET	YTD exp	FY21 REVISED	CHANGE	ACCOUNT	COMMENTS
Stipends	\$ 80,000.00	\$ 63,272.44	\$ -	\$ (80,000.00)	100.099.511.000.333	6 regular meetings, Oct Board retreat, Annual AASB Conference
Health Insurance	\$ 277,200.00	\$ 207,900.00	\$ -	\$ (277,200.00)	100.099.511.000.361	11 members @ \$25,200 each
Unemployment	\$ 1,066.41	\$ 156.52	\$ -	\$ (1,066.41)	100.099.511.000.362	
Workers Comp	\$ 2,026.19	\$ 361.88	\$ -	\$ (2,026.19)	100.099.511.000.363	
FICA-Medicare	\$ 5,154.34	\$ 3,662.16	\$ -	\$ (5,154.34)	100.099.511.000.364	
Retirement-PERS	\$ 18,260.00	\$ 4,675.00	\$ -	\$ (18,260.00)	100.099.511.000.366	Only for members that opt in
	\$ 383,706.94	\$ 280,028.00	\$ -	\$ (383,706.94)		
Expenses						
Professional & Technical Services						
AASB Inservice Training	\$ 51,137.00	\$ 938.36	\$ -	\$ (51,137.00)	100.099.511.000.410	Misc Services & Board Training
Legislative Consultants	\$ 140,000.00	\$ 84,250.00	\$ -	\$ (140,000.00)	100.099.511.012.410	Lobbyists
Strategic Plan	\$ 22,000.00	\$ 870.00	\$ -	\$ (22,000.00)	100.099.511.013.410	Consulting & Evaluations
Virtual Conference Fees	\$ -	\$ 5,475.00	\$ -	\$ -	100.099.511.000.410	AASB Conference & AASB "fly-in"
	\$ 213,137.00	\$ 91,533.36	\$ -	\$ (213,137.00)		
Staff Travel						
Travel	\$ 87,600.00	\$ -	\$ -	\$ (87,600.00)	100.099.511.000.420	Regular Meetings, Board Retreat & Annual AASB Conference
				\$ -		
	\$ 87,600.00	\$ -	\$ -	\$ (87,600.00)		
Supplies, Materials, Media						
Supplies	\$ 15,000.00	\$ 3,801.95	\$ -	\$ (15,000.00)	100.099.511.000.450	Supplies for Board
	\$ 15,000.00	\$ 3,801.95	\$ -	\$ (15,000.00)		
Other Expenses						
KOTZ Contribution	\$ 5,000.00	\$ -	\$ -	\$ (5,000.00)	100.099.511.000.490	Local radio station annual contribution
CEAAC Membership	\$ 18,000.00	\$ 18,000.00	\$ -	\$ (18,000.00)	100.099.511.000.490	Represents Alaska School Districts, organizations, and individuals through courts and legislative activity
AASB Fees	\$ 20,500.00	\$ 20,828.03	\$ -	\$ (20,500.00)	100.099.511.000.490	Alaska School District advisory at State & Federal level
Miscellaneous	\$ 6,500.00	\$ -	\$ -	\$ (6,500.00)	100.099.511.000.490	
	\$ 50,000.00	\$ 38,828.03	\$ -	\$ (50,000.00)		
Advisory School Council Retreat						
	\$ 58,000.00	\$ -	\$ -	\$ (58,000.00)	100.099.511.015.XXX	
	\$ 58,000.00	\$ -	\$ -	\$ (58,000.00)		
Program Total	\$ 807,443.94	\$ 414,191.34	\$ -	\$ (807,443.94)		

FY22 BUDGET

Board of Education

Stipends & Benefits	FY21 BUDGET	FY22 BUDGET	CHANGE	ACCOUNT	COMMENTS
Stipends	\$ 80,000.00	\$ -	\$ (80,000.00)	100.099.511.000.333	6 regular meetings, Oct Board retreat, Annual AASB Conference
Health Insurance	\$ 277,200.00	\$ -	\$ (277,200.00)	100.099.511.000.361	11 members @ \$25,200 each
Unemployment	\$ 1,066.41	\$ -	\$ (1,066.41)	100.099.511.000.362	
Workers Comp	\$ 2,026.19	\$ -	\$ (2,026.19)	100.099.511.000.363	
FICA-Medicare	\$ 5,154.34	\$ -	\$ (5,154.34)	100.099.511.000.364	
Retirement-PERS	\$ 18,260.00	\$ -	\$ (18,260.00)	100.099.511.000.366	Only for members that opt in
	\$ 383,706.94	\$ -	\$ (383,706.94)		

Expenses	FY21 BUDGET	FY22 BUDGET	CHANGE	ACCOUNT	COMMENTS
Professional & Technical Services					
AASB Inservice Training	\$ 51,137.00	\$ -	\$ (51,137.00)	100.099.511.000.410	Misc Services & Board Training
Legislative Consultants	\$ 140,000.00	\$ -	\$ (140,000.00)	100.099.511.012.410	Lobbyists
Strategic Plan	\$ 22,000.00	\$ -	\$ (22,000.00)	100.099.511.013.410	Consulting & Evaluations
	\$ 213,137.00	\$ -	\$ (213,137.00)		
Staff Travel					
Travel	\$ 87,600.00	\$ -	\$ (87,600.00)	100.099.511.000.420	Regular Meetings, Board Retreat & Annual AASB Conference
			\$ -		
	\$ 87,600.00	\$ -	\$ (87,600.00)		
Supplies, Materials, Media					
Supplies	\$ 15,000.00	\$ -	\$ (15,000.00)	100.099.511.000.450	Supplies for Board
	\$ 15,000.00	\$ -	\$ (15,000.00)		
Other Expenses					
KOTZ Contribution	\$ 5,000.00	\$ -	\$ (5,000.00)	100.099.511.000.490	Local radio station annual contribution
CEAAC Membership	\$ 18,000.00	\$ -	\$ (18,000.00)	100.099.511.000.490	Represents Alaska School Districts, organizations, and individuals through courts and legislative activity
AASB Fees	\$ 20,500.00	\$ -	\$ (20,500.00)	100.099.511.000.490	Alaska School District advisory at State & Federal level
Miscellaneous	\$ 6,500.00	\$ -	\$ (6,500.00)	100.099.511.000.490	
	\$ 50,000.00	\$ -	\$ (50,000.00)		
Advisory School Council Retreat					
	\$ 58,000.00	\$ -	\$ (58,000.00)	100.099.511.015.XXX	
	\$ 58,000.00	\$ -	\$ (58,000.00)		
Program Total	\$ 807,443.94	\$ -	\$ (807,443.94)		



NORTHWEST ARCTIC BOROUGH SCHOOL DISTRICT

Ambler · Buckland · Deering · Kiana · Kivalina · Kobuk · Kotzebue · Noatak · Noorvik · Selawik · Shungnak
PO Box 51 · Kotzebue, Alaska 99752 · Phone (907) 442-1800

NWABSD BOARD OF EDUCATION Curriculum Meeting

Conducted via Teleconference

CALL-IN: 1-833-682-3240; CODE: 612 682 882#

Agenda

April 9, 2021

1:00 p.m.

1. Current Traditional Grading System
2. Standards-Based Grading System
3. Standards-Based vs. Traditional Grading Systems
4. Options for Consideration
5. Questions

Committee Members: Carol Schaeffer, Millie Hawley, Alice Melton-Barr, Lawrence Jones, Sr., Marie Greene

Curriculum Director: Dana Orton

MISSION: To provide a learning environment that inspires and challenges students and employees to excel.
VISION: To graduate all students with the knowledge, skills, and attitudes necessary for a successful future.



Curriculum and Instruction

Northwest Arctic Borough School District

April 2021 Board Budget Meeting

Grading System Committee

2016-2021 Strategic Plan

- ▶ **Goal 1: Student Learning**

- ▶ Strategy 1: Provide a positive learning environment for all students.

- ▶ *Objective 2: Strengthen Student Progress Monitoring*

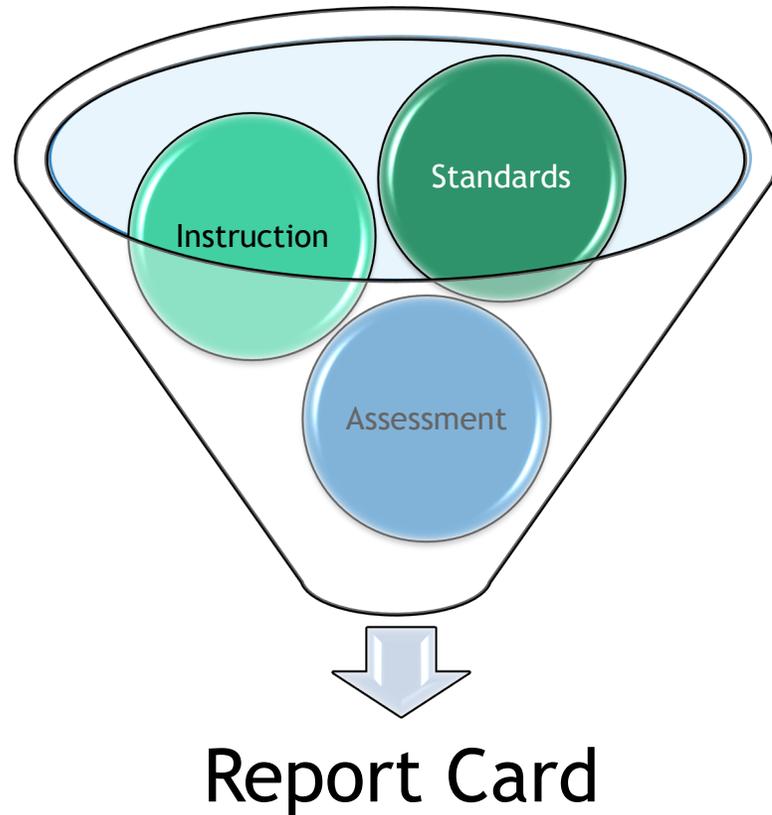
- ▶ *Action 2: Establish a district grading system task force.*

- ▶ The Grading System Committee has been formed to research current grading practices and suggest possible changes to grading practices in our region.

Agenda

- ▶ Current Traditional Grading System
- ▶ Standards-Based Grading System researched by the Committee
- ▶ Standards-Based vs. Traditional
- ▶ Options for Consideration
 - ▶ Adopt New Standards Based Grading System
 - ▶ Improve Current Traditional Grading System
 - ▶ No Changes to Current Grading System
- ▶ Questions

All Grading Systems



- The **AK Standards** that describe what a student should know and be able to do at any given grade level.
- The **instruction** a teachers uses to target the standards.
- The **assessment** the teacher uses to measure if student learning has met the standards.
- The **report card** allows the teacher to communicate the student's progress towards meeting the standards.

NWABSD Current Traditional Grading System

Criteria for determining grades for achievement may include but are not limited to:

- ▶ Classroom participation
- ▶ Application of skills
- ▶ Combined summative assessments

Each criterion will contribute no more than 40% to the final grade.

(e.g. Summative assessments - 35%; Application of skills - 35%; Classroom participation - 30%.)

Grades 3 - 12:

A= 90-100	Superior Achievement
B= 80-89	Above Average
C= 70-79	Average
D= 60-69	Below Average
F= 59 & below	Failing

NWABSD Current Traditional Grading System

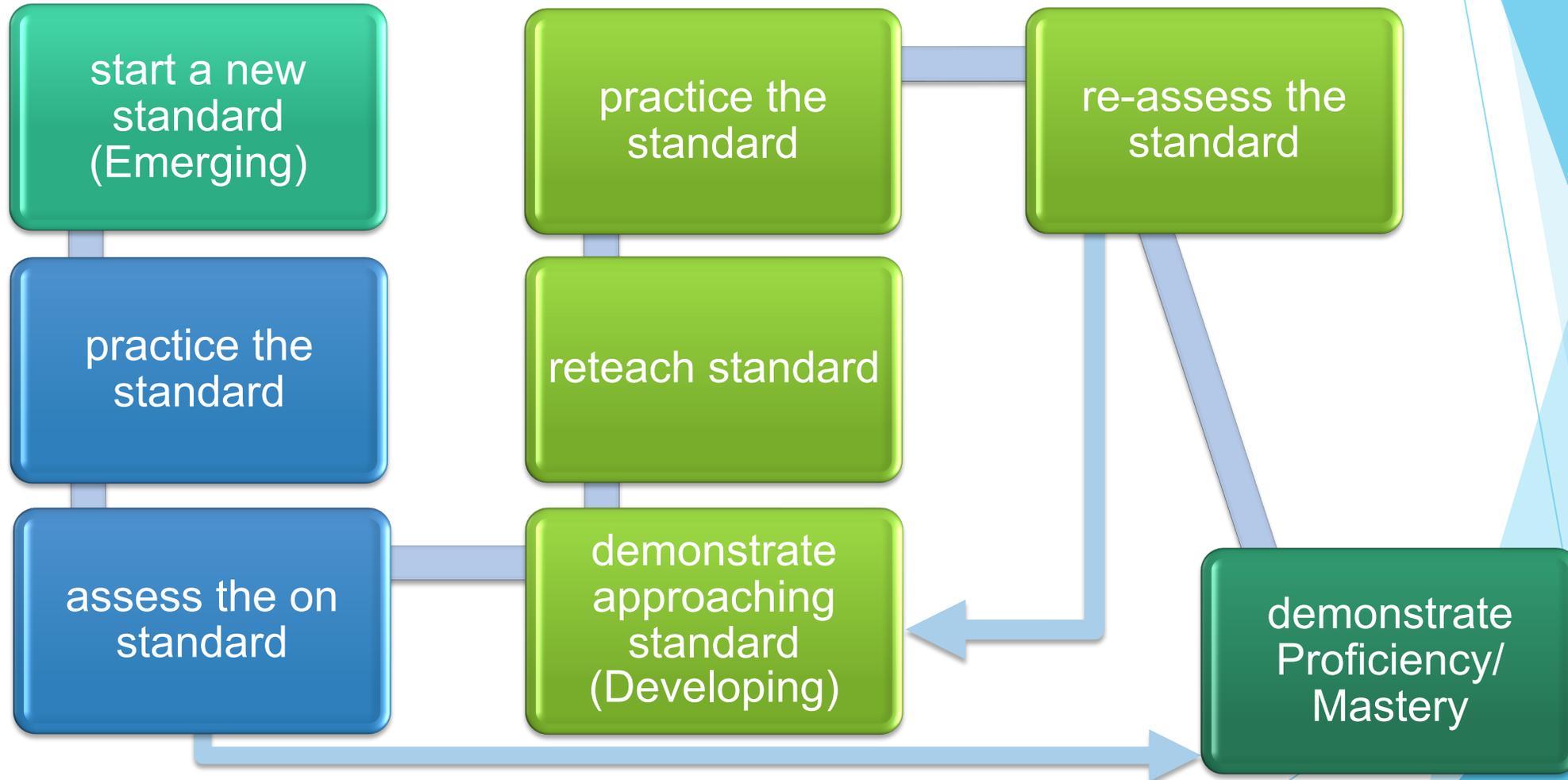
Components of the grading criteria include:

- ▶ Classroom Participation
 - a. Classroom discussions
 - b. Journals
 - c. Cooperative Learning - activities designed to promote children's learning with and from each other
 - d. Completion of performance tasks - demonstrating an action, skill or operation related to student learning
 - e. Arriving at class prepared
- ▶ Application of Skills
 - a. Projects
 - b. Experiments
 - c. Simulation
 - d. Academic practice
- ▶ Summative Assessments End of unit or Cycle of Learning
 - a. Real-world application of learning
 - b. Unit Tests (Midterms and Finals)

Standards-Based Grading Systems

- ▶ Grades are a tiered system
 - ▶ Most use a four tiers system
 - 4 Advanced - Exceeds standards
 - 3 Proficient - Able to demonstrate standards on grade level
 - 2 Developing - Approaching standards; needs assistance
 - 1 Emerging - Starting on standard; needs more time
- ▶ Multiple attempts to prove mastery for each required content standard
 - ▶ Students receive multiple attempts/ assessments to understand/master a specific standard until proficiency/advanced is achieved

Standards-Based Grading Systems



Standards-Based vs. NWABSD Traditional

Standards-Based

- Only measures depth understanding/mastery-
 - No extra credit
 - No zeros
 - No participation measured
- Grade based on most-recent assessment of understanding
- Multiple grades given per course (one per standard assessed)
 - No overall average grade

Traditional

- Based on participation, application of skills, assessments
- Based on a percentage system or letter grade
- May include extra credit and zeros
- May include penalties for late work
- Single grade given per course
 - Overall grade is based on the average of accumulated grades

Standards-Based and NWABSD Traditional

Both Systems

- Based on learning goals and performance standards
- Based on different proficiency levels
- Can use numbers or letters
- Used to convey student progress
- Used for elementary or secondary
- Use multiple pieces of evidence
- Assignments/assessments may measure more than one standard

Standards-Based vs. NWABSD Traditional

Standards-Based Grading Scale

- 4- A Advanced
- 3- P Proficient
- 2- D Developing
- 1- E Emerging

Traditional Grading Scale

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F 0-59%

Standards-Based vs. Traditional

English Language Arts	Q1
Literature and Information Text	
Child can ask and answer questions using key details about a story or informational text	2
Child can identify the main topic or author's purpose using key details	2
Child can describe characters, settings, major events, and problem-solution in a piece of writing	2
Child can ask and answer questions to help determine or clarify the meaning of words and phrases in a story or informational text	3
Child can understand the difference between fiction and nonfiction text	3
Child knows and use various text features (titles, captions) to locate key facts or information in a text In fiction or non-fiction child uses illustrations and details in a story or text to describe story elements or key ideas	4
Child can Identify the author's opinions	3
Child can compare and contrast key details and elements and a variety of text types	2
Child reads a variety of grade level texts.	3

	Q1
English Language Arts	A or 92%

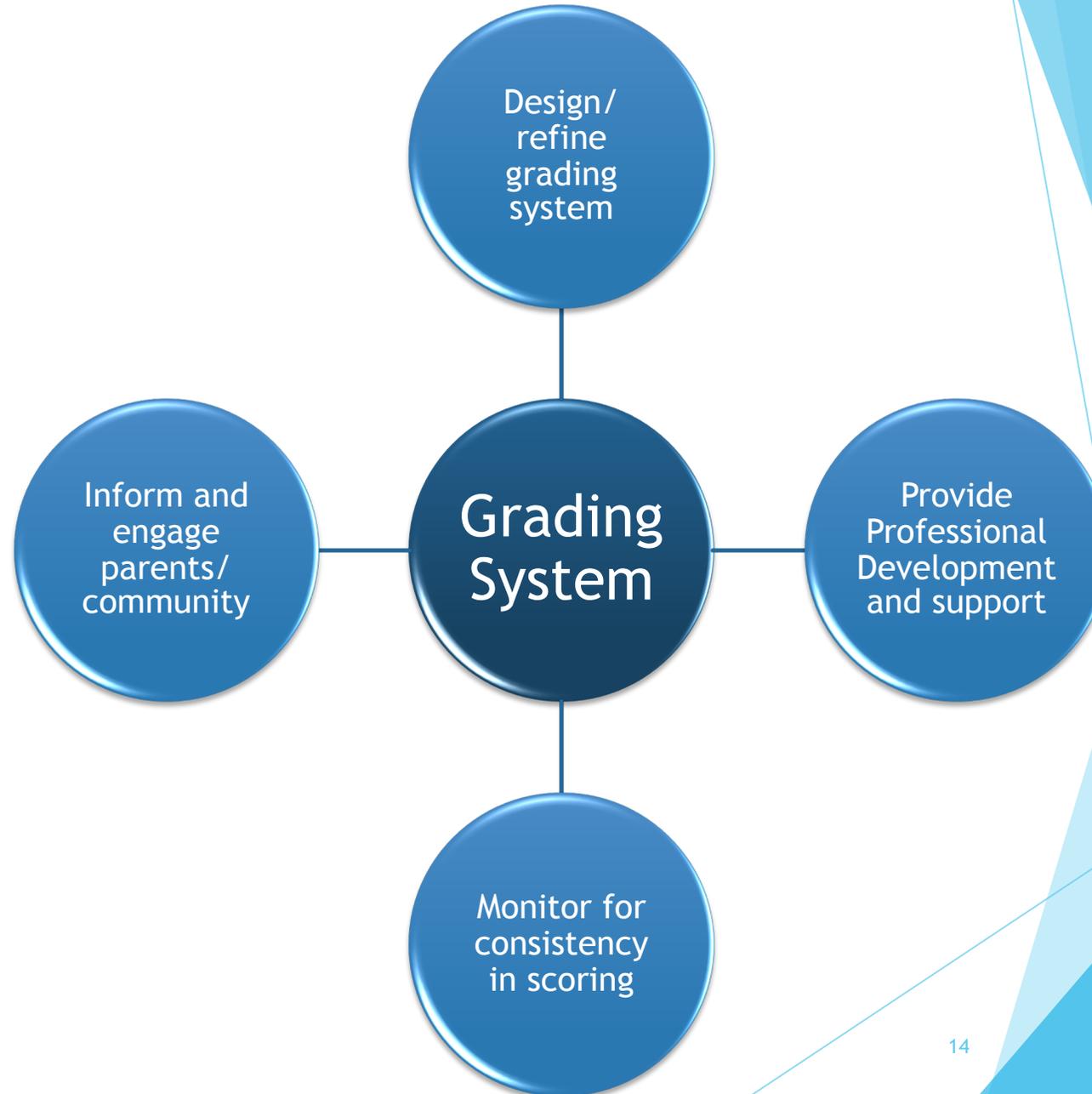
- ✓ 1st grade - 46 Standards, 28 on report card
- ✓ Alaska has identified Learning targets for K-8th grade in English Language arts and Mathematics **only**
- ✓ NWABSD is currently using Standards-Based for PK-2nd grades

For full NWABSD standards-based report card, see attachment A.

Options for Consideration:

1. Implement Standards-based grading system 3rd-12th grades over the next five years
2. Make improvements to current grading system over the next three-four years
3. Remain with current system as is

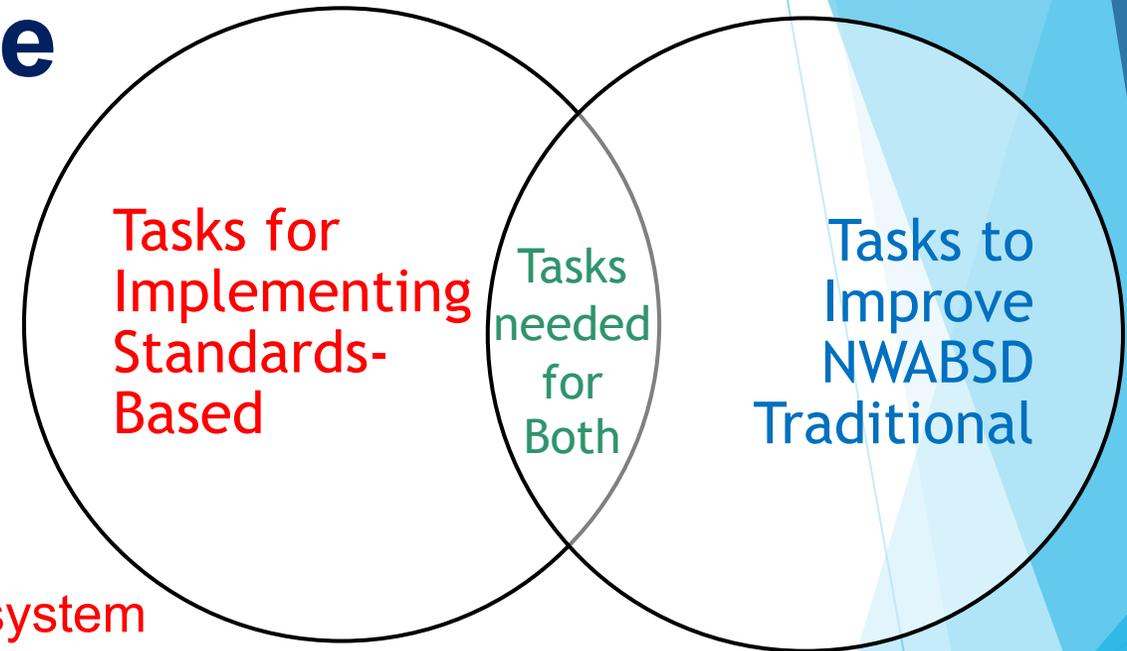
Task for Developing or Improving a Grading System



Grading Systems Implementation or Improvement Timeline

1. Build knowledge (*6 months*)
 - a. Professional Learning Communities
 - b. Professional Development of staff
 - c. Community outreach

2. Develop or updating a guiding document (*18-24 months*)
 - a. Choose the guiding principals of the system (reason for adoption)
 - b. Select Power Standards
 - c. Develop units within the adopted curriculum based on the power standards
 - d. Develop a scope and sequence for all curriculum areas
 - e. Develop common assessments



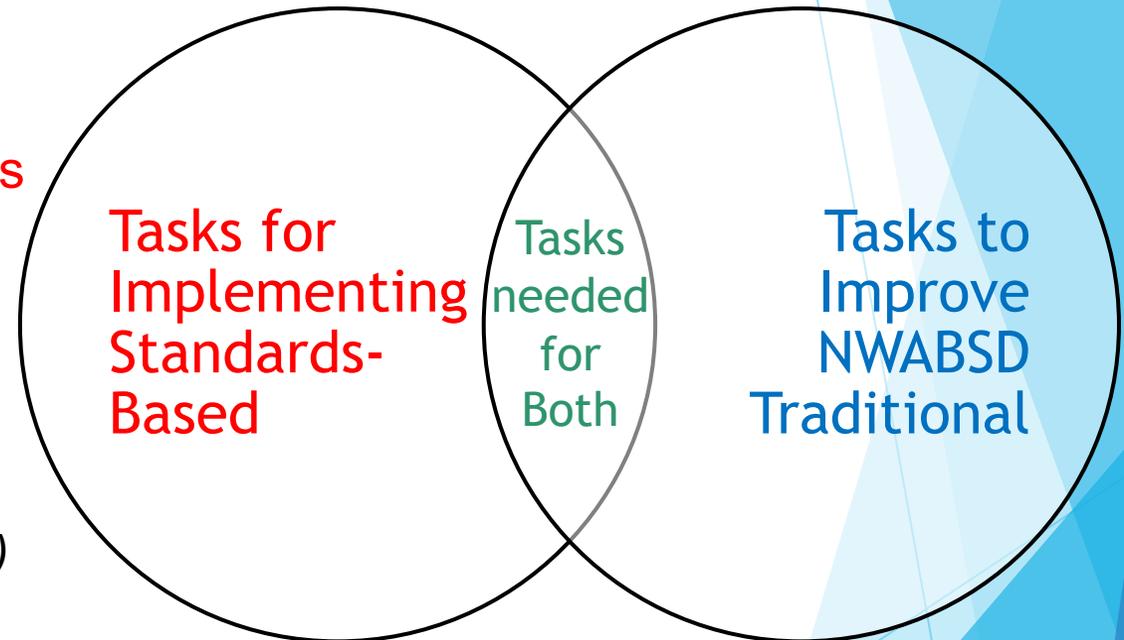
Grading Systems Implementation or Improvement Timeline (cont.)

3. Create the Measurement Scale (12-18 months)

- a. Determine levels of mastery
- b. Determine a cross-over to letter grades in 9-12 grades
- c. Separate behavior from academic markings
- d. Policy review and revision

4. Implementation and Evaluation (12 months)

- a. Professional Development of staff
- b. Community outreach
- c. Revisit guiding document and gather feedback
- d. Evaluate system and implement changes as needed



1. Time and Funding Needed for Standards-Based Grading System Implementation

Total Estimated
Additional
Commitment

6,268 work hours
\$105,000

1. Built knowledge

- a. Professional Learning Communities – 10 hours (every other week for one year)
- b. Professional Development of staff – 6 hours (initial training)
- c. Community outreach – 6-12 hours

2. Develop a guiding document

- a. Standards-based Committee – 3 days (\$35,000 travel and extra duty contracts per year)
- b. Professional Learning Communities – 26 hours (every other week for 1 ½ school years)

3. Create the Measurement Scale

- a. Standards-based Committee – 9 days (\$35,000 travel and extra duty contracts per year)
- b. Professional Learning Communities – 36 hours (every other week for two school years)
- c. Internal System work – 60-80 hours

4. Implementation and Evaluation

- a. Professional Development of staff – 20 hours
- b. Community outreach – 6-12 hours
- c. Standards-based Committee – 6 days (\$35,000 travel and extra duty contracts)

2. Time and Funding Needed for Improving Current Grading System

1. Built knowledge

- a. Professional Learning Communities – 20 hours (every other week for one year)
- b. Professional Development of staff – 4 hours (initial training)

2. Develop a guiding document/ Create the Measurement Scale

- a. 2020-2021 Grading Committee – review policy changes
 - a. Practice vs. Assessment
 - b. Separating Behavior from Academic Grade

3. Align Policies to Grading Practice

- a. Professional Development - 20 hours with additional training as needed
 - a. Grading practices
 - b. Targeting the standards
 - c. Practice vs. Assessment
 - d. Separating Behavior from Academic Grade

Total Estimated
Additional
Commitment

1,730 work hours
\$0

3. Remain with Current Grading System

- ▶ No changes to current systems and practices

Total Estimated Additional Commitment
0 work hours \$0

Questions ?



<i>Student Name</i>		<i>Attendance</i>	1st	2nd	3rd	4th
Grade	2 nd Grade	Days Enrolled				
Teacher		Days Absent				
Principal		Days Present				
School Year		Days Tardy				

Purpose of Report Card

This report is designed to inform you about your child’s progress toward achieving the Alaska State Standards. The Standards establish high and challenging expectations for all students, and describe what students should know and be able to do by the end of the academic year.

OUR MISSION: To provide a learning environment that inspires and challenges students and employees to excel

OUR VISION: To graduate all students with the knowledge, skills, and attitudes necessary for a successful future

4	Advanced	Exceeds Standards
3	Proficient	Able to demonstrate standards at grade level
2	Developing	Approaching standards, needs assistance
1	Emerging	Starting the standard, needs more time
N/A		Not observed or addressed at this time

English Language Arts	1st	2nd	3rd	4th
Literature and Information Text				
Child asks questions such as who, what, where, when, why, and how to show understanding of fiction and non-fiction texts.				
Identify the main topic or author’s purpose using key details from fiction and non-fiction texts				
Child can make connection between different events and describe how characters react to important events.				
Child can figure out the meaning of words when studying a grade 2 topic or subject area.				
Child can describe the important parts of a story including the beginning and ending.				
Child can find important facts and details quickly in non-fiction texts.				
Child can understand and discuss differences of story characters and their actions				
Child can identify the main purpose of a non-fiction text.				
Child uses information from the illustrations, pictures, images and words in a print to understand both fiction and non-fiction texts.				
Child can understand how two or more versions of a story or non-fiction text are the same or different.				
Child reads a variety of grade level texts.				
Foundational Skills				
Child can read words by using what they know about letters and sounds.				
Child reads with enough accuracy and fluency to understand what was read.				
Writing				
Child can write different types of writing for different reasons.				
Child can listen to the ideas of teachers or peers to revise and edit their writing to make it better.				
Uses a variety of digital writing tools (iPads, Smartboard) with help from adults.				
Child participates in shared writing activities				
Child uses what they know from experiences to answer questions and can gather information from another provided source.				
Speaking and Listening				
Child participates at their age-level in conversations with peers and adults				
Child can describe key details from a read aloud or presentation				
Child can ask and answer questions to show understanding				
Child can tell or share a story with important details to help others understand				
Child speaks loudly, clearly and uses complete sentences when sharing the story				
Child can speak in complete sentences when sharing ideas				

Language				
Child uses grade-level grammar skills when writing or speaking				
Child uses grade-level capitalization, punctuation, and spelling skills when writing				
Child can write, speak, read and listen by using what I know about the English Language				
Child understands unknown words by thinking about what they have read and using their background knowledge				
Child uses new words and phrases learned through conversations, reading and through read-a-louds				

Mathematics	1st	2nd	3rd	4th
Operations and Algebraic Thinking				
Child uses addition and subtraction strategies to estimate, then solve one- and two-step word problems				
Child can fluently add and subtract using numbers up to 20 using mental math				
Child can tell if a group of objects is odd or even				
Child uses addition to find the total number of objects arranged in rows and columns				
Identify, continue and label number patterns (e.g., 1122, 1212) and can describe the pattern rule				
Number and Operations in Base Ten				
Child can model and identify hundreds, tens and ones				
Child can count up to 1000, skip-count by 5s, 10s and 100s				
Child can read and write numbers up to 1,000 in different ways				
Child can compare three-digit numbers using greater than, less than and equal to and their symbols to show understanding of place value				
Child can fluently add and subtract two digit numbers up to 100 using what they know about place value				
Child can add and subtract using numbers up to 1000				
Child can mentally add or subtract 10 or 100 to any number using what they know about place value				

Measurement and Data				
Child can measure the length of an object using standard tools				
Child can use two different units to measure the same objects and tell how the measurements compare				
Child can estimate, measure and draw lengths using whole units of inches, feet, yards, centimeters and meters				
Child can use addition and subtraction to solve measurement word problems				
Child can use a number line to show length				
Child can write and tell time to the nearest five minutes using a.m. and p.m. from analog and digital clocks				
Child can count money to solve word problems involving money correctly using \$ and ¢				
Child can collect, record and describe data in a table, graph or line plot				
Child can draw a picture graph and a bar graph to represent data				
Geometry				
Child can identify and draw triangles, quadrilaterals, pentagons, hexagons and cubes				
Child can find the area of a rectangle by dividing it into equal sized squares				
Child can divide shapes into equal parts and can describe the parts with words including halves, thirds, fourths, ect.				

Integrated Subject Areas	1st	2nd	3rd	4th
Science				
Social Studies				
Digital Citizenship/Technology				
Art				
Music				
Physical Education				

Inupiat Cultural Development	1st	2nd	3rd	4th
Child participates in bilingual instruction				
Child participates in cultural instruction				
Child understands and can recite the Inupiaq Alphabet/Atchagat				
Child can count in Inupiaq				
Child can respond to and answer using common Inupiaq phrases				

4	Exceptional
3	Consistently
2	Sometimes
1	Rarely

Personal and Social Development	1st	2nd	3rd	4th
Follows classroom and school rules and routines				
Uses language respectfully				
Can work or play collaboratively with peers				
Can attentively listen in a whole group setting				
Demonstrates effort when completing independent activities				
Demonstrates self-control				
Is kind to others				
Takes responsibility for materials and belongings				
Demonstrates problem solving skills				

Comments for this Quarter

Teacher Signature	Principal Signature