San Francisco Unified School District  
Student Nutrition Services  
RFQ/P No. PMDS-2020  

Prepared Meal & Meal Delivery Services  
PRE-PROPOSAL CONFERENCE  
October 16, 2019, 1:00 PM – 2:00 PM  
135 Van Ness, Conference Room 210

Questions and Answers – RFQ/P No. PMDS-2020

Below are the questions that SFUSD has received regarding IFB No. PMDS-2020 and the District’s responses to these questions.

1. When do you want the winning bidder to be ready to start meal production and delivery to the schools?

   **District Response**: July 1, 2020

2. How many individual schools need delivery service and is there a time range during the day for deliveries?

   **District Response**: See Section 2.5 Page 6 of RFPQ

3. Is delivery needed 5 days per week?

   **District Response**: Yes

4. When will the contract will be awarded?

   **District Response**: January 14, 2020

5. Is it an annual contract or longer?

   **District Response**: One year with option to renew for four additional years.

6. SOW 1 – Please clarify that the vendor will provide 2-3 lunches three days per week. Will the vendor provided meals be the only meals offered on the 3 days per week? Will the menu have 2-3 choices for the students on those days? Has there been a menu plan created for the other days, and if so, can it be provided?
**District Response:** Other menu option will be provided on the 3 days mentioned. The menu has not been developed at this time.

7. SOW 1 - If the vendor is to provide only 3 days per week, how should the vendor prepare the nutritionals for evaluating compliance nutritionally in the RFP?

**District Response:** SFUSD will be responsible for evaluating compliance. Vendor needs to provide information to SFUSD for meal components and nutritional values.

8. GFPP - Can SFUSD provide their current baseline of GFPP compliance as it has become an initiative for years?

**District Response:** Yes, see attached Executive Summary – It is located at the end of this Q&A.

9. 2.2 Utilization of USDA Foods - Is it SFUSD’s expectation that the priority of utilization of commodities is a focus with the understanding that values/costs do change yearly and vendor/district renewal price adjustments above or below the normal index will be negotiated in order to keep the quality and utilization the focus? In other words, will the district and vendor expected to be strategic transparent partners when it comes to these costs fluctuations?

**District Response:** Prices quoted must be held firm for one year; midyear price changes are not permitted. However, price changes may be negotiated prior to annual renewal of the contract.

10. Does SFUSD bid summary price sheet require the price per meal to include every component of each meal? Does SFUSD expect the bidder to provide credits to the district for the components not purchased as part of the meal because of offer versus serve? If not, how does the vendor know what percentage of vegetables or fruits for example to estimate a price per meal? Will the vendor provide a history of the take of each component?

**District Response:** The bid summary price sheet does require the price per meal to include every component of each meal. SFUSD does not expect the bidder to provide credit to the district for the components not purchased as part of the meal because of offer vs. serve. Vendor should know, based on their experience in school food an estimated percentage of vegetables or fruits in order to determine the price per meal. SFUSD does not expect the current vendor to provide a history of the take of each component.

11. Page 7 of the RFP. SOW 2 – Please explain what food is being produced at the McAteer Culinary Center? Are these meals that will be served in combination or as variety with the vendor provided meals? If so, how many choices and is the # of
meals indicated in the bid the number that is a total, not one that the vendor should expect?

**District Response:** The McAteer Culinary Center prepares meals for all Stand Alone Early Education Centers (approximately 2800 meals total per day), and for the high schools on the McAteer/SOTA campus. The meals are served alone (without any components from the vendor.) Delivery services for the Early Education meals are required as part of SOW 2

12. SOW 3 – Are the snacks expected to be unitized together as a kit?

**District Response:** No

3.4 Community Taste Panel – Will the taste panel eat from the prepared meal container the students receive? If graphics and visuals are needed in the packaging are vendors allowed to have any colored packaging or film during this process? Should the vendors submit their products in “vanilla” packaging – black, white, brown, or clear?

**District Response:** The individual packaging should be as close to the actual student experience as possible without any identifying logo or marketing.

13. R. Menu Cycles – SOW 2 – the menu is 15 days to be submitted, does this mean it is 3 weeks only showing 3 days of the week, or is it 15 consecutive days?

**District Response:** For the menu cycle we need 3 weeks of 5 days.

14. 6.1 Basis of Award – It is clear that the district can award the separate SOW’s to different firms. Does this section indicate that the district could award a SOW to two or multiple vendors? If so, will the vendor be able to negotiate the financial terms associated with the volume of business during the contract phase?

**District Response:** Each SOW will be awarded to only one vendor but one vendor could get more than one SOW. Financial terms should be reflected in your proposal.

15. 7.3 – Commencement of Services – Contract is to start on 7/1, does the district have a summer school program that will be running concurrently? Can the district provide guidance on how that start and stop of the contract be best handled? What day is the first day of summer school? What is the first day of the regular school year for 2020?

**District Response:** Yes, the District has a summer program and the vendor will be expected to start service of that program on 7/1/19. At this time we do not have the summer school calendar. First day of school for 2020 is August 17, 2020. The District will work with the vendor on transition planning.
16. Upon the delivery is there any other responsibilities the drivers need to do other then to put them in refrigeration at the schools? Are the vendor drivers expected to load ovens and turn the oven on to begin prep?

   **District Response:** Depending on the school site facilities vendors may be required to turn on ovens and place food in oven. Delivery drivers must also sign delivery tags and **record temperature of food upon delivery**

17. Please confirm lunches are delivered on the day of service and breakfast delivered with that meal for the next day’s service?

   **District Response:** Whenever possible, based on school facilities, the preference is for day ahead service for all meals. However, most sites require breakfast to be delivered the day before and lunches and snack/supper the same day.

18. For SOW 1 – Is the vendor only expected to deliver the 3 days of week served?

   **District Response:** Depending on the storage capacity at each site and the breakfast menu, it may be possible for the vendor to deliver to sites only 3 days per week.

19. Site Listing -the delivery windows on the site listings have flexibility I presume based on the delivery description of the RFP/Q with the window listing the preference of the site to be best accommodated, correct?

   **District Response:** The delivery windows are based on meal times. As long as the meals are delivered no later than one hour before meal service there can be flexibility.

20. Please supply Revolution Foods’ GFPP scorecard from last year, if not available the current purchasing performance level.

   **District Response:** See Question 8

21. Attachment 1 item 1.11.4 – Please clarify, is the district requesting pricing for additional supplies?

   **District Response:** Attachment 1 page 2 section 7 is correct, please disregard Attachment 1 section 1.11.4.

22. Attachment 1 item 2.4.8 – will SNS ensure there is ample access and availability of elevator on multi-floor equipment moves?
**District Response**: Yes

23. Page 6, top partial paragraph – will SNS provide examples of “culturally relevant” meals?

**District Response**: No

24. Since the RFP/Q is complex, we request a 30 day extension to allow ample time to develop a competitive proposal. Will the district approve this?

**District Response**: No

25. How many trucks/routes does the current vendor have to accommodate deliveries?

**District Response**: SFUSD may provide this information at a later date.

26. Can fruit be delivered separate from the rest of the meal? Does it need to be inside of the same package as the rest of the meal?

**District Response**: No, fruit should not be inside the package unless it is part of unitized breakfast.

27. What is the current fruit rotation for breakfast? Lunch? Supper?

**District Response**: District will not provide. Fruit rotation should be seasonal.

28. Can meals be delivered day before? If so for how many sites?

**District Response**: Please see question 17.

29. Does selected vendor have to strictly adhere to the provided delivery schedule or will vendor have ability to make adjustments?

**District Response**: Please see question 19.

30. What is the current per meal pricing for breakfast, lunch, snack and supper?

**District Response**: Updated- Prices are outlined here: https://go.boarddocs.com/ca/sfusd/Board.nsf/files/BBJUD27B7755/$file/Revolution%20Foods%20Inc._First%20Amendment.pdf
31. Could you elaborate more on proposal limit of 50 pages? Are attachments meant to elaborate on answers to questions counted towards that total?

**District Response:** Per the Pre-Bid Conference, the District amends the RFP/Q to remove the 50 page limit.

32. What are packaging requirements for all requested meal types?

**District Response:** SFUSD needs further clarification on this question.

33. What is the current packaging being used by your current vendor? What percentage is biodegradable, recyclable, etc?

**District Response:** SFUSD does not have this information.

34. Will vendor be provided key and gate code access for all sites?

**District Response:** Yes, as needed.

35. For sites that do not have equipment, would vendor be able to explore options with sites to provide equipment?

**District Response:** SFUSD needs further clarification

36. How many sites are not able to house equipment?

**District Response:** All school sites are equipped to safely heat and serve pre-packaged meals. Some are better equipped than others. This RFPQ is for prepared packaged meals only.

37. Document – Attachment 2 SOW, Page 1

RFP Text - HHFKA 6 Cents: Reimbursement. In order to certify compliance with the new USDA meal pattern under HHFKA, the Contract shall provide, for each type of menu, information that is required for obtaining the additional 6 cents reimbursement: 1-week menu for each tiered menu; portion size for all reimbursable menu items, contribution information for each menu item (CN Label, USDA Food Fact Sheet if applicable).

Question - For clarification, HHFKA additional reimbursement is now $0.07.

**District Response:** Correct.
38. Document – Attachment 2 SOW, Page 1

RFP Text - Section 1.6: School Data. Vendor will be responsible to provide all meals, including all meal components, for approximately 180 school days per school year and for SOW 2 only 20-45 school days per summer, pursuant to the District's current school calendar, which is subject to minor revisions during the term of the Agreement.

Question - Does this section mean that SOW 2 will have 180 days of service during the school year, and will also be the only scope of work to serve meals in the summer? Suggested rewording for clarification is included in red below.

Section 1.6: School Data. Vendor will be responsible to provide all meals, including all meal components, for approximately 180 school days per school year for all scopes of work and for SOW 2 only an additional 20-45 school days per summer, pursuant to the District's current school calendar, which is subject to minor revisions during the term of the Agreement.

District Response: Correct.

39. Document – Attachment 2 SOW, Page 6

RFP Text - Attachment 2, page 6, Section 1.11.4

Document – Attachment 1, Page 2
Vendor shall provide meals with the following non-food items: sturdy single use serving trays, condiments consistent with the attached menu, napkins, and single service ware. Vendor shall include all non-food items that are necessary for the meal to be served and will be ordered by school sites on a per case basis and therefore should NOT be included in the per meal price.

Attachment 1, page 2, Section 7
DEFINITION OF PRICE. Vendor's fixed per-serving price to District shall be inclusive of the costs to Vendor of all meals and meal components (except milk beverage containers which the District shall provide separately), packaging, freight, and delivery to Vendor's distribution center along with all other related costs including condiments, utensils, serving trays and napkins, as required to be served in all child nutrition programs and consistent with the approved menu cycle.

Question - Pricing instructions on Attachment 2, page 6, section 1.11.4 are inconsistent with Attachment 1, page 2, Section 7. Please clarify whether meal pricing should be inclusive of napkins, trays, and utensils.

District Response: Attachment 1 page 2 section 7 is correct, please disregard Attachment 1 section 1.11.4.
RFP Text - Attachment 2, Page 12, Section 2.3.8
Vendor must deliver meals to K-12 and EED sites no later than one (1) hour prior to the scheduled lunch period. The District reserves the right to impose penalties for late and/or incomplete deliveries.

Question: Is it possible to clarify in more detail what the penalties related to deliveries will entail?

**District Response:** See below for SFUSD’s current penalty structure for late deliveries.

Vendor must deliver to K-12 and EED sites no later than 1 hour (60 minutes) before the scheduled meal service period. Penalties for late deliveries or incomplete deliveries will be paid to SFUSD by the Vendor as follows:

<table>
<thead>
<tr>
<th>Delivery Issue</th>
<th>Penalty Due to SFUSD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliveries made less than 60 minutes, but more than 30 minutes before the scheduled meal service period.</td>
<td>$30.00 credit per delivery location</td>
</tr>
<tr>
<td>Deliveries made less than 30 minutes, but more than 5 minutes before the scheduled meal service period.</td>
<td>50% credit for all meals delivered</td>
</tr>
<tr>
<td>Deliveries made less than 5 minutes before the scheduled meal service period. (Meals are still able to be served to students and claimed for reimbursement by SFUSD.)</td>
<td>100% credit for all meals delivered</td>
</tr>
<tr>
<td>Any incomplete delivery (missing meals or meal components ordered by SFUSD).</td>
<td>$20.00 credit per delivery location + 100% credit for all missing meals</td>
</tr>
</tbody>
</table>
Note: in the event that the missing food item(s) or the timing of the delivery makes it impossible for SFUSD to serve and/or claim meals in compliance with USDA regulations, Vendor will be penalized at the combined Federal and California free reimbursement rates for each meal that SFUSD is unable to claim. In the case of missing deliveries or deliveries occurring after the scheduled meal time, which SFUSD is not able to claim, the number of meals credited will be based on the school's Average Daily Participation. The free reimbursement rate will vary based on adjusted rates published each school year by the Federal and State governments.

41. Document – Attachment 2 SOW, Page 13

RFP Text - Attachment 2, page 13, Section 2.4.1
The provision of any additional services pursuant to such a request must be detailed every month pursuant to Section 61 (“Reports”) and must include the name of the SNS Manager that requested the additional service.

Question: Section 61 of the Attachment 1 refers to Severability (text included for reference). Please clarify which document and section provides detail on needed reports.

District Response: Please see section 2.4 of Attachment 1, page 27; disregard Section 61.

42. Document – Attachment 2 SOW, Page 13

RFP Text - 2.4.6. On occasion, emergency meal delivery is required due to oven malfunction or power outage. In such instance, Vendor will re-route meals to a nearby Student Nutrition Services-approved school, where the meals will be heated and packed by Student Nutrition employees. Vendor will then redeliver meals to the originally intended school. Vendor will complete the Meal Transport Log as per Food Safety Requirements (Attachment N).

Question: There is no "Attachment N" in the RFP documents. Will you please clarify which section Amendment N refers to?

District Response: Please see section 2.4.6 of Attachment 1, page 28.

43. Document – Attachment 2 SOW, Page 13

RFP Text - 2.5.1. Vendor vehicles must be in compliance with all City and County of San Francisco Department of Public Health requirements and regulations. A Letter of approval from the City and County of San Francisco Department of Public Health will be required.

Question: What is required in the Letter of Approval?
District Response: Please complete research with City and County of San Francisco Department of Public Health.

44. RFQP, Page 8

RFP Text - 3.5 Firms shall provide the sample meals exactly as each would be provided to the District under the Agreement, and exactly as if the meals were going to a school site.

Question: Please confirm that food served at the tasting must adhere to the SFUSD Wellness Policy guidelines.

District Response: Yes.

45. Document – Attachment 2 SOW, Page 3

RFP Text - 1.8.9. Sourcing. Vendor shall provide detailed information with its 10/15-day menu cycle regarding the sourcing of all meal ingredients, and shall note whether meal ingredients do or do not come from locally-grown foods (as defined below), sustainably produced foods (as defined below), and/or animal products that are free from the non-therapeutic use of antibiotics (as defined below). Vendor shall maintain systems to track the sourcing of all meal ingredients, and shall provide monthly sourcing reports that provide the names and locations.

Question: Will the monthly ingredient reports be limited to certain categories of ingredients or limited to a minimum volume?

District Response: Please clarify question.

46. Document – Attachment 2 SOW, Page 8

RFP Text - 2.2. Vendor will be expected to use the percentage of USDA Foods that is in the same proportion of food costs their services represents for SNS overall food budget. This will fluctuate each year based on participation, budget and other factors. It will be determined during contract renewal process.

Question: SFUSD plans to formally award the contract in January. As the deadline to assign the California DOD allocation is by mid-December, and other surveys for USDA Foods is mid-January for the following school year, does this ensure SFUSD will have enough time to complete allocations with the awarded vendor(s), ensuring maximum usage of available commodity funds?

District Response: SFUSD will work closely with the vendor(s) to allocate commodity funds quickly and appropriately. Changes to DOD allocation can be made after December if needed.
47. RFQP, Page 7-8

RFP Text - Section 3. Community Taste Test

Question: When can bidders expect more information about the time, location and facilities available for the bid tasting events on November 18?

**District Response:** Vendors will not prepare the meals. Meals will be prepared by SFUSD staff using the same equipment that will be used normally. You will provide the cooking instructions. You will be provided drop off time and locations by November 4th.

48. Attachment 12 GFPP Bidder Evaluation Scorecard

Question: Can SFUSD clarify in further detail how a bidder’s current practices in place at the time of the proposal submission will be weighed in the Good Food Purchasing Program evaluation as compared to future commitments that are yet to be implemented?

**District Response:** Please see Attachment 12.

49. Attachment 2 – Scope of Services

Question: Section 1.8.2 Our firm specializes in cold pressed juices, will we be able to serve these in vending machines at schools?

**District Response:** Juices are not allowed per District Wellness Policy.

50. Attachment 2 – Scope of Services

Question: Section 2.1.4 Will kids/parents order online through a portal? Are the meals “free” to students or do parents pay online when checking out? What system does the District plan to use for the online ordering system?

**District Response:** No, there is no online ordering system for students or parents. Students either receive meals at no charge or pay full price for meals. Students who pay full price for meals either pay at the time of service or set up an account.

51. Attachment 2 – Scope of Services

Question: Section 1.4 Our firm packages its meals in one container with the dressings/condiments in smaller containers within the main box. Will we need to change our packaging so kids can “pick and choose” their sides?
**District Response**: You must comply with USDA’s Offer vs. Serve, which SFUSD uses for all grade levels.

52. Attachment 2 – Scope of Services

Question: Section 1.11.4, 1.11.6 In addition, our main containers are recyclable, will we also need to provide a single service tray? Must the napkins and single use utensils be bio-degradable or compostable?

**District Response**: Trays are required. Napkins should be compostable; single use utensils may be compostable. Prices for both compostable and non compostable utensils should be noted.

53. Attachment 2 – Scope of Services

Question: Section 1.11.2 Foods that are served hot, can it be heated on a stove with a skillet, or must it be heated in an oven?

**District Response**: This RFP/Q is for a pre-packaged meal service. All items must be heated by District staff using either retherm or convection ovens.

54. Attachment 2 – Scope of Services

Question: Section 2.3.4 Will the District provide a production facility that will help us to maintain the quality of our meals while also bringing the prices down?

**District Response**: No.

55. Attachment 2 – Scope of Services

Question: Section 2.3.4 What does the current facility look like that will help us draft the proposal for logistics and cost point of view? What types of equipment is available to use? Is there space for expansion?

**District Response**: SFUSD cooks from scratch in some schools, but does not have the facilities to scratch cook in all schools. This RFPQ is for prepared pre-packaged meals only.

56. Attachment 2 – Scope of Services

Question: Section 1.11.2–1.11.4 Does each SOW (1,2,3) require Heat & Serve meal services?

**District Response**: Not SOW 3. These are expected to be cold or shelf stable meals.

57. Attachment 2 – Scope of Services
Question: Section 1.3 How many different meals must be provided for the menu each day for students? Can our firm serve the same or similar style of meal to each school in the district? Please explain more about the regular menu cycles.

**District Response:** The same entree may be served across all schools and all grade levels on the same day, providing it is widely appealing. However, portions must be grade appropriate.

58. Attachment 2 – Scope of Services

Question: Section 1.8.5 At what point in the year will our firm need to serve culturally inclusive foods or meals?

**District Response:** Throughout the year.

59. Attachment 2 – Scope of Services

Question: Section 2.1.1, 2.2 What time frame do school lunch service programs start? Do schools have set schedules or do they change? Will delivery times be the same everyday?

**District Response:** These are set on an annual basis with few fluctuations. Some changes occur around holidays, testing periods, etc.; these will be communicated to the best of our abilities.

60. Attachment 2 – Scope of Services

Question: Section 2.2 Can drivers deliver all meals at once to a school (breakfast, lunch, and suppers)? Will schools/District provide necessary equipment to keep say dinner warm or cold until they need to be served in the evening?

**District Response:** For meal delivery needs see question 17. District will provide necessary equipment to keep meals warm or cold until they need to be served.

61. Attachment 2 – Scope of Services

Question: Section 2.2.2 Will we get staff for manufacturing and distributing of the meals at school campuses?

**District Response:** No. Vendor must prepare, package, and deliver all meals. District staff will reheat and distribute (serve) meals.

62. Attachment 2 – Scope of Services
Question: Section 2.3 Can our firm subcontract the delivery vehicles, drivers, and workers who give out meals?

**District Response**: No - See Attachment 1, Item 17.

63. Attachment 2 – Scope of Services

Question: Does our firm need to pay any upfront costs or fees to create and submit a proposal?

**District Response**: No

64. Attachment 2 – Scope of Services

Question: Since 2013 our firm sells our meals within the West Coast consumer market. Can our firm be considered for the bid if we have not worked directly with school meal programs before? We still have a network of delivery systems that are constantly being improved to deliver meals faster, more efficiently and more sustainably.

**District Response**: SFUSD is unable to answer this question at this time. All RFP/Q’s will be evaluated using the criteria outlined in RFP/Q doc.

65. Attachment 2 – Scope of Services

Question: What is the budget we have per meal currently?

**District Response**: See question 30 if that isn’t what you are needing, SFUSD needs further clarification.

**Additional Questions from Pre-Bid Conference, October 16, 2019:**

66. Will the District provide the Q & A electronically?

**District Response**: Yes, it will be posted on the website 3-4 business days after the pre-bid conference.

67. Please clarify if only sealed wrapped is allowed or if overwrap is also allowed.

**District Response**: Overwrap is acceptable providing it is appropriate for the item served.

68. Please clarify the number of menu days for each SOW.
**District Response**: SOW 1: 5 days per week breakfast; 3 days per week lunch; 10 day cycle. SOW 2: 5 days per week breakfast and lunch; 15 day cycle.

69. Are low volume items like salt and spices required in the monthly sourcing reports? What is the threshold for including food items in these reports?

**District Response**: Any individual food item with total usage volume under 10 lbs for the month does not need to be included in the monthly sourcing report.

70. Can you provide an example of the current sourcing reports your vendor prepares?

**District Response**: The report is provided as an Excel file below this Q&A posting. Please click on Answer to Question# 70 to view the file.

71. Will the Bid Opening be public?

**District Response**: The District will score the qualification points before opening pricing. The RFPQ will be awarded based on the formula outlined in Section 6 (page 12 of the RFPQ.) This tabulation will be posted on the website publically.

72. What’s the point of the trays?

**District Response**: Students, especially young students, need something to transport meal components (entrees, fruit, vegetables, and milk) back to the table.

73. Is there space on campuses for container farming?

**District Response**: This is not under the purview of the Student Nutrition Services Department and outside the scope of the RFPQ.

74. Why are you going out to bid?

**District Response**: At the Board’s request.

75. Do all decisions go through the Student Nutrition Services Executive Director or are there contacts for each school?

**District Response**: Student Nutrition Services has Area Supervisors assigned to each school site and are the main contacts for their assigned sites.
Good Food Purchasing Executive Summary
San Francisco Unified School District, SY17-18

$7,664,935 in Total Food Spend

Baseline Met: Local Economies, Nutrition
Baseline Not Yet Met: Environmental Sustainability, Valued Workforce, Animal Welfare

Progress Toward Baseline Goal and Qualifying Purchases by Value Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Baseline Goal</th>
<th>Standard Points</th>
<th>Extra Points</th>
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</thead>
<tbody>
<tr>
<td>Local Economies</td>
<td>20.1% or $1.5m</td>
<td>15%</td>
<td>2</td>
</tr>
<tr>
<td>Environmental Sustainability</td>
<td>1.3% or $98k</td>
<td>5%‡ ($383k)</td>
<td>0</td>
</tr>
<tr>
<td>Valued Workforce</td>
<td>2.5% or $188k</td>
<td>5%‡ ($1.1m)</td>
<td>3</td>
</tr>
<tr>
<td>Animal Welfare</td>
<td>2.5% or $65k</td>
<td>15%</td>
<td>0</td>
</tr>
<tr>
<td>Nutrition</td>
<td>86% of items met</td>
<td>51% met</td>
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Summary by Vendor

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<tr>
<th>Category</th>
<th>SFUSD In-House</th>
<th>Revolution Foods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Economies</td>
<td>26% ($536k)†</td>
<td>18% ($1m)</td>
</tr>
<tr>
<td>Environmental Sustainability</td>
<td>0.8% ($17k)</td>
<td>1.5% ($82k)</td>
</tr>
<tr>
<td>Valued Workforce</td>
<td>0.8% ($17k)</td>
<td>3% ($171k)</td>
</tr>
<tr>
<td>Animal Welfare</td>
<td>2.1% ($25k)</td>
<td>2.8% ($45k)</td>
</tr>
<tr>
<td>Nutrition</td>
<td>86% applicable checklist items met</td>
<td></td>
</tr>
</tbody>
</table>

Summary of Next Steps

- **Local Economies**: Source an additional 3.9% ($298k) from medium to small family or cooperatively-owned suppliers within 250 miles (at least +1 point).
- **Environmental Sustainability**: Purchase an additional 3.8% ($283k) of food from Level 3 Sustainable sources; Source an additional 3% ($81k) of antibiotic-free animal products (+1 point).
- **Valued Workforce**: Source an additional 2.5% (191k) of fair foods and outreach to vendors/suppliers with labor law violations (See Appendix A) (+1 point).
- **Animal Welfare**: Source a total of 4.1% ($110k) of eggs, meat and dairy products from Level 3 High Animal Welfare sources (see Standards Overview) (+1 point).

‡ 5% of sustainable food from Level 3 sources (See Standards Overview)
† The total food spend excludes $209k in Non-Food Items, including $38k in USDA Amin Fee and FFAVORS DOD Admin Fee.
§ Baseline is met by conducting outreach to suppliers with labor law violations and purchasing at least 5% of fair food.
¶ Refers to % of total spend by vendor and qualifying purchases by vendor.

SFUSD Good Food Purchasing Baseline Report
SY 2017-2018