

The ARAMARK food service director will have the discretion to purchase some food or other supplies locally when it is practical and efficient to do so, however, ARAMARK's policy is to make the vast majority of its purchases from ARAMARK's national preferred suppliers. This includes the most reputable and recognizable brand names in the industry, purchased through ARAMARK's primary full-line distributor, SYSCO Corporation.

ARAMARK regularly evaluates the performance and offerings of its manufacturers, products, and distributors to ensure we are offering the District the best products and services available. ARAMARK balances food safety (ARAMARK's first ingredient), product quality, product application and yields, cost, and service parameters so that the best mix of these elements is achieved.

Food Product Specifications

Our product specifications ensure that foods consistently meet our high standards of quality, which are second to none. Meat purchase specifications written by the National Association of Meat Purveyors (NAMP) and the specifications for fruits and vegetables issued by the USDA complete our food specification program.

Product specifications are categorized as meat products, groceries, baked goods, dairy products, and fresh and frozen foods. For the food service director, these specifications ensure clear communication and detail our standards for ingredient name, grade, style, size, pack, and count for each product. This enables the manager to communicate the specific products required. The success of our recipes depends on using the correct ingredients. Our specification program ensures recipes will consistently meet Warren County School District standards.

Specification Minimum Standards

The Meat Buyer's Guide (a publication of the NAMP) serves as ARAMARK Education's guide for minimum specification for all cuts of meat. All meat and meat products, except sausage, must be slaughtered, processed, and manufactured in plants operated under a USDA Inspection program, and they must bear the appropriate seal. All meat and meat products must be sanitary on delivery. They must be free of objectionable odors or other signs of deterioration. No preservatives, tenderizers, or coloring agents may be added to any fresh meat or fresh meat product. Imported fresh or frozen meat products are prohibited for any purposes.

In February 2008, the U.S. faced the largest food recall in history impacting government commodity and commercial beef distribution. All ARAMARK Education districts immediately isolated and removed these products. Through ARAMARK's HACCP and Food Safety Inspection Programs, we ensure the safety of the food we serve. ARAMARK's security and supply chain experts continuously train company managers, chefs, and employees to ensure the integrity of vendor selection, delivery procedures, and of the safe preparation and service of meals. Our top priority is to ensure that the food we serve is of the highest quality within the safest environment possible.

USDA Menu Standards

Minimum Grading Requirements for:

- **Cuts of Meat Beef**—USDA Prime and Choice minimum specifications:
 - Prime: 80:20 lean-to-fat ratio
 - Choice: 85:15 lean-to-fat ratio
- **Pork**—USDA Number 1, as defined in S.R.A. Number 171, U.S. Standards for Grades of Pork Carcasses, as a minimum specification
- **Lamb**—USDA Prime and Choice, Class A as a minimum specification
- **Provision and Variety Meats**—USDA Grade Number 1 from government-inspected plants, as a minimum specification
- **Sausage Products**—USDA Grade Number 1 from federal-, state-, and city-inspected plants, as a minimum specification
- **Poultry**—USDA Grade A is used for all graded fresh or frozen poultry or poultry products, as a minimum specification
- **Dairy Products**—All graded dairy products, as a minimum specification:
 - Butter: USDA Grade A (92) score
 - Milk and milk products: USDA Grade A
 - Cheese: USDA Grade A for all graded cheese
- **Fish and Seafood**—If available, fresh fish and seafood are preferred. Frozen fish must be a nationally distributed brand, packed under continuous inspection of the U.S. Department of Commerce.
- **Canned Fruits and Fruit Juices**—USDA Grade A (Fancy) or Grade B (Choice) for graded fruits and juices, as a minimum specification
- **Canned Vegetables**—USDA Grade A (Fancy) for all graded vegetables, as a minimum specification
- **Other Grocery Items**—Shall be products deemed acceptable through wide usage
- **Fresh Fruit**—USDA Fancy or Number 1 for all graded fresh fruit, as a minimum specification
- **Fresh Vegetables**—USDA Fancy or Number 1 for all graded fresh vegetables, as a minimum specification
- **Frozen Fruits and Vegetables**—USDA Grade A for all graded frozen fruits and vegetables, as a minimum specification

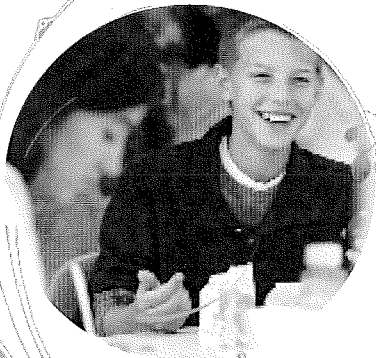
Note: A certificate of federal inspection and grading may be requested by an authorized ARAMARK Education or District representative at any time.

Conclusion

Our nutrition and wellness expertise, combined with your district's unique needs, lead to the right conditions for students to grow strong and flourish. Our menus are kid-tested and provide well-balanced, fun food choices. We will leverage our relationships with local and national vendors to increase choices and decrease costs. Together, we will ensure that students are well nourished so they can stay focused on what matters most: learning.

5. Marketing, Merchandising, and Promotions

You want the best for your students and your district—and so do we. At ARAMARK, we help you nurture students' well-being and increase their participation in the Food Service Program with nutritious menus and innovative dining environments. For many students, eating a meal during their school day may be their only chance to get the proper nutrition needed to perform academically and athletically. Our wellness education programs demystify proper nutrition and make it simple to understand. We work closely with you to help cultivate healthy students and healthy returns.



Jeanne A. Bean

Ensuring Healthy Food and Healthy Returns

Our goal is to help your students and district flourish by increasing the number of students and adults participating in your Food Service Program. Experts agree on the importance of proper nutrition; however, it is just as critical to make healthful meals fun for children and teenagers to eat.

We make it a point to understand customers' tastes and preferences, and we satisfy them with appealing dining environments, appealing menus, and effective promotions. The results are positive for everyone: good nutrition and fun meals that result in satisfied customers. Our efforts help increase participation in your Food Service Program, resulting in a healthy return for your district.

The ARAMARK Dining Experience and Why It Matters

Often where you eat is just as important as what you eat. That's why ARAMARK creates fun, attractive dining environments. We turn to our customers—students at every grade level—to inform the look and feel of our food service. Parents also have a say. We incorporate what we learn about students' favorite foods, trends, and lifestyles into our award-winning dining concepts, increasing student satisfaction and participation.

Here's a snapshot of our dining brand offerings:

- **One World Café (OWC)** is a fun, food-court-inspired concept designed especially for our youngest customers. With colorful graphics and lots of well-balanced menu options, the café encourages elementary students to make healthy food choices. OWC is a multiple recipient of the *Restaurant Hospitality* magazine's Best Kids Menu in America Award.
- **Cool★Caf** is a new ARAMARK dining brand developed for elementary schools. It is the student's place at school with awesome food that they can grab quickly and eat with their friends. Cool★Caf celebrates a student's need to relax and refuel. It helps students grow healthy and strong by featuring nutritious foods that gives them the energy to be at their best throughout the day.
- **12 Spot** is a lunch-time spot for middle school students. This high-energy dining concept reflects the lifestyle of our tween customers by focusing on friends, activities, and sports, with cool graphics that change seasonally and music. Healthy, fresh foods drive the menu. 12 Spot received the 2005 *Nation's Restaurant News* Menu Masters Award for Best On-Site Operator Menu.



Joanna Brown

- **U.B.U. Lounge** is an oasis from the demands of busy high school schedules. This fun, comfortable space is complete with a lounge area and music. Teens can catch up with friends, relax, and fuel up for the demands of the day. The menu is filled with grab-and-go items, a plus for today's busy students. Meals also can be made to order. U.B.U. Lounge is open all day. Here, every high school student fits in and feels connected. At U.B.U. Lounge, all we ask is that "you be you."



See the following pages for more about the special features of our dining brands.

Students provide input and influence the look and feel of our dining environments. The result: fun places to eat, relax, and catch up with friends. Everyone fits in.

A handwritten signature in cursive script, reading "Joanna A. Brown".

One World Café Five Ps

One World Café can be explained using what we call the Five Ps: preparation, presentation, packaging, pizzazz, and promotion.

Preparation

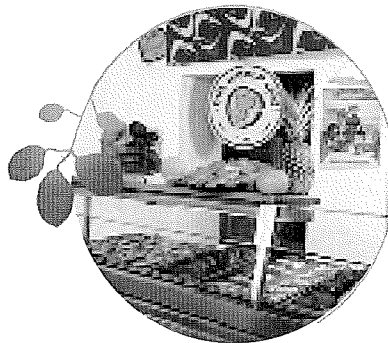
Customized recipes, nutritional standards, and sanitation procedures are all components of preparation. Preparation represents the fundamentals to any good Food Service Program. In order to maintain consistency at every account, we provide the tools on site for quality assurance, such as recipe templates. The benefit to you is a high-quality, consistent program with no surprises.

Presentation

Presentation is more than meets the eye—it is not only the visual display of the food on the plate, but also how we serve it to the kids. For presentation, we supply digital photography and serving suggestions with every recipe in the One World Café. As for our people, their attitudes are evident in their faces. Our employees are helpful, friendly people who love their jobs. In order to keep them looking as good as their surroundings, we require uniforms.

Packaging

We all know fast food and food courts impact our kids. The food package is a tool in the battle to encourage kids to eat a healthy meal; therefore, we take our cue from them. We developed brightly colored packaging that combines form with function. The kids find the food more appealing (even the healthy items) and are more likely to eat a well-balanced meal.



Yvonne A. Brown

Pizzazz

This is the fun. Signage, vibrant color, and lighting all play a role in creating a fun environment. When ARAMARK Education asked students what they wanted in their school cafeteria, the response was loud and clear. Students were looking for a cool place to meet and socialize with their friends and classmates. With that feedback in mind, the One World Café décor was designed to be appealing to students and easy to execute.

The One World Café graphics meet all of these needs and more. Kits can be installed quickly and easily, and they can be adapted to fit all cafeteria configurations. Students today have been raised on Nickelodeon, MTV, and computer graphics, so colors are bold and high-tech. Patterns are fun, interesting, and age appropriate. For example, grades K–6 destination banners use icons, not words, to direct students to their desired destination. Wall murals add design interest and visual representation of healthy food items. The name itself—One World Café—reflects not only the diversity of the menu, but the diversity of the students themselves. The result is a retail environment where students and faculty want to eat. To add to the overall impact, we created wall murals for design interest and for highlighting healthy food choices.

Promotion

ARAMARK Education will make school dining fun. Unique promotional programs featuring our nutrition mascot, Ace, are developed to communicate Ace's Stay Healthy message to all students. Monthly programs focus on educating the students and creating excitement around favorite menu items and new product introductions. The goal of the promotional plan is to spark interest in the Food Service Program by attracting new customers and keeping current customers coming back for more.

Individual promotions feature a special theme, menu, selection, or signage. They often incorporate age-appropriate giveaways for participation, such as bookmarks, food items, or other valued prizes (for example, a special prize for the student who picks the lucky tray or knows the right answer to a nutrition question). We regularly plan and implement excitement builders, focusing on a holiday, a local or national special event, or a special menu item, such as celebrations for National School Lunch Week, Thanksgiving, Earth Day, the Super Bowl, or the World Series.



Special Features of 12 Spot and U.B.U. Lounge

The Extras

Administrators can leverage the ARAMARK Education proprietary brands, 12 Spot and U.B.U. Lounge, by promoting the soft benefits of the new programs—the features that promote socialization and that can be used indirectly as a means to build community within your district.



Hanging Out

Both brands create a comfortable and personable setting for students, faculty, and parents to gather and share conversation and ideas. We call it “the lounge factor,” and we create the environment with items such as one couch, two chairs, and two small tables.

Music Is Key

The Muzak® Program in U.B.U. Lounge provides the pop and variety of music (with appropriate edits) that appeals to students. The program includes equipment and service, edited pop and variety music, and allowance for administration controls.



Uniforms for All Uniforms

Uniforms for All Uniforms is one more way you can create a unique brand for your food service operations.

By using non-school-related neutral colors, we created a uniform that supports the brands and that could be easily implemented at all schools. The unique uniform style coincides with the creative and expressive look of the new brands while speaking in a language that conveys an attitude that teens and tweens can relate to.

Yvonne Brown

Cutting-edge Market Research

The ARAMARK Innovation Center underscores our commitment to extensive market research to meet the ever-evolving needs and preferences of our student customers. This 53,000-square-foot, state-of-the-art center increases our ability to speed new products and services to market. Located in Philadelphia, the center is home to our corporate research, design, and product development group, Innovative Dining Solutions (IDS).

Our entire team—from dietitians and chefs to marketers and technology specialist—is dedicated to providing comprehensive solutions for your district's food service needs. IDS' more than 80 professionals are segmented into Strategy and Insights, Culinary Development, Beverage Strategy, Merchandising Strategy and Creative Services, and Design and Delivery:

- Our Strategy and Insights team is focused on understanding the needs, attitudes, and behaviors of our student customers and clients. We conduct marketing research and analysis that guides new brand and program development and expansion, brand positioning, and communication campaigns—all of which accelerate the growth rate of ARAMARK and our clients.
- Culinary Development converts student consumer insights and brand strategies into innovative recipes and flexible menu offerings that can be tailored to fit students' dining needs and preferences. Our culinary professionals are responsible for developing menus and pricing strategies, operational training tools, and ongoing program enhancements, including limited-time menu-based promotions, as well as managing our proprietary food production system and database of more than 8,000 recipes.

Students have a big say in everything we do. Their insights about food combined with our emphasis on health and nutrition are a win-win.



- The Beverage Strategy team provides product category knowledge and insights that translate into consumer-preferred and client-approved hot and cold beverages. They also develop operational and marketing tools and guides that ensure consistent product availability and desirability, reducing the attraction of off-site alternatives.
- Our Merchandising and creative experts focus on critical touch points that create the retail service experience in our cafés that student consumers today expect—compelling food presentation and placement, targeted, informative communications and signage, graphics, proper lighting, convenient and sustainable packaging, professional uniforms, music, and even scents. Utilizing operational and marketing disciplines, this group develops innovative solutions that ensure enduring customer satisfaction.
- Our Design and Delivery experts create dynamic food service brands and interior environments in which students and the school community can enjoy a superior dining experience and our clients can differentiate themselves from their competition. This award-winning team of seasoned professionals provides conceptual food service design, development oversight, installation guidance, food service equipment planning and procurement, ensuring operational efficiencies and a consistently satisfied community of consumers.



Keeping Kids Well-nourished Around the Clock

Today's students are on the go from early morning until the evening hours. They need well-balanced, nutritional meals, and snacks to carry them through the day. ARAMARK provides a variety of healthy meals from morning to dusk—all designed to support student wellness and readiness to learn.

Here's a sampling of what can we offer:

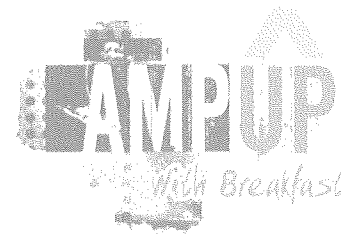
- **AMP Up with Breakfast™** is a comprehensive, easy-to-implement program that includes more than 450 hot and cold items and cafeteria, classroom, and grab-and-go mobile cart service options to accommodate a variety of school building needs.
- **SnackFactor™** includes a selection of more than 150 healthy snack items, which meet strict nutritional guidelines. Our comprehensive database allows food service directors to select items that meet their nutritional requirements and student taste preferences.
- **Java City** is a stand-alone retail location, offering caffeine-free coffees, teas, and blended beverages, along with grab-and-go sandwiches, salads, fruit parfaits, or snacks. Items can be customized for student, administration, or community customers.
- **Fresh Market Smoothies™** are fun, vitamin-filled, fresh fruit drinks to complement middle and high school meals to fuel the on-the-go student.
- **After-school snacks and evening meals** are comprised of healthy à la carte items and "twilight" meals for students enrolled in after-school care programs.
- **Summer menu options** include nutritious breakfast, lunch, and snack programs to accommodate districts' summer education classes and student or community activities. In many cases, for eligible families, summer Food Service Programs provide nourishment to students where they might otherwise have none.
- **Adult dining** includes customized meals to ensure faculty and administration have access to healthy options.
- **Catering** is a program that is comprised of comprehensive event planning, meal preparation, and delivery service for a range of casual to formal events, including PTA and PTO functions, board meetings, and community gatherings.

ARAMARK serves innovative and fun meals designed to make eating lunch at school cool.



AMP Up with Breakfast

Developing the breakfast habit at an early age helps students maintain a healthy lifestyle and gives them the fuel their bodies demand to keep them energized and alert throughout the day, while eliminating the desire to overindulge between meals. It can improve the results of standardized test scores, attendance and tardiness, behavior, and emotional intelligence.



AMP Up with Breakfast is a program designed to meet the needs of the district on a school-by-school basis. Our food service directors assess each school and customize solutions. This may include breakfast in classroom, breakfast in café, and on-the go breakfast, including more than 450 nutritious menu options that students will love.

Students, parents, and school administrators can be assured that the meal components provided through AMP Up with Breakfast will create an optimal, well-balanced, and nutritious meal. AMP Up is carefully designed to comply with current USDA regulations and dietary guidelines. Additionally, ARAMARK registered dietitians, Local School Wellness Policy Teams, and vendor partners further defined appropriate guidelines and additional standards for the program.

Taste

ARAMARK-conducted taste tests distinguished the flavor profiles students crave. Meal options offer a variety of diverse, flavorful foods.

Convenience

AMP Up gives students quick, portable, handheld foods that fit their on-the-go lifestyle. Several service models are outlined to select the delivery option that works for each school building.

Value

Products are chosen to meet budgets and yield unit profits. Additionally, you'll see value as AMP Up increases parent and student satisfaction, drives dining program participation, and provides an additional source of revenue and profit for your school district's only enterprise fund.

"What we find particularly exciting is that school breakfast can significantly improve children's academic performance and psychological well-being."

—J. Michael Murphy, EdD, School Breakfast Program Researcher, Massachusetts General Hospital and Harvard Medical School

FOR IMMEDIATE RELEASE

Pennsylvania
Hunger
Action
Center

Promoting nutrition and food security

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Midland School District Gets an "A" for Breakfast Program

Midland Borough School District, Beaver County, Pennsylvania, December 19, 2008—The Pennsylvania Department of Education's Hunger Action Center ranked the Midland Borough School District number one in the state on its Pennsylvania School Breakfast Report Card. The review is based on school districts' participation in the National School Breakfast Program, for 2007-2008. The District's Food Service Program is managed by ARAMARK Corporation of Philadelphia.

Evelyn Arnold, from the PA DoE's Hunger Association informed the District of their ranking in December 2008.

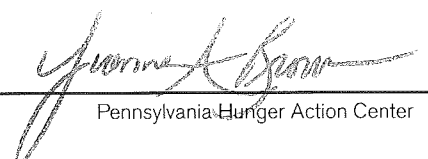
The District's Chef Manager, Michael Harding, shared that the program in Midland Borough is so successful not only because the District has a high number of free and reduced students, but also because the ARAMARK team pays attention to what the students want and like.

"Keeping things simple and having a variety of options helps when dealing with sometimes picky eaters," says Harding. "Also, paying attention to detail when preparing and serving menu items helps greatly."

Harding adds that the District fully supports the National School Breakfast Program because it has a large population of students who come to school early enough to take advantage of this service. He says that the District strongly encourages the students to take advantage of what is provided for them. Midland had a nearly 85 percent breakfast participation rate.

Another ARAMARK-run PA Star Performer District was number two on the list—Farrell Area School District in Mercer County. Farrell S.D. ranked second with 82 percent of students participating in the School Breakfast Program.

For additional information or a sample copy, Contact: Patrick G. Gallagher, District Manager, Midland Borough School District, ARAMARK Education, C 412-526-2470, F 412-244-0174, gallagher-patrick2@aramark.com, www.aramark.com.



Joanna A. Brown
Pennsylvania Hunger Action Center

Parent Letters

Through AMP Up, we can offer breakfast to a large percentage of students who arrive at school without the benefit of a healthy and nutritious breakfast. Breakfast will create a new source of revenue, which, in turn, will increase profit sharing for the district. The USDA's School Breakfast Program also provides financial incentives, where applicable, to enable schools the ability to provide this source of nutrition. Currently, more than two million students across the nation qualify for free or reduced breakfast, but do not have a breakfast program available at their school. AMP Up can provide your students with the breakfast they need to fuel their growing bodies, succeed in school, and influence their lifestyle habits.

Faculty and Staff Communication

AMP Up with Breakfast also provides communication templates and methodology to ensure all constituent feedback is obtained prior to the design of a breakfast program. This allows a cohesive decision-making process and a smooth start-up to ensure teachers, custodial staff, and other constituents are on board.

SnackFactor: A Fresh Approach to Healthy Lifestyle Choices

The Snack Factor Program, which meets nutritional guidelines, offers healthy snacks that are low in calories, fat, sugar, and sodium. Many of the snacks are good sources of fiber and protein. Increased media scrutiny and legislative action have placed more pressure on food service directors to provide more options to students that meet nutritional guidelines. Snack Factor also comes with a tool that helps food service directors customize menu offerings to meet these guidelines. This tool allows for easy updates as nutritional policies evolve and new products become available.



A Treat Yourself Right® Program

Fresh Market Smoothies

ARAMARK strives to serve new and innovative menu offerings designed to shift the student perception of school food by making it cool. Vitamin-packed, freshly blended smoothies—made with real fruit, ice, and juice or milk—have seen tremendous growth, specifically in the youth market. Smoothies tout many of the attributes on which our clients and customers place a premium, including convenience, healthfulness, taste, and fun. ARAMARK has partnered with the Freshens Company, the largest smoothie company in the country, to create an exclusive offering called Fresh Market Smoothies. The program requires minimal capital investment, labor, and space requirements, thereby ensuring a strong financial return for the district.

After-school Snack Program

In 1998, Congress expanded the National School Lunch Program (NSLP) to include cash reimbursement for snacks served to children up to 18 years of age in after-school programs. A school must provide children with regularly scheduled activities in a structured and supervised environment, such as mentoring or tutoring programs. Competitive sports teams are not eligible.



The programs must meet state or local licensing requirements, if available, or state or local health and safety standards. All programs that meet the eligibility requirements can participate in NSLP and receive U.S. Department of Agriculture reimbursement for after-school snacks.

Child and Adult Care Food Program (CACFP)

CACFP provides cash reimbursement to help provide nutritious meals and snacks to participants enrolled in nonresidential child care centers, outside-school-hours centers, family and group day care homes, and residential homeless shelters. It is federally funded through the U.S. Department of Agriculture. CACFP plays a vital role in improving the quality of day care for children and elderly adults by making care more affordable for many low-income families. Reimbursable suppers are also available to children in eligible after-school care programs in seven states: Delaware, Illinois, Michigan, Missouri, New York, Oregon, and Pennsylvania.

Summer Food Service Program (SFSP)

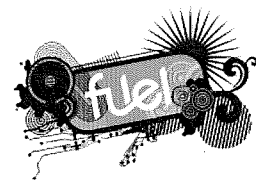
SFSP is the single largest federal resource available for local sponsors who want to combine a food program with a summer activity program. The National School Lunch and School Breakfast Programs offered during the traditional school year are not available during the summer. The U.S. Department of Agriculture's Summer Food Service Program helps to provide meals during the summer school instruction period when, without the formal school breakfast and lunch programs, many students would otherwise go hungry.

Our nationally recognized promotional campaigns encourage kids to make healthy choices that will help them succeed in school.

Promoting Healthy Eating and Nutrition

We want to help you set the stage for increased student achievement and lifelong healthy behaviors. That's why our nationally recognized promotional campaigns are designed to introduce new menu items and encourage healthy choices among students of all ages. We refer to these campaigns as Wellness Promotions.

- **IMPACT Jr.** is designed for K-5 students. The IMPACT Jr. Program features lunch and breakfast promotions, which share educational, good nutrition messages and reinforce the positive impact that eating right has on student performance. By encouraging elementary students to try new menu offerings, IMPACT Jr. helps increase participation in the school dining program.
- The monthly program called **FUEL** provides thematic food-focused promotions that help to make school lunch relevant for middle and high school students. FUEL is designed to combat menu fatigue and reinforce a healthy school lunch as an important way for students to get the fuel they need to participate in their favorite activities. The point-of-sale materials are designed to resonate with tweens and teens, and boost meal participation.
- **Customized Promotional Toolkits** are part of an online program that includes monthly calendar grids, with ideas and activities for weekly promotions, which are accompanied by customizable materials, such as posters and counter signs. These easy-to-use toolkits are provided for both elementary and secondary grade levels and provide exciting ways to promote healthy meals, celebrate special events and keep school meals fun.
- The **Adult Dining Program** is customizable and focuses on helping employees maintain healthy lifestyles.



A handwritten signature in black ink, reading "Joanna A. Brown". The signature is fluid and cursive, with a large, stylized initial "J".

Our Commitment to Nutrition and Wellness Helps Students Flourish

Our menu design addresses the diverse needs of K–12 students and reflects our shared value of improving their health and academic potential. Our comprehensive approach to wellness education and nutrition awareness reinforces healthy choices at school and away.

ARAMARK sets the stage for student achievement and lifelong healthy behaviors with:

- Nutritious meal programs
- Nutrition education
- Wellness activities
- Environmental stewardship

Nutritious Meal Programs

An extensive database of age-specific, dietitian-developed recipes helps you meet or exceed the toughest state and federal nutrition guidelines. ARAMARK's Treat Yourself Right (TYR) selections and menus meet rigorous wellness standards and provide students with healthy, convenient, and great tasting meal choices. Ongoing menu development by our registered dietitians and chefs ensures menus are continuously updated with innovative, healthful, and student-tested offerings. Our TYR menu offerings include:

- Fresh vegetables, salads, and fruits
- Low-fat meals and low- and nonfat dairy products
- Whole grains for more fiber
- Elimination of added trans fat
- Fewer processed foods, added fats, sugar, and salt
- Organic choices
- Baked, rather than fried, items

We provide a portfolio of menus that can be customized to meet or exceed recommendations of the USDA and the Dietary Guidelines for Americans. They also factor in a variety of demographics and student preferences.



Educating Elementary Students About Good Nutrition

The Ace™ Nutrition Mascot Program is a comprehensive, interactive approach to educating elementary students about healthy eating and exercise. The program features: Ace Live! and the Ace Monthly Program.

ACE LIVE!

The 30-minute Ace Live! show is presented in an energetic, interactive format, with an easy-to-understand script. Ace Live! generates excitement among young elementary students for eating well-balanced meals in the school cafeteria and at home. ARAMARK Education develops a new script each year to spread the nutrition awareness message. Ace, along with his friends, Ana, Marcus, Zack, and Lucy, helps students understand how staying fit is important to good health and academic achievement. During the show, Ace reviews the Stay Healthy rules: Eat Right, Get Plenty of Sleep, and Exercise Every Day.

ACE MONTHLY PROGRAM

With our popular subscription program, students receive a note from Ace with a special gift each month during the school year. Ace shares a healthy living message with an educational twist that teachers can leverage in the classroom. This year, Ace's theme is an "Around the World" adventure! Each month, Ace will visit a new and exciting part of the world, while teaching students about that country's food and nutrition, its people, geography, history, and other highlights. All gift items have been safety tested.

Educating kids about nutrition supports your efforts to increase student achievement. We help children and teenagers eat healthfully so they can focus on what matters most—learning.



Joanne Brown

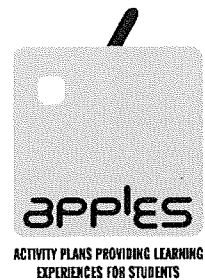
Educating Middle and High School Students About Good Nutrition

As part of the Treat Yourself Right (TYR) Program, informative newsletters and flyers, presentations, countertop signage, posters, and nutrition tips all contribute to spreading the message about healthy eating. Educational flyers, with a contemporary flair that appeals to older students, focus on topics such as good hydration, smart eating before exams, and nutrition tips for the athlete. Communication materials designed for parents, faculty, and the community highlight cutting-edge nutrition information. Menu identifiers highlight the healthiest choices on daily menus.

Educating K-12 Students About Good Nutrition

APPLES is an award-winning K-12 nutrition education and wellness activity curriculum that teachers and food service directors can customize for students.

This leading-edge and creative approach addresses the difficult task of incorporating a nutrition program into an already busy day for classroom teachers. Connections to standards for core subject areas—science, math, or language arts—allow teachers to integrate nutrition throughout their lesson plans.



The need for accurate comprehensive nutrition and activity education has never been more crucial. In June 2004, President Bush signed the Child Nutrition and WIC Reauthorization Act of 2004 into law, which contains a Local School Wellness Policy (LSWP) provision to address obesity and promote healthy eating and physical activity. APPLES makes it easy to incorporate nutrition curriculum into K-12 classrooms as part of the LSWP requirements. This education resource:

- Uses Centers for Disease Control (CDC) National Health Education Standards
- Connects to core subject areas
- Provides lesson plans, points for classroom discussion, student activities, and worksheets on CD
- Provides student-driven resource materials in English and Spanish that are available on fun, interactive CDs for use in computer labs or at home
- Offers student activity sheets designed to include family members

An added bonus: this program incorporates MyPyramid guidelines and frames content to include wellness standards from all 50 states.

APPLES Resource Packages

Through its exclusive partnership with Horizon Software, ARAMARK Education can make available the customized, grade-specific APPLES resource packages. Each resource package includes one teacher workbook, one student workbook CD, and your choice of an interactive student resource CD—Good Food and Play Junior for grades K–2 or Good Food and Play Make a Balanced Day for students in grades 3–6.

Designed to be student driven, the APPLES resource package requires minimum classroom time from teachers. The teacher workbook provides teachers with the background information, lesson plans, testing materials, and classroom discussions. The student workbook CD features student activities and worksheets teachers can copy and use within the classroom. Students are able to continue learning during free time in computer labs or at home.

These lessons and activities, coupled with messages reinforced in the One World Café, Cool☆Caf, 12 Spot, and U.B.U. Lounge, along with Ace, are part of our comprehensive nutrition awareness programs developed to increase nutrition awareness among today's students.

Student Wellness Activities

At ARAMARK, we are committed to helping you communicate to parents and the community about the district's nutrition and wellness efforts. ARAMARK assists districts in many ways, such as the sponsorship of Student Nutrition Advisory Committees. These committees give students the opportunity to provide the food service director with input on menu and taste preferences, promotional ideas, and program successes and shortfalls.

ARAMARK Education also supports the School Nutrition Association's (SNA) celebrations of National School Lunch Week (NSLW) and National School Breakfast Week (NSBW), which occur in October and in March respectively. These annual events are designed to highlight the importance of a well-balanced breakfast and lunch. ARAMARK Education gears up every year to celebrate these events with students across the country. We design special menus, posters, banners, and fun promotions built around the SNA theme.

Another advantage is for our clients who are participating in the USDA's National School Breakfast and National School Lunch Programs (NSBP/NSLP). ARAMARK can help you create—or further refine—your Local School Wellness Policy (LSWP) in time for the start of the school year. ARAMARK has developed standard operating procedures as part of an ARAMARK Education Wellness Policy Toolkit. The kit includes a template and guidelines for all relevant operations items—from communications to culinary to relationship management techniques.



ARAMARK Nutrition Awareness Programs supplement the toolkit and assist districts in meeting some of the minimum nutrition education requirements of the Child Nutrition and Women, Infants, and Children Reauthorization Act of 2004. The Wellness Policy Toolkit provides not only valuable information for LSWP development, but also guidelines for implementation and ongoing measurement as required by law.

We also participate in local and regional health fairs and offer legislative advocacy on student health issues. Our exclusive partnership with the American Dietetic Association allows us to participate in key research studies and share the findings with you.

Tips for Organizing Student Nutrition Advisory Committees (SNAC)

The SNAC can be organized in different ways. We recommend a separate SNAC for each school segment (elementary, intermediate, and high school). The elementary SNAC is most effective with parent, teacher, and principal involvement, while secondary school groups work well either way. Elementary student members are usually appointed by the principal and Parent Teacher Association (PTA). Secondary school members can be selected by the student council or principal. We recommend that each school have at least two student members and appropriate representation from teachers, principals, and parents. It is also effective to have the administration's food service liaison attend whenever possible.

ARAMARK Education will publish minutes from the meetings and distribute them to all schools. All aspects of food service are open to discussion; however, the main emphasis will be on nutrition, menu preferences, and promotions. The success of the SNAC is largely dependent on the conviction, planning, and enthusiasm of the participants under the leadership of the ARAMARK Education director. We will meet with the administration early in each school year to set up the membership of the SNAC according to District preferences. These groups work well because students can express themselves and see their ideas put into action.

Conclusion

Naturally, you want the best for your students and your district—and so do we. At ARAMARK, we focus on helping you nurture your students' overall well-being and growth with nutritious menus; innovative, student-inspired dining environments; and wellness education programs that support student achievement. With self-sustaining food programs that increase meal participation, our K-12 experts work closely with you to help cultivate healthy students and healthy returns. Through an ARAMARK partnership built on commitment and real understanding of your needs, your district and everyone in it will flourish.



6. Operations Excellence

An ARAMARK partnership results in financial stability and success for Warren County School District through excellence in program execution. Our operating system, tools, and standards are proven to create a quality program along with greater efficiency in food preparation and program administration. We will continue to help you maximize the effectiveness of every food service dollar with the power of ARAMARK's know-how and resources. And we will continue our partnership to best meet your needs.



James A. Brown

Ongoing Operations

When customers dine in an ARAMARK-managed cafeteria, they observe healthy, delicious food, fast service, and satisfied students and school staff. District leaders see healthy financial results. To accomplish these results, a Food Service Program must be grounded in stringent operating standards and business processes. Implementing effective business processes and high operating standards are ARAMARK's core competencies and why we consistently deliver results.

The Eight Steps of Food Production

ARAMARK Education executes eight fundamental steps of food production. Each step is supported by training, processes, standards, tools, and automation that empower our managers to deliver high quality food and service to our customers in an efficient manner.

These steps include:



- **Step 1: Menu Planning and Precosting**—The menu is developed, and the expected cost associated with food production is determined.
- **Step 2: Meal Forecasting**—The expected number of customers to be served and what menu selections they will make are determined.
- **Step 3: Establishing Food Needs**—The raw product quantities needed to serve the menu are calculated.
- **Step 4: Ordering and Purchasing**—Needed products are ordered for production.
- **Step 5: Receiving and Storage**—Products and pricing are verified, and products are stored to ensure quality, security, maximum shelf life, and efficient organization for production.
- **Step 6: Food Production**—Techniques are employed to produce menu items in the appropriate quantities safely and efficiently, and to yield desired quality.
- **Step 7: Service**—Menu items are safely and efficiently served to our customers.
- **Step 8: Accountability**—To complete the production cycle, critical data are captured and analyzed to enable control of future production outcomes.

ARAMARK managers execute each step using tools that ensure desired outcomes. Each step has measurable standards that our ARAMARK managers are required to meet. When met, these standards ensure that our customers are getting the best food and service possible within the agreed-on program budget.

Food Safety and Sanitation

Keeping foods safe is a top priority for ARAMARK Education. As a food industry leader, we follow Hazard Analysis and Critical Control Points (HACCP). HACCP is used during all stages of food production and preparation to identify potential food safety hazards. Key actions, known as Critical Control Points (CCPs), can then be taken to reduce or eliminate hazards. Every ARAMARK-managed kitchen and serving site is required to have a detailed written HACCP plan to avoid hazards that may cause foodborne illness.

The prerequisites for an effective HACCP program include:

- Food safety education and training via ServSafe courses
- Employee health and hygiene practices
- Sanitation standards
- Proper pest control
- Supplier oversight via ARAMARK's supply chain management

Implementing effective business processes and high operating standards are ARAMARK's core competencies and why we consistently deliver results.

HACCP is a seven-step process that must be updated regularly to ensure food safety. The seven steps address biological, chemical, and physical hazards and range from preparing a list of where significant hazards could occur to identifying steps to prevent hazards. For a copy of the ARAMARK HACCP manual, see the end of this section.

ARAMARK has an entire division dedicated to providing direct support to field personnel on food safety issues. We have developed resources to help on-site managers develop and execute effective HACCP programs. Training materials and videos are available online and through a program with the National Restaurant Association Education Foundation. ServSafe training programs are available to ARAMARK managers and employees at highly discounted tuition rates.

In February 2008, the U.S. faced the largest food recall in history impacting government commodity and commercial beef distribution. All ARAMARK districts immediately isolated and removed these products. Serving safe, nutritious food is our number one priority. We work closely with our school districts to ensure they are in complete compliance with all state and federal guidelines regarding food served in our schools.

HACCP Seven-step Process

Step 1

Conduct hazard analysis. Prepare a list of where significant hazards could occur.

Step 2

Establish critical control points (CCPs). Identify steps or procedures that can prevent, eliminate or reduce food safety hazards.

Step 3

Establish critical limits. These are the scientific limits that establish whether or not a process is in control.

Step 4

Establish monitoring procedures. These procedures monitor the process within the critical limits for food safety.

Step 5

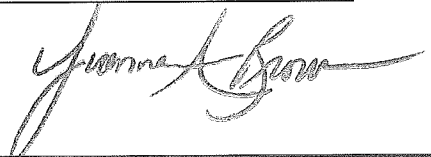
Establish corrective action. Predetermined corrective action should take place if a process goes out of control.

Step 6

Verify accuracy. This is the principle within HACCP that makes the system self correcting and double-checked. A third party must be the verifier.

Step 7

Maintain record keeping. This is a HACCP requirement that must be kept to support most of the prerequisite programs. HACCP programs take into consideration CCPs that could severely compromise food safety.



PRIMA, Menus, and Accountability



PRIMA is one of many tools available to assist ARAMARK

managers with building a successful Food Service Program. This proprietary automated system addresses the inventory, ordering, receiving, menu development, and food production processes.

Keeping foods safe is a top priority for ARAMARK Education.

PRIMA focuses on the operation and management of its inventory of food and supplies. Storage locations are mapped out in detail bringing a new level of organization to the process of conducting an inventory. The results are improved accuracy and less time to conduct a physical inventory. At sites with large inventories of product, the use of handheld data collection devices saves time. Unusual changes in inventory levels are automatically identified to help managers to immediately uncover problems with improper inventory procedures, theft, or overproduction.

PRIMA also streamlines ordering and receiving through the electronic invoice receipt, processing, and posting from ARAMARK's principal suppliers. "E-receiving" ensures quick and accurate posting and vastly reduces the time required to handle these tasks. Newly received goods are automatically posted to the appropriate storage locations, product prices are electronically updated, and the value of inventory on hand is automatically extended. To streamline the management of recipes and menus, detailed cost and nutritional information is stored for all food items received and placed in inventory.

PRIMA comes preloaded with ARAMARK-specific K-12 recipes and those provided by the USDA for use in the National School Lunch and Breakfast Programs. All ARAMARK recipes have been tested for volume, yield, and nutritional accuracy so that our managers can use them with confidence. In addition, the database provides pre-populated menu templates, simplifying the process of building customized menus. Once menus are set, PRIMA produces printed menus, recipes, food production records, and all the other tools and forms needed to plan, produce, and serve the selected menu.

PRIMA stores information on customer counts, product selection, sales, leftovers, and other information useful in building future menus. Over time, the information collected and stored in PRIMA becomes a powerful tool in effectively managing the district's Food Service Program. PRIMA is a complete food production system.

Tracking Success

Monitoring and analyzing results ensures good decision-making and collaborative problem solving. Objective targets ensure better performance and more predictable outcomes. Problems can be quickly corrected. ARAMARK will continue to work closely with Warren County School District at the beginning of each school year to determine the data to measure success and the levels of performance expected. ARAMARK is experienced in tracking and analyzing the key drivers of a successful Food Service Program. Detailed client financial statements, PRIMA reports, our Business Information Web portal, product velocity reports, and all of the other tools at our disposal empower ARAMARK managers to track, measure, and drive outstanding program results.

Monthly Joint Reviews

To ensure programs are operating smoothly and efficiently, we examine monthly what results were expected; what the actual results were; and how those results stack up against our goals. We discuss what we could have done differently or better, and how we will achieve expected outcomes in the upcoming month. Having this type of proactive dialogue every month eliminates surprises. It allows ARAMARK and Warren County School District to make program adjustments along the way to achieve outcomes.

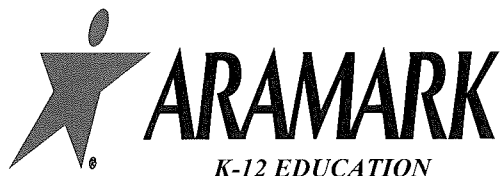
The monthly review process is driven by the Partnership Scorecard, a mutually agreed-on document that outlines the most important aspects of the program and how they will be measured. The Partnership Scorecard is signed by executives of ARAMARK and Warren County School District at the beginning of the contractual relationship and each subsequent year.

Each month thereafter, ARAMARK will provide a written report to Warren County School District documenting performance results against agreed-on targets. This objective, fact-based report serves as the focus for discussion during the Monthly Joint Review and becomes a permanent record of the program's progress. While there are a number of standard variables on which success may be measured, each district's operation certainly has nuances that will affect the agreed-on benchmarks.

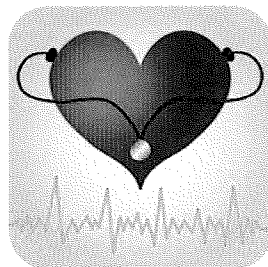
Data ARAMARK Uses to Measure Success

- Program financial return and subsidy
- Student participation
- Customer satisfaction (for example, students, administrators)
- Labor cost
- Labor hours worked
- Labor productivity (such as meals served per hour worked)
- Food cost (such as a percentage of sales and as a cost per meal served)
- Hours of training
- Student eligibility (percentage of students eligible for NSLP benefits)





February 2009



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ARAMARK EDUCATION
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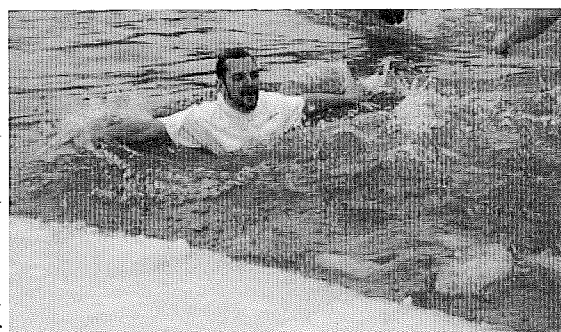
Taking the Plunge II ~ All for a good cause.



*Justin before the plunge
it was a cold 10° with a
wind chill below zero*

Our WCSD/ARAMARK Food Service Director, Justin Tech, quite often is promoting the fact that he is always open to the new suggestions of our WCSD Cafeteria Staff. In 2008 he received a request from some of the staff at WAHS. The request — They wanted him to go jump in a lake ! Taking part in the Annual Warren County Winterfest Polar Bear plunge was a new experience for this native Erie man.

He and 47 others bravely plunged into Chapman Dam Lake while the temperatures hovered around 30°



Lovely day for a swim

This year, knowing the specifics of the polar bear plunge, he chose to take the dive a second time. On January 24th at 1:00 p.m. outfitted in his special t-shirt with advertisements for all the cafeteria staff, the Warren County School District and ARAMARK, Justin took the plunge again. This time the temperatures were a little more “polar” ~ at jump time the air was around 10° with a steady winter wind blowing. Justin and 89 other brave citizens of

Food Service Director,
& Executive Chef, Justin Tech
Office (814) 723-6900
Cell (814) 434-1668



Warren County took part in the polar bear plunge. Warren County Water Rescue Team members removed large pieces of ice and cleared the polar swimming hole just prior to the jump.

Proceeds from all the supporters that the plungers collect go to benefit the Warren County Salvation Army, helping families in Warren County who need assistance. Early predictions indicate that the Salvation Army has raised approximately \$6000.00 through the plunge this year. Justin alone raised \$600.00 of that amount from the supporters on the cafeteria staff, the WCSD Administration Offices, WCCC Staff, and the ARAMARK Corporation.

This year ARAMARK, remained at the Winterfest event throughout the weekend providing a booth with goodies for those cold winter sportsmen who were sledding, skiing, and fishing. The ARAMARK staff took shifts braving the cold winds and snow to help out.

Reports are that 13,000 people were in attendance at this year's event. Even though the weekend is a cold one, we plan to make sending the boss to “Jump in the Lake” a yearly event.



*A frozen run for
the shore*

Inside this issue:

Polar Bear Plunge	1
Employees of the Month	2
Santa enjoys a good school lunch	3
Warming up to Summer	4
Regional Menus	5
Cooking Classes are a big hit	6
What's for lunch ?	8

Winterfest 2009

Recognizing Outstanding Employees



Each month the ARAMARK Food Service Management Team recognizes one outstanding employee and gives them the title of “Employee of the month”. Along with the recognition comes a \$25 Gift Certificate to the establishment of their choice, flowers, and a certificate. We are pleased to announce the employees below that have received this honor for the first semester of the 08/09 school year.

August/September 2008
Employee of the Month



Peg Brittan,
Cafeteria Helper at BWMS

October 2008
Employee of the Month



Pam Fedorchuk
Cafeteria Helper at SGES

November 2008
Employee of the Month



Tammy Knapp
Cafeteria Helper at EMHS
Pictured with Principals
Mr. Martin and Mr. Mineweaser

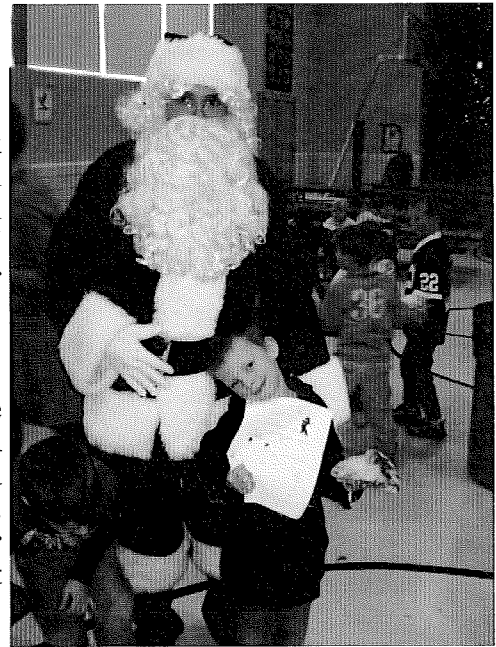
December 2008
Employee of the Month



Dot Knapp
Cafeteria Helper at RES and
Substitute Manager at SGES

A Special Visitor Joins students for lunch

ARAMARK Food Service Director, Justin Tech, took some time in December to escort one of his good friends, Santa Claus around the Warren County School District to some of the Elementary Schools. Santa/Justin and their helpers provided a new frozen treat for all the students to have after their lunch. At Russell Elementary Santa had some time to kareokee Christmas songs with students during the lunch periods. As you can imagine, many students required some time to speak with Santa and no one was surprised that Santa himself, told students that he always tries to stop by a school cafeteria to buy a good lunch whenever he can. Pictured to the right is Santa with one of our Sugar Grove students who wants to grow up to become , what else, an elf.



2nd Annual Cafeteria Christmas Luncheon

On Sunday, December 7th all our cafeteria employees were invited to the 2nd Annual Christmas Party Luncheon. ARAMARK Food Service Management team, Justin Tech, Brian Hall, Candy Rieder, Mindy Lundmark, Kim McNutt, and Lori Fisher worked to transform the local restaurant of McNutter's in Lander, PA into our holiday headquarters. Although the day started out very icy and snowy the bad weather broke just in time for our staff to travel and join us for this special day.

On the menu for the staff was, Shrimp Cocktail, Hor'dovrs, Prime Rib, Chicken Alfredo, Potatoes, Vegetables, Gourmet Desserts, and more.

Throughout December, the cafeteria employees donated items for a fun Christmas Chinese Auction which was held after lunch. The ladies had a great time winning Christmas items from the auction. Throughout the afternoon, Food Service Director, Justin Tech and Brian Hall our ARAMARK Transportation Supervisor entertained the staff with their vocal Christmas renditions of many of our favorite tunes. Their "concert"

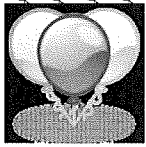


was certainly unforgettable. Thanks to some of our quick thinking cafeteria managers, we have portions of the entertainment on video.

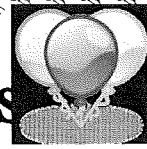
The annual Christmas luncheon is just one way to show the cafeteria staff how much they are appreciated for all their hard work and care that they provide in our schools each day. Our get togethers are also a wonderful time for the staff to see their friends and staff from other buildings. Many have worked together in the past and enjoy some time to visit with their old friends.



Joanne Brown



Special Events in our Cafeterias



Throughout life, most special events include food, and we are no different at school.

Special Event Days happen all year long in the Cafeterias throughout the Warren County School District. Parents and Grandparents are invited to our Grandparent Luncheons where students have the opportunity to show off their cafeteria and eat with their family. Our latest Grandparent Luncheon in November 2008 was a full week long at the Warren Area Elementary Center. Different classes in grades 2 through 5 each day had the opportunity to invite their grandparents to school for lunch, a tour, and the chance to spend some time at the school's book fair. A couple of hundred visitors stopped by each day to take part in the event. In March 2009, a special Grandparent Luncheon and Book Fair will take place at the South Street Early Learning Center.

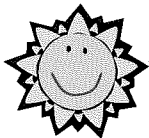
There are other special events that happen throughout the year such as the popular Chicken Wing Day. This is a favorite of many schools. January 16th was Chicken Wing Day at Allegheny Valley Elementary School and January 29th was Chicken Wing Day and the Warren Area Elementary Center. Sheffield Elementary School and Russell Elementary School will be hosting Special Chef Chicken Wing Events in March 2009.

Our Annual Tail Gate Day is held each year at the Russell Elementary School where the Eisenhower Varsity Football Team comes in to eat with their young fans and pen pals. Coming in the second semester we will also have Dr. Seuss Green Eggs and Ham Day and our special school end of the year Picnic Days.

Beaty Warren Middle School hosted a new event this year in October which was a Rocket Outdoor BBQ Day. Everyone had so much fun, we hope this becomes a yearly event.

If you would like to see a special event during lunch in your school, just contact our Food Service Office. Many of the Special Event ideas have come to us from students, parents, PTA groups, teachers, and principals. We are always open to providing a special event in your school. Just give us a call and together we can begin to work out the fun details.

Winter Time Blahs



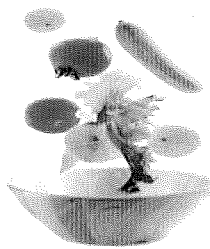
In an event to help provide some much needed sun to shine into our winter—January 29th was our SUMMER FUN DAY in all the WCSD Cafeterias. The staff was outfitted in their finest summer time attire and the menu was some of our summer picnic favorites.

Hamburgers, hotdogs, macaroni salad, corn on the cob, and ice cream. There were summer fun giveaways from ARAMARK in our cafeterias too. Sun glasses, beach balls, Frisbees and more to get us thinking about warm summer days. This was a much needed break from our seasonal cold shivers and helped us remember that hopefully Summer and better weather is just around the corner.



With a District and schools that are 70 miles apart we are bound to have different likes and even dislikes. ARAMARK Food Service

though meetings with the WCSD Cafeteria Managers have noticed some specific differences and it is time to become "regional" in our thinking. Starting with February 2009, the menus will be different for the 4 District attendance areas. If you attend in an area where Chicken Wing Pizza is favored, you will see that listed more on your attendance area menu. If your attendance area favors the more



Spicy Sandwich flavors, you will be in luck. This idea has been discussed for some time and so our cafeteria staff has been studying their student likes and dislikes. In the future, students can assist us with enhancing our menus with special Mascot themed entrees. Watch for these new changes on the February Menu.

Peanut Butter Recalls

No doubt you have recently seen on the evening news much information on the nation's vast peanut butter recalls.

With each recall event, our ARAMARK Food Service Team is quickly notified and able to follow procedures to verify that these foods are removed from any of our locations.

Our WCSD cafeterias have not been affected by the recent recalls on peanut butter or products containing peanut butter, as we do not sell any of those items in our cafeterias.

Where does the food go ?

Our services are provided to students in the WCSD cafeterias but did you know that food services are provided to other places also.

Meals are delivered daily by our ARAMARK drivers throughout Warren County to the five Head Start Preschool classes in Youngsville and Warren through an agreement with the WCSD and the Warren/Forest County Economics Opportunities Council. We also provide meals daily to the Beacon Light Facility in the former Beverly Nursing Home building in Warren.

The Jefferson DeFrees Family Foundation also has a Day Care facility in Warren where daily meals are also provided.



Along with providing the WCCC students daily breakfast and the ability to send food with any LEC student who requests a meal, that brings the total to 20 buildings that meals are served in daily.

A handwritten signature in cursive script, likely belonging to a staff member or administrator, located at the bottom right of the page.

Community Cooking Classes



For those in the Community who do not attend school each day, we provide our Free Community Cooking Classes which are held 5 times a year with our ARAMARK Food Service Director and Executive Chef, Justin Tech and his staff. Classes include hands on cooking of new recipes, special cooking demonstrations by the Chefs, Q&A times, and a sample buffet.

Our first class this year was held at Allegheny Valley Elementary School on Wednesday night September 24th and was all about Breakfast Cookery. Class members were treated to learning the basics of cooking some wonderful breakfast dishes.

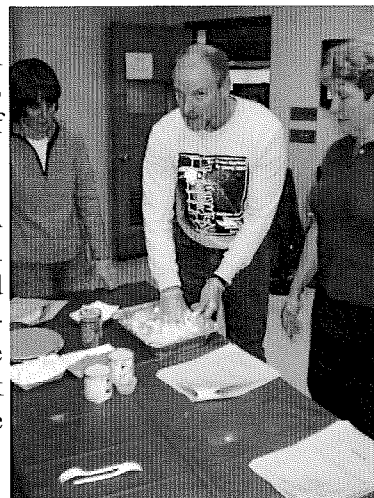
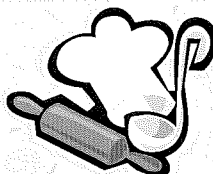
The second class scheduled was held on November 11th at EMHS and the topic was Holiday Dessert Classic Pies. More than 60 people signed up to attend both of these popular classes. For the first time we had to cut off registration due to a full classes.

Our third class this year was Amazing Appetizers held at BWMS on January 27th at 6:00 p.m. International Cuisine will be held at YEMS in March and a tentative Grilling class will be scheduled for the end of the school year.



WCSD Secretaries cook up some delicious football appetizers

To sign up for a spot in the March class, just call our ARAMARK Food Service office at 723-6900. There is no charge for the class we just ask that you register so we have enough materials.



BWMS Principal Jeff Flickner gets into cooking with his hands

Lunch is "Cool" at the Russell Elementary School

ARAMARK Education will pilot its new K-5 dining program - Cool*Caf, at 16 elementary schools in 12 school districts this year. Updating the dining experience for the younger consumers visually brings the elements of "cool" into our cafeteria along with promoting healthy eating. Kids are looking for an exciting place where they can relax and refuel for the day. Cool*Caf brings all of this to life with its vibrant colors and inspirational messages that engage students about healthy living and growing up to be strong. Over the Christmas break our ARAMARK team worked to begin the new graphics and equipment move into the Russell Elementary School and throughout the second semester we will continue to make lunch "cool" for students at RES with this pilot program.



Outside the Cafeterias



SCHOLARSHIPS for WCSD Students

Outside of the cafeteria, the ARAMARK Food Service and Custodial Departments of the WCSD provide four \$500.00 Scholarships each year to WCSD Seniors. Last year we were proud to present scholarships to two students from WAHS, one at EMHS, and one at YHS.

If you are a Warren County School District senior and are interested in applying for this scholarship, please request a form from your guidance office and return the designated forms with your essay to the Food Service Office by April 15th. ARAMARK is proud to offer our college bound students this financial support to assist with their start toward college life. Good luck to all our seniors as they prepare for the future.

CERTIFIED SERVERS

We are proud to work with a first class cafeteria staff here in Warren County. Many school districts throughout the country require that their managers only complete the training of necessary courses to become certified with the Federal Serv-Safe program.

We are just one of a few school districts which has all of their employees complete training with the National Registry of Food Safety Professionals. Last year our staff completed the course and testing. Managers, cooks, helpers everyone, no matter what their title, took part in the training of safe food practices. Their certificates are on file with the WCSD.



This year we will continue the training as we provide the course to all new employees and those who may require to a refresher course. Our own Food Service Director, Justin Tech, took the opportunity last year to complete the special training to become a certified instructor of the course. He has since spent time and traveled to other Districts to assist them with the completion of the training their managers.

Our Warren County School District Cafeteria Staff prides itself on being one of the best trained in the area.

A handwritten signature in cursive script, which appears to read "Joanne Brown".

WHAT'S FOR LUNCH



It happens every day in the Warren County School District

L u n c h t i m e .

Our District has 12 excellent cafeterias. The State of Pennsylvania school lunch program operates an offer vs served program. As stated on the menus each month, a meal is made up of 3-5 healthy choice components which are protein, vegetable, milk, fruit or juice, and bread. This gives each student many choices to tailor his/her meal to their individual taste. For example, your child may choose the main entrée (bread and protein) with a vegetable and a fruit, or the main entrée with two fruits or two vegetables. This gives all our students a

large variety to choose from daily. There are 8 choices in our Elementary Schools and up to 12 daily choices in the High Schools. Everyone can find a good healthy meal at lunch time in our school cafeterias. In addition to purchasing one of the many meal choices, students are always welcome to purchase extra vegetables, fruits, juice, baked snacks, or water. The Ala-carte listing is provided at each location.

All of the full Nutritional information on items sold in the WCSD cafeterias is available on our District website. To find this information go to Calendars, Lunch menus, and then click on Nutritional information to view all those statistics. Here you will see the calorie count, carb counts, as well as other nutritional information.

Any students who have a free or reduced accounts, means that the state adjusts the price on their first meal each day. Full price is \$1.70 Elementary, \$1.85 High School, Reduced Price is \$.40 and Free is \$0. Remember the price is adjusted for Breakfast also with Full price \$1.00, Reduced \$.30 and Free \$0.

ARAMARK provides a number of students in the WCSD a special menu because they hold a medical certificate requesting a special diet. ARAMARK has provided gluten free menus, protein reduced menus, lactose intolerant choices, vegetarian choice, and more for our students. If you have dietary restrictions and you need a special diet, we are more than happy to meet with any parents and provide what any student requires. Just set up a meeting with our Food Service Staff.



Technology Support Infrastructure

For the seventh year in a row, ARAMARK has been named to *Information Week's* list of information technology innovators. The list recognizes leadership in the use of technology in delivering world-class experiences and outcomes for clients.

By leveraging the latest technology, ARAMARK ensures financial and operational stability for Warren County School District. Our tested and proven operating systems, tools, and standards deliver greater efficiency in food preparation and program administration. We help you maximize every food service dollar with the power of ARAMARK resources and practices by focusing on three major areas: program administration, preparation, technology, and procurement.

Our comprehensive and proven technology will continue to assist Warren County School District to:

- Improve tracking of meal participation, free and reduced meals, and product purchases with proven point-of sale (POS) systems:
 - Improve accountability, cost controls, and cafeteria speed of service.
 - Ensure successful deployment of POS system across the district.
- Monitor participation and other metrics for more accurate government reporting with our proprietary Food Service Accounting (FSA) Program, a single-source repository for sales participation, purchasing, labor, and all other financial information.
- Generate more Title 1 funding by streamlining the free and reduced-meal application process.
- Enhance food production management, food cost control, and documentation compliance at each location through PRIMA, our state-of-the-art, proprietary food production system that includes e-receiving, automated inventory control, and menu management modules.
- Provide access to processes and procedures, communication information, marketing tools, and information suite through aramark.net, ARAMARK's Intranet site



Point-of-Sale System Expertise

Standardization of accounting procedures is one of the top priorities for establishing a successful school Food Service Program. Accurate records are critical in conforming to federal programs and measuring performance. Having an up-to-date POS system with the latest accounting and tracking processes is critical to this process. ARAMARK's expertise and experience with POS systems allows us to enhance the benefits of increased revenues, decreased costs, and productivity gains.

The ARAMARK team at Warren County has been instrumental in working with the district IT Department to maximize the capabilities of the WinSnap Point-of-Sale system.

Benefits of the POS System

INCREASES PARTICIPATION

- Led the rollout of POS into all schools for the 07/08 school year. Five additional sites were added along with the central office piece. All other buildings were upgraded. All buildings are now tied into the District's Pentamotion System for update changes in free and reduced applications.
- Improvements in speed of the cafeteria line increases participation. With short lunch periods, it is important to get all students through quickly. By using PIN pads, or bar-coded rosters, you can quickly and accurately process customers at the registers. Shorter lines also mean that students are more likely to make a second visit to pick up à la carte or snack items.
- The anonymity afforded by the POS process means that free and reduced eligible students are more likely to participate. This is particularly true at the high school level, where peer pressure and economic awareness are more prevalent.
- By encouraging prepayment of meals and à la carte items, less money changes hands and lines move faster.

INCREASES THE ATTRACTIVENESS OF THE SCHOOL MEAL PROGRAM

- Students enjoy fast service, with their own account and use of their personal card or PIN.
- The system can be used to enhance promotions through an instant winner feature.
- The extra time that a POS system generates during mealtime can be used to conduct student preference surveys and marketing activities.

ACCURATELY TRACKS AND COLLECTS MEAL CHARGES

- Reminds students of charges and collects promptly (Each time a transaction is completed for the student, charges are clearly displayed on the POS.)
- Increases cash control at the point of sale

- Sends negative balance letters (if desired) home to parents automatically (Each letter states the student's name and the exact amount owed.)
- Features "terminal message display," which warns cashiers of students who should not be allowed to charge

CONTROLS PRICING DISTRICT-WIDE

- The system centralizes control overpricing, ensuring consistent pricing throughout the District. Prices and price changes are communicated electronically from the central office to all schools. The cafeteria manager cannot set or change item prices.

PREVENTS OPERATION ERRORS

- A "blind-balancing" feature allows only the manager to know exactly how much each cashier should have in the drawer. The manager monitors over and short results to spot individual cashier trends and correct any operational errors that may cause discrepancies.
- Error messages are displayed to the cashier to reduce operator error.
- A "monitor POS terminal" feature lets the manager watch a cashier's every keystroke from the office on the manager's computer. Cashier errors are noted and corrected without making it obvious to others or making the cashier nervous.
- A cashier transaction log, listing every keystroke and the exact time, is printed as desired. Cashier errors can be easily detected from this report.

DETECTS THEFT

- The system helps determine standards for cash shortage and audit of suspicious inconsistencies.
- When linked with production planning and inventory modules, you can monitor used quantities with sales information from the POS.

DECREASES FOOD COSTS

- By collecting historical data at the POS, waste can be controlled. The data can be used for production planning and the effective distribution of kitchen management work.
- By following the popularity index of à la carte items, we stock and promote items that are proven best-sellers and avoid purchasing items that will become inventory overstocks.



Accounting and Reporting

ARAMARK Education delivers for our clients because we are committed to continuous improvement. To ensure this occurs, we invest in an extensive quality control program called the Partnership Success Plan (PSP). The PSP uses a variety of measures to track our performance, leading to greater innovation and improvement for Warren County School District. Our measurement tools include inspections, surveys, assessments, audits, and regulatory compliance checks. Our goal is to exceed your expectations.

ARAMARK Education maintains operating records and submits regular reports to the district for review. The district receives a concise account of income and expenditures so that Warren County School District can measure performance and make any necessary changes. The director meets with the client liaison to discuss and review.

In addition, your ARAMARK Education director prepares a period operating report each month, along with a written report to the Business Administrator that discusses the department's financial progress, special events, and issues that occurred during the month.

Annually, your ARAMARK Education director completes a final operating statement, which prepares the budget for the coming year. The director's annual report compares the financial report to the budget, reviews highlights of the past year, and requests that the contract be renewed for the next year.

The ARAMARK corporate accounting services include budgeting, accounts payable, and general accounting. Our expert accounting staff processes all financial data submitted by your management team through weekly control reports. This service relieves Warren County School District of much of the burden of daily accounting and record keeping. All information needed for filing reimbursement forms is provided. ARAMARK operating statements reflect period accounting; therefore, you always know the exact financial situation of your Food Service Program.

Please see the following pages for samples of ARAMARK's accounting reports.





MAIL ALL REMITTANCES TO
ARAMARK SCHOOL SUPPORT SERVICES
510 ESSEX

Sample Fixed Price
Contract Invoice

LEBANON IN 46052

TO:

SPEEDWAY PUBLIC SCHOOLS
510 ESSEX

LEBANON IN 46052

IMPORTANT

Include INVOICE NUMBER and REMITTANCE COPY with your payment

Component Number: 5555
Invoice Number: K00051021
Invoice Date: 02/28/2009
Amount Due: \$78,992.77

<u>Location</u>	<u>Sale Date</u>	<u>Description</u>	<u>Total</u>
Admin Office	2/28/09	Client Labor Cost	(\$62,128.52)
Admin Office	2/28/09	Charge Sales	\$150,751.47
Admin Office	2/28/09	Sales - Commodity Refund	(\$9,630.18)

For Fixed-Price Contracts

AMPLE INVOICE


Tax exemption Number:

Certificate on File: ☐ Yes ☐ No

Payment made by ☐ Cash Deposit Date _____

☐ Check Check No. _____ Check Date _____

Amount of Check _____ Number of Invoice(s) Paid _____


Sub Total → \$78,992.77
Sales Tax → \$0.00
Total Amount Due → \$78,992.77

**Remit to:**

*ATTN: ARAMARK SCHOOL SUPPORT SERVICES
510 ESSEX
LEBANON IN 46052

C

Sample

Bill To:

SPEEDWAY PUBLIC SCHOOLS
510 ESSEX
LEBANON IN 46052

Invoice	
TERMS: DUE UPON PRESENTATION	
Make Checks payable to "ARAMARK Corporation"	
Invoice Number: KC00699517	Date: 13-JAN-09 Page: 1 of 1
Invoice Amount: 43,656.86	Customer Number: 4505
Profit Center: 400242400 Speedway Publ	

Line No.	Description	Quantity	Amount
1	COST OF OPERATION	1	47,276.43
2	REBATES	1	(3,614.01)
3	OTHER APPLICABLE CREDITS	1	(5.56)

For Cost-Reimbursable Contracts

PLEASE INCLUDE COPY WITH PAYMENT.

Special Instructions	Subtotal	43,656.86
	Delivery	0.00
	Tax	0.00
	Total	43,656.86

Federal Tax Id#:

For office use only:

CHECK NUMBER: _____

CHECK DATE: _____

CHECK AMOUNT: _____

NUMBER OF INVOICES PAID: _____

* ARAMARK certifies that unallowable costs have been excluded from this invoice and only allowable costs are being submitted for payment. Records of unallowable costs are maintained to allow for contract cost determination and verification.

ORIGINAL

AFOxxx 09/98

Weekly/Monthly Client Operating Statement

Food Service Accounting System
Weekly Operating Report (WOR)

Component:
Location:
Period/Week:
Year:

[illegible]

COMMODITY SUMMARY	Beginning Inventory	Commodity Received	Commodity Transferred	Ending Inventory	Commodity Usage	Lunch Meals CPM	All Meals CPM
Commodity (\$)					0.00	0.00	0.00

OPERATING STATISTICS	Reimbursable Meals	Employees Meals	Other Equivalent Meals	Total Meals	Average Daily Meals	Avg Daily Particip (%) Meals / ADA
Breakfast				0	0.00	0.00
Lunch				0	0.00	0.00
Dinner				0	0.00	0.00
Snack				0	0.00	0.00
Vending				0	0.00	0.00
Any Type				0	0.00	0.00
Totals	0	0	0	0	0.00	0.00

ENROLLMENT

LABOR COST SUMMARY	Payroll Register	Split Week Accrual	Split Week Reversal	AP/TJV	Overhead Allocation	Total Cost
301.00 Salaries & Wages	6.00	0.00	0.00	0.00	0.00	\$0.00
302.00 Payroll Adjustments	0.00	0.00	0.00	0.00	0.00	\$0.00
302.90 Agency Labor Fees	0.00	0.00	0.00	0.00	0.00	\$0.00
303.00 Vacation Accrual	0.00	6.00	0.00	2.00	0.00	\$0.00
303.05 Paid Vac/Hol	0.00	6.00	0.00	5.00	0.00	\$0.00
304.00 Payroll Taxes	0.00	0.00	0.00	0.00	0.00	\$0.00
305.00 Benefits Expense	0.00	0.00	0.00	0.00	0.00	\$0.00
Total Labor Cost	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% of Client Sales	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CPM	0.00	0.00	0.00	0.00	0.00	0.00

LABOR STATISTICS	
Labor Hours Worked	
Meals/Labor Hrs Worked	0

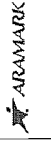
ARAMARK CURRENT PERIOD (Week / Month) - BUDGET COMPLIANCE										
	ARAMARK				Variance to				Variance to	
	Budget	CPM	Actual	CPM	Budget	CPM	Prior Year	CPM	Prior Yr	CPM
Service Days					0				0	
Total Men's			0		0				0	
ARAMARK Sales		0.00		0.00	0.00	0.00		0.00	0.00	0.00
Food Cost		0.00		0.00	0.00	0.00		0.00	0.00	0.00
Labor Cost		0.00		0.00	0.00	0.00		0.00	0.00	0.00
Direct Cost		0.00		0.00	0.00	0.00		0.00	0.00	0.00
Total Cost	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Income		0.00		0.00	0.00	0.00		0.00	0.00	0.00
Profit (Loss)	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00

[illegible]

See Page 2 for Client Budget Compliance

[illegible]

Client Budget Example



Page 1

ARAMARK Education Group

Budget Summary for FY 2009

Client Budget

ACCOUNT	ACCOUNT NAME	BAL	AMT	SEL	SGT	NSGT	DOC	DAE	LAI	SGAE	AMZ	MAX	RUN	TOTAL
TOTAL REVENUE		0	0	346,384	314,280	332,143	336,892	346,536	346,183	312,223	332,219	346,234	123,831	3,416,471
COST OF FOOD		0	0	-17,397	-11,596	-10,939	-10,934	-11,969	-11,605	-17,031	-11,594	-12,234	-3,801	-121,101
2700	Cost of Sales/Commodities/Commodity	0	0	166,208	99,372	92,229	94,156	102,145	101,123	127,831	100,204	114,462	29,424	1,039,246
2300	Cost of Sales/Other	0	0	121,111	67,294	87,339	81,224	92,205	91,252	138,756	88,429	101,191	40,243	932,147
TOTAL COST OF FOOD		0	0	-17,397	-11,596	-10,939	-10,934	-11,969	-11,605	-17,031	-11,594	-12,234	-3,801	-121,101
LABOR		9,065	6,993	116,942	77,877	75,136	81,412	81,007	82,426	106,522	77,613	93,332	46,724	211,002
TOTAL SALARIES/WAGES		1,272	1,267	20,261	9,163	12,369	11,489	13,856	14,479	18,492	12,797	13,862	5,429	142,216
TOTAL PATROL/CARDS		2,624	2,624	14,470	9,421	9,151	10,857	10,848	10,349	13,976	10,461	12,237	5,974	111,411
TOTAL BENEFITS		12,881	12,794	121,235	79,356	76,656	110,479	106,995	108,133	138,990	100,821	117,241	51,676	1,112,729
TOTAL LABOR		25,572	22,614	252,607	166,650	161,947	202,838	201,850	204,908	266,510	191,931	224,440	103,729	1,467,356
DIRECT		0	0	0	0	0	2,500	0	0	0	0	0	0	2,500
3100	Employee Payroll	0	0	0	0	0	2,500	0	0	0	0	0	0	2,500
3345	Advertising & Promotion	0	0	743	743	743	743	643	643	743	743	743	0	6,461
3350	Sales/Commodities/Service	550	550	550	550	550	550	550	550	550	550	550	550	6,600
3365	Delivery Expense	0	0	1,500	800	1,000	1,000	1,100	1,200	1,200	1,200	1,500	1,500	15,150
3405	Advertising & Campaigns	244	244	244	244	244	244	244	244	244	244	244	244	2,928
3410	Freight Expense	30	250	250	715	220	250	350	200	250	150	300	150	2,245
3399	Direct Expenses/Other	311	311	919	919	493	493	408	714	777	523	1,834	837	9,704
3687	Long Term Asset Expense	5	5	5	5	5	5	5	5	5	5	5	5	40
3420	Business	435	435	7,284	4,827	4,656	5,479	5,210	5,210	6,716	4,912	5,407	2,974	33,544
3517	ATA Vehicle/Travel Expense	0	0	600	906	302	600	302	302	900	600	900	900	6,316
3556	Utility Expense	315	315	477	143	315	441	315	315	441	315	315	441	5,000
3572	Repurchase Cost	200	200	200	200	200	200	200	200	200	200	200	200	2,400
3640	Supplies Expense	495	495	14,032	9,460	9,304	9,207	10,822	9,977	14,174	9,826	10,451	5,156	103,147
3684	Telephone Expense	325	325	325	325	325	325	325	325	325	325	325	325	3,900
3682	Travel & Entertainment Expense	150	150	350	300	200	350	200	200	350	200	350	200	3,000
3696	Uniforms & Laundry Expense	0	0	500	750	350	500	300	400	500	400	500	400	6,000
3856	Amortization Expense - Non-Depreciable Intangible	506	506	506	506	506	506	506	506	506	506	506	506	6,072
4100	Team/Other	50	50	50	50	50	50	50	50	50	50	50	50	600
TOTAL DIRECT		2,724	8,724	23,448	23,442	22,539	24,464	18,311	21,104	23,307	21,172	25,061	14,472	239,471
FEES		0	0	7,966	5,472	5,313	5,914	5,274	5,502	7,921	5,303	6,040	2,390	58,974
1160	Administrative Fee	0	0	7,966	5,472	5,313	5,914	5,274	5,502	7,921	5,303	6,040	2,390	58,974
1200	Management Fee	0	0	9,510	6,807	6,419	6,263	6,518	6,845	9,824	6,672	7,511	3,221	70,524
TOTAL FEES		0	0	17,476	12,279	11,732	12,178	11,792	12,347	17,745	11,975	13,551	5,611	129,498
CLIENT RETURN/INVESTMENT		-17,527	-15,521	5,322	4,391	6,506	4,374	7,204	6,493	15,507	4,454	7,254	3,444	42,895
OTHER STATISTICS														
TOTAL BILLABLE MEALS		0	0	114,886	106,499	101,009	97,843	102,451	107,251	114,104	104,351	117,897	49,234	1,102,640
OPERATING DAYS		0	0	21	17	17	17	17	18	23	17	19	6	142
STUDENT ENROLLMENT		6,176	6,176	6,176	6,176	6,176	6,176	6,176	6,176	6,176	6,176	6,176	6,176	6,176
AVERAGE DAILY ATTENDANCE		5,365	5,365	5,365	5,365	5,365	5,365	5,365	5,365	5,365	5,365	5,365	5,365	5,365

Guernsey Brown

Conclusion

A continuing partnership with ARAMARK Education is built on financial stability. Our expertise and experience have contributed to effective and efficient operations, tools, and systems that result in successful Food Service Programs for districts across the country. Our track record of high-quality, proven programs leverages every food service dollar to its optimum use.



7. Employee Training and Development

People are our most important asset. Our success depends on the skills, engagement, and commitment of each employee. An individual's personal and professional growth is as important to us as it is to the individual. We encourage all employees to take full advantage of our development opportunities, because they provide them a chance to become both members of a winning team and stars in their own right.



James L. Smith

Around People Management

People are ARAMARK's most important asset. This is evidenced by our commitment to people stated in our company vision, our business purpose, and our strategic guidelines.

ARAMARK's vision includes a desire to be a company where the best people want to work.

One of the key components of our business purpose states that we develop and sustain our leadership position by engaging and supporting our most valuable and differentiated asset: the competence, commitment, and creativity of our people.

Our strategic guidelines ensure that ARAMARK's leadership will attract, develop, and retain the right people, recognizing and appreciating that our business performance is entirely driven by their success. We will recognize their contributions and expertise; we will remain dedicated to their development, motivation, diversity, and safety; and we will seek to provide them the best resources and tools to succeed.

This commitment to people extends to ARAMARK employees and the employees of our clients that we have the honor to lead and manage.

The most important business goal for ARAMARK Education is to advance employee investment and growth by:

- Engaging and connecting employees to our K-12 vision and that of their respective districts
- Reinforcing leadership behavioral expectations to drive desired culture
- Enhancing the acquisition, training, development, and recognition of talent
- Aligning people processes to ensure accountability and results



Talent Acquisition

ARAMARK acquires talent through a variety of sources. We search for the best of the best.

One of the primary recruiting sources is the movement of internal talent through our succession planning initiatives and our internal job posting process. ARAMARK also encourages employee referrals to fill both management and non-management positions. We offer employee referral bonuses for all our positions. Bonus amounts range from \$500 to \$5,000 depending upon the role. Bonuses are grossed up for taxes. Our employee referral program has consistently been an excellent source for hiring. Other recruiting sources including:

- Colleges and universities
- State, county, and city job services
- Private Industry Council (PIC) and service delivery agencies for JTPA schools and colleges
- Vocational rehabilitation and community organizations
- Veteran's Administration and veterans group
- Equation Rehabilitation Services, Inc.
- Agency Resources Directory
- Job fairs
- Local newspaper advertising
- Community organizations
- Electronic job postings and the Internet
- Targeted networking

*At ARAMARK, we
recruit, nurture, and
retain the most
talented, goal-
oriented individuals.*

Selection Tools

ARAMARK uses several criteria in selecting potential employees. These guidelines are used to help grow ARAMARK's largest resource—the employee. Your employees are carefully selected and screened. This program involves a structured, prescreen interview and survey that screen for dependability, work values, job stability, customer service orientation, safety attitudes, honesty, drug avoidance, supervision attitude, and tenure. ARAMARK looks for key characteristics in selecting employees, including personal appearance, experience, communication skills, attitude, and enthusiasm. Potential candidates participate in multiple interview and testing to meet our selection criteria.



ARAMARK has invested significant resources in developing top-caliber recruitment and selection tools. The ability to more appropriately select people can increase customer satisfaction, reduce turnover and absenteeism, reduce the need for direct supervision, and improve team building. Our selection process involves the following facets:

- People perform with excellence because of good aptitudes and attitudes.
- We use multiple indicators for skill qualification, such as prior experience, education, and technical certification.

A unique feature of the ARAMARK selection process is the use of custom-designed screening tools. Our primary screening tools are Targeted Selection and Quick Hire. Based on the principle that past behavior predicts future behavior, Targeted Selection is an interviewing and selection system that can be used in recruiting management and exempt level candidates, and Quick Hire is an interviewing and selection system that can be used in recruiting hourly candidates. All employees must undergo a background check and drug screen as the final step to ARAMARK's selection process.

Management Candidate Selection

The key ingredient in ARAMARK's recipe for success is its people. As the industry leader in food and nutrition services, ARAMARK has attracted high-quality management personnel and retained the vast majority of these individuals who have invested themselves in a challenging and rewarding career.

High-quality food and nutrition services professionals are drawn to ARAMARK for many reasons, but most importantly for the opportunities we provide. We provide a career with ARAMARK that is personally gratifying and financially rewarding. Our managers strongly identify with the challenges of working for a market leader and especially enjoy the benefits of living and working within a culturally diverse environment.

Our commitment to Warren County School District is to provide an uninterrupted source of professional management personnel to your school district with the specific skill sets that make a difference in your food operations. ARAMARK has a comprehensive selection process that targets the best-qualified management candidates. Once potential candidates have been selected, they are placed through a screening and interviewing process that uses a formal interview system and two-step interview approach. In the first step, interviewers carefully screen résumés and conduct effective interview and simulations. Candidates are measured against written, valid selection criteria consistent with ARAMARK's vision and values. In the second step, final candidates are screened through an additional in-depth interview prior to being hired. Our on-site and extended human resources team is actively involved in the recruiting and placement of management personnel. We actively promote growth from within the ARAMARK network, and therefore, we seek management candidates from other parts of the company.



Electronic Hiring Management

ARAMARK utilizes an electronic hiring management solution to streamline the process of screening, ranking, sharing, and managing candidates through the various phases of the recruitment and screening process. This electronic solution expedites the process of finding candidates for hiring managers and builds a larger database of qualified candidates. This robust screening and ranking process provides a higher level of qualified candidates and analyzes the sources for better qualified candidates so that our ongoing resources can be effectively deployed.

Minority Recruiting Process

ARAMARK continually evaluates our selection process and makes a good-faith effort to select persons according to their skills, abilities, and qualifications. Our Global Diversity and Inclusion strategy promotes our diversity initiatives and practices. Personnel involved in the recruiting, screening, selection and related processes are carefully selected and trained. Promotional opportunities are posted internally. Written position descriptions, where used, are regularly reviewed to accurately reflect the functions of the positions. Where written descriptions exist, they are made available to all members of management involved in making employment decisions. An approved position summary is provided to recruitment sources when their assistance is sought to fill open positions. All recruitment sources are notified of ARAMARK's policy of nondiscrimination. A continuing review of job specifications is conducted so that no inadvertent discrimination occurs. ARAMARK maintains recruitment, advertising, and community-wide programs with groups such as the State Employment Service. The company also utilizes the Targeted Jobs Tax Credit and Job Training Partnership Act programs. ARAMARK's recruiting efforts include advertising in newspapers and magazines of general circulation that reach substantial minority populations. ARAMARK actively recruits at historically and predominantly black colleges and universities, and Hispanic-aligned colleges and universities. ARAMARK provides part-time employment opportunities, personal leave, and tuition reimbursement, which particularly helps individuals who are re-entering the workforce.

Global Diversity and Inclusion

Developed formally in 1999 at the direction of our senior leadership, Global Diversity and Inclusion is ARAMARK's diversity initiative. ARAMARK defines diversity as the mosaic of people who bring a variety of backgrounds, styles, perspectives, values, and beliefs as assets to both ARAMARK and our partners.

What is the Global Diversity and Inclusion vision? ARAMARK is comprised of unique individuals who, together, make the company what it is and what it can be in the future. Only when all individuals contribute fully can the strength and vision of ARAMARK be realized. The key to maximizing our ability is to understand and mirror the diversity of our clients and customers. When we do, we are able to create more innovative solutions, provide superior service offerings, effectively utilize diverse suppliers, and differentiate ourselves from our competitors—thereby achieving overall growth objectives for ourselves and our partners.

Through this program, we provide the tools and resources necessary to recruit, retain, and develop the diverse, high-performing team required not only to meet the complex needs of our partners, but also to exceed their expectations.

Helping New Employees “Get Onboard”

To help assimilate into our ARAMARK Education culture, a new employee will participate in our detailed process of hiring, orientation, and training. The process consists of these distinct phases:

- New hire payroll and benefit processing
- Welcome and introduction to ARAMARK
- Meet and greet key resources
- Job shadowing
- Specific job training
- Core ARAMARK management training
- Peer coaching
- 30-, 60-, and 90-day reviews

At ARAMARK Education, we believe that advancing the growth and development of our employees begins with a robust onboarding process. This approach ensures that we establish a strong foundation to jump start a new hire's effectiveness.

Recognition

ARAMARK Education recognizes work well done. We are concerned about the entire person, and by teaching our employees to make excellence a habit, we provide skills and values that enhance them personally and professionally. Through the practice of informal and formal recognition, we are able to celebrate the success of our employees and appreciate their contributions. Recognition ranges from simple, less costly approaches, such as public praise and letters of appreciation to more expensive, formal approaches, including plaques that recognize major achievements. ARAMARK managers and supervisors are encouraged and given incentives to implement innovative recognition programs. Best practices are shared across sites.

ARAMARK Corporation's Service Award Program recognizes commitment to service excellence and years of dedicated employment by acknowledging significant milestones with a token of appreciation at an employee's anniversary date.

ARAMARK values and recognizes work well done.

Compensation and Rewards Philosophy

ARAMARK employees play a critical role in our collective success. We are committed to providing a competitive compensation package that drives employee behavior in a manner that accelerates both client and ARAMARK desired outcomes. Our compensation program reinforces our commitment to maintaining a competitive market position while providing management with the resources to attract and retain talent.

We are committed to providing a competitive compensation package that accelerates both client and ARAMARK desired outcomes.

The primary objectives of our program include the following:

- Support business objectives.
- Attract, retain, and motivate employees.
- Emphasize the relationship between pay, sustained performance, and individual contribution to the success of the organization.
- Provide managers with the flexibility to make salary decisions that recognize internal worth and the external marketplace.
- Emphasize a total rewards focus that includes competitively positioned base salary, health benefits, and, where applicable, incentive pay.

Compensation ranges are determined by reviewing market data collected from nationally recognized published compensation surveys. A competitive total compensation package is based on supply and demand of labor, geographical region, base compensation, and annual incentives.

Like our approach to compensation management for our management team, our primary objectives for hourly compensation include the following:

- Support business objectives.
- Attract, retain, and motivate employees.
- Recognize individual contribution.
- Ensure competitive hourly wages.
- Provide accessible health, dental, and other welfare discount programs.



Career Management Process (CMP)—ARAMARK's Performance Appraisal and Development Planning Process

Our managers are trained to assess employee performance with candor and accuracy. Candid and accurate assessment fosters quality performance and ensures that employees' opportunities for advancement are consistent with formal appraisals. Properly assessing performance is essential for recognizing development gaps and rewarding excellence.

To assess employees, ARAMARK utilizes the Career Management Process (CMP). This process occurs annually on a formal basis, and quarterly on a more informal basis, to ensure each employee and his or her manager are on target for the year. At ARAMARK, performance planning and evaluation, as well as employee development, are the joint responsibilities of managers and employees. The CMP is a performance and career management system that includes four key components:

- **Performance Planning**—Setting clear objectives
- **Performance Tracking and Coaching**—Ensuring achievement
- **Performance Evaluation**—Results through the right behaviors
- **Career Development**—Future growth and potential

ARAMARK is a people business. Nothing is more essential to the achievement of our objectives than capable and motivated employees. This requires continuously honing of skills and performance. The CMP helps to maximize performance and identify potential, and enables managers to create and execute effective performance and development plans. ARAMARK aggregates and analyzes all the data from the CMP to create succession, management development, and training plans.

Labor Relations Philosophy

At ARAMARK, our philosophy is to deal with our employees fairly, honestly, and with respect. We believe that open and frank discussion among employees and management is the most successful method for resolving issues. We prefer that our employees deal directly with management on issues that are important to them. In districts where collective bargaining relationships exist, we have always established and maintained sound working relationships with the involved union, keeping in mind the best interests of our employees, clients, customers, and our business operations.

ARAMARK recognizes the right of its employees to choose whether to be represented by labor organizations for the purpose of bargaining collectively for wages, hours, and other terms and conditions of employment. ARAMARK does not discriminate against any employees because of union membership or non-membership.

ARAMARK has developed and maintains sound employee relations programs. The goal of these programs is to have a motivated labor force within a cost structure necessary to maintain the district's food service operation efficiently and competitively.



Employee Development and Training

Our training programs will provide Warren County School District with well-trained, highly motivated personnel. To help them grow professionally, we have established the foremost multilevel educational employee program in the service industry. A more skilled and sophisticated workforce is required for consistent and professional service delivery. It is essential to provide employees with the skills that empower them to provide outstanding service. Employees who are confident in their capabilities and take pride in their performance will do whatever it takes to provide superior service in a spirit of Unlimited Partnership.

Our employee training and development programs are designed to ensure that your staff meets the highest level of customer service.

Management Training

We offer managers, supervisors, and personnel from all departments the opportunity to attend seminars and presentations, including:

- Building Leadership Skills
- Human Resources Workshops
- Leadership Development Program
- Technical Workshops
- Computer Training Programs
- Regulatory Seminars
- Management Seminars



Front-line Employee (Hourly) Training

Our training and development program for hourly staff members is broad-based and includes formalized courses, hands-on training, one-on-one coaching, and in-service continuing education sessions, such as:

- **Orientation and Initial Training**—Like our management employees, we take a similar approach to onboarding our hourly employees. Hourly employees can expect to receive a site-specific new-hire orientation to help them assimilate into the District and quickly understand important aspects of their job including work schedule, role, responsibility and safety.
- **One-on-One Coaching**—Management provides constant and consistent coaching. This ARAMARK informal coaching strategy is important for developing skills and techniques. It is an effective tool to ensure that all staff members are working toward the same goal.
- **School Opening Workshop**—At the beginning of every school year, ARAMARK Education conducts an Opening Workshop for all managers, supervisors, and leads employed by ARAMARK Education and Warren County School District.
- **Site Visits**—Site visits provide an excellent opportunity for informal feedback and coaching. Our management staff visits the schools to review the program, teach, and simply be available to assist the school food service staff. Suggestion programs encourage employee innovation and ownership.
- **Monthly In-service Training**—All front-line employees receive monthly in-service training on a variety of subjects to improve their knowledge and skills. Policies, procedures, and operational requirements specific to Warren County School District are incorporated into the training.
- **Customer Relations**—We teach employees how to express themselves in a courteous, caring, and friendly manner through such programs as the World Class Service training.

ARAMARK Academy

ARAMARK ACADEMY

ARAMARK Academy is a program featuring a complete, modular training kit that directors use to train staff in areas such as food production, setup and line service, kitchen basics, marketing, and customer service. Designed for all front-line hourly employees, this program is used at staff in-service workshops. The computer-based system includes a training manual and other materials, such as pocket cards and handouts. The program curriculum consists of five modules: orientation, kitchen basics, guest services, food service marketing, and food concepts.



Employee Benefits

Compensation and benefits are key factors in the recruitment and retention of Warren County School District's quality food service professionals. We seek employees who possess the skill sets and hospitality attitudes that ARAMARK Education requires to exceed the expectations of your District's administration, faculty, staff, students, and visitors.

As the transition process begins, ARAMARK Education human resources and operating personnel will initiate contact with all incumbent food service employees. Each employee will be interviewed to determine qualifications and experience. He or she will be provided information concerning opportunities with ARAMARK, our operating philosophy, benefits, training opportunities, and career advancement. The wage rates established for Warren County School District's operation are based on a wage survey conducted by our in-house staff, along with local interviews and input from other ARAMARK Education operating units.

Following is a summary description of the benefits package that ARAMARK Education offers full-time hourly employees:

- Medical plan
- Dental plan
- Vision plan
- Life insurance and accidental death and dismemberment insurance
- 401(k) retirement plan
- Healthcare Flexible Spending Account
- Vacation, paid time off (PTO), and holiday pay
- Weekly income—short-term disability
- Company service recognition
- Employee Assistance Program (EAP)
- Savings bonds
- Jury duty
- Military leave
- Funeral leave

Full-time is defined as working at least 30 hours a week and at least 30 weeks per year.



Medical Plan

Health insurance benefits are available for full-time employees. Employees will share in the cost of premiums through payroll deduction. Historically, their cost has been approximately one-third of the total premium, depending on the level of coverage selected. Insurance coverage can be amended or changed only during the open enrollment period, which is during the fall of each year. ARAMARK offers several medical plan options to meet the healthcare needs of its employees: Point of Service, Consumer Choice Plan, Consumer Choice Plus Plan, PPO Plus Plan, Option H Plan, Enhanced Option H Plan, and HMO Plans in some areas. **DETAILS OF THE HEALTHCARE PLANS ARE FOUND IN THE APPENDIX.**

Dental Plan

Dental coverage provides for a wide range of dental services for employees and eligible dependent(s).

The plan pays the following coinsurance rates for eligible expenses subject to maximum benefit levels after satisfaction of the deductible (if required):

- Preventive dental services 90 percent
- Basic dental services 80 percent
- Major dental services 50 percent
- Orthodontic services 50 percent

Vision Plan

The vision plan provides eye care benefits for eye exams and eyeglasses or contact lenses. Additionally, discounts are available for laser vision correction.

Life Insurance and Accidental Death and Dismemberment Insurance

All eligible employees are covered with a \$5,000 life insurance policy and a \$5,000 accidental death policy, which is paid for by ARAMARK.

401(k) Retirement Plan

Employees may enroll in the Hourly 401(k) Plan provided they satisfy the following requirements:

- They have completed one year of service with ARAMARK.
- They have elected to make the required contribution to the plan.
- The minimum required contribution is 1 percent of employee earnings. However, employees may elect to contribute up to the maximum 25 percent permitted under the plan. Employees may stop, resume, or change the amount of their contribution at any time.



Healthcare Flexible Spending Account

This account allows for the use of pretax dollars to pay for certain healthcare expenses incurred by an employee or dependent.

Vacation Pay, Paid Time-Off (PTO), and Holiday Pay

Vacation pay, paid time-off, and holiday pay varies by work location.

Weekly Income

The weekly income benefit provides income for a specified period of time if you are unable to work due to pregnancy or a nonwork related illness or injury. At some locations, weekly income coverage may require an employee contribution.

Company Service Recognition

ARAMARK Education formally rewards employees who have worked 30 hours per week or more for five consecutive years and at five year increments of service. The employee is given a choice of awards beginning with their 10-year anniversary.

Jury Duty

It is recognized that every employee has a duty as a citizen to serve when called for jury duty. Should an employee be called, he or she will be released from his or her position for the duration of such duty for up to two weeks with no loss of pay, and this employee will not be charged for this absence. Jury fees received may be retained by the employee to cover expenses incurred in conjunction with jury services.

Military Duty

Military duty paid time off not charged to vacation accrual will be granted to employees who are members of Reserve or National Guard units and required to attend active duty training. This benefit is not to exceed 10 working days per calendar year. Employees will receive base salary for such absences, less any pay received for military duty.

Funeral Leave

An employee may be absent from work up to three days with pay because of a death in the immediate family.

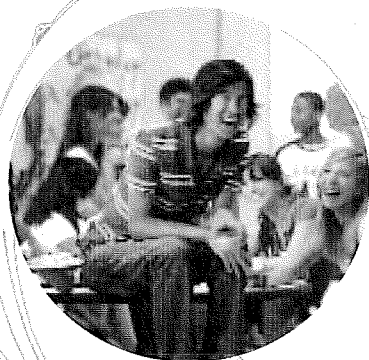
Employee Assistance Program

Programs include mental health and substance abuse counseling services, child and elder care referrals, information on prenatal care and adoption assistance, referrals for financial counseling or legal assistance, and college financial aid and scholarships.



8. Communication

At ARAMARK, we understand that collaboration is critical to the successful implementation of your Food Service Program. Involvement of students, parents, administrators, teachers, and the community is critical to participation and support for your food and nutrition program. We recognize that methods of communicating with these individual constituencies often differ and, therefore, our approach is multifaceted. At the end of this section, we have provided examples of communication that have been successfully implemented at some of our current client school districts. We will continue to work as your partner to develop a plan that perfectly suits Warren County School District and gives all groups a strong sense of partnership.



Students

We know that nothing is more important than personal communication. One-on-one contact with our customers is the best way to obtain feedback and continuously improve our program. Our commitment to communication means that, during service periods, we will be in your schools visiting with our customers. Our directors and managers will be on the serving line and have trained all employees to solicit student responses and follow up as appropriate.

Students are our primary customers, and we need their feedback in order to meet their dining expectations and needs. We advocate a structured approach to soliciting their input through the formation of a Student Nutrition Advisory Committee (SNAC). An active SNAC meets regularly, providing the manager with input on menu and taste preferences, promotional ideas, program successes, and shortfalls. The group's input helps us adapt our program to meet student preferences. These groups work well because students can express themselves and see their ideas put into action. We also need the involvement of committee members to communicate back to other students that we listen and care. The SNAC may be organized in different ways. We recommend that there be a separate SNAC for each school segment (elementary, intermediate, and high school). The elementary SNAC is most effective with parent, teacher, and principal involvement, while secondary school groups work well either way. We will continue to meet with the administration early in each school year to set up the membership of SNACs according to district preferences.

School Principals

The feedback and collaboration of school principals is essential to implementing successful programs at the individual schools. We understand the importance of working with the principals and their teams to promote successful Food Service Programs. Our ARAMARK team understands that each school has a unique character and must be treated as such when planning programs. We want to adapt our program as much as possible to each school's specific needs and to schedule service to meet the school's needs. We also know from experience that student excitement about the Food Service Program starts with the principal's excitement and involvement. To help ensure good communication, we will continue to schedule regular visits with each principal. Our visits will provide us with key input and help us to develop a program based on district and school needs. These meetings also afford us the opportunity to inform you of changes in the Food Service Program. Each principal will receive details prior to the implementation of new events, promotions, and menus.

Administration

Our food service director is an integrated member of the community and has daily contact with your administration. However, we also believe in standardized monthly meetings where we can discuss current program status, future plans, and make sure we are meeting your expectations. Our district manager will

continue to attend these meetings along with our food service director. Visits by other key ARAMARK Education support staff are scheduled throughout the school year. We are always available for routine communication, and we will make ourselves available to assist you at any time should a special need arise.

Food Service Staff

Engaging the food service staff is critical to the welcoming and appealing environment we have created for your Food Service Program. We know that good ideas come from all staff members, and we will continue to actively solicit input from our hourly employees.

Holding weekly staff meetings with the hourly staff is a successful strategy for employee involvement. These meetings provide proactive open lines of communication and serve as a forum to express suggestions, concerns, or general comments about the practices and protocols of the program. Our food service directors often host a menu development committee with our food service employees. Working together, we discuss recipes and best practices. By educating this team about commodities, purchasing protocols, and inventory control, we have been able to reduce program costs and increase satisfaction with the program.

Communications Examples

The following are examples of communication that have been successfully implemented at some of our current client school districts.

Dining Service Web Page

The dining service Web page is a very effective way to stay in touch with, and provide nutritional information for the entire community. We update the site regularly, post menus, announce special themed menu events, and other information about the program. Nutritional information for menu items from our own extensive recipe collection can be viewed on the Web site that can also be linked to other Web sites, such as the Food Guide Pyramid from the Food and Drug Administration, vegan and vegetarian Web sites, and other related sources of information. We can add a link on our page to “ask the dietitian” so that customers can get a quick response to their wellness questions.

Informational Brochures

We provide informational brochures that explain all aspects of our Food and Nutrition Program. Parents must be confident that the Food Service Program provides nutritious meals that kids will eat. We also communicate with parents regarding free and reduced price meal eligibility. Each year, we will send an introductory letter and/or brochure to parents and caretakers that detail our menu variety, price, ticket policy, and POS system details. We also fully explain the free and reduced-price meal program, including application procedures. If requested, we can provide assistance in completing applications.

Newsletters keep the entire community aware of current events in the Food and Nutrition Program. Menus, promotions, and nutritional information can be presented in a fun, readable format. For larger districts, we often develop a separate newsletter for the food staff employees to keep them engaged and knowledgeable about program activity. Please see the sample newsletter included at the end of this section.

To make our feedback tools more effective, we can periodically survey our constituents to obtain key information for menu development and to obtain feedback on how well we are serving them. Surveys include:

- **Student Surveys**—With the help of SNAC, students are asked to rate their preference for menu items and are given an opportunity to list personal favorites. We have found that students love to be surveyed online and have made use of some programs such as Zoomerang to facilitate this. Please see the sample survey form at end of this section.
- **Principal Surveys**—Each principal is asked to complete a written survey rating our performance in several areas, offering critical insights for each school.
- **Faculty and Staff Surveys**—While students are our primary customers, faculty and staff satisfaction are key components of the program's success.
- **Client Surveys**—Each year, ARAMARK Education retains an outside firm to survey our district liaisons by phone about our performance. Reviewed by all levels of ARAMARK Education management, the data inform our performance evaluation process.

[illegible][illegible]

Performance Reports

We will continue to keep you well-informed of each of our food service operations in your district, directors will prepare monthly written reports that provide a review of the past month, a preview of the coming month, and details of significant events or issues. Financial performance and special events are included.

Each report is addressed to our liaison, with additional copies sent to key administrators selected by the district. A copy is included as part of the board packet by the administration. At the end of each school year, a full formal annual report addressed to the administration details the performance of your program in the past year. The report also establishes goals and objectives for the coming school year. Please see the sample Monthly Joint Review included at the end of this section.

Presentations

We welcome the opportunity to provide appropriate presentations for the school board and any of its committees. Our food services director will attend board meetings as requested to provide information about the Food Service Program. The board meetings also provide the director with an understanding of the issues faced by the District. We welcome the opportunity to discuss your program at individual PTA or PTO meetings and to participate in PTA or PTO functions.



9. About ARAMARK

We know what it takes to meet the needs and desires of your school district, and we prove this every day as we serve more than two million K-12 students in over 400 districts across the country. Our vast experience serving students just like yours, combined with our innovation, strengths, and total commitment to quality, is the ARAMARK difference.



James L. Brown

We are food.

The ARAMARK corporation is the largest American provider of food management services, serving more than 15 million people at 500,000 locations around the world every day. Our division, ARAMARK Education, brings more than 55 years of experience providing food and nutrition services to the K-12 community.

We understand school districts.

The ARAMARK corporation is a world leader in professional services, providing award-winning food services, facility management, and uniform and career apparel to the education, business, government, and healthcare markets. Though we are a \$13.5 billion company, our philosophy is that each division is unique with its own special culture.

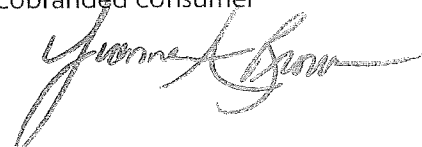
ARAMARK Education is solely devoted to the K-12 community and its specific requirements. We create dining environments that support your dedication to excellence in student achievement. We can help your district improve services, boost student satisfaction, increase meal participation, and achieve cost reductions. We are devoted to market research that helps our understanding of K-12 culture and challenges, so that we are better prepared to provide solutions that really work.

We care about students.

Caring about your students infuses all that we do. We know that student achievement hinges on good nutrition, and we make sure that ARAMARK programs provide healthy and appealing food choices along with nutrition and wellness education. We ask for students' input and value their feedback about our programs. We continually strive to make the lunch and breakfast times a rewarding experience. However, ARAMARK goes beyond the cafeteria—we provide student scholarships, internships, and mentoring opportunities. We sponsor culinary arts programs, health fairs, work with student clubs, and have developed unique partnership initiatives. Our goal is to be a positive presence in your students' lives.

We leverage our national partnerships on your behalf.

The ARAMARK Education advantage is our singular commitment to the K-12 community, combined with the vast resources of our corporate parent. For example, ARAMARK has developed a new partnership with the American Dietetic Association (ADA) to directly connect with the world's leading experts on food and nutrition. The new agreement makes ARAMARK the only professional services management company to become an ADA partner, an exclusive privilege available to only a handful of organizations. Though this relationship expands the opportunity to impact public health, we have a long history with ADA. We have supported ADA's National Nutrition Month initiatives. In 2004, we coproduced and cobranded consumer nutritional education materials.



We are leaders.

When Warren County School District partners with ARAMARK, you can feel confident that it is engaging a company that is a leader in the professional services industry.

ARAMARK is ranked number one on *Food Management* magazine's "2008 Top 50 Management Companies."

For nearly 10 years, *FORTUNE* magazine has consistently ranked ARAMARK as one of the top three most admired companies in its industry in the "America's Most Admired Companies" list, evaluated by peers and industry analysts.

For the second consecutive year, ARAMARK has been named to "The Global Outsourcing 100" list. The list is compiled by the International Association of Outsourcing Professionals and recognizes companies that provide the best service worldwide and meet the standard for excellence in customer service, management capabilities, and a breadth of competencies.

ARAMARK, a world leader in professional services, has been named one of the "2007 Top 30 Companies for Minorities" by The Diversity Network. This recognition of ARAMARK as a "Diversity Leader" for the second consecutive year is based on the company's significant racial and ethnic diversity among employees, across organization functions and hierarchy, as well as diversity strategies beyond recruitment and retention.

ARAMARK also was named to *InformationWeek* 500's list of information technology innovators for the seventh consecutive year. The list recognizes leadership in the use of technology in delivering world-class experiences and outcomes for clients.

TOP50 at a glance

- 1 Aramark Corp.
- 2 Compass Group North America
- 3 Sodexo, Inc.
- 4 Delaware North Companies
- 5 Centerplate
- 6 AVI Food Systems, Inc.
- 7 Guckenheimer Enterprises, Inc.
- 8 Guest Services, Inc.
- 9 Thompson Hospitality Services
- 10 Xanterra Parks & Resorts

1

Aramark Corp.
PHILADELPHIA
www.aramark.com

SALES VOL. 2007: \$8,430
2006: \$7,500

CONTRACTS 2007: 3,409
2006: 3,521

SEGMENTS SERVED (e): B&I (29%),
Sports/Entertainment (20%), Col-
lege/University (20%), Healthcare
(17%), Corrections (5%), Vending/
OCS (5%), K-12 (4%)



Since 1998, ARAMARK has consistently ranked as one of the top three most admired companies in its industry in FORTUNE magazine's list of "America's Most Admired Companies."

We are committed to our communities.

ARAMARK Education recognizes its responsibility to give back to the community. Our 260,000 employees live and work in thousands of cities, towns, and neighborhoods around the world. They reach out and become part of their communities, both on the job and off. ARAMARK and our employees provide financial support to more than 1,700 nonprofit organizations, ranging from food banks to schools to hospitals to park beautification programs.

The ARAMARK Charitable Fund donated \$500,000 to the American Red Cross International Response Fund for tsunami relief efforts in 2005. From as far away as Korea and China, thousands of employees donated more than \$250,000 to the American Red Cross in support of hurricane relief. The ARAMARK Charitable Fund matched employee contributions and donated an additional \$500,000 for a total donation of more than \$1.25 million.

We partner with Big Brothers Big Sisters programs across the country and support the organization as part of ARAMARK's Share Opportunity initiative—our commitment to assist young people through mentoring, skills development, and scholarships. Mentors regularly meet with students, offering support and sharing work and life experiences. We also share opportunities with young people through a literacy partnership with Reading Is Fundamental and a skills-building partnership with Junior Achievement.

Our commitment to community is demonstrated through the ARAMARK work training partnership with the Chicago Christian Industrial League (CCIL), a large social service agency that serves the homeless. CCIL contracts with the City of Chicago to provide a portion of the city's landscaping services. ARAMARK provides the corporate resources and technology for managing the landscaping business. ARAMARK and CCIL share responsibility for training employees. CCIL employees may work in the program for up to two years. When they graduate from CCIL's program and are seeking permanent work, they have an opportunity to apply for ARAMARK positions. Many program graduates have found work in ARAMARK accounts, giving them an entry into a company with many different work opportunities.



We support the education community.

ARAMARK Education is an active partner with K-12 education organizations. We recognize the importance of supporting the professional organizations that represent educators and administrators as well as staying on top of the latest industry trends and best practices. We have partnerships with the following organizations:

- American Association of School Administrators (AASA)
- American Dietetic Association (ADA)
- Association of School Business Officials (ASBO)
- Black and Hispanic Caucus (CBC) and (CHC)
- Council of the Great City Schools (CGCS)
- Council of Urban Boards of Education (CUBE)
- National Alliance of Black School Educators (NABSE)
- National School Boards Association (NSBA)
- National Society of Black Engineers (NSBE)
- United States Green Building Council (USGBC)

Superintendent of the Year Program

Since 1987, ARAMARK Education has partnered with AASA to honor outstanding school superintendents in each state and overseas through the National Superintendent of the Year Program. In addition to other awards presented to each recipient, U.S. Savings Bonds are presented to four national finalists. A National Superintendent of the Year is chosen and awarded a \$10,000 college scholarship to present to a student from his or her alma mater.

Richard R. Green Award Program

ARAMARK Education and Council of the Great City Schools honor the memory of an outstanding urban educator, Richard R. Green, through the Richard R. Green Awards Program. The award recipient, a superintendent or board member within the Council's membership of 66 urban school districts, receives a \$10,000 scholarship to present to a graduating senior in his or her school system or alma mater.

Student Scholarship Programs

ARAMARK Education is privileged to support The National Caucus of Black/Hispanic School Board Members, affiliates of the National School Boards Association (NSBA), with scholarships to minority students on an annual basis. We also support, National Alliance of Black School Educators (NABSE) with student scholarships.



We are good corporate citizens.

Our Board of Directors has adopted governance principles to ensure that ARAMARK conducts business with the utmost integrity and highest ethical standards. Our Corporate Social Responsibility platform underscores our commitment to social responsibility in four areas:

- **Community Involvement**—ARAMARK is committed to connect our diverse expertise, resources, and time to help families in need learn, earn, and thrive in the communities we serve. We focus our support in the areas of workforce readiness, basic services (food, clothing, and healthy environments), and health and nutrition awareness.
- **Employee Advocacy**—ARAMARK fosters a diverse, innovative culture where the best people want to work. That culture emphasizes helping our employees achieve their fullest professional and personal potential.
- **Environmental Stewardship**—ARAMARK fosters a value system that respects our environmental responsibilities and encourages practices that reduce our environmental footprint.
- **Health and Nutrition**—ARAMARK aspires to make a real difference in the lives of our consumers by making health and wellness a seamless part of a superior customer experience.



We work to protect the environment.

ARAMARK Education meets the needs of the present without compromising the needs of future generations by encouraging environmentally responsible practices. We continually explore ways to conserve our resources, and we take our environmental responsibilities seriously. Our environmental stewardship encompasses all aspects of our business, including sustainable food and agriculture; earth-friendly supplies, products, recycling, and energy conservation; and building and systems design and operation.

Our corporate sustainability platform, "Green Thread," is woven through all that we do.

ARAMARK will continue to work closely with Warren County School District to identify ways to preserve resources for the next generation in ways that best serve your district, students, and staff. We can accomplish this work in following ways:

- Our farm-to-school program, Fresh Locally Grown, connects schools with local farmers to improve student nutrition and provide fresh, quality produce and foods. Fresh Locally Grown generates community support for local food, opens new markets for local farmers, and promotes healthy eating habits.
- In addition to our local produce distributors, we partner with United Natural Foods, Inc. (UNFI), the largest distributor of organic products in the United States. Our partnership gives us access to a large selection of organic products and distribution to the food service and retail channels in many of our client locations.
- Thanks to its Earth Sense Program, ARAMARK is recognized for its leadership in protecting the environment. The Earth Sense Program helps reduce the impact of food service operations on the environment such as composting and energy conservation in food service facilities. A unique feature of the program is the toll-free hotline that offers technical assistance to ARAMARK locations.
- Foodservice Consultants Society International (FCSI) is a worldwide association dedicated to promoting professionalism and social responsibility in the food service industry. In 1996, the FCSI presented ARAMARK with its first ever Green Award, which recognizes those in the industry who have created an innovative environmental operation or product that has improved environmental standards.



Examples of Community Service Projects

Asheboro, North Carolina—In summer 2007, ARAMARK Healthcare's Clinical Technology Services (CTS) Team members recently contributed their technical expertise to North Carolina's Victory Junction Gang Camp for kids with chronic medical conditions. The ARAMARK team assisted the camp with maintenance of on-site maintenance equipment,—allowing camp clinicians to focus on campers' medical challenges.

Minneapolis, Minnesota—In coordination with the Minnesota Star Team, dozens of ARAMARK employees from a number of Minnesota-area business units worked together to support Red Cross rescue efforts in the wake of the Interstate 35W bridge collapse in July 2007. ARAMARK's Higher Education team at the University of Minnesota provided 500 boxed lunches to rescue workers on the scene. Additionally, the ARAMARK Refreshment Services vending division supplemented the lunches with more than 1,000 bottles of water.

Wellesley, Massachusetts—ARAMARK hosted a lunch for 115 children from Russia, Belarus, and Ukraine, along with translators, medical professionals, and officials from the Chernobyl Children Project USA, Inc. Ranging in age from eight to 13, the children have radiation-related illnesses and come to the Boston area to live with host families for four weeks. A month of clean food, water, and air helps to greatly improve their physical and psychological health.

Chicago, Illinois—In addition to ARAMARK's training partnership with CCIL, ARAMARK employees participated in the Tax Assistance Program (TAP) to help those less fortunate in their community. TAP offers free, confidential tax preparation and financial literacy services to lower-income families in the Chicago area.

Houston, Texas—ARAMARK provides annual scholarships for more than 25 students to attend and complete their studies at Houston Community College, and is developing co-op experiences for community college students studying curriculum areas related to the ARAMARK business. Also, ARAMARK Education served daily meals for a full week to 6,000 Habitat for Humanity workers from across the country who visited Houston and built 100 houses for needy families.

East Baton Rouge, Louisiana—ARAMARK worked with our business partners and a nonprofit, community-based organization to help sponsor a Back-to-School rally that provided school uniforms and supplies for over 500 students of incarcerated parents and other lower-income families.

Detroit, Michigan—ARAMARK works with the mayor's office in cooking food and serving meals to more than 3,500 people during his annual picnic for senior citizens. ARAMARK also spearheaded a community-wide drive to collect blankets, mittens, and scarves to be distributed by the Salvation Army for homeless



people. ARAMARK worked with a local construction company to build a wheelchair ramp at the home of a Detroit Public Schools student who had become paralyzed as a result of being shot by a stray bullet.

McKinney, Texas—ARAMARK management holds English as a Second Language (ESL) classes for the 99 percent Hispanic employee base.

Charlotte, North Carolina—ARAMARK has participated in the American Cancer Society's Relay for Life for the last five years. In addition to walking in the event, the ARAMARK team provided breakfast to the participants.

South Dakota—ARAMARK prepared the Empty Bowls Soup Supper and Auction to support Heifer International, an organization dedicated to ending world hunger. ARAMARK purchased and coordinated the distribution of the food at this event.

Benton Harbor, Michigan—ARAMARK volunteers helped former U.S. President Jimmy Carter complete construction of 20 homes for needy families. They prepared and served nearly 3,000 meals daily over a five-day period for workers.

Philadelphia, Pennsylvania—ARAMARK has a long-standing commitment to charity and community service in Philadelphia. With financial contributions to over 40 organizations in excess of \$1.5 million, including a variety of national and local charities, we are committed to making a difference. Each fall ARAMARK employees participate in the annual Philadelphia Cares Day. This past year over 250 local employees and their families worked in unison with others to improve several local schools in the Philadelphia School District. Also, at the University of Pennsylvania, we sponsor and serve a weekly charity dining buffet for those who are homeless.

Cleveland, Ohio—ARAMARK employees host an annual golf outing to benefit Shoes and Clothes for Kids. This charity distributes \$1 million a year in garments to 25,000 children. Our support provides almost 10 percent of their annual budget. Our trucks and drivers also help deliver the clothes and gift cards to distribution centers.



Baltimore, Maryland—When ARAMARK Higher Education cleans the Towson University dorms each spring, they find a lot of perfectly usable items the students have discarded—everything from clothes to household goods, and even an occasional computer. For the last 10 years, these discarded items have been taken to the Bea Gaddy Family Support Center, which provides food, clothes, shelter, and support to the homeless community in Baltimore.

Florida—ARAMARK and its employees physically and financially contributed to the building of 10 Habitat for Humanity homes within a three-year period in three Florida counties. Over 100 community and ARAMARK representatives worked together during the home-building projects.

Providence, Rhode Island—For the second year in a row, ARAMARK Education has sponsored Providence Cares Day. Each year, a public school in the District is adopted for an improvement project.

Across the United States—ARAMARK supports education in scholarship awards to Hispanic students and others around the country. Also, ARAMARK teams across the United States annually adopt needy families during the holidays and provide toys, clothing, and holiday meals and food baskets.

Across the World—An ARAMARK employee joined a team of 55 surgeons, nurses, and clinicians from around the world to bring smiles to hundreds of children in Marrakesh, Morocco, who were born with cleft palates or cleft lips. As the only biomedical technician on hand, ARAMARK's employee managed the pre-operation setup of equipment.



Yvonne A. Brown

Star Teams

ARAMARK is committed to the community through a blend of innovative and established philanthropy as well as many volunteer initiatives. Working very closely with our Star Teams around North America, we identify opportunities for ARAMARK employees to partner with clients and charitable organizations to help make a difference in the communities where we work and live.

The Boston, Massachusetts Star Team selected the Elizabeth Peabody Community Center in Somerville for their community service improvement project for 2008.

The Arizona Star Team conducts an annual Zoolights event at the Phoenix Zoo for hundreds of clients, employees, and their families. Everyone who attends is asked to bring a nonperishable food item to benefit St. Mary's Food Bank.

The Baltimore/Washington, D.C. Star Team conducts an annual Thanksgiving food drive throughout many ARAMARK client locations for an organization called A Can Can Make a Difference, benefiting local food banks. A total of three pallets of nonperishable food items were collected and donated in 2006. In 2006, Star Team members donated 1,500 pounds of food to the Maryland Food Bank and in 2007, donated 1,950 pounds of food to "Helping Up Mission" in Baltimore, Maryland.

The Carolina Star Team hosts an annual Charlotte Uptown Men's Shelter Volunteer Event during the holidays. The team also collects gifts and toys for the Room at the Inn of the Carolinas, a maternity home currently hosting 16 mothers and their children.

The Columbus Star Team prepares approximately 4,000 meals—nearly 1,000 pounds of potatoes, 100 pounds of coleslaw, and over 200 turkeys—for its annual Thanksgiving Volunteers of America Dinner held at the Columbus Convention Center, benefiting the homeless.

The Detroit/Toledo Star Team "adopts" 22 Detroit Public Schools' (DPS) families, and donates holiday gifts—clothing, toys, and nonperishable food items—to each one. Approximately eight ARAMARK trucks are used to deliver these gifts to the DPS students and their families.

The East Tennessee Star Team conducts an annual Coats for the Cold Program to donate winter coats to those in need.

The Eastern Canada Star Team conducts a number of events for the holidays to benefit the United Way, including a "kick-off" breakfast, holiday fair, and silent auction, as well as a 50/50 raffle and baked-goods sale. The team also conducts a toy drive for needy children and a nonperishable food drive to benefit the Daily Bread Food Bank in Toronto.

Each of the five Florida Star Teams donates tons of nonperishable food items to America's Second Harvest, as well as "adopts" more than 250 children and adults and purchases presents for their holiday.

The Indianapolis Star Team sponsors United Christmas families. ARAMARK receives a wish list from each of the family members and purchases the requested items—from new food and clothes to household supplies and children's toys.

Kansas City Star Team members recently volunteered their time to prepare and serve a traditional Thanksgiving meal to nearly 200 Habitat for Humanity volunteers, including the founder of the Kansas City Chapter of the organization. ARAMARK was not only a sponsor of this third annual volunteer appreciation dinner, but also donated all of the food, beverages, and linens for the event.

The New England Star Team collected nearly 4,000 toys for Toys for Tots in 2006.

The New York/New Jersey Star Team conducts a Toys-for-Tots Program, an annual Blue Jean Ball to raise funds for the Community Food Bank of New Jersey, and an annual New York Cares Coat Drive to help provide warm coats to the needy.

The Philadelphia Star Team participates in an annual gift program for St. Mary's Villa, an orphanage currently housing nearly 90 children ranging from 6 to 17 years of age. ARAMARK employees assist the orphanage by "adopting" a child, making donations, volunteering to shop, and delivering gifts. The team also collects nonperishable food items for Philabundance, a hunger relief organization serving local families in need.

The Philadelphia Star Team presented a check to the American Cancer Society for \$265,000 on September 14, 2008 at Citizens Bank Park. It was the annual Philadelphia Star Team event at the ballpark; a chance for Philadelphia-area employees and clients to come out and enjoy a baseball game with their families and celebrate their partnership with the Philadelphia Phillies.

The South Texas Star Team donates toys, toiletries, and other items to the Battered Women and Children's Shelter of Bexar County, Texas.

The St. Louis Star Team hosts a holiday lunch for local senior citizens.

The Vancouver Star Team conducts an annual holiday food drive to benefit the Greater Vancouver Food Bank Society. The team collects nonperishable food items and helps deliver collections from other local food drives.

The Virginia Star Team participates in the annual Salvation Army Angel Tree Program to provide toys and presents to local children in need.

10. Financial Considerations

Our mutual objectives are to operate an efficient program while meeting the needs of your District. However, we are not interested in sacrificing the quality and variety essential to a successful program. The real differences are the ARAMARK Education personnel specialists who provide you with more knowledgeable purchasing, greater production efficiencies, tighter economic control, and maximum flexibility.



James A. Davis

Basis for Food Cost Projections

Our projections are based on the data provided by the district and on conditions existing at the time of our Proposal. Should any of the data (such as enrollment) or conditions change after submission of our Proposal, we reserve the right to adjust the budget accordingly.

- **Reimbursement Rates**—Reimbursement rates for National School Lunch Program and National School Breakfast Program meals will not be less than the rates in effect for the current school year.
- **Government Commodities**—The value of government-donated commodities or cash in lieu thereof received will not be less than the value of government-donated commodities or cash in lieu thereof received during the current school year.
- **Service Days**—There will be 179 days of breakfast and lunch for the proposed school year.
- **Student Enrollment**—The student enrollment for the proposed school year will be 5,221 for Warren County School District.
- **Payroll Expenses**—The cost of wages, salaries, and fringe benefits for the district's employees or the number of district employees will not exceed such levels as provided. Our budget will be adjusted to cover increased labor costs resulting from any increase in wages or benefits implemented following the date of our Proposal.
- **Operating Expenses**—The actual costs charged to the food service budget by the district will not exceed the projected operating expenses as set forth in this section of our Proposal.
- **CPI**—As per the Request for Proposal, ARAMARK Education requests an increase each year in its administrative and management fees based on the yearly percentage change in the CPI (as published by the U.S. Department of Labor Bureau of Labor Statistics, 1982–1984 reference base), food eaten away from home, or a comparable index if these data are not available.
- **Campus Policies**—Any change in district or school campus policies or regulations that affect the financial performance of the Food Service Department (e.g., a high school changing from two lunch periods to one) may affect the proposed budget.

Our fiscal projections are based on the data provided by Warren County School District and on the ARAMARK Education experience in school food service. We have developed our figures as carefully and conservatively as possible. The selling prices will be in accordance with those shown below.

Reimbursable Meal Selling Prices	Lunch	Breakfast
Elementary	\$1.70	\$1.00
Middle School	\$1.85	\$1.00
High School	\$1.85	\$1.00
Adult	\$3.50	
Reduced-price	\$0.40	\$0.30

Selling prices for à la carte selections (see à la carte section) will be mutually agreed upon by ARAMARK and the district. Our Proposal is based on a 50 percent average food cost.

The following reimbursement rates apply (until updated by the USDA and the Pennsylvania Department of Education):

Reimbursement Rates	Non-Severe Need	Severe Need (if eligible)
All paid lunches	\$0.24	\$0.26
Reduced-price lunches	\$2.17	\$2.19
Free lunches	\$2.57	\$2.59
All paid breakfasts	\$0.25	\$0.25
Reduced-price breakfasts	\$1.10	\$1.38
Free breakfasts	\$1.40	\$1.68

USDA Commodity Value

Per student reimbursable lunch, the current projected rate is computed at \$0.2075. The number of service days projected is 179 breakfast and lunch days for schools.



Note: ALL BIDDERS MUST FILL OUT THIS SHEET

(This page to be completed by FSMC)		<u>TOTAL COST</u>	<u>COST/MEAL</u> (Only if Fixed Price Contract)
EXPENSES:			
Food Cost-Including Commodities*			
Enter the amounts of food and milk purchased and received. Include the Commodity Distribution Assessment Fee, Commodity Value and Bonus Commodity Value			
		\$ 813,707.00	\$ 1.067
(Do not include rebates, discounts and credits)			
Commodity Delivery Charge*			
Enter the charge to have the commodities delivered			
		\$ 8,000.00	\$ 0.010
Direct Labor and Benefits* Enter the gross amount paid for salaries and fringe benefits to foodservice workers			
		\$ 820,755.00	\$ 1.076
Other Direct			
Enter the cost for nonfood items such as paper goods, supplies, equipment repairs			
		\$ -	\$ -
Nonreimbursable Expenses*			
Enter all expenditures that are not an allowable cost for reimbursement purposes			
		\$ 307,137.78	\$ 0.403
Administrative Fee*			
Enter the fee that will be charged to manage the program			
		\$ 16,935.89	\$ 0.022
FSMC Management Fee*			
Enter the fee that will be charged to manage the program			
		\$ 11,443.17	\$ 0.015
Indirect Costs*			
Enter the amount of utilities and indirect labor charged to manage the program			
		\$ -	\$ -
Other: Please List*			
		\$ -	\$ -
Subtotal Expenses/Total Cost Per Meal		\$ 1,977,978.83	\$ 2.59
Less Rebates, Discounts and Applicable Credits		\$ -	\$ -
Less Commodity Usage @ \$ 0.2075 Per Reimbursable Lunches:		\$ 491,055	\$ (101,893.91)
Total Expenses		2063391	\$ 1,876,084.92
SUMMARY:			
Guarantee to SFA		\$ 1,318.00	\$ 1,815,911.97
			\$ 1,876,084.92
School Nutrition Program-Profit or (Loss)			\$ (60,172.95)

*All items must be included in a budget summary and itemized in full detail



Food Service Financial Arrangements

ARAMARK Education will serve you under the terms of a management services agreement, providing the following:

- **Service Quality**—Control of the quality of service, including portion sizes, menu selection, and staffing
- **Innovation**—Our agility and ability to introduce change capitalizes on the entrepreneurial spirit of our managers who continually drive the program
- **Fixed-Meal Rate**—Fixed price charge per meal and meal equivalent

Fixed Meal Rate

ARAMARK Education is pleased to offer a Fixed Meal Rate Price for Reimbursable Meals and Meal Equivalents of **\$2.59** per meal for the 2009-10 school year. The basis of the assumptions for this meal price:

- Includes District Labor Cost of \$820,755 or \$1.076 per meal
- Meal Rate excluding District Labor costs is estimated to be **\$1.514**

The management fee \$11,443.17 (projected annual fee) is based on 762,878 actual total meals served multiplied by \$0.015 cents per meal.

The administrative expense \$16,935.89 (projected annual fee) is based on 762,878 actual total meals served multiplied by \$0.0222 cents per meal.

- 1) Meal counts are computed by the number of National School Lunch Program and National School Breakfast Program meals served to children. This will be determined by actual count. Cash receipts, other than from sales of National School Lunch Program and National School Breakfast Program meals (and cash equivalents) served to children, will be divided by \$2.7425 to arrive at an equivalent meal count.
- 2) Participated meal count computation is projected based on the original enrollment figures from the RFP.

Payment Terms

Invoices will be due in 30 days can be made by electronic transfer of funds (ACH).



Schedule of Responsibilities

ARAMARK Education understands and agrees that the division of responsibilities between the contractor (ARAMARK Education) and the district (Warren County School District) as outlined in the Proposal specification to be:

ARAMARK Education

- Resident management team
- Food purchasing and production
- Reimbursable meals—Food and beverage service will be provided in accordance with the National School Breakfast Program and National School Lunch Program
- Paper and cleaning supplies
- Office stationery and supplies
- License, taxes, and postage
- Food service information—Compiling of information of all food service, production, and storage areas
- Sanitation—Normal cleanup of all food service, production, and storage areas
- Clean Air Act—Adherence to all regulations pursuant to the Clean Air Act of 1970
- Insurance—Adequate insurance to meet specification requirements
- Information—Providing information about the Food Service Program
- Program inspection—Allowing Warren County School District to conduct an inspection of the cafeterias and kitchens at any time
- Risk Management—Risk and loss occasioned through neglect or accident caused by ARAMARK Education personnel
- On-hand inventory—Using on-hand food and paper inventories and crediting Warren County School District at original purchase price
- Commodity delivery—Pickup and delivery of government-donated foods
- Facility maintenance—Maintenance of premises, equipment, and facilities in condition satisfactory to Warren County School District
- Health examinations
- Government Program—Adherence to all rules and regulations as specified by the National School Breakfast Act and National School Lunch Act and any other applicable rules and regulations



Warren County School District

- Cafeteria employees—Wages and other payroll costs
- Trash and garbage removal
- Utilities
- Insect and pest control
- Equipment repair—Repairs to equipment through the district's Maintenance Department when appropriate
- Quality and quantity—Final determination of quality and quantity of food served and selling prices
- Supplies and capital equipment—Ownership of all nonexpendable supplies and capital equipment
- Storage—Providing refrigerator and freezer storage at school locations
- Maintenance—Regular maintenance of buildings regularly
- Initial inventory—Initial inventory of capital equipment and nonexpendable supplies

ARAMARK Education agrees that, upon termination of the contract, Warren County School District will, in conjunction with ARAMARK Education, conduct a physical inventory of all nonexpendable supplies and capital equipment. At that time, ARAMARK Education will surrender the facilities and equipment to the district in condition as good as at the start of the contract, ordinary wear and tear expected.

ARAMARK Education understands that no food will be prepared in the school food service facility other than food used for the school Food Service Program or on special occasions approved by the administration and governing board.

ARAMARK Education agrees to ensure strict compliance with health regulations as provided and required by the state or local health departments. ARAMARK Education understands that no subcontractor will be allowed to perform any work without the express written permission of the administration or school board. ARAMARK Education understands that the final decision and approval of any changes in the food service will be made by the district administration or school board.

NSLP Projected Operating Costs

Contract Begin Date 07/01/09
 Contract End Date 06/30/10
 Days of Service 179

School Food Authority Warren County SD
 FSMC Name ARAMARK Education

Actual "In-School" Revenue

(Include Seamless Summer Option (SSO) Actual Revenue, if applicable)

BREAKFASTS:		MEALS		RATES			
Elementary Paid	#	23,807	X	\$ 1.000	=	\$	23,807.00
Secondary Paid	#	10,536	X	\$ 1.000	=	\$	10,536.00
Reduced-Price	#	16,533	X	\$ 0.300	=	\$	4,959.90
Adult Paid	#	-	X	\$ -	=	\$	-
A la Carte Sales	#	-	X	\$ -	=	\$	-
Subtotal Breakfasts	#	50,876				\$	39,302.90
LUNCHES:							
Elementary Paid	#	120,185	X	\$ 1.700	=	\$	204,314.50
Secondary Paid	#	83,506	X	\$ 1.850	=	\$	154,486.10
Reduced-Price	#	62,122	X	\$ 0.400	=	\$	24,848.80
Adult	#	31,020	X	\$ 2.500	=	\$	77,550.00
A la Carte Sales	#	95,634	X	\$ 2.743	=	\$	262,276.25
Subtotal Lunches	#	392,467				\$	723,475.65
SNACKS/SUPPLEMENTS							
Paid	#		X	\$ -	=	\$	-
Reduced-Price	#		X	\$ -	=	\$	-
Adult	#		X	\$ -	=	\$	-
A la Carte Sales	#		X	\$ -	=	\$	-
Subtotal Snacks/Supplements	#	-				\$	-
OTHER:							
Sponsored Meals (off-site)			X			\$	-
Vending Machine Sales/Concession						\$	-
Special Functions						\$	-
Subtotal Other						\$	-
Total "IN-SCHOOL" Revenue	#					\$	762,778.55

Federal Reimbursement

To Be Completed By SFA (include SSO Reimbursements, if applicable)

BREAKFASTS:		MEALS		RATES			
Paid	#	34,343	X	\$ 0.250	=	\$	8,585.75
Free	#	8,771	X	\$ 1.400	=	\$	12,279.40
Free, Severe Need	#	94,078	X	\$ 1.680	=	\$	158,051.04
Reduced	#	1,790	X	\$ 1.100	=	\$	1,969.00
Reduced, Severe Need	#	14,743	X	\$ 1.380	=	\$	20,345.34
Subtotal Breakfasts	#	153,725				\$	201,230.53
HIGH RATE LUNCHES:							
Paid	#	-	X	\$ -	=	\$	-
Free	#	-	X	\$ -	=	\$	-
Reduced	#	-	X	\$ -	=	\$	-
Subtotal High Rate Lunches	#	-				\$	-
LOW RATE LUNCHES:							
Paid	#	203,691	X	\$ 0.240	=	\$	48,885.84
Free	#	225,242	X	\$ 2.570	=	\$	578,871.94
Reduced	#	62,122	X	\$ 2.170	=	\$	134,804.74
Subtotal Low Rate Lunches	#	491,055				\$	762,562.52
SNACKS/SUPPLEMENTS:							
Paid	#	-	X	\$ -	=	\$	-
Free	#	-	X	\$ -	=	\$	-
Reduced	#	-	X	\$ -	=	\$	-
Subtotal Snacks/Supplements	#	-				\$	-
SPECIAL MILK							
Paid	#	-	X	\$ -	=	\$	-
Free*	#	-	X	\$ -	=	\$	-
Subtotal Special Milk	#	-				\$	-
Total Federal Reimbursement	#	644,780					963,793.05



State Reimbursements

(Include SSO Reimbursements, if applicable)

BREAKFASTS:**MEALS****RATES**

Paid	#	34,343	X	\$ 0.100	=	\$	3,434.30
Free	#	8,771	X	\$ 0.100	=	\$	877.10
Free, Severe need	#	94,078	X	\$ 0.100	=	\$	9,407.80
Reduced	#	1,790	X	\$ 0.100	=	\$	179.00
Reduced, Severe Need	#	14,743	X	\$ 0.100	=	\$	1,474.30
Subtotal Breakfasts	#	153,725				\$	15,372.50

LUNCHES:

Paid	#	203,691	X	\$ 0.100	=	\$	20,369.10
Free	#	225,242	X	\$ 0.100	=	\$	22,524.20
Reduced	#	62,122	X	\$ 0.100	=	\$	6,212.20
Breakfast Incentive <=20%	#	368,291	X	\$ 0.020	=	\$	7,365.82
Breakfast Incentive >20%	#	122,764	X	\$ 0.040	=	\$	4,910.56
Subtotal Lunches	#	982,110				\$	61,381.88

SNI Lunch	#	491,055	X	\$ 0.010		\$	4,910.55
SNI Breakfast	#	153,725	X	\$ 0.010		\$	1,537.25
SNI Breakfast Incentive <=20%	#	368,291	X	\$ 0.010		\$	3,682.91
SNI Breakfast Incentive >20%	#	122,764	X	\$ 0.020		\$	2,455.28
Subtotal SNI Incentive	#	1,135,835				\$	12,585.99

Total State Reimbursement	#	2,271,670				\$	89,340.37
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SUMMARY:

Total "IN-SCHOOL" Revenue		\$	762,778.55
Total All Reimbursements		\$	1,053,133.42
Other Income		\$	-
Interest Income		\$	-
Total Revenue		\$	1,815,911.97

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TOTAL COST**COST/MEAL**

(Only if Fixed Price Contract)

EXPENSES:**Food Cost-Including Commodities***

Enter the amounts of food and milk purchased and received. Include the Commodity Distribution Assessment Fee, Commodity Value and Bonus Commodity Value	\$	813,707.00	\$	1.067
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(Do not include rebates, discounts and credits)

Commodity Delivery Charge*

Enter the charge to have the commodities delivered	\$	8,000.00	\$	0.010
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Direct Labor and Benefits* Enter the gross amount paid for salaries and fringe benefits to foodservice workers

\$	820,755.00	\$	1.076
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Other Direct

Enter the cost for nonfood items such as paper goods, supplies, equipment repairs

\$	-	\$	-
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Nonreimbursable Expenses*

Enter all expenditures that are not an allowable cost for reimbursement purposes

\$	307,137.78	\$	0.403
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Administrative Fee*

Enter the fee that will be charged to manage the program

\$	16,935.89	\$	0.022
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FSMC Management Fee*

Enter the fee that will be charged to manage the program

\$	11,443.17	\$	0.015
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Indirect Costs*

Enter the amount of utilities and indirect labor charged to manage the program

\$	-	\$	-
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Other: Please List*

\$	-	\$	-
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Subtotal Expenses/Total Cost Per Meal

\$	1,977,978.83	\$	2.59
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Less Rebates, Discounts and Applicable Credits

\$	-	\$	-
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Less Commodity Usage @ \$0.2075 Per Reimbursable Lunches:

\$	491,055	\$	(101,893.91)
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Total Expenses	2063391	\$	1,876,084.92
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SUMMARY:

Guarantee to SFA	\$	1,318.00	Total Revenue	\$	1,815,911.97
			Total Expenses	\$	1,876,084.92

School Nutrition Program-Profit or (Loss)	\$	(60,172.95)
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*All items must be included in a budget summary and itemized in full detail

Budget Summary Detail**Warren County SD****Detail Projections Sheet****EXPENSES:****TOTAL COST**

Food Cost-Including Commodities* \$ 813,707.00

Commodity Delivery Charge* \$ 8,000.00

Direct Labor and Benefits* (FSMC)

Direct Labor and Benefits* (SFA) \$ 820,755.00

Other Direct

Liability/Fidelity Insurance \$ 8,605.00

Paper Supplies \$ 77,395.00

Cleaning Supplies \$ 7,739.00

Uniforms \$ 6,320.00

Management Salary & Fringe Benefits \$ 164,439.54

Nutrition Education \$ 1,500.00

Promotions \$ 4,000.00

Smallwares Replacement \$ -

FSD Travel \$ 4,652.24

Telephone \$ 4,000.00

Licenses & Fees \$ -

Office Supplies \$ -

Existing Depreciation

Vehicle Expenses/Fuel/Travel \$ 21,487.00

Repairs & Maintenance \$ 7,000.00

Sub-total Other Direct \$ 307,137.78

Nonreimbursable Expenses* \$ -

Fees**Cost/Meal****Total Meals**

Administrative Fee* \$ 16,935.89 \$ 0.0222

762,878

FSMC Management Fee* \$ 11,443.17 \$ 0.0150

Total Fees \$ 28,379.05 \$ 0.0372

\$ -

Indirect costs

Sub-total Other

\$ -

District Other/ Trash**Total Expenses** \$ **1,977,978.83** \$ **2.59**

Meal equivalents calculated @ \$2.8775



Legal Notice

Warren County School District Attention: Food Service Management Companies

The Warren County School District is requesting proposals for school food service management services. The Food Service Management Company will provide management services according to United States Department of Agriculture (USDA) regulations and guidelines, as well as the Pennsylvania Department of Education policies and guidelines.

Food Service Management Companies and/or their representatives may submit proposals to:

Warren County School District
In C/O Petter Turnquist, Business Administrator
185 Hospital Drive
Warren, PA 16365

The Warren County School District Board of School Directors reserves the right to accept or reject any and/or all proposals or to accept the proposal that it finds, in its sole discretion, to be in the best interest of the school district.

A pre-bid meeting and walk-through is scheduled for February 17, 2009 at 9:00 a.m. at 185 Hospital Drive; Warren, PA. Interested bidders will tour twelve (12) sites within the WCSD.

All proposals must be submitted no later than 2:00 p.m. on March 17, 2009. All proposals should be delivered in a sealed envelope and addressed to the Warren County School District and be clearly marked: Food Service Management Proposal.

