



Allegheny County Department of Human Services

# RFP Response Form

## Meals and Nutrition Services for Older Adults

### PROPOSER INFORMATION

Proposer Name: Salem's Market & Grill LLC

Authorized Representative Name & Title: Abdullah Salem, CEO

Address: 2923 Penn Ave, Pittsburgh PA 15201

Telephone: 412-235-7828

Email: asalem@salemsmarketgrill.com

Website: www.salemsmarketgrill.com

Legal Status:  For-Profit    Nonprofit    Sole Proprietor/Individual    Partnership

Minority or Women Owned:  Yes    No

If yes, select the ethnicity:  Asian Pacific American    Black American  
 Hispanic American    Native American  
 Subcontinent Asian American    [Click here to enter text.](#)

If yes, select gender:  Male    Female

Faith Based:  Yes    No

Partners included in this Proposal: Ebenezer Outreach Ministries

How did you hear about this RFP? *Please be specific.* Both Dr. Trisha Gadson, Executive Director at Macedonia Family and Community Enrichment Center Inc., Pittsburgh, and Pastor Vincent Campbell, CEO of Ebenezer Outreach Ministries, Pittsburgh told us about the RFP.

### PROPOSAL INFORMATION

Total dollar amount requested: \$5,220,000. Providing service in all 3 regions at an average of 60,000 meals/month x 12 months x \$7.25 avg cost of meal.

Proposal summary (*please use only one sentence*):

## Meals and Nutrition Service for Older Adults

Salem’s Market and Grill and Ebenezer Outreach Ministries both recognize the seriousness of food insecurity for our seniors, and our passion for addressing this need within Allegheny County brought us together to partner on this proposal.

### REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Abdullah Salem	██████████	asalem@salemsmarketgrill.com
Contract Processing Contact	Mahmoud Bouassida	██████████	mbouassida@salemsmarketgrill.com
Chief Information Officer	Ashley Holtzman	412-235-7828	Ashley@salemsmarketgrill.com
Chief Financial Officer	Mahmoud Bouassida	██████████	mbouassida@salemsmarketgrill.com
MPER Contact*	Mahmoud Bouassida	██████████	mbouassida@salemsmarketgrill.com

\* [MPER](#) is DHS’s provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

### BOARD INFORMATION

\* For the Board Chairperson, you must list an address, phone and email address different than the organization.

Board Chairperson Name & Title: Abdullah Salem / President

Board Chairperson Address: 2923 Penn Ave, Pittsburgh, PA 15201

Board Chairperson Telephone: ██████████

Board Chairperson Email: asalem@salemsmarketgrill.com

### REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. Please do not use employees of the Allegheny County Department of Human Services as references.

Kathy Fabery, Seton Hill Dining Service / ARAMARK

Ph. ██████████, ██████████; Email [Kfabery@setonhill.edu](mailto:Kfabery@setonhill.edu)

## Meals and Nutrition Service for Older Adults

Christina Ervin, Providence Heights Alpha School  
Ph. [REDACTED], [REDACTED]; Email [cervin@alphaschool.org](mailto:cervin@alphaschool.org)

Alex Iracheta, Duquesne University  
Ph. 412-396-1329; Email [airacheta@parkhurstdining.com](mailto:airacheta@parkhurstdining.com)

Please check the following before submitting your Proposal, as applicable:

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.

By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

## ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents
- W-9

## REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 130 points. Your response to this section should not exceed 10 pages. (Pages 1-3 are not included in the page count).

## Meals and Nutrition Service for Older Adults

### Proposed Service Areas (not scored)

DHS will select two or more providers to cover the county. Referencing Addendum C and D, which indicate the preliminary division by geography, please indicate the area(s) of the county you would serve. You may choose any or all of these areas.

Area	Preference ranking (1, 2, 3, with 1 being strongest)
Central	2
North	1
South	3

### Organizational Experience (30 points)

1. Describe your experience in preparing meals at a significant scale, for consumption in group or other settings, that consumers rate well. Include a description of your commissary—its capacity, certifications and management. (15 points)

This proposal is a collaboration between Salem’s Market and Grill, the lead agency, (Salem’s) and Ebenezer Outreach Ministries (EOM). Salem’s is a well-established, well-documented food business based in the Pittsburgh Strip District that specializes in preparing meals at significant scale utilizing natural ingredients and fresh foods. EOM is a non-profit that provides social assistance services and programs for residents of Pittsburgh’s Hill District and surrounding communities. Both entities share a similar philosophy in their approach to helping people, serving with quality and excellence, and treating all persons with dignity and respect. This will be our model for this proposal.

Salem’s, with four decades of experience in catering and serving food that consumers rate well, will be responsible for food preparation, packaging and delivery. Our restaurant, well-known, with a high repeat / return business, and a reputation for flavorful food and diverse menus, maintains a 4.6 star review on Google. EOM, a non-profit excelling in maximizing resources, will provide the expertise of their staff in meal planning specifically for the elderly. In addition, their Workforce Development program graduates students trained in Culinary Arts / Hospitality, and Cashier and Retail services, and they plan to launch a CDL Driver’s Certification in partnership with CVS Health’s National CDL Driver’s Curriculum. These programs will provide an excellent resource for Salem’s recruitment of well-trained and ready-to-work employees.

Salem’s has two licensed commissary kitchens including a high-volume prep center for preparing meals in bulk, and a third kitchen in the process of being built that will triple our current capacity. For example, in two and a half hours we have the capacity to cook enough ground beef for a month’s worth of meals. Through our own banquet hall and varying contracts with local businesses and universities, we regularly prepare and deliver 1500 – 2000 hot meals on temperature each day, with maximum capacity of 30,000 meals. Salem’s chefs, butchers, and additional staff all hold safe-serve certifications. The commissary kitchen we will use for the DHS contract includes a massive tilt-skillet which is a giant frying pan with its own heating element, 2 eighty-gallon steam kettles with 300 lb. capacity, 4-slot self-cleaning commercial deep fryer, double-deep baker’s oven, commercial ovens, 3 walk-in freezers and 5 walk-in

## Meals and Nutrition Service for Older Adults

coolers, 6 commercial refrigerators, proofer for baking bread, commercial dishwasher, 480 lb. remote controlled roll-in quick chiller, 7 ft. Oliver tray sealer, speed racks for cooling and storing, and a warehouse connected to the production center. Mondays.com controls our elaborate cleaning system, monitoring the use of the kitchen equipment and when the equipment needs to be cleaned.

EOM is housed in the Ebenezer Baptist Church building on Wylie Avenue in the Hill District. The facility has undergone recent and extensive renovations to better enable EOM to deliver services to a broader population of those residents who are nutritionally challenged. Their chef has been designing menus and preparing meals specifically for senior citizens for nearly five years. Weekly he prepares hot meals that are delivered to over 400 senior citizens residing in five high-rise facilities in the Hill District governed by HUD, and also provided to students enrolled in the EOM Workforce Innovation and Talent Center (WITC) and their families. EOM also supports other meal programs including weekly congregational hot meals and weekly hot packaged meals distributed throughout the Hill District and neighboring communities.

2. Describe your experience planning menus that are enjoyable for consumers while meeting strict dietary guidelines, including special diets. Be sure to mention if you employ a state-licensed dietitian, as this is a requirement. (5 points)

Salem's mission is to consistently provide quality foods and services as a supplier and restaurant. The market is stocked with international ingredients and Halal meat, and from the grill we serve up fresh and enticing meals on a daily basis. Our Halal butcher service uses farm fresh poultry and meats. Halal food is that which adheres to Islamic law, as defined in the Koran, and not only do these meats follow the stringent religious guidelines, but they are also considered to be healthier and tastier options because of the production method and the sanitary requirements. Salem's attracts customers from all backgrounds and specializes in meeting customer's food needs including dietary restrictions.

Salem's dietician is state-licensed. Menu items are based on colorful and fresh foods, delicately seasoned with fresh spices and herbs, and with an array of textures and smells. Care is taken to ensure that flavor is rich and appearance is pleasing. We use 100% beef and fresh foods as much as possible, and when necessary to use canned foods we only use Grade A. Only fresh potatoes are used – never powdered. All gravies and sauces are made from scratch. Foods can be prepared to address any dietary need including reduced sodium, lactose intolerance, diabetes, celiac disease, etc. Turmeric, a spice well known for its anti-inflammatory and antioxidant properties, is often used in moderation.

EOM's chef, who will assist with the menu planning, has specialized in foods for the elderly population for nearly 5 years with a focus on meals that are healthy and nutritional, low in salt and sugar, and cover all major food groups. He builds his menu by starting with a protein, then adding a starch, and connecting these with a vegetable, all the while balancing the meal with taste, appearance and aroma. For instance, if serving baked chicken, he will use white potatoes or white rice, and then add a colorful vegetable. He also avoids foods that might cause a flareup with conditions such as arthritis. He does not use mushrooms, avoids shaded vegetables, uses tomatoes sparingly, and is careful about how frequently some foods, such as chili and pasta, are on the menu. He includes carrots, celery, greens

## Meals and Nutrition Service for Older Adults

and kale in the meals as much as possible, does not use peanuts due to allergies, and will not serve pork because not everyone can eat it, and also to avoid any cross-contamination.

3. Describe your experience in ensuring that staff work successfully with a diverse range of individuals, including in designing meals, in seeking and using consumer feedback to improve quality, and in working with those who consume meals as well as staff in partner organizations. Be sure to mention if this experience includes any trainings offered to staff, including on cultural competency. (10 points)

Pastor Vincent Campbell, CEO of EOM, has a saying: “People’s need for food is the same as their need for air.” This proposal is based on the mission to never stop feeding people, and always find a way. Food security is a social justice issue, and something Pastor Campbell has seen firsthand when talking with senior citizens who shed tears as they express gratitude for their meal. Together, EOM and Salem’s recognize the seriousness of food insecurity for our seniors, and our passion for addressing this need brought us together to partner on this proposal. However, our approach is more than merely providing a meal – it is to bring dignity and joy to our senior population with meals that are healthy and appealing, and something they look forward to receiving every day, as if it were Thanksgiving Day!

Salem’s serves all peoples. Through our restaurant, we offer a diverse menu of American, Middle Eastern, Mediterranean, and grilled food options. We also offer a wide selection of curated foods and groceries through our market. We deliver an exceptional guest experience across our restaurant and market and customer feedback guides our service. Founded in 1983 by Massaud Salem, the family business is now led by his son Abdullah Salem who brings more than 20 years of management experience in the foods market. Salem’s is minority-owned and employs an approximate 80% minority workforce representing over two dozen different backgrounds. Because of the diverse culture and various religious / holiday observances among employees, Salem’s is able to remain open and provide service 365 days a year. We are very hands-on with employees, ensuring they have the appropriate ServSafe certifications, follow all safety protocols, make a good wage, have a good benefits package and have access to wrap-around services.

EOM, with an approximate 95% minority workforce, serves a large population of senior citizens in the Hill District. Staff and volunteers have frequent one-on-one contact with seniors during weekly congregant meals. EOM staff and volunteers must undergo training such as ServSafe, safe food handling, personal hygiene, cultural diversity and equity inclusion, sexual harassment, gender and diversity sensitivity training, and volunteers receive a general orientation including protocols, policies, and expectations. Finally, and most importantly, the basic premise is that all persons are treated with dignity and respect.

Salem’s and EOM recently assembled a group of seniors to test out “chef specials,” including two kinds of mac & cheese, gyros (lamb), yams, fish, and cheeseburgers, plus fruit cups, cookies and lemonade. Of those attending, 36.4% were age 55-64 yrs, 36.4% were age 65-74 yrs, and 37.3% were age 75 yrs or older. Each senior was given a survey to rank each “chef’s special” by taste, smell, appearance, and add any comments and/or recommendations. There were 11 responses, or just shy of a 50% participation rate. Comments included: the bomb, A+, fish is A+, beautiful – tastes like homemade, not sweet

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enough, and requests for more veggies, and Asian foods. The rankings were on a scale of 1 – 5, with 5 being the highest. The combined scoring was nearly all 5s and 4s across the three categories including *Smells Yummy!*, *Tastes Great!*, and *Looks Yummy!*

### Proposed Approach (75 points)

4. Describe your proposed approach to designing, preparing and delivering the Meal and Nutrition Service in a way that meets the requirements laid out in this RFP. (40 points)  
Salem's processes and prepares foods in large volume and controls the value chain from production through cooking to consumption. We buy our meats from farmers and meat processors, our own butchers process the meats into food service cuts that are then sent to our chefs, and we purchase vegetables directly from suppliers. Meals are prepared from scratch, as much as possible, with a dedication to the use of high-quality fresh foods and proteins, and with consideration for taste, texture, appearance, and any dietary needs or restrictions. Our goal is to provide nutritious meals that the seniors enjoy eating.

Menus will be planned with our state-licensed dietician using ESHA, a software program commonly used by nutritionists, and by both Salem's and EOM's chefs. We will work with DHS to meet all requirements in carrying out the meal and nutrition service for older adults, from meal preparation to delivery.

Meals are prepared with a base of spices. Onions, garlic, peppers, and other similar foods are fresh cut, avoiding the use of canned or frozen foods for cooking as much as possible. Any canned foods used will be Grade A. The Robo-coop machine is used for dicing and chopping large volumes of foods; the blitzer is used for blending large quantities of stews and sauces; and once prepared, the HDM meals are trayed and then go into state-of-the-art blast chilling machines for 90 minutes to minimize bacteria growth. They are then temperature logged and go directly into one of Salem's 40 ft container freezers. Meanwhile, the congregate meals are temperature-checked and logged and go directly into the industrial double-stacked Cambro thermal insulated boxes for transport. We know from experience that hot food transported in the Cambro boxes arrives at a temp above 165 degrees within 4 hrs. Cold food, shipped frozen in Cambro boxes, arrives at a temp below 41 degrees Fahrenheit. Following our very detailed HACCP plan (Hazards Analysis and Critical Control Points is a food monitoring safety plan) all drivers have temperature logs and food is logged prior to unloading. Our drivers transfer the boxes or Cambros by dollies into the kitchen where all are temperature checked in front of the chef or agent, the chef approves the temp, it is logged into the log book which is then signed by the chef, and the food is either transferred to an onsite warmer, or the warmer is left and an empty warmer is taken. Foods are never left sitting on the loading dock and everything is logged and signed for upon delivery. This drop-off process takes approximately 15 minutes, generally speaking. Each box is equipped with a Bluetooth temperature gauge that allows the driver to monitor the temperature of the foods during transport. If the food doesn't temperature-check at unloading or food is refused for any reason, Salem's has the capability to provide replacement meals within the allotted 30-minute timeframe because of the central storage location and the 7-10-day emergency meal inventory kept on hand.

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The kitchen operates seven days a week. We will maintain a two-week inventory of back-up meals and a 2-3-day inventory of all extra food items. Emergency meals are stored in Allegheny Cold Storage which is located within 10 minutes of the Strip District. Frozen meals will be used within a maximum of two weeks from the preparation date by rotating them back into the schedule. Every day, stock is replenished, and if needed, food and/or employees can be pulled from the restaurant side of the business to supplement any needs. And, if for some reason the kitchen would have to shut down, such as the entire meal-prep team is sick, or there's an old-fashioned Pittsburgh blizzard, there is a two-week supply of meals on hand. Salem's owns and controls its own grocery warehouse with a vast supply of inventory for quickly securing any quantity of shelf stable meals and/or for filling emergency boxes. There will always be food available.

Oliver meal packaging equipment and sticky labels will be utilized for speed sealing and labeling. While there are numerous packaging options, Salem's prefers to use environmentally friendly compostable supplies whenever possible. Our use of freezer and oven safe labels is a critical step as it not only provides for special diet identification, but all data involved with the food preparation, including a batch number, is included on the label, recorded and tracked. This is important in ensuring the safety of our consumers. In our entire 40 years of business we have never had a foodborne illness. We take very seriously the importance of sanitation and the proper procedures for meal preparation and storage.

Salem's has the capacity to serve all three of the proposed service areas, and has submitted budgets for each region. However, as requested, we have listed preference in order on the RFP Response Form. With the kitchens and storage facilities all located near downtown Pittsburgh, meeting the 40-mile delivery distance requirement is not an issue.

Salem's uses Toast for online meal orders. Toast is a well-known software platform for restaurants and integrates with QuickBooks for invoicing. Cyber security is ensured with the use of Unifi Dream Machine Pro, the most versatile and powerful security gateway in the Unifi product line, utilizing a built-in firewall and advanced threat management system. It is built to both detect and prevent malicious intrusions. In addition, the system provides multiple redundancy options to ensure that the network remains operational. All of Salem's computers are protected by the latest version of MacAfee anti-virus software.

We are well-prepared with contingency plans in place. We have back-up kitchen(s) and emergency meals will be kept on hand at all times. Through an arrangement with U-Haul, an extra truck will always be available should one of the fleet vehicles go out of service. We have our own team of drivers with additional licensed and trained drivers on staff who can fill in whenever needed.

5. Describe your proposed approach for addressing the challenges laid out in the RFP. (15 points)

**Long and complex delivery routes** – EOM's experience with delivery comes out of their mission as a community food service provider which has included delivery of meals. During COVID, for example, EOM successfully delivered approximately 1,500 meals per week, and they continue their weekly meal delivery to local senior living facilities. The delivery routes have been analyzed, mapped, and have been



## Meals and Nutrition Service for Older Adults

test-driven including a 15-minute stop at each location. We confirmed that we can deliver to every site on each route within the DHS 7 am – 11:30 am window by using 2 vehicles per route. For efficiency, an additional vehicle can be deployed separately to deliver to an outlying site. Each delivery vehicle will be equipped with ShipDay software and each morning the delivery sites will be uploaded. The software uses Google real-time technology for monitoring road closures, heavy traffic, etc. and provides the most optimal route to the next destination, tracking the drivers on their route in real time and alerting our dispatcher if a delivery is behind schedule. The system will automatically send a text to the commissary manager / dispatcher 15 minutes before the driver is to arrive at the next destination, and the commissary manager can then relay any pertinent messages to the congregant or HDM site manager. The driver will always know the distance to the next delivery location, and both the driver and the dispatcher will know the current temperature of the food in the vehicle. If the delivery is delayed and / or the food temperature becomes a concern, the dispatcher will be alerted and can then expedite the delivery of replacement meals.

Salem's will work with DHS to extend this software for use on all routes.

**Maintaining and increasing food / meal quality** – Our chefs have existing recipes that they are familiar with and have proven to be successful. We use farm-to-table fresh produce and all-natural organic options. We make as much of our foods from scratch as possible and use the highest quality of meat, chicken and fish. We propose bringing in Mediterranean options. No diet in the world is healthier than the Mediterranean diet. Grilled meats, different types of foods, and “themed foods” will all be incorporated into the menu.

**Providing lighter meal options.** Salem's will incorporate wraps, wheat alternatives, use of less oils and work around other dietary needs. A fresh alternative to frozen HDM meals is our “build your own” salad kits as well as burger, taco, gyro and wrap kits where the seniors can make a wrap / sandwich now and eat another one later. Our use of fresh ingredients and lack of preservatives lead to an overall lighter meal feel. We will also offer a lot of grilled and baked options. For congregant meals, we will provide different cuisines including Mediterranean and Asian meals which bring lighter and grilled options. We will work with our inhouse dietician to ensure we are using the least amount of preservatives and lower fat content, incorporating less amounts of oil and butter, and meeting all DHS guidelines. We excel in creating new and innovative menus, using the most popular and healthy foods that people often seek.

**Providing choice and variety.** Salem's currently has a repertoire of approximately 100 totally different meals from different cuisines that are all healthy.

**Food procurement / supply chain.** Salem's has a list of approximately 20 vendors, including three of the food industry's largest sources of paper products, condiments, meats, and fruits and vegetables and we own and control a large grocery warehouse with a vast supply of inventory. We guarantee there will be no disruption in services with a 365-day operation.

6. Describe your strategy for addressing the following scenario: a resurgence of COVID in 2023 again disrupts nutrition services for older adults. How would you continue to provide

## **Meals and Nutrition Service for Older Adults**

meals while shifting your operations and/or approach to contend with a resurgence of COVID? (5 points)

Salem's is well-prepared to address any disruption in nutrition services should there be a resurgence of COVID. We have been able to negotiate COVID with God's grace and we have never closed down or missed a day of providing meals. While we did have to shut down our dining room for a time during COVID, we were able to maintain all staff. In fact, we not only survived the pandemic - we thrived – and recorded a significant increase in take-out sales.

Our in-house strategy includes the obvious measures of monitoring all aspects of the operation to restrict or eliminate the spread of disease, glass barriers to separate cooking stations, weekly testing of employees in-house, and use of masks and gloves for employees and customers. The plan also includes providing individually packaged utensils, and converting the congregant meals into individual meals. Each meal will have individually packaged bread, produce, meat, butters and margarines, and utensils, and then all placed together in one package. During previous COVID shut-downs we continued providing meals to support schools and other meal distribution programs, including 1500 meals a day for the Mosque meal programs in Pittsburgh.

Delivery of meals will continue but with additional protocols added for social distancing, masking and gloves for the drivers. The plan is to always maintain a supply of emergency meals, COVID or not, which are rotated into service and replaced with newly prepared meals on a regular basis so that Salem's is at the ready for any situation that might arise.

7. Describe your plan for assuring the quality and consistency of your food and services for the Meal and Nutrition Service. (15 points)

Quoting owner Abdullah Salem, "In my culture, we respect the elderly. And that's what drives me to want this contract. It's not just about the money, or the business. It's about the people." We care about what our customers think, and will extend that same care to our senior citizen clients. Currently, everyone purchasing a meal in our restaurant is asked to rate their meal on a scale of 1 to 5. We will extend this to the Older Adult Nutrition Program with a survey printed on a self-addressed card that will be distributed to the seniors on a regular basis. They can fill it out and return it by mail, or fill out the survey online using their cell phone to scan the QR code printed on the card. Feedback will be important in ensuring satisfaction and we are committed to replacing absolutely any item on future menus based on survey response.

## **Budget and Cost Proposal (25 points, not included in page count)**

8. Complete Addendum F, Unit Cost Analysis Spreadsheet, to provide both your rates for the service and your unit cost information. (20 points)
9. Using the text field below, or using a separate document, provide a companion budget narrative that provides clear context for the costs your completed Addendum F, Unit Cost Analysis Spreadsheet. (5 points)

## **Meals and Nutrition Service for Older Adults**

The budget is built on weekly costs as that is how Salem's pays all bills, including payroll. Some costs are prorated by the % allocated to this project, and indicated as such.

### **1. Personnel**

- Professional Staff / Production Crew plans and prepares the meals.
  - 1 chef @ \$25/hr; 2 Sous Chefs @ \$20/hr. FT
- Program Staff packages the congregant meals in full-sized aluminum pans with lids and the HDM meals in individual trays.
  - 3 Packagers @ \$18/hr. FT
- Clerical Staff is the Commissary Manager who manages the flow of raw product in and out, including dispatch.
  - 1 Commissary Manager @ \$25/hr. FT.
- Other Staffing. Two drivers are required for each route.
  - 2 Drivers @ \$18/hr. 30 hrs/week
- Administrative Staff. The Program Director assists with planning and coordination of programs and their activities, monitors implementation of program policies and practices, works to keep programs on schedule, within stated budgets and functioning smoothly.
  - 1 Program Director @ \$25/hr. 35 hrs/week
- Maintenance / Janitorial.
  - 1 @ \$16/hr. FT.

**Other Personnel Costs** – This section reflects the cost to have employees including taxes, unemployment, workers comp and health benefits. The percentage for each category is noted on the spreadsheet.

**2.Communications** – This covers cost of internet in the warehouse and 3 cell phones. Each delivery driver and the commissary manager will be equipped with a cell phone at a cost of \$100 / per phone / per month.

**3.Contractd Services** - Salem's contracts with WITT costs \$90/wk, with 50% of the warehouse allotted to the DHS contract.

**4.Occupancy** – Salem's Market & Grill leases all of their properties. These costs are for utilities, rent, maintenance and insurance for 50% of the buildings that include the commissary kitchen and warehouse.

### **5.Supplies and Minor Equipment**

- Program / Office Supplies – general office supplies
- Computer Equipment / Software – licensing fees for nutritional, workflow, ordering, accounting and shipping software specific to this project
- Raw Food Product – calculated based on DHS standards and nutritional portions. \$3.75 X number of meals in that region

## **Meals and Nutrition Service for Older Adults**

- Other / Packaging –Congregant meals are packed in bulk trays which then go in a box. We use heavy duty full-size foil pans with lids. The Oliver trays are used for HDM meals, and also placed into a box. Whether packed as a congregant meal or HDM with plastic ware, packaging costs \$.50/meal x number of meals in that region.

**6.Transportation** – Fuel costs are calculated at 6mpg using the current costs for diesel fuel, and calculated based on the mileage of each region.

**7.Other Operating Expenses** – Training includes SafeServ certifications, weekly safety trainings; indirect costs includes miscellaneous costs

**8.Fixed Assets** – Furniture line item covers office equipment lease, purchase, replacement

## Unit Cost summary sheet

Proposer:

Salem's Market & Grill

*Note: This sheet will populate automatically with the information you enter on the Cost Analysis tabs*

Central Region		<b>Congregate</b>		<b>HDM</b>
Meals	\$	7.44	\$	7.44
Modified diet meals	\$	7.48	\$	7.48
Frozen Meals	\$	7.49	\$	7.49
Special Meals	\$	7.50	\$	7.50
Boxed Meals	\$	7.39	\$	7.39
Shelf-stable	\$	7.38	\$	7.36
Emergency Weather box	\$	7.36	\$	7.36



<b>4. OCCUPANCY</b>							
Utilities/Rent/Maintenance/Insurance 50% of the building	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23
Other							0.00
<b>TOTAL OCCUPANCY:</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>
<b>5. SUPPLIES and MINOR EQUIPMENT</b>							
Program/Office Supplies	95.00	95.00	95.00	95.00	95.00	95.00	95.00
Computer Equipment/Software/Repair/Leased	375.00	375.00	375.00	375.00	375.00	375.00	375.00
Raw Food Product	17,272.50	17,456.74	17,502.80	17,548.86	17,042.20	16,996.14	16,996.14
Other / Packaging	2,303.00	2,303.00	2,303.00	2,303.00	2,303.00	2,303.00	2,303.00
<b>TOTAL SUPPLIES and MINOR EQUIPMENT:</b>	<b>20,045.50</b>	<b>20,229.74</b>	<b>20,275.80</b>	<b>20,321.86</b>	<b>19,815.20</b>	<b>19,769.14</b>	<b>19,769.14</b>
<b>6. TRANSPORTATION</b>							
Travel, Local:							0.00
miles @ \$ 0.625 /mile							
Motor Vehicle Maintenance/Insurance/Operating Costs	269.23	269.23	269.23	269.23	269.23	269.23	269.23
Fuel	240	240	240	240	240	240	240
Other EOM Logistics Vendor Fee							0.00
<b>TOTAL TRANSPORTATION:</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>
<b>7. OTHER OPERATING EXPENSES</b>							
Printing & Duplicating	55.38	55.38	55.38	55.38	55.38	55.38	55.38
Associations/Membership Dues/Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff Recruitment/Development/Training/Conferences	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Indirect Costs	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL OTHER OPERATING EXPENSES:</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>
<b>8. FIXED ASSETS</b>							
(Itemize if over \$5,000)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leasehold Improvements							0.00
Fixtures	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	96.15	96.15	96.15	96.15	96.15	96.15	96.15
Other: (list)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FIXED ASSETS:</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>
<b>GRAND TOTAL UNIT EXPENDITURES:</b>	<b>34,262.65</b>	<b>34,446.89</b>	<b>34,492.95</b>	<b>34,539.01</b>	<b>34,032.35</b>	<b>33,986.29</b>	<b>33,891.14</b>

*Citing State Regulations: The State requires that we include this regulatory language:*  
 "No more than 10% of the funds allocated in the Total Aging Block Grant may be budgeted and expended in the AAA Administration cost center. "

AAAs must adhere to the requirements of APD #05-01-10, "Indirect Cost Policy for Department of Aging Contracts."  
 This directive states the maximum indirect costs for direct service contracts with public or private providers shall be the actual indirect costs or 2% of the agency's total direct service costs, whichever is lower.  
 Indirect Costs are only reported in the AAA's Administrative cost center."

Food providers may be paid up to 5% over the base congregate/Home Delivered Meal price for each ACDHS/AAA pre-approved modified diet as funding allows.





<b>TOTAL CONTRACTED SERVICES:</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>
<b>4. OCCUPANCY</b>							
Utilities/Rent/Maintenance/Insurance 50% of the building	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23
Other							0.00
<b>TOTAL OCCUPANCY:</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>
<b>5. SUPPLIES and MINOR EQUIPMENT</b>							
Program/Office Supplies	95.00	95.00	95.00	95.00	95.00	95.00	95.00
Computer Equipment/Software/Repair/Leased	375.00	375.00	375.00	375.00	375.00	375.00	375.00
Raw Food Product	17,272.50	17,456.74	17,502.80	17,548.86	17,042.20	16,996.14	16,996.14
Other	2,303.00	2,303.00	2,303.00	2,303.00	2,303.00	2,303.00	2,303.00
<b>TOTAL SUPPLIES and MINOR EQUIPMENT:</b>	<b>20,045.50</b>	<b>20,229.74</b>	<b>20,275.80</b>	<b>20,321.86</b>	<b>19,815.20</b>	<b>19,769.14</b>	<b>19,769.14</b>
<b>6. TRANSPORTATION</b>							
Travel, Local:							0.00
miles @ \$ 0.625 /mile							
Motor Vehicle Maintenance/Insurance/Operating Costs	269.23	269.23	269.23	269.23	269.23	269.23	269.23
Fuel	240	240	240	240	240	240	240
Other							0.00
<b>TOTAL TRANSPORTATION:</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>	<b>509.23</b>
<b>7. OTHER OPERATING EXPENSES</b>							
Printing & Duplicating	55.38	55.38	55.38	55.38	55.38	55.38	55.38
Associations/Membership Dues/Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff Recruitment/Development/Training/Conferences	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Indirect Costs	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL OTHER OPERATING EXPENSES:</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>
<b>8. FIXED ASSETS</b>							
(Itemize if over \$5,000)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leasehold Improvements							0.00
Fixtures	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	96.15	96.15	96.15	96.15	96.15	96.15	96.15
Other: (list)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FIXED ASSETS:</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>
<b>GRAND TOTAL EXPENDITURES:</b>	<b>34,262.65</b>	<b>34,446.89</b>	<b>34,492.95</b>	<b>34,539.01</b>	<b>34,032.35</b>	<b>33,890.14</b>	<b>33,891.14</b>

*Citing State Regulations: The State requires that we include this regulatory language.*

"No more than 10% of the funds allocated in the Total Aging Block Grant may be budgeted and expended in the AAA Administration cost center. "

AAAs must adhere to the requirements of APD #05-01-10, "Indirect Cost Policy for Department of Aging Contracts."

This directive states the maximum indirect costs for direct service contracts with public or private providers shall be the actual indirect costs or 2% of the agency's total direct service costs, whichever is lower. Indirect Costs are only reported in the AAA's Administrative cost center."

Food providers may be paid up to 5% over the base congregate/Home-Delivered Meal price for each ACDHS/AAA pre-approved modified diet as funding allows.

## Unit Cost summary sheet

Proposer:

Salem's Market & Grill

*Note: This sheet will populate automatically with the information you enter on the Cost Analysis tabs*

NORTH REGION		<b>Congregate</b>		<b>HDM</b>
Meals	\$	7.40	\$	7.40
Modified diet meals	\$	7.44	\$	7.44
Frozen Meals	\$	7.45	\$	7.45
Special Meals	\$	7.46	\$	7.46
Boxed Meals	\$	7.35	\$	7.35
Shelf-stable	\$	7.34	\$	7.32
Emergency Weather box	\$	7.32	\$	7.32



<b>4. OCCUPANCY</b>							
Utilities/Rent/Maintenance/Insurance 50% of the building	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23
Other							0.00
<b>TOTAL OCCUPANCY:</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>
<b>5. SUPPLIES and MINOR EQUIPMENT</b>							
Program/Office Supplies	95.00	95.00	95.00	95.00	95.00	95.00	95.00
Computer Equipment/Software/Repair/Leased	375.00	375.00	375.00	375.00	375.00	375.00	375.00
Raw Food Product	17,647.50	17,835.74	17,882.80	17,929.86	17,412.20	17,365.14	17,365.14
Other / Packaging	2,353.00	2,353.00	2,353.00	2,353.00	2,353.00	2,353.00	2,353.00
<b>TOTAL SUPPLIES and MINOR EQUIPMENT:</b>	<b>20,470.50</b>	<b>20,658.74</b>	<b>20,705.80</b>	<b>20,752.86</b>	<b>20,235.20</b>	<b>20,188.14</b>	<b>20,188.14</b>
<b>6. TRANSPORTATION</b>							
Travel, Local:							0.00
miles @ \$ 0.625 /mile							
Motor Vehicle Maintenance/Insurance/Operating Costs	269.23	269.23	269.23	269.23	269.23	269.23	269.23
Fuel	375	375	375	375	375	375	375
Other EOM Logistics Vendor Fee							0.00
<b>TOTAL TRANSPORTATION:</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>
<b>7. OTHER OPERATING EXPENSES</b>							
Printing & Duplicating	55.38	55.38	55.38	55.38	55.38	55.38	55.38
Associations/Membership Dues/Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff Recruitment/Development/Training/Conferences	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Indirect Costs	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL OTHER OPERATING EXPENSES:</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>
<b>8. FIXED ASSETS</b>							
(Itemize if over \$5,000)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leasehold Improvements							0.00
Fixtures	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	96.15	96.15	96.15	96.15	96.15	96.15	96.15
Other: (list)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FIXED ASSETS:</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>
<b>GRAND TOTAL UNIT EXPENDITURES:</b>	<b>34,822.65</b>	<b>35,010.89</b>	<b>35,057.95</b>	<b>35,105.01</b>	<b>34,587.35</b>	<b>34,540.29</b>	<b>34,445.14</b>

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 This directive states the maximum indirect costs for direct service contracts with public or private providers shall be the actual indirect costs or 2% of the agency's total direct service costs, whichever is lower.  
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Food providers may be paid up to 5% over the base congregate/Home Delivered Meal price for each ACDHS/AAA pre-approved modified diet as funding allows.



<b>TOTAL CONTRACTED SERVICES:</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>
<b>4. OCCUPANCY</b>							
Utilities/Rent/Maintenance/Insurance 50% of the building	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23
Other							0.00
<b>TOTAL OCCUPANCY:</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>
<b>5. SUPPLIES and MINOR EQUIPMENT</b>							
Program/Office Supplies	95.00	95.00	95.00	95.00	95.00	95.00	95.00
Computer Equipment/Software/Repair/Leased	375.00	375.00	375.00	375.00	375.00	375.00	375.00
Raw Food Product	17,647.50	17,835.74	17,882.80	17,929.86	17,412.20	17,365.14	17,365.14
Other	2,353.00	2,353.00	2,353.00	2,353.00	2,353.00	2,353.00	2,353.00
<b>TOTAL SUPPLIES and MINOR EQUIPMENT:</b>	<b>20,470.50</b>	<b>20,658.74</b>	<b>20,705.80</b>	<b>20,752.86</b>	<b>20,235.20</b>	<b>20,188.14</b>	<b>20,188.14</b>
<b>6. TRANSPORTATION</b>							
Travel, Local:							0.00
miles @ \$ 0.625 /mile							
Motor Vehicle Maintenance/Insurance/Operating Costs	269.23	269.23	269.23	269.23	269.23	269.23	269.23
Fuel	375	375	375	375	375	375	375
Other							0.00
<b>TOTAL TRANSPORTATION:</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>
<b>7. OTHER OPERATING EXPENSES</b>							
Printing & Duplicating	55.38	55.38	55.38	55.38	55.38	55.38	55.38
Associations/Membership Dues/Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff Recruitment/Development/Training/Conferences	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Indirect Costs	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL OTHER OPERATING EXPENSES:</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>
<b>8. FIXED ASSETS</b>							
(Itemize if over \$5,000)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leasehold Improvements							0.00
Fixtures	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	96.15	96.15	96.15	96.15	96.15	96.15	96.15
Other: (list)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FIXED ASSETS:</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>
<b>GRAND TOTAL EXPENDITURES:</b>	<b>34,822.65</b>	<b>35,010.89</b>	<b>35,057.95</b>	<b>35,105.01</b>	<b>34,587.35</b>	<b>34,444.14</b>	<b>34,445.14</b>

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Food providers may be paid up to 5% over the base congregate/Home-Delivered Meal price for each ACDHS/AAA pre-approved modified diet as funding allows.

## Unit Cost summary sheet

Proposer: Salem's Market & Grill

*Note: This sheet will populate automatically with the information you enter on the Cost Analysis tabs*

SOUTH REGION		<b>Congregate</b>		<b>HDM</b>
Meals	\$	7.40	\$	7.41
Modified diet meals	\$	7.44	\$	7.45
Frozen Meals	\$	7.45	\$	7.46
Special Meals	\$	7.46	\$	7.47
Boxed Meals	\$	7.35	\$	7.36
Shelf-stable	\$	7.34	\$	7.33
Emergency Weather box	\$	7.32	\$	7.32





<b>4. OCCUPANCY</b>							
Utilities/Rent/Maintenance/Insurance 50% of the building	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23
Other							0.00
<b>TOTAL OCCUPANCY:</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>
<b>5. SUPPLIES and MINOR EQUIPMENT</b>							
Program/Office Supplies	95.00	95.00	95.00	95.00	95.00	95.00	95.00
Computer Equipment/Software/Repair/Leased	375.00	375.00	375.00	375.00	375.00	375.00	375.00
Raw Food Product	17,655.00	17,843.32	17,890.40	17,937.48	17,419.60	17,372.52	17,372.52
Other / Packaging	2,354.00	2,354.00	2,354.00	2,354.00	2,354.00	2,354.00	2,354.00
<b>TOTAL SUPPLIES and MINOR EQUIPMENT:</b>	<b>20,479.00</b>	<b>20,667.32</b>	<b>20,714.40</b>	<b>20,761.48</b>	<b>20,243.60</b>	<b>20,196.52</b>	<b>20,196.52</b>
<b>6. TRANSPORTATION</b>							
Travel, Local:							0.00
miles @ \$ 0.625 /mile							
Motor Vehicle Maintenance/Insurance/Operating Costs	269.23	269.23	269.23	269.23	269.23	269.23	269.23
Fuel	375	375	375	375	375	375	375
Other EOM Logistics Vendor Fee							0.00
<b>TOTAL TRANSPORTATION:</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>	<b>644.23</b>
<b>7. OTHER OPERATING EXPENSES</b>							
Printing & Duplicating	55.38	55.38	55.38	55.38	55.38	55.38	55.38
Associations/Membership Dues/Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff Recruitment/Development/Training/Conferences	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Indirect Costs	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL OTHER OPERATING EXPENSES:</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>
<b>8. FIXED ASSETS</b>							
(Itemize if over \$5,000)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leasehold Improvements							0.00
Fixtures	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	96.15	96.15	96.15	96.15	96.15	96.15	96.15
Other: (list)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FIXED ASSETS:</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>
<b>GRAND TOTAL UNIT EXPENDITURES:</b>	<b>34,831.15</b>	<b>35,019.47</b>	<b>35,066.55</b>	<b>35,113.63</b>	<b>34,595.75</b>	<b>34,548.67</b>	<b>34,453.52</b>

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Food providers may be paid up to 5% over the base congregate/Home Delivered Meal price for each ACDHS/AAA pre-approved modified diet as funding allows.



<b>TOTAL CONTRACTED SERVICES:</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>
<b>4. OCCUPANCY</b>							
Utilities/Rent/Maintenance/Insurance 50% of the building	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23	1,569.23
Other							0.00
<b>TOTAL OCCUPANCY:</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>	<b>1,569.23</b>
<b>5. SUPPLIES and MINOR EQUIPMENT</b>							
Program/Office Supplies	95.00	95.00	95.00	95.00	95.00	95.00	95.00
Computer Equipment/Software/Repair/Leased	375.00	375.00	375.00	375.00	375.00	375.00	375.00
Raw Food Product	17,655.00	17,843.32	17,890.40	17,937.48	17,419.60	17,372.52	17,372.52
Other	2,354.00	2,354.00	2,354.00	2,354.00	2,354.00	2,354.00	2,354.00
<b>TOTAL SUPPLIES and MINOR EQUIPMENT:</b>	<b>20,479.00</b>	<b>20,667.32</b>	<b>20,714.40</b>	<b>20,761.48</b>	<b>20,243.60</b>	<b>20,196.52</b>	<b>20,196.52</b>
<b>6. TRANSPORTATION</b>							
Travel, Local:							0.00
miles @ \$ 0.625 /mile							
Motor Vehicle Maintenance/Insurance/Operating Costs	269.23	269.23	269.23	269.23	269.23	269.23	269.23
Fuel	423	423	423	423	423	423	375
Other							0.00
<b>TOTAL TRANSPORTATION:</b>	<b>692.23</b>	<b>692.23</b>	<b>692.23</b>	<b>692.23</b>	<b>692.23</b>	<b>692.23</b>	<b>644.23</b>
<b>7. OTHER OPERATING EXPENSES</b>							
Printing & Duplicating	55.38	55.38	55.38	55.38	55.38	55.38	55.38
Associations/Membership Dues/Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff Recruitment/Development/Training/Conferences	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Indirect Costs	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL OTHER OPERATING EXPENSES:</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>	<b>155.38</b>
<b>8. FIXED ASSETS</b>							
(Itemize if over \$5,000)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leasehold Improvements							0.00
Fixtures	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Furniture	96.15	96.15	96.15	96.15	96.15	96.15	96.15
Other: (list)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FIXED ASSETS:</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>	<b>96.15</b>
<b>GRAND TOTAL EXPENDITURES:</b>	<b>34,879.15</b>	<b>35,067.47</b>	<b>35,114.55</b>	<b>35,161.63</b>	<b>34,643.75</b>	<b>34,500.52</b>	<b>34,453.52</b>

*Citing State Regulations: The State requires that we include this regulatory language.*

"No more than 10% of the funds allocated in the Total Aging Block Grant may be budgeted and expended in the AAA Administration cost center. "

AAAs must adhere to the requirements of APD #05-01-10, "Indirect Cost Policy for Department of Aging Contracts."

This directive states the maximum indirect costs for direct service contracts with public or private providers shall be the actual indirect costs or 2% of the agency's total direct service costs, whichever is lower. Indirect Costs are only reported in the AAA's Administrative cost center."

Food providers may be paid up to 5% over the base congregate/Home-Delivered Meal price for each ACDHS/AAA pre-approved modified diet as funding allows.



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November 14, 2022

Abdullah Salem  
Salem's Market & Grill  
2923 Penn Ave.  
Pittsburgh, PA 15201

Dear Mr. Salem,

On behalf of Ebenezer Outreach Ministries (EOM), please accept this letter as a confirmation of our support for and participation in Salem's Market & Grill's proposal to provide Meals and Nutrition Services for Older Adults in Allegheny County.

Our team, and specifically our chef, has significant experience in menu planning and preparation specifically for the elderly population. We would like to extend our expertise to Salem's to assist with the Meals and Nutrition Services program.

In addition, our Workforce program creates career pathways that prepare low-income and out-of-work individuals for living wage, family-sustaining jobs. Through our current Culinary Arts/Hospitality and Cashier and Retail services programs, and our planned CDL Driver's Certification Workforce Program in partnership with CVS Health's Nationally recognized CDL Driver's Curriculum, our graduates are well trained and ready to work, providing an excellent resource for recruiting new employees.

Over the past two years we have shared in our combined efforts to eradicate food insecurity in the Hill District and surrounding areas, and we are in agreement that Meals and Nutrition Services for Older Adults is of serious concern. We look forward to continuing our partnership.

Best regards,

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Rev. Dr. Vincent K. Campbell  
President and CEO