



Central Connecticut State University

*Start with a Dream. Finish with a Future.*

**Purchasing Department**

**REQUEST FOR PROPOSAL 2016-32  
Dining Services Operations  
Addendum #16 Dated May 31, 2016**

**Contents of Addendum 16 –**

- 1. Notification of Student Employment**
  - 2. Note that all attachments submitted in excel format should be submitted electronically by email to Tom Brodeur [Brodeur@ccsu.edu](mailto:Brodeur@ccsu.edu) no earlier than 3:01 P.M on June 7, 2016 and no later than 10:00 A.M. on June 8, 2016.**
  - 3. Show a redlined version of Section 3 of the RFP referencing all the items changed by Addendum.**
1. Historically the Contractor has utilized approximately 100 – 125 student employees during the term of the contract. Current rates of pay for student employees in the residential dining facilities is \$14.41 per hour and in the Retail Locations \$10.73 per hour.
  2. The following attachments should be submitted to Tom Brodeur [Brodeur@ccsu.edu](mailto:Brodeur@ccsu.edu) electronically.
    - a. Attachment Y - Financial Template
    - b. Attachment EE – Retail Proposed Pricing
    - c. Attachment AA – Catering Pricing Response Template
  3. Redlined version of Section 3 of the RFP referencing all the items changed by Addendum

**Section 3. Proposal**

Proposers shall have sufficient experience, resources and qualified personnel to adequately perform the prescribed service. Proposers shall submit evidence of qualifications as requested in the solicitation.

If significant errors are found in the proposal, or if the proposal does not substantially conform to the requirements of the RFP, that proposal may be considered unresponsive and rejected.

Proposals submitted unsigned or after the due date and time shall be rejected.

The following requirements are presented as a minimum expectation for any Contractor's proposal to be considered and are to be addressed in the Contractor's response. If the proponent cannot meet or exceed these requirements, the University reserves the right to exclude their proposal from evaluation without further discourse or may enter into negotiations to mitigate any variances.

**3.1 Proposal Preparation:**

- a. Proposals shall be signed by an authorized representative of the Proposer. All information requested shall be submitted and failure to submit all information requested may result in your proposal being considered non-responsive and therefore, rejected.
- b. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on meeting all requirements and content clarity.
  - 1) Proposals shall be submitted following the sequence of the questions asked in section 3.3 and should be identified as a response to the specific question. All information which pertains to that question should be placed in that section. Each response shall be bound in one 3-ring binder with a tab for each section, (i.e., Section 3.3(1) Executive Summary) except for the financial proposal which shall be submitted in accordance with Section 3.3(2).
  - 2) All pages of the proposal should be numbered. CCSU requests that Proposers use the section numbers, letter and headings from the RFP. Proposals that are not organized by section number and question corresponding with each section separated by a tab, risk elimination if the evaluators are unable to find where the RFP requirements are specifically addressed.
  - 3) The proposals should contain a table of contents that identifies each section and page numbers.
- c. In the interest of supporting CCSU's initiative to reduce waste and extraneous use of natural resources, CCSU is requesting the following:
  - 1) All proposals should be submitted on two-sided recycled paper, where possible.
  - 2) Proposers should refrain from using excessive and unnecessary packaging when shipping or mailing their responses.

Any RFP response, subsequent submittals and resultant Contract are subject to Freedom of Information Act (FOIA) Connecticut General Statutes (CGS) Section 1-218. Ownership of all data, material and documentation originated and prepared for the University pursuant to the RFP shall belong exclusively to the University. Trade secrets or commercial or financial information given in confidence submitted by a Proposer shall not be subject to public disclosure, however, the Proposer must clearly identify on every page of its proposal the information that it considers confidential. In addition, a written notice must be provided that identifies the rationale for the confidentiality of the information and if the information is subsequently requested, the pages marked confidential will be handled in accordance with FOIA Statute.

**Labeling the entire contents of a proposal “confidential” is not acceptable and may result in rejection of the proposal.**

### **3.2 Proposer Presentation:**

As part of the evaluation process, the University reserves the right to request a formal presentation by any or all qualified Proposers and to visit locations for which the Contractor currently operates. The Purchasing Department shall schedule the presentations following committee review of the proposals. Proposers

should be prepared to discuss and substantiate all areas of their proposals. This is a fact finding and explanation session only and does not include negotiation.

The Proposer shall be responsible for all of its costs associated with its presentation.

### 3.3 Proposal

Respondents are to address each of the following sections separately and in the sequence provided below. The University requests the responses focus on realistic and attainable plans, programs and financials and how these will be of most direct benefit to the CCSU community. Proposers should be prepared to explain, support, and expand on any proffered plans, programs and financials.

It is the Proposer's responsibility to ensure that ALL INFORMATION REQUESTED BELOW IS INCLUDED WITH YOUR PROPOSAL and responded to IN THE SEQUENCE PROVIDED unless specifically identified.

#### 1. Executive Summary

Proposers shall include an executive summary of their proposal. The University requests this contain, at maximum, five (5) pages, with focus on the plan approach, program and financials and how these will be of the most direct benefit to the CCSU community.

#### 2. Financial Proposal

CCSU is interested in having your financial proposal meet and exceed the provisions listed below. We are a University in growth mode and are seeking aggressive financial partnership plans which are mutually beneficial to both the campus and our dining partner. [Complete Attachment Y Financial -Template, completing the template will satisfy all answers to the questions under this section.](#)

As previously noted, the University has used and anticipates the future use of tax exempt bond proceeds in its financing the capital costs of its dining facilities, and therefore the financing proposals must comply with "Safe Harbor" guidelines and other requirements contained in IRS Revenue Procedure 97-13, as modified by Revenue Procedure 2001-39. The University is interested in entering into a mutually beneficial Contract within the prescribed fixed fee guidelines. For your pricing proposal to be considered responsive, provide the following:

- a. Residential Meal Plans: The proposed residential daily rate as part of an Annual Fixed Fee include several options per day rates:

The Contractor should assume that the University's current model requested under Option #1 will be in place for the 2016/2017 Academic year, and that any alternate meal plan options, if selected, would not be implemented until the 2017/2018 Academic year unless mutually agreed upon by the parties.

Each Contractor will be required to complete a Pricing Proposal Template, which will be issued via addendum on or before May 12<sup>th</sup>. That template shall capture pricing on the following alternatives:

1. Option 1

The Proposer shall propose an all-access residential meal plan rate that assumes 100% of residential students are on the all-access residential meal plan, and the meal plan includes 20 bonus meals.

2. Option 2

The Proposer shall propose an all-access residential meal plan rate that assumes 100% of residential students are on the all-access residential meal plan, and that the 20 bonus meals are replaced with a commiserate flex fund component.

3. Option 3

- a. The proposer shall propose an all-access residential meal plan rate that assumes a percentage of the students are on the all-access residential meal plan, and that the 20 bonus meals are replaced with \$200 in flex funds, and it excludes a bonus meal component.
- b. The proposer shall propose a hybrid meal plan option which costs the same as the all-access plan contained in part A of Option #3. This alternative would be implemented in conjunction with the all-access option 3A. The hybrid meal plan option will have a combination of flex funds and meal swipes per week that has the same yield/override to the University as option 3A all-access residential meal plan and that the 20 bonus meals are replaced with \$200 in flex funds.

b. Financial proposal related to a commuter plan.

Specify in your proposal the proposed financial terms and conditions for a commuter plan. Bidders shall assume that the current plans and student pricing will be in place for Academic Year 2016/2017.

c. Financial proposal related to retail operations including concessions as part of an Annual Fixed Fee.

1. Proposed percentage of gross revenues, thresholds or financial structure for year 1 and year 2 including any proposed guarantees for each year of the Contract.
2. Proposed methodology for changes to this proposal for subsequent years. However, such proposal cannot exceed the annual December Consumer Price Index (CPI) meals away from home plus one percent.

Note: The actual prices for individual items are requested under section 3.3b, not as part of this section.

d. Financial proposal related to Catering operations as part of an Annual Fixed Fee.

1. Proposed percentage of gross revenues, thresholds or financial structure for year 1.
2. Proposed methodology for changes to this proposal for subsequent years. However, such proposal cannot exceed the annual December Consumer Price Index (CPI) meals away from home plus one percent.

3. Describe how your financial proposal would be impacted and any concerns related to, if the following language were to be implemented as part of this resultant contract:

Refreshments or prepared foods that do not exceed \$100 after tax, may be purchased from a third party provider for an on-campus event”.

Note: The actual prices for individual items are requested under section 3.3c, not as part of this section.

- e. Your proposal shall specifically identify for each year of the Contract, other financial terms, and components of your proposal including but not limited to:
  1. How much of a Contractor contribution will be made to the Major Renovation Fund for the initial Contract term of 4 years and 11 months, on or before 8/1/2016 and a second contribution on or before 7/1/2021 in advance of any applicable second term.
  2. For the initial term, identify how much of the Major Renovation Fund contribution is estimated to be associated with each of the following required projects:
    - a. Implement new branding and renovation to the Devils Den
    - b. New Eatery in the Southwest Corner of Memorial Hall and Patio area
    - c. New Retail space in the newly renovated Willard and DiLoreto Academic and Administrative Building
    - d. New Concessions area in our new Huang/Kaiser Recreation Center
  3. For each of these required projects, provide the assumptions that formed the basis of the funding/cost estimate. In addition, delineate between the estimated costs/funding costs associated with design versus construction.
  4. Identify any other specific project you are proposing to fund for either the first or second term of the contract.
  5. Provide confirmation of funding to support the Minor Renovation Fund at a minimum of at least \$200,000 per year for the life of the contract.
  6. Confirmation that the first \$100,000 per state fiscal year of the purchase, repair and replacement of University capital equipment and furnishings shall be funded by the Contractor. This capital equipment needed for the annotation of the 4 projects noted above.
  7. Funding for Scholarships
  8. Corporate Sponsorships
- f. Include a copy of the most recent audited financial statement.

### **3. Program and Operation**

#### **A. Draft Boiler Plate Contract Language:**

The University has attached Draft Boiler Plate Contract language which includes required terms, conditions, and operational requirements:

1. Identify any operational requirement, terms and/or conditions identified in the RFP, the RFP attachments or the Draft Boiler Plate Contract language, which your organization is unwilling or unable to agree to. In your response include your rationale.

**B. Resident Dining Plans:**

1. Proposers shall identify the percentage of forecasted participation in the resident dining program based on estimated number of students enrolled in meal plans for each of the first 5 years by state fiscal year.2. Propose recommendations related to incorporating Blue Chip Dollars, flex-funds and/or to go meals that would complement the residential dining plans, while utilizing retail space to its fullest.
2. Detail and explain anticipated staffing requirements for operating both resident dining buildings for year 1 of the contract. The proposed staffing shall provide a description of on-site management positions and responsibilities and delineates the staffing between buildings.
3. The new residential dining facility Hilltop Café opened in March, 2016 for the spring semester.
  - a. Describe your company's experience in operating 2 distinct all access residential dining locations.
  - b. Provide 3 instances where your organization operates 2 or more distinct dining facilities, identify a contact and phone number that the University can contact for a reference.
4. Provide menu/format samples for a two week resident dining program for both residential dining facilities
5. What are some unique service distinctions your company would make available to CCSU related to resident dining.

**C. Retail Dining Program:**

1. Proposers shall provide the following regarding each existing retail location.
  - a. What brands are assumed in your financial proposal for each of the following locations:
    1. Devils Den
    2. New Eatery in the Southwest Corner of Memorial Hall and Patio Area
    3. New Retail space in the newly renovated Willard and DiLoreto Academic and Administrative Building in 2018
  - b. The branding would be subject to the University's approval. Are there any other obstacles which would prevent the brands that are being proposed from being implemented?
  - c. Description of proposed program, and menus for your proposed brands including, if applicable, concept illustrations.

- d. The Contractor shall assume any costs associated with implementing the brand are solely at its expense. For each of the brands you have proposed identify the estimated costs associated with implementation.
- e. As previously noted in the procurement, the Contractor shall establish a major renovation fund to support the costs and timeline associated with design, construct/build out the following spaces
  1. Devils Den
  2. New Eatery in the Southwest Corner of Memorial Hall and Patio Area
  3. New Retail space in the newly renovated Willard and DiLoreto Academic and Administrative Building
  4. Concession area in our new Huang/Kaiser Recreational Center

If the Contractor desires to invest additional funds to support additional specific renovations, describe in detail the costs and rationale for the proposed development.

2. For each of the current and proposed retail locations:
  - a. What is the frequency of analysis and what criteria do you use to evaluate the success or failure of formats, menus or brands, and if necessary recommend changes?
  - b. For each franchise brand is there an estimated contract timeframe?
  - c. Are there any requirements for the University related to participation/utilization of a particular brand?
3. Provide All Bidders shall complete the proposed Attachment EE, Retail Proposed Pricing Template, as their response to this question. This will be your proposed pricing through June 30th 2017. It is presumed that the Contractor will need to offer similar food offerings to what is currently offered at the Devils Den based on how the kitchen is currently equipped until changes can be implemented, however, any additional offerings beyond what the template has included should be added and any offerings that the Contractor will not be offering should be identified as being discontinued.~~menu/format samples for all retail formats, with prices for each location.~~
4. Identify any service distinctions your company would make available to CCSU related to retail dining.

#### **D. Catering/Conference Program:**

1. Complete Attachment AA, which proposes pricing to be effective on August 1, 2016, excluding events which have been previously scheduled as noted in Boiler Plate Contract Section 5.6. The proposed pricing shall take into account the following:

<u>Served Events</u>	<u>Labor</u>	<u>China/Utensils</u>	<u>White Linen for Dining and Serving Tables</u>	<u>Clean-up of Location</u>	<u>Decorations - such as small votives/bud vase</u>	<u>Specialty Decoration Items - such as floral arrangements</u>	<u>Catering Locations without Kitchens</u>
<u>Served Meal</u>	<u>included in per meal price</u>	<u>included in per meal price</u>	<u>included in per meal price</u>	<u>Contractor</u>	<u>included in per meal price</u>	<u>additional charge may apply</u>	<u>additional charge may apply</u>
<u>Served Buffet</u>	<u>included in per meal price</u>	<u>included in per meal price</u>	<u>included in per meal price</u>	<u>Contractor</u>	<u>included in per meal price</u>	<u>additional charge may apply</u>	<u>additional charge may apply</u>
<b>NO FRILLS</b>	<u>Labor</u>	<u>Disposable Plates/Utensils</u>	<u>Clean-up of Location</u>	<u>Items that Need to be Returned to Vendor</u>	<u>Delivery Charge</u>		
<u>Customer Pick up</u>	<u>none</u>	<u>included in per meal price</u>	<u>Customer</u>	<u>Customer, if applicable</u>	<u>not applicable</u>		
<u>Delivery/set up</u>	<u>only delivery/cleaning requirements</u>	<u>included in per meal price</u>	<u>Contractor</u>	<u>Contractor</u>	<u>additional charge may apply</u>		

The Contract shall denote, any other additional charges that have not been reflected above, as well as any order minimums.

2. In preparing the pricing analysis, how did you ensure that the pricing would be competitive for purchasers?
3. What is the proposed plan to make catering marketable for both on and off campus groups?
4. How will you be transporting catering on campus?
5. Explain your ability to meet special requests for ethnic or cultural cuisines, theme dinners, etc.
  - a. What specialties can you provide in-house?
  - b. Are there specialties you know you can't provide in-house?
  - c. For those services that you are unable to provide, describe how you will contract with and work with local restaurants for special requests that cannot be met with internal resources?
6. CCSU requires the Catering Manager to be creative and innovative regarding service, space usage and menus and to be able to work closely with campus stakeholders and with campus reservation areas like the Student Center and Event Management.

- a. Confirm you will have a full-time dedicated Catering Manager for the CCSU Contract.
  - b. Provide the proposed Catering Manager resume, job description, and highlight the manager's capabilities in the areas mentioned. CCSU cautions Proposers that "ghost candidates", those who are not really viable, available candidates, are not to be included.
  - c. What type of corporate or regional support is provided to the Catering Manager?
  - d. Describe/demonstrate support, in terms of creativity and innovation cost effectiveness that your organization would provide. Ensure that your explanation touches upon student organizations in the planning and selection of menu items.
7. Describe/demonstrate experience in catering events and provide resumes for the rest of your proposed catering management team.
8. Demonstrate ability to provide concession-like services for special events such as the CCSU Car Show, Athletic Events and the Student Activities Club Fair.
9. Demonstrate ability to provide food trailers for special events (fried dough, snow-cones).
10. Demonstrate ability and willingness to serve as permittee for events where the University has approved alcohol services.
11. Identify the hallmarks of your catering service and your distinguishing service characteristics. Proposers shall provide plans for exciting, creative catering/conference approaches to service this important and lucrative set of services.

**D. Catering/Conference Program:**

- 1. ~~Provide a proposed Catering Development Plan for each year of the first 5 year term. Your response should at a minimum include:~~
  - a. ~~Projected sales for each of the first 5 years for the Contract.~~
- 2. ~~Describe proposed Portfolio of Catering and Conference Services, including the sample catering menus for each level, and prices for the first year of the Contract. The Contractor shall assume that any served meal includes cost applicable such as china, serving ware and utensils. In addition describe in detail any other add on cost associated with catering that would be changed, such as linen, floral arrangements.~~
- 3. ~~In preparing the pricing analysis, how did you ensure that the pricing would be competitive for \_\_\_\_\_ purchasers?~~
- 4. ~~What is the proposed plan to make catering more attractive for both on campus groups as well as off campus groups?~~
- 5. ~~Describe the service equipment (i.e. delivery vehicles, specialty catering equipment) you anticipate providing for catering.~~
- 6. ~~Explain your ability to meet special requests for ethnic or cultural cuisines, theme dinners, etc.~~
  - a. ~~Do you have the capability to provide in house?~~

- ~~b. Are you willing and able to contract with local restaurants for special requests that cannot be met with internal resources?~~
- ~~7. CCSU requires the Catering Manager to be creative and innovative regarding service, space usage and menus and to be able to work closely with campus stakeholders and with campus reservation areas like the Student Center and Event Management.
  - ~~a. Confirm you will have a full time dedicated Catering Manager for the CCSU Contract.~~
  - ~~b. Provide the proposed Catering Manager resume, job description, and highlight the manager's capabilities in the areas mentioned. CCSU cautions Proposers that "ghost candidates", those who are not really viable, available candidates, are not to be included.~~
  - ~~c. What type of corporate or regional support is provided to the Catering Manager?~~~~
- ~~8. Describe/demonstrate experience in catering events and provide resumes for the rest of your proposed catering management team.~~
- ~~9. Describe/demonstrate support, in terms of creativity and innovation and cost effectiveness that your organization would provide to student organizations in the planning and selection of food for student activity events.~~
- ~~10. Demonstrate ability to provide concession like services for special events such as the CCSU Car Show, Athletic Events and the Student Activities Club Fair.~~
- ~~11. Demonstrate ability to provide food trailers for special events (fried dough, snow cones).~~
- ~~12. Demonstrate ability and willingness to serve as permittee for events where the University has approved alcohol services.~~
- ~~13. Identify the hallmarks of your catering service and your distinguishing service characteristics. Proposers shall provide plans for exciting, creative catering/conference approaches to service this important and lucrative set of services.~~

**The following sections, unless specified, pertain to residential, catering, retail and summer dining.**

**E. Summer Food Service:**

1. Proposers shall make recommendations and proposals as to how CCSU can better serve its summer customers while minimizing costs, including overhead and operations costs. Proposers should be prepared to explain and justify any recommendations or proposals.

**F. Healthy Dining Options:**

1. What is your company policy on the use of GMO (genetically modified organism) foods and additives?
2. Describe your approach to educate and promote, and measure acceptance and satisfaction of, "healthy option" foods and how you would incorporate into standard menu choice.

**G. Allergens and Dietary Restrictions:**

1. How does your company address the protection of customers from allergens such as gluten, peanuts etc.?
2. How are foods clearly and properly labeled? What do you do to prevent cross-contamination?
3. How are allergen-free offerings presented at point-of-service?
4. How are students educated to be aware of these options for their meals?
5. The University requires that allergen free and dietary restriction is available in residential, catering and retail.
  - a. Provide examples that demonstrate how you will provide menu for residential, catering and retail to meet the needs of people with allergens and dietary restrictions.

#### **H. Religious, Cultural and Ethnic Foods:**

1. Provide proposed ways that these needs could be incorporated and addressed, either on a regular basis (i.e. kosher foods) or on a more limited basis (i.e. more fish options on Fridays during Lent, theme menus like Jamaican, Mexican, and Chinese).
2. Do you expect to be able to provide authentic ethnic offerings in-house? Do you expect to outsource some or most needs to local restaurants? Explain.

#### **I. Sustainability:**

1. Describe your ability and willingness to support procurement of food products from local and/or organic sources when able and practical that cannot be met with internal sources.
  - a. Provide specific examples of what your organization would be willing and able to do under the pricing you have proposed for this Contract.
  - b. Provide examples of local sourcing that your organization has completed. For those examples, describe the benefits, drawbacks and potential problems that were encountered.
2. Explain your ability and willingness to participate in campus based education efforts to promote awareness and understanding of sustainability as it relates to campus food services.
3. Provide a proposed plan to foster and use local composting programs for applicable food waste.
4. Provide a proposed plan to foster and participate in campus recycling.
5. Describe proposed plans to minimize waste.

6. Include any distinguishing service characteristics of your company's green/sustainability programs and policies.

**J. Annual Business Plan:**

1. Provide a list of the performance indicators that your organization uses to evaluate the performance of a food Contract? How does your organization use this information and what levels of management receive the information?
2. Provide a list of performance indicators that will be reported to the University and the proposed frequency for providing.
3. Describe how goals are established and success is measured.
4. Proposed Annual Business Plan Format with targeted growth, also to include sales, participation and customer count targets, cost management benchmarks.
5. Proposed financial and service benchmarks for CCSU Evaluation of performance.
6. Proposed plan to provide financial and program information to CCSU administration, monthly and quarterly.

**K— Cleaning, Maintenance and Sanitation:**

1. Provide a plan of what your company's cleaning, maintenance and sanitation practices for CCSU's kitchens, food preparation areas, serving areas, and dining areas will be given the Contractor's responsibilities in section 8 of the sample boilerplate contract, Attachment A. Please include the following information. If you outsource this service, please provide the company's name and their information for this section.
  - a. A description of your company's approach to cleaning, maintenance and sanitation.
  - b. Who from your company is responsible for overseeing the cleaning, maintenance and sanitation?
  - c. A description of your company's program used to train employees and in proper cleaning, maintenance and sanitation and the frequency of such program.
  - d. How will you fulfill the requirement of complying with cleaning and maintenance to ensure compliance with contractual, state, local and any applicable federal requirement?
  - e. Provide a sample daily and periodic cleaning schedule that complies with the daily and periodic cleaning, maintenance and sanitation requirements in section 8 of the sample boilerplate contract, Attachment A. Include your company's inspection and approval system to verify tasks are being done at prescribed frequency and done acceptably.
  - f. Cleaning and maintenance for each of the following locations:
    1. Memorial Hall: Kitchen, food preparation, serving, and dining areas
    2. Hilltop Café - Kitchen, food preparation, serving, and dining areas
    3. Nutmeg Room: Serving and seating area
    4. Student Center: Kitchen, food preparation, serving, and dining
    5. Jazzman's

6. Social Sciences Hall Retail Wall

7. Any new, proposed facilities

**Cleaning and Maintenance:**

~~Provide a plan for performing daily and periodic cleaning within the kitchen, food preparation and serving areas.~~

~~Does your company have a division that is responsible for cleaning your accounts as described above? If not, how will a qualified cleaning company be selected?~~

~~3. How will you fulfill the requirement of complying with cleaning and maintenance to ensure compliance with contractual, state, local and any applicable federal requirement?~~

~~Provide a cleaning schedule to include periodic cleaning of walls, ceilings and ceiling fixtures.~~

~~Please specify if it's your intention to use third party.~~

**L. Standards and Inspections: THIS SECTION INTENTIONALLY LEFT BLANK**

~~1. Describe the methodology your organization will use to ensure compliance with contractual requirement.~~

~~What standards do you use to evaluate your performance in this area?~~

~~What mechanism will you use to track that cleaning and maintenance has been completed at the prescribed frequency?~~

~~Does your organization perform any self-inspections or independent third party checks?~~

**M. Key Operational Areas of Responsibility and Operating Systems:**

CCSU assumes that any qualified proposer will offer the standard array of management systems to include: cash and audit controls, sanitation and safety, food handling safety, HACCP management, cleaning and maintenance, compliance with all relevant local, state, county and/or federal emergency preparedness programs.

1. Describe program, including specific systems, oversight and tracking mechanisms to ensure compliance with the Contract for each of the following areas of responsibility:

a. Cash controls/Audit System

b. Food inventory management

c. Safety and sanitation

d. Food handling safety

e. Hazard Analysis and Critical Control Points ("HACCP") Management

f. Compliance with all relevant local, state, county and/or federal emergency preparedness programs

g. Weekly/monthly reports to the University.

**Key Operational Areas of Responsibility and Operating Systems:**

CCSU assumes that any qualified proposer will offer the standard array of management systems to include: cash and audit controls, sanitation and safety, food handling safety, HACCP

~~management, cleaning and maintenance, compliance with all relevant local, state, county and/or federal emergency preparedness programs.~~

~~Describe program, including specific systems, oversight and tracking mechanisms to ensure compliance with the Contract for each of the following areas of responsibility:~~

~~Cash controls/Audit System~~

~~Food inventory management~~

~~Safety and sanitation~~

~~Food handling safety~~

~~Hazard Analysis and Critical Control Points (“HACCP”) Management~~

~~Cleaning and maintenance for each location~~

~~Memorial Hall: Resident dining serving and seating areas~~

~~Nutmeg Room: Serving and seating area~~

~~Student Center: Devil’s Den, serving and seating~~

~~Jazzman’s~~

~~Social Sciences Hall Retail Wall~~

~~Any new, proposed facilities~~

~~Compliance with all relevant local, state, country and/or federal emergency preparedness programs~~

~~Weekly/monthly reports to the University.~~

**N. Marketing/Website:**

1. Identify your proposal for development and maintenance of a dining service web site for CCSU.
2. Describe how your organization will market your residential, retail and catering services to the CCSU Community.
3. What national, regional or local support will be available from your organization in furtherance of marketing and advertising activities?
4. Provide examples that demonstrate your creativity in reaching out to students and student organizations. In addition, provide examples of types of events or meetings that your organization would participate in and/or host.

**O. Smallwares and Supplies Inventory Management:**

1. Identify your proposal for assumption of existing inventory and future proposed annual accountability and terms of ownership. Current smallwares, supplies and equipment inventories can be found in Appendix XII and Appendix XIII, respectively.

**P. Transition:**

1. A detailed transition plan will need to be developed and executed by the successful Contractor. The successful Contractor must state precise plans for each step in assuming control and describe its ability to commit the staff, personnel, and resources required to develop a responsive management structure. Submit a transition plan for this Contract,

which includes a description and explanation of all events leading up to the anticipated start of the new Contract August 20, 2016, and if applicable, after the effective date. The plan shall at a minimum include:

- a. Describe any transition activities your organization would need to undertake to implement this Contract and be fully operational on 8/20/16.
  - b. Detailed outline of transition process, staff and resources.
  - c. Describe process for items, such as facility keys, codes, inventory and food supplies.
  - d. Detailed plan for all facility changes recommended for FY 1, First Semester.
  - e. A statement of the Contractor's management philosophy must be included with full cooperation expected of the incumbent Contractor.
2. Contractors are required to explain in detail how they will successfully transition union employees with respect to the terms and conditions of their union contract while preserving the term of the Contractors contract to ensure the highest level of customer service.

**Q. Management Team, Organization and Corporate Support:**

1. Provide your onsite, regional and national table of organizations. Identify which regional administrator would be responsible for CCSU and the other contracts the region administrator is responsible for.
2. Provide resumes and job descriptions of all on-site management candidates (Note: CCSU cautions Proposers that "ghost candidates", those who are not really viable, available candidates, are not to be included. The resume shall at a minimum include:
  - Position
  - Name
  - Education
  - Years of Employment with Contractor
  - Level of Experience
  - Professional Training
  - Assignments under the current Contractor, noting size of each account, title, major responsibilities, and number of employees supervised
3. Describe all regional support functions. Proposers shall include the support services which require additional charges or fees at time of use.
4. Identify specifics of succession planning: Estimate length of service for key management roles at CCSU based on historical data and how change-over will be introduced.

**R. Diversity and Union Relations:**

1. Describe how your organization ensures that there is a diverse workforce.
  - a. Does your organization have a diversity plan? If so, provide copy or link to it.
  - b. How does your organization ensure compliance?
  - c. What are your complaint procedures regarding sexual harassment or discrimination?

- d. Provide the name, title and phone number for the individual in your organization for handling complaints.
2. Include company policies on Union Relations. Include your relationship and history with the existing union, and demonstrated ability to build solid work relationships with existing union staff.

**S. Training:**

1. Include a staff training and education plan for your employees, as well as the employees which are part of Unite Here Local 217.

**T. Experience and References:**

1. Bidder shall provide a list in any format that includes all contracts active from 7/1/2014 through 5/31/2016 your organization has with colleges and universities. The history shall include contracts that were effective for any period of this time, contracts awarded, contracts terminated, and contracts determined to be null and void including but not limited to any State of Connecticut universities and colleges are identified. For each contract, a contact person and phone number must be provided.

2. Has your organization ever been in default with a contract with the State of Connecticut? The University will issue an addendum related to experience and references.

**V. Violations and Criminal Actions:**

1. Identify any violations of State of Connecticut statutes and regulations relating to ethics during the past five (5) years, 5/1/2011 – 5/1/2016.
2. Disclose and describe any civil or criminal actions in which your company to which is currently responding to or to which it responded in the last two years, from 5/1/2014 – 5/1/2016.

**All other terms, conditions and specifications in the RFP remain the same.**

**End of Addendum #16**