

**Massachusetts College of Art and Design
MCPHS University
Wentworth Institute of Technology**

**Member Institutions of the Colleges of the Fenway consortium
Boston, Massachusetts**

Request for Proposal
Management of Campus Dining Services

Prepared and Issued by:
Colleges of the Fenway, Inc.
and
PETIT CONSULTING LLC

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Colleges of the Fenway

Request for Proposal – Management of Campus Dining Services

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**COLLEGES OF THE FENWAY
REQUEST FOR PROPOSAL
MANAGEMENT OF CAMPUS DINING SERVICES**

INTRODUCTION

This Request for Proposal (“RFP”), which includes all instruments and attachments hereto, is for the management of campus dining services at three member institutions of the Colleges of the Fenway consortium - Massachusetts College of Art and Design (“MassArt”), MCPHS University (“MCPHS”), and Wentworth Institute of Technology (“WIT”), all located on adjoining campuses in the Fenway/Longwood Medical Area of Boston, Massachusetts. The campuses include numerous academic, administrative, residential, and campus-life buildings and facilities. For purposes of this RFP, the three institutions, when being referenced as a group, are referred to as the Colleges of the Fenway (“COF” or “COF institutions”). References to the institutions singularly name each one as appropriate.

COF has retained Petit Consulting LLC (Petit Consulting), an independent foodservice consulting firm, to assist with the RFP process. Petit Consulting will confer closely and frequently with COF’s RFP committee throughout the process to ensure their close involvement and familiarity with all activities.

The objectives of COF and the criteria for selecting a foodservice operator are important for all proposing entities to understand and consider during proposal development. The following summarizes key factors for COF during this RFP process.

- This RFP seeks to establish a management contract at COF which will provide food and beverage services to students, faculty, staff, visitors, and prospective students, faculty, and staff, collectively “the customers”, wherein the quality and types of food, the manner of service, the hours of operation, the experience and resources of the provider, and economy of price to customers are primary considerations.
- The Operator will purchase, prepare, and serve food and beverage products on the campuses on such daily schedules specified by COF that best meet the needs of customers and the institutions.
- The Operator must perform to the satisfaction of COF and be subject to the supervision and oversight of COF’s Dining Services Management Group. Operators must astutely manage financial performance for all locations, providing transparent and regular reports to COF. The COF Dining Services Management Group will govern the allocation of revenues to each participating member institution.
- Preservation and protection of the environment and natural resources are very important goals and commitments of COF. The Operator, in its management of foodservices on the campuses, must meet or exceed all requirements and program goals for sustainability and resource conservation.
- The campuses’ dining programs should enhance the quality of the experience at the institutions – for students, faculty, administrators, staff and the entire campus community. Opportunities abound for activities involving food and drink to promote learning, socialization, personal growth, and the institutions themselves.
- The specifications in this RFP are intended to describe the range of needed foodservices on the campuses while inviting creativity and originality by the Operator. COF seeks a management entity that has a ***proven record of innovation and entrepreneurship in campus foodservice management***.
- COF wishes to engage a management contractor whereby a high degree of professionalism and high level of quality is applied to the delivery of foodservices within an economic structure that is desirable for the customer, the Operator, and COF.
- Professional management commensurate with the level of service desired by COF will be an important consideration when reviewing proposal responses. COF seeks proposals that reflect high levels of management capability, similar or relevant experiences, and a commitment to customer service.

Proposal Submissions

All proposals must meet the requirements specified in this RFP. The submission of a proposal shall be considered confirmation of the Proposer’s familiarity with, and agreement to comply with, the contents of this RFP.

**COLLEGES OF THE FENWAY – REQUEST FOR PROPOSAL
MANAGEMENT OF CAMPUS DINING SERVICES**

This RFP requires a complete response from the Proposer in the following categories:

- RFP Document Receipt Acknowledgment form
- Acknowledgment: Exchange of Confidential Information form
- Acknowledgment of Addenda form(s)
- Technical/Management Proposal describing the Proposer’s resources, proposed staffing, management plan and proposed operational program for COF.
- Financial Proposal addressing the complete proposed financial terms for the contract.

Proposals will be evaluated on the information submitted in response to the RFP requirements. A short list of finalists will be chosen according to COF’s evaluation of proposals received.

Proposers are asked to consider the following:

1. All persons representing or associated with Proposers receiving this RFP are prohibited from copying, distributing, or sharing this RFP or any portion hereof or any information contained herein that is not otherwise public knowledge, with any other party (other than officers, directors, or employees of the same organization) without the express written consent of COF. All persons are instructed to return any and all copies of this RFP document upon request of COF, or if the person or party does not submit a proposal in response to this RFP.
2. Proposers may modify or withdraw their proposal, without penalty or prejudice, at any time prior to the date and time set forth as the deadline for proposal submissions. If a proposal is to be modified after submittal, then Proposer shall so notify COF in writing and shall withdraw the previous proposal (including copies) and replace it (in its entirety, including copies) with a revised proposal.
3. COF makes no representations or warranties as to the accuracy and/or completeness of any of the information provided in this RFP, including without limitation any Appendix, addenda, or amendments hereto.
4. COF reserves the right to suspend, withdraw, or amend this RFP for any reason or for no reason.
5. COF reserves the right to reject, in its sole discretion, any proposal not submitted in conformance with this RFP and any amendments hereto, or to reject any and all proposals, in its sole discretion, for any reason or for no reason. COF further reserves the right to waive or decline to waive irregularities in any proposal when it determines that it is in COF’s best interest to do so.
6. There shall be no contact between Proposers and COF students, staff, faculty or representatives with respect to questions or issues pertaining to this RFP process, except as allowed by this RFP or by subsequent instruction to Proposers. All RFP process communications should be directed to Petit Consulting, reachable at:

Ray E. Petit
Petit Consulting LLC
182 Harbor House Drive
Osprey, FL 34229-9787
Ph: 301-300-5775

rpetit@petitconsultingllc.com

Information to Proposers

This is a Request for Proposal, not an order, and it does not represent a commitment to purchase any service. This document shall not be construed as a request or authorization to perform work at the expense of COF. Any work performed by a Proposer in connection with responding to this RFP and, if notified, negotiating a definitive management contract will be at the Proposer’s own discretion and expense.

The information in this document will enable the recipient to formulate a proposal to meet the requirements and expectations of COF, as expressed herein. The information in this RFP is accurate to the best of COF’s knowledge but is not guaranteed to be correct.

Chartwells currently manages dining services on the three COF campuses addressed by this RFP. Chartwells is invited to submit a proposal in response to this RFP.

I. BACKGROUND AND GENERAL INFORMATION

1.1 Definitions

For purposes of clarity during the RFP process, the following definitions will apply:

“Campuses”	The campuses comprising buildings and property of MassArt, MCPHS and WIT located in Boston, Massachusetts.
“Contract”	The written management agreement between Colleges of the Fenway, Inc. and the entity selected through this RFP process.
“Contract Administrator”	The individual representing the Owner, or COF, to whom the Operator will report over the term of the Contract. The institutions reserve the right to, at their discretion and from time to time, designate another Contract Administrator or additional Contract Administrators.
“COF”	The entity, also referred to herein as “institutions”, comprising MassArt, MCPHS and WIT, including the institutions’ officers, employees, representatives, grounds, buildings, facilities and academic, and campus-life programs.
“Fiscal Year”	COF’s fiscal year, sometimes abbreviated as FY, which extends from July 1 to June 30.
“Operator”	The management entity selected by COF from this RFP process.
“Owner”	Officers and representatives of the Board of Trustees of MassArt, MCPHS and WIT.
“Proposal Response”	Any proposal prepared and submitted in response to this RFP. “Proposal response”, “offer”, “bid”, and “proposal”, for purposes of this RFP, are synonymous and interchangeable.
“Proposer”	Any company or organization that submits a management and financial proposal to COF in response to this RFP.

1.2 RFP Schedule

The table below identifies key dates that will be used throughout this RFP process. All Proposers will be informed if and when COF changes dates pertaining to the RFP process and the new Contract from what is shown.

Date (all 2021 dates)	Activity
Thursday, February 4	RFP distributed to prospective Proposers.
Tuesday, February 9	Pre-proposal conference and pre-recorded virtual tour of COF member institutions’ campuses and buildings in Boston, Massachusetts.*
Tuesday, February 16	Pre-arranged and scheduled in-person tours of campuses.**
Thursday, February 18	Deadline for submittal of prospective Proposers’ questions.
Wednesday, February 24	COF’s responses to questions distributed to all prospective Proposers.
2:00 pm ET, Friday, March 5	Proposal Responses Due.
Week of May 3	Finalist interviews / presentations / Q&A sessions.*
Week of May 17	COF selection of contract awardee.
Week of May 24	COF announcement of Contract award.
Weeks of June 7, 14 or 21	Contract finalized or MOU signed by the parties.
Thursday, July 1	Commencement date under new management contract

* Will be conducted using video-conference technology.

** On-site tours will be offered in compliance with protocols related to COVID-19 being observed by the COF institutions and in accordance with City of Boston and Commonwealth of Massachusetts requirements.

Note: Any of the dates shown in the table above are subject to change at the discretion of the institutions.

1.3 Overview of Member Institutions of the Colleges of the Fenway

History and background

Founded in 1873, **MassArt** is the only freestanding public college of art and design in the United States. The College excels in the education of professional artists, designers, and art educators and is an integral contributor to the cultural and intellectual life and creative economy of the Greater Boston region, the Commonwealth of Massachusetts, and beyond. Located in Boston's hub of arts and culture along the Avenue of the Arts, MassArt enrolls nearly 2,000 students and offers a comprehensive range of undergraduate and graduate degrees in 22 disciplines, as well as youth and continuing education programs.

Founded in 1823, **MCPHS University** is the oldest institution of higher education in the city of Boston, and its pharmacy program is the second oldest in the United States. The main campus is located in Boston's Longwood Medical and Academic Area, and the University enjoys working affiliations with some of the world's finest health institutions. In this invigorating and stimulating environment, students have access to unsurpassed educational resources.

WIT is an independent, nationally ranked, coed, private institution founded in 1904. Wentworth's 15 bachelor's degree programs include architecture, computer science, design, engineering, environmental science, and management. Its comprehensive cooperative education program allows students to gain real-world professional experience in their field of study. WIT occupies a 35-acre urban campus near the Longwood Medical Campus in Boston.

Institutions' Mission Statements

MassArt

Massachusetts College of Art and Design (MassArt) is a public, independent institution that prepares artists, designers, and educators from diverse backgrounds to shape communities, economies, and cultures for the common good.

MassArt Values:

- We pursue a just, compassionate, and equitable learning environment.
- We cultivate rigorous creative practices by observing, questioning, making and remaking.
- We honor courage, honesty, mutual respect, and self-expression.
- We believe in the power of art and design to transform our world.

MassArt's Kennedy Dining Commons and Peet's Coffee shop are located on a bustling and vibrant section of Huntington Avenue at Longwood Ave. In February 2020, MassArt opened the MassArt Art Museum (MAAM) - Boston's newest, free contemporary art museum. MAAM is a venue unlike any other, offering professionally and imaginatively curated exhibitions featuring influential, emerging, and well-known artists from around the world. COVID-19 restrictions have impacted museum activities; however, there are many opportunities to leverage MassArt's unique location and (future) public attractions to capture additional retail food sales.

MassArt's Vision Statement for Dining Services

- Serve fresh, healthy and appetizing food.
- Provide outstanding products and services to achieve a high level of customer satisfaction.
- Clean, well-maintained and attractive facilities operated in compliance with food code requirements.
- Professional, efficient and valued service for internal and external customers.
- A departmental culture exemplifying civility, teamwork, collaboration, respect for diversity, and promotion of personal and professional growth.
- Fiscal decisions, controls and business processes that embody the ethical, responsible and efficient practices established by Student Affairs.
- Environmentally responsible decisions, methods and daily actions.
- Setting and following best practices in the collegiate foodservice marketplace.

MCPHS

Our Mission: MCPHS University prepares our graduates to advance health and serve communities worldwide through excellence, innovation and collaboration in teaching, practice, scholarship, and research.

Our Vision: MCPHS University is an innovator in health and professional education, preparing future generations of global leaders and promoting systems to improve the health of the public.

- **STUDENT SUCCESS:** Our graduates are prepared and professionally equipped to be successful in their chosen careers and in life.
- **STUDENT EXPERIENCE:** Our students are active participants in their learning, connected to community with a sense of belonging, and empowered to participate in creating an experience that meets their personal and professional goals.
- **FACULTY and STAFF SUCCESS:** Our faculty and staff are recognized as leaders in higher education, through their continued efforts to grow professionally and to collaborate as a community.
- **INFRASTRUCTURE and TECHNOLOGY:** MCPHS has intellectual, physical, and digital environments that invite engagement, advance learning, embrace innovation, promote collaboration, and support quality in all that we do.

Our Core Values

STUDENT-CENTERED: Keep the needs of students as a priority when making decisions. Develop a holistic approach to engage students as successful life-long learners.

RESPECT: Treat others as they would like to be treated. Seek out the best in others. Actively listen, encourage feedback, choose the best way and time to deliver meaningful information. Deal with conflicts quickly and directly. Assume positive intent of others.

DIVERSITY and INCLUSION: Through teaching, discovery, and advocacy, promote equity in access to quality health care. Foster a culture of inclusion and cultural competence among all students, faculty, staff, and other key stakeholders.

INTEGRITY and AUTHENTICITY: Seek truth. Be intellectually and interpersonally honest with others. Make ethical decisions.

INNOVATION: Embrace change and challenge the status quo. Find new and better ways to enhance education, inside and outside the classroom. Enhance work quality and address institutional needs. Continually improve and upgrade skills and abilities. Through education and example, develop our students to be innovative.

PERSONAL and PROFESSIONAL ACCOUNTABILITY: Be mission-focused. Honor and follow through on commitments and agreements made to others. Work collaboratively as a team member. Be reflective and transparent in communications with others. Always provide your best effort in work performance. Speak up when professional or ethical standards are being violated.

LEADERSHIP ACCOUNTABILITY: Provide resources to address priorities. Communicate in a transparent manner. Ensure transparency in decision-making. Make decisions using data. Create a safe-to-say environment. Foster and engage leadership at all levels. Maximize individual contributions.

WIT

At **Wentworth**, we offer the educational programs for which there is a strong labor market demand that enables us to produce graduates who consistently bring extraordinary value to their organizations and to the world. We walk the talk with hands-on learning, required cooperative education experiences and caring faculty.

Wentworth Strategic Focus Areas:

- Inclusive Excellence
- High-Value Learning

- Transformative Student Experience
- Next-Generation Partnerships.

1.4 Student Profile

Shown below is information describing the composition of each institution's student body that the Proposer should find useful in developing their proposal.

MassArt Student Population, fall 2020

- Enrollment
 - Undergraduates (BFA): FTE – 1,533 / Headcount – 1,635
 - Female – 73%
 - Male – 27%
 - Graduate students: FTE – 102 / Headcount – 115
 - Non-degree / Certificates: FTE – 40 / Headcount – 144
 - Total enrollment: FTE – 1,675 / Headcount – 1,894
- Ethnic breakdown –
 - White – 62%
 - ALANA – 34%
 - Other – 4%
- Permanent residency
 - Massachusetts – 77%
 - Other New England states – 10%
 - U.S. outside New England – 13%
- Financial aid: Undergraduates – 91% / Graduate students – 73%

MCPHS Student Population, fall 2020

- Enrollment
 - Undergraduate-level: 3,300
 - Graduate-level: 955
 - Total: 4,255 (Full-time: 4,008; part-time: 247)
- Ethnic breakdown –
 - White – 34.0%
 - Asian – 20.8%
 - International – 18.1%
 - Black – 9.0%
 - Hispanic/Latino – 8.0%
 - Preferred not to disclose – 7.6%
 - Two or more races – 2.2%
 - American Indian/Alaskan Native – 0.1%
 - Native Hawaiian / Other Pacific Islander – 0.05%
- Gender Breakdown
 - Female – 3,075 (72.3%)
 - Male – 1,180 (27.7%)
- Permanent residency
 - Massachusetts – 2,330 (54.8%)
 - Other New England states – 460 (10.8%)
 - U.S. outside New England – 693 (16.3%)
 - Outside the U.S. – 772 (18.1%)
 - Total – 4,255
- Financial aid: Of all Degree-Seeking students – 93.56%

WIT Student Population, fall 2020

- Enrollment
 - Undergraduates – 4,307
 - Men – 3,373 (78.3%)
 - Women – 935 (21.7%)
 - Graduate students – 146
- Ethnic breakdown –
 - White – 61.1%
 - Hispanic / Latino – 10.9%
 - Asian – 7.05%
 - Black or African American – 4.11%
 - Two or more races – 2.11%
 - American Indian / Alaska Native – .09%
 - Native Hawaiian / Other Pacific Islander – .04%
 - Preferred not to disclose – 14.6%
- Financial grant aid to undergraduates – 84%

The institutions anticipate no material growth or change in student enrollment over the contract period addressed in this RFP.

Student residents in campus housing

	<u>Fall 2019</u>	<u>Fall 2020</u>
MassArt	811	408
MCPHS	760	393
WIT	2,093	1,109
Totals	3,664	1,910

Campus Master Planning

Over time, new campus facilities have been constructed and existing facilities significantly renovated to best serve the campus communities of the three institutions. The most recent significant projects completed include:

- MCPHS University – Griffin Building, 670 Huntington Avenue – Completed 2009

The Colleges of the Fenway consortium was founded 25 years ago. The three members identified in this RFP have a long history of working together and sharing space, staffing, and other services. The institutions will be conducting coordinated space planning activities throughout 2021, which will include working with the selected Operator to expand dining options for students.

Planning documents for the COF institutions may be found online via the links below:

<https://issuu.com/massart/docs/massartstrategicplan2023>

<https://wit.edu/about/strategic-plan>

https://issuu.com/mcphspublications/docs/strategic_plan_2018_2023_single?e=4702537/63120403

1.5 Projected Annual Operating Schedule

The COF institutions' calendars for the current academic year (2020/21) represent the operating year. Proposers should plan for during each year of the Dining Services Contract.

[Academic Calendar | MassArt](#)

[Registrar's Office | MCPHS](#)

[Academic Calendar | WIT](#)

Summer Meal Service Requirements

Full-time COF staff and administrators are on the campuses during summers unless their positions involve assignments off-campus. This applies particularly to WIT when that institution's summer trimester is operating and students are on campus. COF staff use the campuses' foodservices during summer periods. It is also customary, in non-COVID times, that COF hosts conferences, seminars and camps during the summer, some involving overnight stays in COF housing.

Early Arrivals – Fall Semester

Two weeks prior to the start of classes (in fall 2020) – Three meals per day at Beatty Cafe dining center and MassArt dining commons for WIT's approximately 100-200 student-athletes, Residence Life staff, and other student leaders. MCPHS and MassArt typically open early to approximately 50 Res Life staff and student leaders (each) prior to the start of the fall semester.

Campus Catering

Will be required from the Operator over the entire calendar year. Student-activities catering orders of less than \$500 may use other off-campus food service providers with approval from department supervisors.

1.6 Wage and Benefit Scale

The institutions require Operator to pay its full-time and part-time non-exempt hourly staff at levels comparable to pay scales used for foodservice employees at similar institutions in Massachusetts and New England. The Operator must pay their non-management employees total compensation that is comparable to the total compensation – defined as wages, benefits and paid time off – received by employees performing similar work at comparable institutions in this geographic region.

1.7 Responsibilities of the Parties

The institutions and Operator will have significant responsibilities pertaining to campus dining services over the term of the Contract. This section highlights key responsibilities but not all that will be assumed by the parties.

Prior to Operator's Assumption of Management Responsibility

During the period preceding operational start-up under the Contract, there will be numerous activities required of the Operator and COF. (*Note: If the Operator selected through this RFP process is the incumbent, a different list of Operator and COF responsibilities will apply.*)

Operator Develop a management coverage plan and staffing plan. Prepare for staff orientation, training and assignment of schedules.

With respect to employees that it intends to place on COF's campuses, Operator shall, at its expense, comply with its own pre-employment screening and employment background check policy, including ensuring that pre-employment screening and/or employment background checks are conducted on all personnel who are expected to come onto COF's premises to perform services, consistent with the duties and responsibilities associated with such individuals' positions, locations of work and other factors. Background checks shall consist of a state and county criminal history background check. Operator will have exclusive responsibility for I-9 compliance and will ensure employees are trained and aware of its policies regarding maintaining a non-threatening work place including in preventing harassment and discrimination.

Operator shall observe all City of Boston, Massachusetts, and federal requirements for COVID-19 testing and compliance protocols for its employees working on the Campuses, as well as for all company staff, contractors, and subcontractors visiting the Campuses for any reason.

Identify and arrange for introductory meetings of the Operator's key on-site management team with select COF personnel. At a minimum, these individuals should include the General Manager (or Director), Director of Catering, and Executive Chef(s).

Coordinate with COF on a physical inventory of existing small wares used by Dining Services in order to determine what additional or different wares are required, if any, beyond the inventory Operator will have access to when it assumes management of the Dining Services operations.

Detail and fully develop, if applicable, recommendations for equipment and/or facility changes described in Proposer's proposal response to this RFP, as accepted by and agreed to by COF during negotiation of the Contract terms. Identify additions, replacements, or changes needed in equipment, furniture, signage, small wares, and technology. Itemize recommendations, identify approximate cost, estimate acquisition or implementation time, and prioritize in a summary plan and submit to COF for review. The recommendations and planning materials described above must be completed by Operator and accepted by COF by July 1, 2021.

Operator is required to provide their own Internet connectivity and support infrastructure. Currently, COF provides a network connection/pathway to MassArt basement where current operator has equipment. COF does not provide internet access.

Develop and prepare materials describing a comprehensive catering program for COF, including hard copy and Web-based materials. Include sample menus, student catering menu guide, pricing, and descriptions of special catering features and services. Operator is required to offer catering menus at two distinct price/rate levels – one for the COF community and another for external client groups that organize events to be held on COF property.

With the assistance of the COF institutions' President's offices, special event and conference coordinators, and other relevant offices, identify short-, mid-, and long-term catering events that are scheduled. Develop an acquaintance and familiarity with COF departments and user groups and their catering requirements, given the institutions' demanding expectations of the Operator to respond quickly, capably, and professionally, often with minimal advance notice.

Secure and maintain insurance that meets COF's requirements, naming COF, as an additional insured. (COF will identify types and limits of required coverages subsequent to issuance of this RFP.)

Arrange for a certified liquor manager to be present when catered events or retail operations include the sale and/or service of alcoholic beverages. Liquor license is to be obtained by the Operator (or off-premise caterer if one has been chosen by the institutions for certain events), not by COF. The liquor license held by the current contractor will be transferred to the successor contractor if COF changes foodservice providers.

Secure all necessary licenses and permits for the preparation, handling, service, and sale of prepared foods.

Gain familiarity with the institutions' policies, procedures and initiatives on sustainability, resource conservation, and waste management. Ensure that the Operator's buying practices and operations conform to those standards.

COF Assist Operator in identifying foodservice-related equipment owned by COF to which Operator has full access to carry out its responsibilities under the Contract. Coordinate with Operator on a physical inventory of small wares and determination of what new or different wares, if any, will be needed for Operator to perform its duties.

Coordinate with Operator on proposed changes, additions, or replacements to facilities and equipment.

COF owns all existing foodservice equipment and the COF institutions are currently responsible for preventive maintenance and replacement. During the term of the Contract, the institutions will use their Facilities Management departments and various local vendors for repairs and

maintenance of building systems and infrastructure. R&M for fixed and permanent foodservice equipment will be the responsibility of Operator.

Assist Operator in coordination and communication with catering customers who have upcoming scheduled events on the campuses.

Following Operational Start-up

Upon formal assumption of day-to-day management by the Operator, key responsibilities of the parties include the following.

Operator Procure needed non-disposable small wares and operating equipment (glassware, china, flatware, serving and kitchen utensils, and catering wares) to supplement inventory of these items provided by COF.

The Operator must have the ability to serve kosher and Halal meals to students if requested.

In coordination with COF, provide janitorial services in the dining facilities as specified by COF. This includes all foodservice spaces, either those occupied by the Operator's staff in carrying out their responsibilities on the campuses or those spaces used by customers of Dining Services, such as seating and customer queuing and circulation areas.

Provide daily cleaning and sanitation of all foodservice areas managed or occupied by the Operator, including:

- Receiving and loading docks dedicated to foodservices
- Service corridors dedicated to foodservices
- Food and beverage storage areas
- Dining staff locker, changing, and toilet facilities
- Office space(s) dedicated to the Operator
- Kitchens
- Serving area equipment and spaces
- Foodservice dining/seating areas

Daily duties shall include, but not be limited to, wiping and cleaning tables and chairs in dining and seating areas before, during, and after service hours; removing trash from receptacles; sweeping, vacuuming and mopping of floors; and periodic after-hours cleaning of contracted kitchen and serving.

Provide periodic heavy cleaning of the foodservice facilities, including walls, ceilings, light fixtures, windows, window coverings and floors. Comply with all CDC and OSHA guidance on sanitation and cleaning protocols.

Incur as costs of operation over the term of the Contract* the following utility and service expenses:

- Electricity
- Natural gas
- Water
- High speed Internet access
- Light bulb replacement
- Collection and removal from the premises of recyclable materials placed in designated containers in the campus dining facilities.
- Removal from designated locations in the campus dining facilities compostable waste collected by Operator.
- Grease trap maintenance
- Through a contracted third-party service, periodic cleaning of grease exhaust ventilation hoods in the foodservice facilities.
- Pest control and extermination services within interior spaces occupied by the Operator.

* **Note:** The cost of utilities used in the campus foodservice facilities (electricity, natural gas, water) will be Operator's financial responsibility in FY22 as separate, dedicated metering will be in place throughout the campus dining locations by the start of FY22.

Manage, through internal company resources or third-party vendors, all repairs and maintenance for permanent and fixed foodservice equipment on the COF institutions' campuses. Pay for these services as costs of operation.

Identify foodservice equipment replacements or additions that, in Operator's opinion, are necessary to maintain or improve operational efficiency and excellent customer service. Make recommendations to COF on such replacements or additions, with justification, cost estimates, and proposed timing.

Implement and administer personnel training programs and supervision practices that comply with COF's and federal workplace standards for equal employment opportunity, employee conduct and harassment. Operator must abide by all policies pertaining to campus code of conduct for community members.

Maintain a Dining Services Web site that is informative, up-to-date, and accurate. Include on the site information on:

- Menus for all service locations (including nutrition information)
- Accommodation of food allergies and dietary restrictions at all foodservice venues
- Operating hours for all units
- Information on mobile ordering and payment options
- Catering
- Special events and promotions
- Operator's on-campus management team
- Operator's nutritionist or Registered Dietitian who provides advice/counsel on diet and foods

Calculate meal plan enrollment weekly for each COF institution and report to COF.

Submit invoices at the end of each month to COF for catering services provided on the Campuses during the month just ended.

Provide, on a schedule determined by COF, timely and accurate reports on operating revenues and expenses incurred by the Operator. These reports should be complete financial statements for the COF account. The reports should consist of a separate report for each location managed by the Operator as well as a summary "rollup" or consolidated report that shows results for all COF locations and revenue centers.. Operator must respond in a timely basis – within two to three business days – to any unscheduled requests by COF for data and information regarding Dining Services.

Work cooperatively with COF, project architects and other design team members during planning and design for any dining facility renovations/expansions or new construction of foodservice facilities on the campuses. COF will take all steps to communicate fully and in advance with the Operator on renovation or construction issues that affect the spaces in which they operate, thus enabling the Operator to schedule its staff, anticipate changes in business volumes and patterns, and soundly manage its business until renovations or new construction are completed.

Arrange and assume the cost of recycling, composting, and trash collection and removal from designated building locations that support foodservices managed by Operator. Trash will include all dry and wet food trash, paper, and general non-food trash.

COF Allow, at no cost to the Operator, their access to and use of food storage, preparation, cooking and serving facilities on the campuses that contain an inventory of foodservice equipment and operating small wares adequate to meet customer demand.

Allow the Operator, and at certain times their suppliers and vendors, adequate ingress and egress to facilities and spaces on the campuses needed by the Operator and their suppliers to perform their services, including exterior service drives and pathways, building receiving docks, and interior building corridors, elevators, and stairways.

Maintain frequent, clear, and ample communication with the Operator on expectations of the COF community, particularly pertaining to students' day-to-day needs and to on-campus catering requirements.

Coordinate closely with the Operator on catering event bookings, room/space assignments, use of outside rental sources, and catering menus and guides needed by event planners.

Provide, at no cost to Operator, the following utilities and services:

- Sewer
- Heat/air conditioning
- Telephone landline service

COF will purchase, following COF's approval of orders made by Operator for such items, all manner of furniture, fixtures and equipment needed by Operator to carry out its responsibilities under the Contract, with the exception of food, drinks and consumable supplies that are purchased by Operator. COF's purchase of non-food and drink items is conducted in keeping with the institutions' tax-exempt status.

Provide and maintain building infrastructure and systems, including mechanical, electrical, plumbing, and HVAC.

Maintain a service contract for the fire suppression systems in the campuses' foodservice facilities.

1.8 Furniture, Fixtures, Equipment and Technology

COF will provide the Operator for their exclusive use foodservice facilities and equipment, as they exist at Contract commencement. This includes all major, fixed foodservice equipment, kitchen utensils, fixtures, and furnishings in all customer service and seating areas. COF provides furniture for customer dining areas on Campuses.

The Operator will provide the required point-of-sale system, secure credit card processing, and will accept Apple Pay, Google Pay, and Fenway Cash (Campus Cash) as forms of payment for retail sales. The Operator will be responsible for offering mobile ordering options to the campus community.

When catered events require equipment, service wares, tables, chairs, risers, podiums, mobile bars and other items that exceed the "par inventory" of such items provided by COF to Operator, the Operator, in collaboration with COF's host departments (which are conducting the events), will be responsible for arranging for additional furniture and catering equipment to meet the events' requirements. Rental charges will apply when additional furniture and catering equipment are secured through off-campus rental sources. The costs associated with equipment rentals, if incurred by the Operator, will be included in catering event billings submitted to COF.

Operator will monitor the need for small wares, utensils, kitchen and catering wares, and other forms of operating equipment to meet the day-to-day demands of the COF communities. Whenever the inventory of these items provided for the Operator's use at the start of the Contract term, or any time afterwards, is inadequate or inappropriate to deliver excellent service to the Campuses, Operator shall be responsible for purchasing at Operator's expense the required small wares and operating equipment.

1.9 Contract Terms and Parameters

COF and Operator selected from this RFP process will negotiate on the financial terms of the Contract. COF expects Operator to manage the campus foodservices addressed in this RFP on a

Profit and Loss basis, whereby Operator assumes all responsibility for operating surpluses or shortages related to its management of COF Dining Services.

The institutions will invite offers from Proposers to make capital investment in the Dining Services program and its facilities. COF will consider offers of such capital contributions in the evaluation of proposals, as they would be an advantage to the institutions and the campus communities. Financial terms of the Contract will reflect the Operator's infusion of capital for foodservice equipment purchases or facility installation or renovations, whenever that occurs during the term of the Contract.

The Contract resulting from this RFP, commencing on or about July 1, 2021, will have a base term of ten (10) years and an end date of June 30, 2031. At the sole discretion of COF, the Contract may be extended for two (2) successive three-year terms. Such extension of the Contract will require mutual acceptance by both parties of Contract terms, including financial terms, which may differ from terms that apply for the base Contract period. Contract will allow for readjustment opportunities for COF and the Operator to update meal plan options.

The Contract may be terminated without cause or otherwise for Owner's convenience on at least sixty (60) days' prior written notice to Operator.

COF will require the Operator to exercise the highest levels of management skill in controlling and monitoring the cost of foodservice operations on the Campuses, while assuring excellent customer service and product quality. Detailed and complete records of all revenues and operating expenses incurred in the interest of the foodservice operations on the Campuses will be required of the Operator. A full set of operating statements (by individual foodservice unit and consolidated) is required for Operator's foodservice enterprise at COF following the end of each calendar month.

The Operator will not be permitted to use COF's foodservice facilities on the Campuses to support non-COF related off-campus catering or other forms of foodservices off campus for which the Operator has management responsibility. Support of such off-premise catering and operations may compromise services the Operator provides to the COF community and its visitors. Additionally, COF will not absorb the cost of utilities, janitorial services, and building maintenance associated with Operator's off-campus catering and foodservice activities.

COF will reserve the right to review and approve, prior to implementation, all menu prices for catering and retail dining outlets on the Campuses.

Management Exclusivity

COF will grant to Operator the exclusive privilege of managing COF's campus dining services, including the residential meal-plan dining program, retail foodservice outlets, the on-campus convenience store, and catering (on a 'first right of refusal' basis), *with the exception of* a) machine vending (snacks and cold drinks), which will continue to be managed by other third parties, b) select retail foodservice venues operated by outside parties as may exist on the Campuses in the future and c) dining services for students assigned to Emmanuel College's new residence hall. Operator's management responsibilities will not constitute absolute exclusivity to manage all food and beverage services and facilities on the Campuses. COF or its representatives will consider exceptions on a case-by-case basis.

With regard to campus catering, the Operator will have 'first right of refusal' to serve all catered events on the Campuses. The following describes occasions when the COF institutions' departments, individuals or organizations may engage off-premise caterers for an event:

- The Operator declines an invitation by a COF institution department or entity to submit a price quote to cater an on-campus event.
- The Operator's price quote exceeds by 15% or more a competitive quote from an off-campus caterer.
- Other needs and occasions that may involve use of off-premise caterers will be addressed by COF on a case-by-case basis.

II. DESCRIPTION OF CAMPUS FOOD AND BEVERAGE OPERATIONS

2.1 Goals and Priorities

Food and beverage services on the COF Campuses are provided to meet the needs of students, faculty members, administrators, staff, and visitors to the institutions. This section describes the institutions' goals and priorities for their campus dining operations.

Goals for Dining Services

Proposers responding to this RFP must understand COF's intention to identify a strategic partner with whom the institutions can associate over the next ten (10) years or more on all matters pertaining to successful and popular dining programs for each of the three institutions.

To succeed at COF, the Operator must be nimble and able to respond quickly to student, faculty, and staff requests, produce imaginative and creative menus, be knowledgeable of food trends and nutrition, and attend closely to cost controls. A dining program is desired that delivers a complete range of high-quality meal-plan services, retail dining venues, as determined by COF and the Operator, access to an on-campus c-store, and campus catering services.

The most important *roles* for Dining Services at COF are:

- Enhance and contribute positively to the daily campus experiences of the COF community.
- Facilitate and promote the collegial interaction of students, faculty members, and staff.
- Represent the institutions in a positive manner that supports and enhances the institutions' i) market position, ii) enrollment and retention rates and iii) appeal to prospective students.
- Offer a variety of menu options that appeal broadly to the COF community, are competitively priced, are offered at convenient locations and times, and represent high-quality, nutritious ingredients and preparation techniques.
- Provide catering services that meet customers' budgetary, menu, and service needs.

Priorities for Dining Services

Among the most important *priorities* for Dining Services and the Operator at COF are:

- ▶ High-quality food, with ample choices and availability of nutritious and healthful foods.
- ▶ Revenue optimization - Increase dining revenues on campus while not impacting negatively on the student experience.
- ▶ Generate income for the institutions.
- ▶ Cost of operations - A program delivered at a reasonable cost to the campus communities.
- ▶ Important operational factors include customer service, contract management, improved reporting of financial data by the Operator, and transparency in communications and reporting from the Operator.
- ▶ Leverage benefits of a multiple-school contract.
- ▶ Improve physical spaces' appearance, ambiance, and appeal for customers.
- ▶ Take initiative to bring fresh, creative and original ideas on campus dining to COF. The institutions expect the Operator to be proactive in introducing innovation and imagination to Dining Services that differs materially from an institutional foodservice atmosphere or environment.
- ▶ Provide students an excellent dining and visit experience every time they use the campus dining facilities.
- ▶ Professional, courteous, and prompt service in all dining operations at all times.
- ▶ Meet students' day-to-day needs for meals, refreshments, and snacks while they are on campus.
- ▶ Residential dining centers (Dining Commons at MassArt and Beatty Cafe at WIT) that deliver innovative, creative, healthy, and flavorful foods.
- ▶ Availability, especially in the two dining centers, of authentically prepared international, cultural and diverse dishes.

- ▶ Provide students residing in campus housing with appealing meal options on weekdays and weekends throughout the academic year.
- ▶ Offer COF faculty and staff access to reasonably priced, healthy, and appealing food services during weekday lunch periods.
- ▶ Accommodate the wide range of food preferences of the campus communities by offering a variety of appealing and healthy foods that are properly handled, accurately labeled and safe to consume.
- ▶ Meet students’ special dietary needs dictated by medical conditions, religious beliefs, and food allergies. The Operator must be professionally aware and experienced with these circumstances and situations and have the knowledge, educational tools and resources to properly serve these specific student needs.
- ▶ Availability of high-quality food services over breaks in the academic calendar, though menu choices are limited during these periods.
- ▶ A wide range of catering options that, in all respects, satisfy customers’ needs.
- ▶ Maintenance of high standards in sanitation and cleaning practices.
- ▶ While COVID-19 conditions persist, practice food handling and delivery procedures, cleaning practices, and staff management measures that are in full compliance with prevailing City of Boston, Commonwealth of Massachusetts, and federal protocols and requirements.
- ▶ Observe and practice high standards for resource conservation and environmental protection through implementation and management of a comprehensive sustainability program.

The Operator selected through this RFP may be expected to provide, over the course of the contract term, critical input to COF and its planning and design teams on dining facility renovations, improvements, or new construction. COF expects high-level expertise from the Operator that is demonstrated through:

- Creativity and innovative thinking
- Extensive knowledge of campus dining operations and facilities
- Cost awareness
- Emphasis on operational efficiencies
- Understanding of the dining customer’s needs and expectations
- Market knowledge – locally and the broader collegiate dining marketplace
- Sensitivity to COF’s campus culture and each institution’s uniqueness
- An appreciation for constant swings in demand in dining facilities, which effect facility operations, staffing requirements, utility consumption, sanitation needs, and wear and tear on furnishings, finishes, equipment, and building systems.

2.2 Dining Facilities and Operations

Listed below are brief descriptions of the current dining operations and facilities at the COF institutions. These are subject to change according to decisions by COF or plans jointly developed by the institutions and the Operator.

Existing Dining Venues		
MassArt		
Unit name	Location	Operations type
Dining Commons	Kennedy Building, first floor.	Dining center with attended servery stations offering variety of hot entrees, made-to-order deli sandwiches, pizza, gluten-free items, salad bar, soups, snacks, pre-made grab ‘n go items, and hot/cold beverages. Menu selections are sold a la carte (by the item). Seating: pre-COVID – 500; under COVID conditions – 100.
Peet’s Coffee & Tea	Kennedy Building, first floor. Adjacent to Dining Commons servery.	Walk-up counter serving the full Peet’s coffee, tea and specialty drink menu, artisan sandwiches and salads, and fresh pastries. No dedicated seating; patrons may use Dining Commons seating.
Spoon Cafe	Tree House residential tower	Walk-up counter serving Asian noodle bowls and appetizers, sushi, desserts, distinctive drinks and teas. Small seating area off the service counter and in adjacent lobby seating area are available.

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MANAGEMENT OF CAMPUS DINING SERVICES**

Convenience Store	MassArt Artists' Residence building	Range of products available – snacks and sweets, grocery items, grab 'n go sandwiches and salads, hot and cold beverages, health and personal care items, and school supplies.
MCPHS		
Unit name	Location	Operations type
Crossroads Cafe	Fennel Building	Quick-service cafe with walk-up counter. Menu includes sandwiches and salads, fresh-made sushi, snack items, pastries, soups, cold drinks and coffees. No seating available in this facility, but in nearby adjacent indoor seating in the MCPHS Atrium and Student Lounge for approximately 100.
WIT		
Unit name	Location	Operations type
Leopard Cafe	Beatty Hall, 2 nd floor	Walk-up counter service. Menu offerings include <i>Sono's</i> Mexican fare, pastries, desserts, and <i>Starbucks We Proudly Brew</i> hot and cold drinks. Late-night breakfast menu Monday-Thursday, 8:00pm – 12:00 midnight. No dedicated seating; patrons may use Beatty Cafe seating area.
Beatty Cafe	Beatty Hall, 2 nd floor	Dining center with attended servery stations offering variety of hot entrees, deli sandwiches, pizza, grilled selections, allergen-free zone, salad and soup bar, pre-made grab 'n go items, and hot/cold beverages. Menu selections are sold a la carte (by the item). Seating: pre-COVID – 484; under COVID conditions – 104.

Proposers are encouraged to be creative and innovative in proposing changes or enhancements to what currently exists on the Campuses for consideration by COF.

RESIDENT DINING

MassArt Dining Commons, Kennedy Building @ Longwood and Huntington Avenues

- Multiple-station dining center serving meal-plan students (of the COF institutions) and others who pay at the door (COF students, staff, faculty, visitors and the public).
- Total seating capacity: Pre-COVID – 500. Current under COVID conditions – 100.
- Back-of-house storage (dry, refrigerated, frozen, non-food), food preparation, and cooking/production to support the dining center are located on site.
- The dining center operates on an a la carte service model. Customers pay upon exit from the servery for whatever food and drink items they wish to purchase.
- There is strong demand among MassArt and MCPHS students for vegan and vegetarian selections, gluten-free foods and options for those with other food allergies and diet restrictions. These choices are required during all meal periods.
- Single-service disposable wares are used for service of all hot and cold foods and all beverages in the Dining Commons.
- The dining center is operated as a “trayless” facility.
- The main kitchen in WIT’s Beatty Cafe at Beatty Hall supports all catered events at MassArt and MCPHS. Foods for MassArt catering are prepared, cooked, assembled, and transported from Beatty to the MassArt campus. The same procedures are followed for catering to the MCPHS campus.

Menu Concepts in Servery

The current menu concepts or service platforms in the servery include:

- Salad Bar
- Soup Station
- Pizza Station + Hot Entrees
- Grille – Made-to-Order and Grab 'n Go
- Specialty / Made-to-Order Entree Station
- Ready-to-Serve Hot Entree Station
- Deli
- Bakery (bagels, muffins, cupcakes, cookies)
- Novelty Ice Cream Freezer
- Cold Beverage Station
- Hot Beverage Station
- Grab 'n Go Coolers - Cold sandwiches, fruit cups, yogurts, parfaits, etc.
- Snack Rack – Pre-packaged chips, candy, etc

Operating Days per Year

MassArt Dining Commons – Academic year – Approximately 265 days
Summer term – Approximately 92 days

Operating Hours

Academic Year

Monday – Thursday	7:30 am – 8:30 pm
Friday	7:30 am – 2:00 pm
Saturday, Sunday	Closed

Summer

Open for special events, conferences, camps, student-athletes, and summer students. Closed only when Operator and institution mutually agree to do so due to campus closures, holidays, or other circumstances. During normal operating times, the Dining Commons remains open to staff, faculty, and campus visitors who wish to patronize dining facilities during the summer.

The dining center must be accessible to Admissions tour groups during the summer and normal academic year periods.

Methods of Payment Accepted

Meal plans, *Fenway Cash* (Campus Cash program administered through third party vendor- Transact Campus), cash, credit/debit cards, Apple Pay and Google Pay.

WIT – Beatty Cafe, Beatty Hall

- Multiple-station dining center serving meal-plan students (of the COF institutions) and others who pay at the door (COF students, staff, faculty, visitors and the public).
- Total seating capacity: Pre-COVID – 484. Current under COVID conditions – 104.
- The dining area at the back of the facility is often used for catered events.
- Service is available for breakfast, lunch, and dinner seven days a week during the academic year.
- The dining center operates on an a la carte service model. Customers pay upon exit from the servery for whatever food and drink items they wish to purchase.
- The facility uses single-service disposable wares for all food and drink purchases. The alternative use in Beatty Cafe of permanent, non-disposable wares (forks, knives, spoons, china, drink cups) is being considered. This would necessitate conversion of the existing ware washing area to equipment and operational procedures that would support it.
- Beatty Cafe is operated as a “trayless” facility.
- Beatty Cafe’s main kitchen supports all catered events on the three institutions’ campuses. Catered foods provided by the on-campus dining provider are prepared, cooked, assembled, and transported from Beatty to the campuses’ catering, event, and meeting venues.

Menu Concepts in Servery

The current menu concepts or service platforms in the servery include:

- Grille – Burgers, Chicken Fingers, Steakbombs, Fries
- Pizza Station
- Hot Entrees
- Self-serve Salad Bar (pre-COVID-19)
- Self-serve Soup Station (pre-COVID-19)
- Gluten-Free / Made-to-Order Entree Station
- G8 Station (Free from common food allergens)
- Deli
- Novelty Ice Cream Freezer
- Cold Soft Drink / Beverage Station
- Grab ‘n Go Coolers – Pre-made cold sandwiches, fruit cups, yogurts, parfaits, etc.
- Snack Rack – Packaged chips, candy, etc

Operating Days per Year

WIT Beatty Cafe –

Approximately 350 days (excluding service days for early fall and spring semester arrivals – athletes and Residence Life staff).

Operating Hours

Academic Year

Monday - Thursday 7:00 am – 7:00 pm

Friday 7:00 am – 6:30 pm

Saturday, Sunday 10:00 am – 6:30 pm

Summer

Monday – Friday 7:00 am – 6:30 pm

Saturday, Sunday 10:00 am- 6:30 pm

Open for special events, conferences, camps, student-athletes, and summer students. Closed only when Operator and institution mutually agree to do so due to campus closures, holidays, or other circumstances. During normal operating times, the Beatty Cafe remains open to staff, faculty, and campus visitors who wish to patronize dining facilities during the summer.

The dining center must be accessible to Admissions tour groups during the summer and normal academic year periods.

Methods of Payment Accepted

Meal plans, *Fenway Cash* (Campus Cash program administered through third party vendor- Transact Campus), cash, credit/debit cards, Apple Pay and Google Pay.

WIT Athletic Team Travel Meals

Throughout the academic year, WIT collegiate athletic teams travel to other campuses for competitions. These trips often require assembly of bag meals by Dining Services that the student-athletes take with them and consume during travel. Travel meals, for resident student-athletes on meal plans, substitute for meals the students would otherwise take at Beatty Cafe. Key factors for athletes' travel meals are:

- Ample portion sizes
- Food selections and options that account for students' food allergies
- Consistently high-quality foods that are healthful and nutritious
- Balanced variety of foods that provide proteins, carbohydrates, leafy vegetables and other key nutrients

Policy Pertaining to Student Meal Plans

MassArt – Students who reside in campus housing are required to be on a meal plan. Meal plans are in effect for the entire housing contract period (academic year). MassArt students who do not live in campus housing are not required to purchase a meal plan, though they may purchase a non-resident/commuter meal plan if they choose.

MCPHS – There is no residential dining center on MCPHS's campus. Students with meal plans are welcome to dine at MassArt's Dining Commons and at WIT's Beatty Cafe, using their meal plan declining balance credits at those locations.

WIT – Students who reside in WIT campus housing can choose from three different meal plan options. All freshman students living on campus are required to have **Meal Plan A**. All upperclassmen may choose between **Meal Plan A, B, or C**.

Available Meal Plans – 2020/21 academic year

All plans are declining balance plans, allowing students to purchase as much or as little as they wish on visits to Beatty Cafe, MassArt’s Dining Commons, or any of the campuses’ retail dining units and the convenience store.

MassArt – The starting balances of the plans are:

- Regular Meal Plan - \$1,535 in Dining Dollars per semester
- Reduced Meal Plan - \$970 in Dining Dollars per semester
- Resident Assistant Meal Plan - \$1,535 in Dining Dollars per semester

MCPHS – The starting balances of the plans are:

- Full Plan - \$1,551 in Dining Dollars per semester
- Partial Plan - \$877 in Dining Dollars per semester

WIT – The starting balances of the plans are:

- Plan A - \$1,600 in Dining Dollars per semester
- Plan B - \$860 in Dining Dollars per semester
- Plan C - \$440 in Dining Dollars per semester

At their discretion, students may add to their Dining Dollars balances at any time during the academic year.

RETAIL DINING LOCATIONS

MassArt

Peet’s Coffee & Tea

Description of Operation

Counter service of the full Peet’s beverage menu program in addition to a selection of baked goods and light pre-prepared fare.

Operating Days per Year

- Academic year – Approximately 265 days
- Summer term – Approximately 92 days

Operating hours:

Academic Year

- Monday – Thursday 7:30 am – 8:30 pm
- Friday 7:00 am – 6:00 pm
- Saturday, Sunday Closed

Summer

- Monday – Thursday 8:00 am – 3:00 pm
- Friday 8:00 am – 3:00 pm
- Saturday, Sunday Closed

Spoon Cafe

Description of Operation

Counter service of a limited menu of Asian noodle bowls and appetizers, sushi, specialty teas, desserts and baked goods.

Operating Days per Year

- Academic year – Approximately 265 days
- Summer term – Approximately 92 days

Operating hours:

Academic Year

- Monday – Friday 11:00 am – 2:00 pm; 5:00 pm – 7:00 pm
- Saturday, Sunday Closed
- Summer Closed

Convenience Store (C-Store)

Description of Operation

Traditional inventory of snacks, grocery-type foods, cold beverages, sundries, and health and beauty aids.

Operating Days per Year

Academic year – Approximately 265 days
Summer term – Approximately 92 days

Operating hours:

Academic Year

Monday – Friday 11:00 am – 11:00 pm
Saturday, Sunday 2:00 pm – 11:00 pm

Summer Closed

MCPHS

Crossroads Cafe

Description of Operation

Quick-service cafe with walk-up counter. Menu includes sandwiches and salads, fresh-made sushi, pizza, yogurt, snack items, pastries, soups, cold drinks and coffees. No seating available in this facility, but nearby adjacent indoor seating in the MCPHS Atrium and Student Lounge for about 100.

Operating Days per Year

Academic year – Approximately 265 days
Summer term – Approximately 92 days

Operating hours:

Academic Year

Monday – Thursday 7:15 am – 4:00 pm
Friday 7:15 am – 2:00 pm
Saturday, Sunday Closed

Summer

Monday – Friday (when classes in session) 7:15am – 2:00pm
Monday – Friday (when classes *are not* in session) 7:15am – 10:30am

WIT

Leopard Cafe

Description of Operation

Menu offerings include:

- Bakery goods (bagels, muffins, cupcakes, cookies)
- Made-to-order sandwiches
- Starbucks Coffee
- Waffle Station (pre-COVID-19)
- Smoothies (pre-COVID-19)

Operating Days per Year

Academic year – Approximately 265 days
Summer term – Approximately 92 days

Operating hours:

Academic Year

Monday – Thursday 8:00 am – 9:30 pm (Prior to COVID-19: 8:00 am - 12 midnight)
Friday 8:00 am – 6:00 pm
Saturday, Sunday Closed

Summer Closed

Accepted methods of payment

At retail dining units on the Campuses and the c-store, the following payments are accepted: Meal plan declining balance, *Fenway Cash* (Campus Cash program administered through third party vendor- Transact Campus), cash, credit/debit cards, Apple Pay and Google Pay.

Note: The schedule of operating hours (including weekend and summer services) for each of the dining locations shall be agreed upon from time to time by the Operator and the COF institutions. The schedule of operating hours shall, in all respects, be acceptable to COF.

CATERING

Proposers should take note of the following:

- Catered foodservices are available for any buildings on the Campuses.
- COF will grant to Operator the exclusive right to provide catering on campuses. Exceptions when either COF or the Operator prefers that an off-premise caterer service a catered event may be considered by the parties and mutual agreement will be reached on a case-by-case basis.
- Given the wide variety of tastes, diets, religious dietary practices, and budgets represented by the COF community, it is imperative that the Operator offer innovative catering services at prices that deliver high value to the customer. Events requiring specialized cuisines, recipes and dish presentations may require the Operator to engage outside culinary staff that is skilled and familiar in the preparation and service of such foods and can provide their expertise on a part-time basis when needed.
- Catering is available to COF-affiliated groups or departments and to external organizations that rent spaces on COF's campuses for special group events, meetings, and conferences.
- Campus catering requirements include:
 - Meeting refreshments and snacks – coffees, tea, soft drinks, water, bagels/muffins, chips, pretzels, cookies, brownies and fruits.
 - Buffet breakfasts – hot dishes, breakfast sandwiches, pastries/muffins/bagels, fresh fruits, coffees, tea, juices and water.
 - Buffet and served luncheons and dinners.
 - Receptions – hot and cold hors d'oeuvres; beer and wine service.
 - Large-scale events associated with the academic calendar, including Commencement luncheons, class reunion dinners and receptions, and parents' weekend events.
 - Student events – 'no frills' and low-cost menus including items such as pizza, sandwiches, snacks, baked goods and soft drinks.
- Catering requirements for events hosted by each institution's President's office include:
 - Advanced menu planning is required between the Operator and the President's office to avoid late surprises and an inability to source preferred foods and beverages for important events.
 - Pre-event tastings of proposed menu items are expected for special events hosted by the President. The Catering Manager, Executive Chef and the President's office, should coordinate these.
 - Served luncheons for 2, 3 or 4 in the President's office.
 - Luncheons and dinners for small groups occasionally served at the President's residence.
 - Receptions, luncheons, and dinners for Board of Trustees meetings at each of the campuses, including breakfast, lunch and dinner daily and numerous meetings/breakout sessions.
- The standard method of catering service involves use of single-service disposable wares. Permanent wares (china, glassware, and flatware) may be chosen by the customer, for which a rental charge may be assessed.

- COF’s current dining contractor uses Catertrax as their catering management software package. The system is owned and administered entirely by the contractor. This same arrangement for ownership and management of the catering system will apply in the next contract term.
- Catered events on the Campuses are billed by the institution to the on-campus client or external party that has conducted the event on COF’s Campuses. Payment is made directly to the institutions. On some occasions, external/third parties make payment directly to the foodservice contractor.
- COF observes, and requires its contractors to observe, all Massachusetts laws regarding the sale and service of alcoholic beverages on its Campuses.

Rules and Regulations Governing the Sale and Service of Alcoholic Beverages

Alcoholic beverages may be served at COF functions, with the prior approval of the respective senior management team member, but the provisions of this policy otherwise apply to such functions. Prior to alcohol being served at a student function, Public Safety must be notified and the Chief of Police will require the presence of a police officer.

- The Operator may use, when needed, off-campus catering production and support facilities it has access to in order to properly support events on the Campuses.

MACHINE VENDING

Snack and drink vending *is not* included in the scope of this RFP. Vending management for the three institutions’ campuses is described below –

MassArt

Snack and beverage vending – LTD Refreshments, Chelmsford, MA

MCPHS

Snack and beverage vending - Prestige Vending, Clifton Park, NY

WIT

Snack and beverage vending – Prestige Vending, Clifton Park, NY

MassArt and WIT have separate exclusive beverage supplier agreements with Pepsi Beverages Company, Sagamore Beach, MA, for the sale and service of Pepsi-branded products on their campuses. LTD Refreshments handles product inventory and management on behalf of Pepsi Beverages Company for MassArt’s campus while Prestige Vending has these responsibilities for WIT. MassArt’s and WIT’s agreements with the local Pepsi-Cola franchisee require the contracted foodservice provider to carry Pepsi products exclusively in the campus dining operations. The contractor may sell any beverage product they wish as long as Pepsi does not sell a similar or competitive product in their beverage line. MCPHS does not currently have an exclusive beverage supplier agreement in place with a vendor.

For the information of Proposers, the number of snack and drink vending machines are shown below.

Snack and Beverage vending machines Colleges of the Fenway
MassArt
Snack machines 8 machines total
Cold drink machines – Pepsi-Cola & Rubi Fresh products 13 machines total
Combination cold drink & snack machines 1 machine total

Frozen food machine 1 machine total
MCPHS
Snack machines 5 machines total
Cold drink machines – Pepsi-Cola products 5 machines total
Combination cold drink & snack machines 1 machine total
Coffee / hot beverage vending 1 machine total
WIT
Snack machines 11 machines total
Cold drink machines – Pepsi-Cola products 11 machines total
Combination cold drink & snack machines 3 machines total
Coffee / hot beverage vending 2 machines total

HOURLY/NON-EXEMPT DINING SERVICES STAFF

The COF institutions’ current foodservice provider employs its hourly/non-exempt staff under terms and conditions complying with the collective bargaining agreement (CBA) the provider has with the local labor union – UNITE HERE LOCAL 26. The institutions’ upcoming Contract for management of Dining Services requires the Operator to honor the wage and benefit provisions of the current CBA. Proposers are encouraged to pursue relevant information regarding the current CBA Chartwells has with Local 26. This will be necessary to prepare a staffing plan and the related payroll and benefits assumptions that comply with the existing CBA.

2.3 Food Insecurity

The institutions, partnering with students and the food service provider, actively work to address food insecurity within the community of both on- and off-campus students. COF anticipates working closely with the selected Operator to continue and expand upon current programs and activities that address community food insecurity issues.

2.4 Historical Sales, Customer Traffic Volumes, and Dining Services Financial Results

Information in this section is provided to inform Proposers on meal plan, retail and catering revenue volumes and operating expenses in the recent past. It is provided for reference purposes only. COF makes no representation or warranty, nor does any party representing COF, as to future revenues, customer counts, meal plan sales, or variable or fixed expenses.

**COLLEGES OF THE FENWAY – REQUEST FOR PROPOSAL
MANAGEMENT OF CAMPUS DINING SERVICES**

- The table below identifies **sales of student meal plans** for the institutions' **fiscal years 2018 through fall 2020**.

Meal Plan Sales - FY18-21												
Mass Art				MCPHS			WIT					
2017-18	Plan	Fall	Spring	Plan	Fall	Spring	Plan	Fall	Spring			
	Regular Plan	338	334	Regular Plan	409	372	A	995	878			
	Partial Plan	322	317	Partial Plan	271	260	B	606	493			
	Total	660	651	Total	680	632	C	538	520			
							Total	2139	1891			
							Summer '18					
							B	197				
							C	345				
							Total	542				
2018-19	Plan	Fall	Spring	Plan	Fall	Spring	Plan	Fall	Spring			
	Regular Plan	343	340	Regular Plan	355	354	A	1054	921			
	Partial Plan	384	379	Partial Plan	119	110	B	58	526			
	Total	727	719	Total	474	464	C	519	537			
							Total	1631	1984			
							Summer '19					
							B	160				
							C	348				
							Total	508				
2019-20		Fall	Spring		Fall	Spring	Plan	Fall	Spring *	*Spring Early Close Due to Pandemic		
	Regular Plan	382	378	Regular Plan	365	335	A	942	951			
	Partial Plan	412	413	Partial Plan	113	108	B	595	480			
	Total	794	791	Total	478	443	C	608	540			
							Total	2145	1971			
							No Service - Summer '20					
2020-21		Fall	Spring		Fall	Spring	Plan	Fall	Spring *	*Preliminary Spring Numbers		
	Regular Plan	168	0	Regular Plan	172	0	A	640	593			
	Partial Plan	213	0	Partial Plan	54	0	B	254	195			
	Total	381	0	Emmanuel	114	0	C	276	314			
							Total	1170	1102			

**COLLEGES OF THE FENWAY – REQUEST FOR PROPOSAL
MANAGEMENT OF CAMPUS DINING SERVICES**

- The table below identifies **total transactions (or customer counts)** by location by month for **FY19 through FY21 YTD (December 2020)**.

Dining Services Operations - Mass Art / MCPHS / WIT									
Customer Transaction Count - By Operating Unit									
2018 -19									
Location	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May
MassArt Dining Commons	66,507	76,346	54,518	28,072	57,088	78,508	58,546	64,421	22,266
Peet's Coffee	16,526	18,745	14,216	8,630	11,000	14,544	12,784	15,695	8,431
MCPHS Crossroads Cafe	10,240	12,543	10,128	4,645	9,334	10,584	8,590	8,084	-
WIT Beatty Café	108,101	112,498	82,344	30,128	65,715	68,445	54,495	45,139	17,714
C-Store	28,377	34,334	27,941	13,687	25,806	33,493	29,145	28,950	6,567
Catering	188	178	119	145	159	150	188	210	156
Total	229,939	254,644	189,266	85,307	169,102	205,724	163,748	162,499	55,134
2019 - 20									
Location	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May
MassArt Dining Commons	60,144	65,198	44,719	22,912	44,361	72,415	18,427	2	-
Peet's Coffee	16,975	17,773	12,983	7,012	9,604	15,019	3,616	-	-
MCPHS Crossroads Cafe	8,260	10,388	7,672	3,579	5,756	9,059	2,495	-	-
WIT Beatty Café	105,666	107,509	77,388	28,575	58,953	69,399	17,674	-	-
C-Store	30,178	35,542	27,851	13,496	25,750	36,864	10,340	611	-
Catering	151	223	194	111	134	157	53	-	-
Total	221,374	236,633	170,807	75,685	144,558	202,913	52,605	613	0
Fall 2020									
Location	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May
MassArt Dining Commons	13,316	11,485	6,629	2,573					
Peet's Coffee	-	-	-	-					
MCPHS Crossroads Cafe	-	-	-	-					
WIT Beatty Café	27,331	28,540	21,408	5,822					
C-Store	12,954	14,996	13,403	5,895					
Catering									
Total	53,601	55,021	41,440	14,290	0	0	0	0	0

**COLLEGES OF THE FENWAY – REQUEST FOR PROPOSAL
MANAGEMENT OF CAMPUS DINING SERVICES**

- **Dining Services unit sales**, by month for each outlet, appear in the next table.

Dining Services Operations - Mass Art / MCPHS / WIT										
Sales Summary - By Operating Unit										
FY2018 - 19										
Location	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Total
MassArt Dining Commons	\$ 377,680	\$ 418,072	\$ 307,662	\$ 167,744	\$ 346,207	\$ 468,157	\$ 368,114	\$ 416,098	\$ 125,139	\$ 2,994,873
Peet's Coffee	\$ 68,627	\$ 76,887	\$ 58,938	\$ 36,274	\$ 46,136	\$ 63,356	\$ 55,431	\$ 68,451	\$ 35,402	\$ 509,501
MCPHS Crossroads Cafe	\$ 36,681	\$ 46,568	\$ 39,859	\$ 18,668	\$ 37,699	\$ 43,731	\$ 36,713	\$ 34,993	\$ 2,260	\$ 297,173
WIT Beatty Café	\$ 671,982	\$ 740,823	\$ 556,472	\$ 206,621	\$ 434,377	\$ 457,459	\$ 361,562	\$ 301,543	\$ 114,033	\$ 3,844,872
C-Store	\$ 223,158	\$ 276,688	\$ 234,244	\$ 139,793	\$ 233,154	\$ 300,663	\$ 287,948	\$ 431,072	\$ 100,536	\$ 2,227,257
Catering	\$ 237,659	\$ 149,926	\$ 121,122	\$ 129,245	\$ 60,193	\$ 62,650	\$ 174,892	\$ 257,692	\$ 133,585	\$ 1,326,965
Total	\$ 1,615,787	\$ 1,708,965	\$ 1,318,297	\$ 698,344	\$ 1,157,766	\$ 1,396,016	\$ 1,284,661	\$ 1,509,849	\$ 510,956	\$ 11,200,641
FY2019 - 20										
Location	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Total
MassArt Dining Commons	\$ 372,409	\$ 398,068	\$ 272,385	\$ 143,748	\$ 280,846	\$ 460,517	\$ 114,118	\$ -	\$ -	\$ 2,042,090
Peet's Coffee	\$ 77,730	\$ 81,208	\$ 59,378	\$ 31,148	\$ 39,148	\$ 67,417	\$ 15,969	\$ -	\$ -	\$ 371,998
MCPHS Crossroads Cafe	\$ 35,767	\$ 44,809	\$ 35,687	\$ 16,537	\$ 26,224	\$ 43,540	\$ 11,144	\$ -	\$ -	\$ 213,708
WIT Beatty Café	\$ 699,642	\$ 731,060	\$ 525,643	\$ 195,887	\$ 388,818	\$ 444,218	\$ 119,054	\$ -	\$ -	\$ 3,104,321
C-Store	\$ 233,345	\$ 276,357	\$ 222,565	\$ 131,893	\$ 225,121	\$ 319,574	\$ 144,169	\$ 9,794	\$ -	\$ 1,562,818
Catering	\$ 199,753	\$ 341,328	\$ 112,896	\$ 66,348	\$ 69,578	\$ 58,822	\$ 16,718	\$ -	\$ -	\$ 865,443
Total	\$ 1,618,646	\$ 1,872,829	\$ 1,228,554	\$ 585,562	\$ 1,029,735	\$ 1,394,088	\$ 421,172	\$ 9,794	\$ -	\$ 8,160,379
Fall 2020										
Location	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Total
MassArt Dining Commons	\$ 124,036	\$ 106,480	\$ 64,968	\$ 23,284	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 318,769
Peet's Coffee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCPHS Crossroads Cafe	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WIT Beatty Café	\$ 307,465	\$ 271,276	\$ 227,018	\$ 61,985	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 867,744
C-Store	\$ 112,215	\$ 129,354	\$ 142,033	\$ 74,345	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 457,947
Catering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 543,717	\$ 507,110	\$ 434,019	\$ 159,614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,644,460

- **Catering sales and event activity** are summarized below for the recent past.

Dining Services Operations - Mass Art / MCPHS / WIT			
Catering Overview - Sales and Event Activity			
Annual Sales			
Year	Total Sales		
FY2017-18	\$	1,546,813	
FY2018-19	\$	1,815,143	
FY2019-20	\$	665,960	
Event Detail			
Event Type	Group Size Range	Price Range (pp)	Annual Frequency
Continental Breakfast	10-800	\$4.99-6.89	6-7 days per wk
Full Service Breakfast	10-200	\$9.95-15.49	1-3 days per wk
Deli Lunch	10-1200	\$8.50-13.49	6-7 days per wk
Hot Lunch	20-1500	\$16.99-24.99	2-3 days per wk
Student Drop Off	25-100	\$29.99-300 per order	4-5 days per wk
Limited Service Reception	15-200	\$5.99-29.99	3-4 days per wk
Full Service Reception (alcohol)	15-200	\$11.99-37.99	1 day per wk
Hot Buffet	10-350	\$18.99-26.99	2-3 days per wk
Seated Dinner	35-225	\$60-200	2-3 per month
Event Space			
Location Name	Event Type	Capacity	
Pozen center - mca	all	200-300	
DMC Atrium - mca	all	200-350	
White hall - mcphs	all	125-225	
Fennel Atrium - mcphs	all except seated dinner	150-250	
Matricaria Atrium - mcphs	all except seated dinner	125-225	
Watson Hall - WIT	all	250-350	
Multi-purpose room - WIT	all	75-125	
Ira Allen Forum WIT	all	50-75	
Tansey Gym - WIT	all	500-1500	
CEIS atrium - WIT	all except seated dinner	50-150	
Classrooms and conf rooms	all	Varies	

- Accompanying this RFP document (as separate pdf files) are summary operating statements for the COF institutions. These are the following:

Operating statements for MassArt and MCPHS Dining Services for the periods FY18, FY19 and FY20

Operating statements for WIT Dining Services for the period FY19, FY20, and FY21 year-to-date (through December 2020)

2.5 COF's Vision and Desires for Operations and Facilities

In section 2.2 above are described existing services and facilities of the COF institutions' dining programs. For the new contract term, the institutions seek improvements and changes in key areas, in addition to ideas the Proposer wishes to present for the institutions' consideration.

The Proposer should account for the following in developing its proposed program for services and facilities at COF.

- Strengthen student perceptions of resident dining facilities (MassArt Dining Commons and Beatty Cafe at WIT) by serving freshly prepared high-quality foods, using nutritious and healthy ingredients.
- Enhance convenience and easy access to service in all dining facilities, particularly during peak demand periods.
- Increase service of authentic multi-cultural and international menu items (ingredients and methods of preparation).
- Expand vegetarian and vegan menu item choices at all dining venues.
- Comprehensively address students' nutrition and dietary needs by providing readily accessible resources.
- Accommodate students with food allergies by offering them complete menus of food choices that meet their needs.
- Offer food services during weekday evenings and on weekends that provide students more flexibility to access when they want it.

2.6 Dining Committees

Student dining committees at each institution meet on a quarterly basis. COF prioritizes student and community input. The COF Dining Management Group is comprised of financial, business, facilities, and student affairs leadership. With input from various stakeholders, this group manages the shared dining services program. Students will be asked to engage and offer input through regular quality surveys. Further, Student Government Association members will work closely with the COF Dining Management Group to ensure the student voice remains a paramount priority in the COF dining program. The Operator will at a minimum be available for monthly meetings with the COF Dining Management Group to review key performance indicators and to discuss regular business – such as operational updates and events. The COF Dining Services Management Group and the selected Operator will work to set an annual operating calendar with opportunities to invite various stakeholder groups to support the ongoing development of a successful dining program.

2.7 Sustainability Goals and Requirements for Dining Services

As it pertains to the campuses' dining programs, services and facilities, there are several aspects of sustainability for which COF expects its foodservice provider to maintain certain standards. Some of these are summarized below.

- Consumption of power and utilities
Within facilities managed and occupied by the Operator, COF requires diligent and attentive management of power and utility resources – water, electricity, natural gas, etc. Reduction of utilities is the largest component of COF's sustainability initiatives. The Operator is encouraged to use energy-rated equipment in the foodservice facilities it manages at COF. Operator will report any leaks or failures found to the institutions' Facilities departments.
- Cleaning supplies and products
The Operator is required to use types of cleaning products and materials that are approved by the institutions and should seek to reduce waste in the cleaning process. Use of Green Seal or EcoLogo certified cleaning products and recycled-content paper products is expected.
- Product and supply sourcing
The Operator is strongly encouraged to purchase products that meet the following criteria:
 - Grown and processed within 250 miles of the institutions.
 - Third-party certified (for example, USDA Certified Organic, Marine Stewardship Council, Blue Ecolabel, Food Alliance, Fair Trade).
 - Grown on farms that operate as cooperatives, have a profit sharing policy for all employees, or have a social responsibility policy covering the following for all workers: union or prevailing wages, transportation and/or housing support, and/or health care benefits.

COF strives to increase food purchases for its campuses that meet these criteria by its Operator. Food and beverage purchases that meet these criteria should comprise at least 20% of the total food and beverage expenditures by the Operator.

- Food product specifications

The Operator is required to select suppliers, wholesalers and distributors whose products meet these standards, where applicable:

 - Fair-trade sourcing
 - Cage-free eggs
 - RGBH (hormone) free
 - Non-GMO
 - No gestation stall pork
 - Seasonal fruit and produce availability

- Information on product and supply sourcing

Records must be maintained on suppliers from which the Operator purchases items for sale or use on the Campuses. Factors on sourcing must be available to COF upon request, including location of product origin (both location grown or produced, as applicable), supplier name, sustainable certifications such as organic or fair trade of products purchased, purchase of cage-free eggs, and use of local/regional suppliers. The Operator is expected to support sustainability reporting efforts including STARS and Princeton Review, as well as student learning opportunities related to sustainable food.

COF expects the Operator, and Operator’s sub-contractors, suppliers and vendors providing goods or services to the institutions, to observe a strict code of conduct, which accounts for the following:

 - Non-discrimination in all hiring and human resource management practices
 - No allowance of child labor use
 - No allowance of forced labor
 - Responsible environmental protection practices and policies
 - Employee freedom of association
 - Sound and progressive health and safety practices

- Assisting with education of the COF campus communities

The Operator can be effective in sharing industry data and informing the COF communities on how their food buying and eating decisions affect health, the environment, society and the economy. A member of Operator’s full-time staff at COF will be assigned the duty to be Sustainability Coordinator for the Operator’s campus dining program. This is not expected to be a full-time job in itself but an additional duty for an existing staff member. Among the activities the Operator is expected to conduct to educate students, faculty and staff are:

 - Periodic cooking demonstrations that emphasize sound purchasing practices.
 - General information events.
 - Preparation and distribution of materials that address sustainability goals and initiatives.
 - Management of a composting program on each campus.

- Recycling and composting

Manage a comprehensive recycling and food composting program that, at a minimum, complies with COF standards. Every effort shall be made by Operator to execute an environmentally responsible recycling and composting program which results in reduced volumes of landfill waste generated on COF’s campuses.

- Waste reduction and diversion

The Operator must participate and assist in COF’s waste reduction and diversion efforts including single stream recycling, organic waste composting and other initiatives. Regular training should be administered to the Dining Services staff on waste reduction, recycling and composting. Individuals who dine at MassArt’s dining commons and at WIT’s Beatty Cafe are encouraged to compost any uneaten food as well as paper napkins and other containers and packaging materials. Collection containers for these items are prominently positioned in trash/waste disposal areas.

The Operator should work with the institutions to reduce waste as much as possible, including pre- and post-consumer food, paper products, plastic and aluminum, etc. Making charitable donations of excess foods and leftovers to local shelters can reduce food waste and is strongly encouraged.

The institutions require periodic reports from the Operator on its practices regarding composting, charitable donations, and recycling.

- Reduced use of bottled water
COF aims to reduce as much as possible the use of bottled water on its campuses. Bulk water dispensers (e.g., ‘hydration stations’) and poured-water service are highly encouraged at campus catering events.
- Items discouraged from use in Dining Services
COF discourages the Operator from using or selling in its foodservice operations on COF’s campuses the following products:
 - Plastic drink straws
 - Bottled water
 - Non-recyclable or non-compostable single-use service wares
- Trayless dining
The institutions have implemented full trayless operations at MassArt’s dining commons and in WIT’s Beatty Cafe. This has proven to reduce substantially overall food waste and consumption of ware washing chemicals and water treatments.
- Reusable Containers
The use of reusable containers (e.g., hot and cold food containers in the two dining centers) is currently in practice and highly encouraged. Reusable containers offer convenience and a way for the institutions to reduce their environmental footprint. Proposers are asked to recommend how they would implement and manage such a system.
- Real Food Challenge
Collaboration and participation with national and local groups on Real Food Challenge, including establishment of measurable targets for COF’s campuses dining program and initiatives needed to attain them.
- Monitoring through use of metrics
Ongoing measurement and review of sustainability program elements – to check progress, need for adjustment, and impact on customer service and products.
- Sustainability Committee presentations
Operator will present to COF’s Sustainability Group on an annual basis, providing updates on their progress towards reaching outlined goals and expectations listed in the above areas.

III. PROPOSAL GUIDELINES

3.1 Forms to Return Upon Receipt of Documents

Proposers are asked to complete and return two (2) forms upon receipt of this RFP package:

- 1) **RFP Document Receipt Acknowledgment** form
- 2) **Acknowledgment: Exchange of Confidential Information** form.

Both of these forms can be found in the RFP Appendix. These forms should be completed within one (1) business day of receipt of this RFP package and returned by mail or e-mail to Petit Consulting.

3.2 Review of RFP and Campus Dining Services Facilities

Proposers are encouraged to carefully review this RFP document and the existing COF foodservice facilities and campus facilities to become familiar and informed on:

- The current condition of the physical facilities occupied by Dining Services
- Probable demand for foodservices at COF during the contract period
- The character and volume of services that are needed under the Contract

The Proposer is responsible for observing and recording their own information needed for developing their proposal. The submission of a proposal will be interpreted by the institutions as conclusive evidence that the Proposer has made such a review and inspection.

Visits by Proposers to the COF campuses for observation of the Dining Services facilities may be arranged if desired. However, prior to visits Proposers must advise COF if and when they plan to have representatives on the campuses for observation of the campus locations, layout and foodservice facilities.

Due to campus security standards and conditions caused by COVID-19, Proposer visits to the Campuses prior to submittal of Proposal Responses will be strictly limited to **Tuesday, February 16, 2021**. Arrangements must be made directly with Suzy Mason of Colleges of the Fenway, Inc. **RSVP for a campus tour on or before Tuesday, February 9, 2021 at 5PM**. Up to two representatives from each firm may attend a campus tour. Space will be limited to twenty (20) total visitors and will be arranged on a first come, first serve basis. Virtual tour opportunities will be available.

To request a campus visit on the designated date, Proposers must contact:

Suzy Mason, Senior Director of Collaborative Business Services
Colleges of the Fenway, Inc.
smason@colleges-fenway.org

As it pertains to this RFP process, Proposers must note that questioning or interviewing COF employees or Chartwells employees assigned to COF Dining Services, by telephone, by email or when visiting the campuses, *will be strictly prohibited*. Failure by a Proposer to observe this restriction may cause rejection of the Proposer's Proposal Response.

3.3 Pre-Proposal Conference

A pre-proposal conference and tour of the institutions' campuses and foodservice facilities will be conducted as a video conference. COF views this meeting as an opportunity for prospective operators to learn more about the COF institutions, understand their foodservice needs, and show their level of interest in this business opportunity and their commitment to COF.

Details on the pre-proposal conference:

Date: Tuesday, February 9, 2021

Time: 10:00 am ET

Video conference medium: Zoom meeting hosted by COF. Invitations will be distributed to all interested companies' meeting participants by COF.

Attendance at the pre-proposal conference is **mandatory** for Proposers who intend to submit a Proposal Response to this RFP. Participation in the video conference will be limited to **three (3) representatives** from

each Proposer's organization. The agenda will include i) an overview discussion of the RFP, ii) a review of each institutions' goals and views for the dining RFP process, and iii) a discussion period to respond to oral questions from Proposers. COF plans to distribute to prospective Proposers a video presentation of the three institutions' existing dining facilities and a number of images depicting the setting and character of their campuses.

RSVP for Pre-Proposal Conference: Contact Suzy Mason, Senior Director of Collaborative Business Services, COF, who is reachable at smason@colleges-fenway.org **no later than 12:00 noon, Monday, February 8, 2021**, to indicate if your company will participate. Please provide names, titles, and email addresses for the individuals who will represent your organization at the conference.

3.4 Questions, Responses and Communications

A record of questions and answers that are covered at the pre-proposal conference – specifically, substantive questions or new subjects not addressed in the RFP – will be sent to all Proposers. This document will be identified as an Addendum to the RFP. Proposers are asked to complete and return to Petit Consulting the Acknowledgment of Addenda form (see Appendix) for each addendum received.

Following the pre-proposal conference, **written questions from Proposers must be received by Petit Consulting no later than Thursday, February 18, 2021** in order to be given consideration. It is anticipated that all question responses and supplemental instructions from COF will be transmitted via e-mail by Petit Consulting to all Proposers **no later than Wednesday, February 24, 2021**.

Questions received from Proposers **before, during and after the pre-proposal conference** will be handled in the following manner. No interpretation of the meaning of the RFP documents or correction of any apparent ambiguity, inconsistency, or error therein, will be made to a Proposer orally. Any oral explanation or instruction given before the award of the Contract, will not be binding. All requests for RFP interpretations, clarifications, or corrections must be made **in writing** to Petit Consulting.

Proposers are asked not to contact any employee or representative of COF other than Suzy Mason by any method, for any reason, over the course of the RFP process unless specifically instructed otherwise or allowed to do so per this RFP or communications received from COF or Petit Consulting. Failure by any Proposer to observe this restriction may be cause for rejection of the Proposer's proposal.

3.5 Preparation of Proposal Submittal

Proposals shall be submitted in hard copy in an organized manner, each proposal copy separately bound, with sections appropriately tabbed and identified for each section identified in **Section IV, Proposal Requirements**, of this RFP.

Proposals shall not exceed 100 pages, excluding separately bound booklets and publications, and will be printed on 8 ½" x 11" paper, as double-sided pages. Unnecessarily elaborate brochures or other presentations beyond that which is sufficient to respond to the RFP, and beyond that which is sufficient to present a complete and effective proposal, are neither necessary nor desired.

The institutions recommend that Proposers use recycled paper and double-sided copying for production of all printed and photocopied documents, including Proposal Responses to this RFP. Furthermore, all documents should be clearly marked to indicate that they are printed on recycled-content (minimum 30% post-consumer waste) paper. COF encourages Proposers *not* to use binders for submittal of Proposal Responses.

Wherever repetition occurs in the RFP, with regard to similar requests for information, Proposers need not repeat the information in their proposals. However, reference should be made to the exact location in the proposal response where the information is already recorded.

The Proposer bears all costs associated with preparation of their proposal and any campus visits or oral presentation(s) requested by COF.

The COF institutions are committed to reducing the adverse environmental impact of its purchasing decisions. It is committed to buying goods and services from vendors who share its environmental concerns and commitment. Therefore, COF encourages Proposers to include in their Proposal Responses economical and environmentally friendly products and service options that serve to minimize waste, reduce excess packaging, recycle, reduce, reuse, prevent pollution, and/or offer resource efficiency. It is COF's goal to maximize environmental responsibility on its campuses.

3.6 Proprietary Data

All deliverable items developed in response to this RFP shall become the property of the institutions represented by the RFP. The Proposer shall not use, disclose, or furnish other persons or entities any information relative to such deliverable items without first obtaining the written consent of COF. All proprietary information, if identified as such, disclosed to the Proposer shall be held in confidence and used only in performance of the Contract, except as COF may otherwise permit by written instructions to the Proposer.

3.7 Delivery of Proposal Response

Each Proposer must submit the hard-copy version of their proposals – Technical/Management and Financial – in sealed envelopes or boxes, marked on the outside with:

- Proposer's company name and address
- RFP title for which the proposal is being submitted
- Proposal due date and time

The Proposer is responsible for the method of delivery and all risk to its Proposal Response until received by COF and Petit Consulting. Proposals shall be delivered as follows:

Send via email **one (1) complete copy** as a pdf, with some elements in Excel format (3-year pro formas and staffing plan worksheet)

and

Send **six (6) printed hard copies** and **six (6) complete copies on a flash drive** as a pdf, with some elements in Excel format (3-year pro formas and staffing plan worksheet) to:

Suzy Mason
Senior Director of Collaborative Business Services
Colleges of the Fenway, Inc.
375 Longwood Ave.
Boston, MA 02115
smason@colleges-fenway.org

and

Send **one (1) printed hard copy** and **one (1) complete copy on a flash drive** as a pdf, with some elements in Excel format (3-year pro formas and staffing plan worksheet) to:

Ray E. Petit
Petit Consulting LLC
182 Harbor House Drive
Osprey, FL 34229-9787

**PROPOSAL RESPONSES MUST BE RECEIVED AT THE ABOVE ADDRESSES ON OR BEFORE:
2:00 PM ET, Friday, MARCH 5, 2021**

Proposals shall be in sealed envelopes and clearly labeled:

**Proposal Response:
Management of Campus Dining Services
Colleges of the Fenway**

Any proposals or modifications to proposals received after the time and date set for the receipt of proposals will not be considered unless, in the sole discretion of COF, valid extenuating circumstances are involved.

3.8 Official Date and Time

All Proposal Responses that are mailed or sent by express delivery service will be directed to the offices of Colleges of the Fenway, Inc. at 375 Longwood Avenue, Boston, MA. A Proposal Response will not be considered delivered unless it has been received at COF's office by the time and date specified in this RFP.

3.9 Effective Period of Proposal Submittals

Proposals shall be effective for 120 days from the date of receipt by COF unless extended by mutual consent of COF and the Proposer. Once submitted to COF, all proposals shall be the sole property of the COF institutions.

3.10 Proposal Evaluation Criteria

Minimum threshold criteria will apply for proposals to be fully considered. Among COF's key considerations are i) the Proposer's financial stability and capacity to meet COF's specific financial terms and expectations and ii) the Proposer's experience providing campus foodservices to institutions of a comparable size and type to those represented by the three COF institutions. Key evaluation criteria will include, but not be limited, to:

- At least ten (10) years operating dining services for institutions of similar size.
- Ability and willingness to absorb \$3.976M in unamortized capital investment from the current contracts.
- A current presence in the Northeast managing collegiate dining programs.
- Ability and willingness to commence dining service operations on the Campuses by July 1, 2021.

Proposers should offer their most favorable terms from the standpoint of program, service and price. The successful Operator will be selected based upon fulfillment of the RFP requirements, taking into consideration the range of services required, perceived product quality, the Operator's possible role in dining facility improvements, renovation or new construction, proposed income to the institutions, affordable and fair prices to the COF campus communities, past performance and reputation, and ability to reach a total agreement that is satisfactory to COF.

Proposals submitted in response to this RFP will be evaluated according to numerous criteria, including the following:

- Minimum criteria including ability to absorb unamortized capital investment & experience providing campus foodservices to comparably sized institutions.
- Innovativeness, creativity and appeal of proposed services, concepts and programs
- Commitment to serve nutritious, healthy and diverse food choices
- Proposed pricing: meal plans, retail dining outlets, and catering
- Proposed on-site management team – general manager or director, operations manager (if applicable), executive chef(s), and catering manager, in particular
- Company experience relevant to COF's needs
- Company resources available to operating accounts in the Boston metro region
- Financial delivery to COF
- Proposed sustainability program
- Demonstrated expertise and experience with dining facility renovations, planning and design
- Responsiveness to the RFP

3.11 Visits to Proposers' Facilities

COF representatives reserve the right to visit Proposers' existing foodservice operations that are relevant to this procurement and to interview prospective operators prior to award of this Contract. COF will advise Proposers if the institutions wish to make arrangements for such activities.

3.12 Award of Contract

Announcement of award of the Contract or rejection of all Proposal Responses is anticipated to occur **by the week of May 24, 2021**. Performance under the Contract shall not commence **prior to July 1, 2021**. COF

reserves the right, at its sole discretion, to award or reject a proposal for any reason and to modify the above-noted dates. The institutions may reject proposal responses if they reflect omissions, alterations of forms, additions not called for, conditions, limitations, undesirable terms, or other irregularities of any kind, as determined by the institutions. COF further reserves the right to discontinue this RFP process at any time prior to the execution and delivery by COF of the Contract.

Any special requirements needed by the Proposer to commence services must be listed in their proposal and identified in the Table of Contents of the proposal.

3.13 Negotiation with Proposers

COF reserves the right to negotiate and hold discussions with Proposers as necessary to protect its own best interests. However, COF may award a Contract based on initial offers without discussions of each offer, and reserves the right to reject any and all Proposal Responses received, waive minor technicalities, and be the sole judge as to whether a Proposer's offer has or has not satisfactorily met the requirements and spirit of this RFP.

3.14 Conflict of Interest Policy

By submitting a proposal the Proposer certifies that their Proposal Response is made without collusion or fraud and that they have not offered or received any form of compensation or inducement from any other Proposer, supplier, manufacturer or subcontractor in connection with their Proposal Response, and that they have not conferred on any COF employee or Petit Consulting employee, past or present, any payment, loan, subscription, advance, deposit of money, travel, services or even items of a nominal value, present or promised.

3.15 Independent Contractor Relationship

The Proposer and COF mutually understand and agree, and it is the intent of the parties, that an independent contractor relationship will be established under the terms and conditions of a resulting Contract; that employees of the Operator are not nor shall they be deemed to be employees of the COF institutions; and that employees of the institutions are not nor shall they be deemed to be employees of the Operator.

3.16 Nondiscrimination in Employment and Affirmative Action

The Operator shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, gender, religion, physical or mental handicap, or sexual orientation or a person who is a member of, applies to perform, or has an obligation to perform service in a uniformed military service of the United States, including the National Guard on the basis of that membership, application or obligation. The Operator agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment.

3.17 Execution of Contract

The Proposer to whom the Contract is awarded shall, within thirty (30) days after the prescribed documents are presented by COF or its designated representative for signature, execute and deliver to COF or its designated representative the Contract including those items added or deleted during negotiations, satisfactory evidence of all required insurance coverage, and proof satisfactory to COF of the authority of the person(s) executing the Contract. The above documents must be furnished executed, and must be delivered by Proposer to COF before the Contract will be executed by COF. The Contract shall not be binding upon COF until COF has executed it and a copy of such fully executed Contract is delivered to the Operator.

IV. PROPOSAL SUBMITTAL REQUIREMENTS

4.1 Introduction

COF requests that the Proposer submit complete information in their offer pertaining to the services described in this RFP. Proposers should respond carefully and fully to **Section II, Description of Campus Food and Beverage Operations**. Important instructions are also included in **Section III, Proposal Guidelines**.

The Proposer is asked to submit a proposal comprising several components as described in Sections 4.3 and 4.4, below. COF will evaluate the respective advantages and disadvantages of the Technical/Management and Financial proposals, as the institutions determine which proposal would afford greatest benefits to the institutions and their campus communities.

All materials and forms that need to be completed are noted in this section.

4.2 Form Submittals

The Proposer is asked to submit the following forms as instructed by this RFP:

- RFP Document Receipt Acknowledgment form
- Acknowledgment: Exchange of Confidential Information form
- Acknowledgment of Addenda form (completed and submitted to Petit Consulting upon receipt of RFP addenda)

4.3 Technical/Management Proposal

This section describes what COF seeks from the Proposer regarding A) the company's experience, resources, management and organizational structure, B) the Proposer's operations plan for the COF institutions' dining programs, and C) the company's partnership(s) with area campus dining operations.

A. MANAGEMENT, ORGANIZATION AND RESOURCES

The proposal should present key elements of the Proposer's organizational structure and a description of Proposer's experience and resources that are relevant to management of COF Dining Services. Please provide responses to the following:

4.3.1 Proposer Experience and References

- Provide a list of no less than five (5) Dining Services operations in higher education currently managed by the Proposer that are similar or relevant to the services required by the COF institutions. Include information on each:
 - Institution name and address.
 - Client contact name, title, phone number, and e-mail address.
 - Date or year Proposer assumed management responsibility.
 - Number and types of students, faculty, and staff comprising the institution's campus population.
 - Approximate annual gross revenues (for FY2019 and FY2020) – total volume and revenues by type of service (e.g., meal plan sales, retail foodservice outlets, and catering).
 - Innovative programs, services or facilities that distinguish the account as a market leader.

4.3.2 Resources

- Provide addresses of Proposer's headquarters office and the regional office that would oversee the COF account.
- Identify companies or individuals, outside the Proposer's organization, in the Massachusetts and Greater Boston region that Proposer uses to support its management activities. These may include specialists such as secret shopper services, food safety and sanitation inspectors, marketing firms, temporary staff services, training consultants, and consulting chefs.

4.3.3 Management Information Systems

The selected Operator will be responsible for managing and setting up payment processing, point-of-sale technology, and credit card/ payment devices.

The current dining contractor owns the on-campus CaterTrax software program for event and catering management. They use this system for complete management, bookings and billings related to campus catering at COF. The catering management system used during the next contract term will continue to be owned and managed by the Operator.

- Describe the management information systems Proposer would employ for the three COF institutions including:
 - Point-of-sale system hardware and software
 - Catering ordering and management software.
 - Food recipe, menu and inventory management system.

4.3.4 Management Organization

Provide three organizational charts illustrating:

- a) Your company's regional management staff (by title/function) and the communication channels from this group to COF's contract administrator.
- b) By job title, the full on-site operating team proposed for the institutions, including the account Director, General Manager or Resident District Manager, all unit managers and supervisors, all line staff, and all support or administrative staff.
- c) All foodservice operations managed by the Proposer in the region, showing where COF would fall.

Identify the individual in the Proposer's organization who will be authorized to represent the Proposer in contract negotiations with COF or their representatives.

4.3.5 Staffing Plan

COF asks that the Operator consider for employment the non-management, non-exempt Dining Services staff that is currently employed in COF Dining Services. If the Operator and current non-exempt Dining Services personnel agree that mutually beneficial employment terms can be reached, the Operator is encouraged to hire those individuals.

For the Proposer's information, Dining Services at COF has historically provided work opportunities for students and the institutions want this practice to continue. The wage scale for student workers in FY21, in all foodservice job types on the campuses, corresponds to wage rates in the collective bargaining agreement (CBA) between the current contractor and the local labor union.

- Present a narrative description of how Proposer's organization will staff the various foodservice operations at COF.
- Identify full-time staff, by position title, unit location or name, and estimated hours per week, that would be assigned to COF. Submit your proposed staffing in **an MS Excel workbook format** for evaluators' easy review and use. Use the **Staffing Plan Worksheet** (in Excel format) found in the Appendix to the RFP. ***Do not submit your proposed staffing chart(s) in PDF format.***
- Indicate if Dining Services staff will be members of a local labor union and, if so, identify the bargaining unit that would be present. The COF institutions expect no changes with regard to the local labor union that would enter into a CBA with the foodservice provider selected by COF as an outcome to this RFP process.
- Identify sources of temporary and part-time staff your organization would use to ensure ample levels of staffing for the two dining centers, campus retail dining, and catering.

- Resumes for proposed management team: Provide resumes for individuals who are proposed as the on-site management team. Include:
 - Director, General Manager, or Resident District Manager
 - Assistant Director or Operations Manager (if applicable)
 - Director of Catering
 - Executive Chef(s)Include resumes for other key managers who Proposer feels would distinguish their team as the best suited for COF.
- Describe your company’s staff compensation policy as it would apply at COF.
- Describe incentives, bonuses, and calculation methodology for the on-site Director’s annual compensation.

4.3.6 Labor and Training Practices

- Submit materials that outline Proposer’s philosophies and approaches to human resource management and administration, as these would apply at COF.
- Describe Proposer’s policies, practices and procedures for recruiting, background checks, hiring, training and evaluating employees.

4.3.7 Sanitation and Safety Practices

- Describe Proposer’s company-wide standards for food safety, sanitation, and life safety.
- Describe practices and programs: periodic food safety and sanitation inspections, HACCP plan implementation, training in ServSafe, and other programs followed by the Proposer at its higher ed dining accounts.

4.3.8 Sustainability Program

- Describe in detail the elements of “green” initiatives and a sustainability program that Proposer will implement and manage at COF.
- Identify how the program would complement or co-exist with the institutions current sustainability initiatives as described and referred to in this RFP.
- Indicate your planned percentage of green cleaning products and recycled content of paper products.

B. OPERATIONS PLAN

In this section of the proposal submittal, the Proposer is asked to present their operational plan, vision and concepts for Dining Services at the COF institutions. Please provide responses to the following:

4.3.9 Proposed Dining Services Operations

Present a thorough narrative description of your company’s proposed operating plan for the existing dining facilities described in this RFP.

Residential Dining / MassArt Dining Commons and WIT’s Beatty Cafe

For each of these dining centers, please address:

- Proposed menus, services, and concepts. Address menu items by serving station, vegan and vegetarian offerings, specialty themes, late-night service, accommodation of carryout demand, and any notable features proposed for this operation.
- International and ethnic cuisines to be offered. There is a strong interest at COF, particularly among students of MassArt and MCPHS, in authentically sourced and prepared international dishes.
- Proposer’s capabilities to deliver specialized meals (e.g., halal and kosher) on an as-needed basis.
- Proposed plan and procedures for serving meal-plan students who are quarantined in campus housing due to COVID-19.

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- Facility changes proposed to the servery and seating areas, if appropriate to the Proposer’s operational plan and/or capital investment proposal for the facility.
- Length of the menu cycle during a semester.
- The Proposer’s recommendations for meal plans to be offered COF students in FY23 forward. (See section 4.4.1, Meal Plans Available, below.) COF looks for Proposers to be innovative and open-minded about what types of plans are appealing to and suitable for students.
- Your proposal for accommodating meal-plan students at retail dining units on the Campuses, the intent being to offer these students i) an occasional change of pace from their daily meal-plan dining experience, ii) convenient access when students cannot get to the dining center for a meal, and iii) greater variety and value for their meal plans.

Retail Dining Units

MassArt		
Unit name	Location	Operations type
Peet’s Coffee & Tea	Kennedy Building, first floor. Adjacent to Dining Commons servery.	Walk-up counter serving the full Peet’s coffee, tea and specialty drink menu, artisan sandwiches and salads, and fresh pastries. No dedicated seating; patrons may use Dining Commons seating.
Spoon Cafe	Tree House residential tower	Walk-up counter serving Asian noodle bowls and appetizers, sushi, desserts, distinctive drinks and teas. Small seating area near to counter and adjacent lobby seating area are available.
Convenience Store	MassArt Artists’ Residence building	Range of products available – snacks and sweets, grocery items, grab ‘n go sandwiches and salads, hot and cold beverages, health and personal care items, and school supplies.
MCPHS		
Unit name	Location	Operations type
Crossroads Cafe	Fennel Building	Quick-service cafe with walk-up counter. Menu includes sandwiches and salads, fresh-made sushi, snack items, pastries, soups, cold drinks and coffees. No seating available in this facility, but in nearby adjacent indoor seating in the MCPHS Atrium and Student Lounge for approximately 100.
WIT		
Unit name	Location	Operations type
Leopard Cafe	Beatty Hall, 2 nd floor	Walk-up counter service. Menu offerings include <i>Sono</i> ’s Mexican fare, pastries, desserts, and <i>Starbucks We Proudly Brew</i> hot and cold drinks. Late-night breakfast menu Monday-Thursday, 8:00pm – 12:00 midnight. No dedicated seating; patrons may use Beatty Cafe seating area.

For the existing retail units listed in the table above, and any proposals for new or different units the Proposer wishes to recommend, please address the following:

- Proposed operating concepts with sample menus and pricing.
- Facility changes proposed for retail dining units, if appropriate to the Proposer’s operational plan and/or capital investment proposal for the facility.
- Menu items that would be offered continuously and those that would change out seasonally, periodically or according to a menu cycle.
- Use of branded concepts – national, regional or the company’s proprietary in-house brands. Describe what branding program, if any, is proposed for COF.
- Successful retail concepts or services Proposer manages on other college campuses that could be implemented at COF. Detail how these concepts would be successful on the Campuses.

Address each of the following in your proposed Operations Plan:

Operating hours and days, for all locations and services, whether these are different from current hours or not. Identify differences between the academic year, holiday and break periods, and summer.

Online access students, staff and faculty will have to daily menus for each location, nutrition information for all menus, special events, operating hours, and a customer feedback portal.

Catering – Include a full sample catering menu, with pricing, for a wide range of catering services:

- ‘No frills’ student catering
- Informal meeting refreshments
- Stand-up receptions
- Buffet luncheons and dinners
- Formal plated dinners at the president’s residence.

Summer programs – Proposed menus and service concepts. Include menus for adult day conferences and overnight programs. Differentiate between adult and youth programs.

Marketing program – Include all aspects of promotions, advertising, and engagement with the COF campus communities. Describe uses of social media, special events and monotony breakers, sales incentives, voluntary meal-plan promotions, customer satisfaction inputs/surveys, engagement with off-campus restaurateurs and chefs, and graphic and digital materials to promote COF Dining.

C. PROPOSER’S PARTNERSHIP(S) WITH AREA CAMPUS DINING OPERATIONS

Across the U.S., higher education is transforming due to changes in prospective student demographics, economic conditions, and the competitive marketplace. Small, tuition-driven institutions like the COF institutions represented by this RFP are particularly effected by such changes. It is important for such colleges and universities to think strategically about the future to ensure long-term success and viability.

In light of the above, COF is interested in Proposers offering information on their current experiences with multiple-campus partnerships or consortia, cooperative management agreements with multiple institutions, and other initiatives that are shaped around economies of scale, reducing operating costs, and minimizing operating redundancies – all while delivering high-quality services and products to client institutions. For Proposers where such arrangements do not now exist with client institutions, COF invites creative and innovative thinking that could, at some future time, apply to COF Dining Services.

Please present in the Proposal Response a narrative addressing your company’s experiences with and/or ideas for operating partnerships on multiple campuses.

4.4 Financial Proposal

This section describes what the institutions seek from Proposers regarding the proposed financial terms of a Contract and the financial projections in the Proposal Response.

COF has certain expectations and requirements of the Operator under the Contract with regard to financial terms. Listed in the table on the following page are the key elements of those terms, though the parties may negotiate more or fewer financial factors, or choose financial terms that differ from what are listed here.

COF Dining Services RFP

Financial Terms and Expectations of COF

Commissions

Would Proposer offer an escalating-scale commission % structure, whereby the commission % increases as revenues rise above pre-determined amounts, per mutual agreement of the Contractor and COF? By way of example:

- Commission rate of 5% on Declining Balance meal plan sales with opportunity to increase commissions to a higher rate (e.g., 7.5%) should annual sales grow beyond agreed upon threshold amount.

- Commission rate of 12% on Catering sales with opportunity to increase commissions to a higher rate (e.g., 15%) should annual sales increase beyond agreed upon threshold amount.

- Commission rate of 7.5% on Retail Dining sales with opportunity to increase commissions to a higher rate (e.g., 10%) should annual sales grow beyond agreed upon threshold.

Cite proposed base % and minimum \$ amount for Year 1 (FY22) for:

- Catering sales
 - Retail dining sales
 - Convenience store sales
 - Declining Balance plan sales
-

Capital Investment

Unamortized capital investment liability to be covered by the upcoming Contract - \$3,950,000

Additional capital contribution or investment proposed by the Operator is welcomed but not required. Such funds might be used for facility renovations and improvements.

In-kind Donations

Minimum \$30,000/year for catering

Other examples: meal plans for selected senior staff of COF institutions; student scholarships; funding of sustainability initiatives

Meal Plans

Unused meal plan credits (declining balance plans; Dining Dollars) will be retained by COF

Resident Assistant (RA) meal plans - estimated at 40-50 Full Plans: Offer complimentary plans or the \$ value equivalent

Meal plan admin or service fee - waived by Operator, will not apply

Expenses of Utility Consumption

Separate or dedicated meters in all foodservice spaces:

- Electricity
- Water
- Natural Gas

Utility expenses to be charged to Operator

Contractor's Volume-Purchasing Rebates and Allowances

Rebates/Allowances received from food and supply wholesalers, distributors, and producers - portion to be shared with COF on purchases made for the account.

Optional offers / proposals:

Other types of offers COF may consider:

- Working capital advance at beginning of academic year (to support P/R costs and food/non-food supply purchases before major invoicing to COF has occurred).
 - Contract signing bonus
 - Performance bonuses for Operator exceeding measurable standards
-

4.4.1 Operating Revenues and Expenses

Proposers are asked to prepare and submit pro forma operating statements for FY22, FY23 and FY24, taking into account the following:

- Over the course of the Contract, Operator's compensation will be on a **Profit and Loss basis**, whereby Operator assumes all responsibility for operating surpluses or shortages related to its management of Dining Services on the COF institutions' campuses. COF and Operator selected from this RFP process will negotiate on the financial terms of the Contract that are most suitable and agreeable to the parties.
- **Operator's on-campus management staff** that should be accounted for under payroll costs – Director, General Manager or District Resident Manager; Executive Chef(s); Catering Manager; and administrative assistant.
- **Annual service days**
See RFP section 1.5, above, for the projected annual operating schedule for the campus dining venues.
Assume 132 full meal-plan service days – fall semester
Assume 132 full meal-plan service days – spring semester
Total annual meal-plan service days 265
Additional feeding days *outside* the academic year: approximately 92 (for example, summer service periods, student-athlete pre-season meals, and Residence Life staff early arrivals)
- **Meal Plans Available**

FY22

Proposers should plan on the following meal plans being available to students of the COF institutions in Year 1 of the Contract (FY22). These are the **declining balance plans** currently available during the academic year 2020/21:

MassArt – The starting balances of the plans are:

- Regular Meal Plan - \$1,535 in Dining Dollars per semester
- Reduced Meal Plan - \$970 in Dining Dollars per semester
- Resident Assistant Meal Plan - \$1,535 in Dining Dollars per semester

MCPHS – The starting balances of the plans are:

- Full Plan - \$1,551 in Dining Dollars per semester
- Partial Plan - \$877 in Dining Dollars per semester

WIT – The starting balances of the plans are:

- Plan A - \$1,600 in Dining Dollars per semester
- Plan B - \$860 in Dining Dollars per semester
- Plan C - \$440 in Dining Dollars per semester

FY23 forward

Proposers are asked to consider the following list of meal plans to be the types and variety that COF will offer students in FY22 and beyond. The institutions do not expect, necessarily, to offer the number of plans listed here but these are representative of plans that would be most desirable and saleable to COF students. Proposers, in developing their operating plans and financial proposals in response to this RFP, are asked to recommend the quantity and types of plans from the list below, based on experience in the higher education dining marketplace and knowledge of college students' dining preferences, sensitivity to cost, and expectations for convenience and easy access.

The declining balance values and Dining Dollars values shown in the list are theoretical at this time. COF *does not* mean to indicate that these values – if any of the plans as described actually *are* offered to students in FY23 or beyond – are firm and will be in effect in FY23.

COF Institution Dining Services		
Possible meal plan choices for FY23 forward		
	'HYBRID' MIX OF MEAL PLAN OPTIONS	MEAL PLAN USABILITY
Option 1	Ali-you-care-to-eat - Unlimited access to Beatty Cafe, includes 150 dining dollars	Meal swipes at Beatty Cafe only; DD usable at all locations
Option 2	225 Meals per semester, plus 125 dining dollars	Meal swipes at Beatty Cafe; DD usable at all locations; swipe for 'meal equiv' or 'cash equiv' at MA Dining Commons
Option 3	150 Meals per semester, plus 200 dining dollars	Meal swipes at Beatty Cafe; DD usable at all locations; swipe for 'meal equiv' or 'cash equiv' at MA Dining Commons
Option 4	90 Meals per semester, plus 300 dining dollars	Meal swipes at Beatty Cafe; DD usable at all locations; swipe for 'meal equiv' or 'cash equiv' at MA Dining Commons
Option 5	Premium Declining Balance plan - \$2,750 in Dining Dollars	MA Dining Commons; all campus retail dining units; Beatty Cafe for 'door charge'
Option 6	Full Declining Balance plan - \$1,650 in Dining Dollars	MA Dining Commons; all campus retail dining units; Beatty Cafe for 'door charge'
Option 7	Half or "Partial" Declining Balance plan - \$825	MA Dining Commons; all campus retail dining units; Beatty Cafe for 'door charge'
Option 8	Commuter Declining Balance plan - \$500	MA Dining Commons; all campus retail dining units; Beatty Cafe for 'door charge'

Please present the following items in your financial proposal:

- **For FY22: Cost to the institutions for the Declining Balance meal plans** listed above for MassArt, MCPHS, and WIT.
- **For FY23 forward: Cost to the institutions for the meal plans** listed above, which the Proposer recommends COF offer its student communities. Provide daily rates by plan, where applicable, for FY23 and FY24, Years 2 and 3, of the contract.
- **Pricing for sample list of catered items**
 Provide your company's **per-person prices** to COF for the following types of catered events, which are popular and commonly ordered by meeting planners and groups at COF.
 - Classic Continental Breakfast
 - All Day Meal and Refreshments (package)
 - Grab and Go Boxed Salads
 - Grab and Go Boxed Sandwiches
 - Specialty Buffets (Deli Buffet, New England Seafood Festival Buffet and Little Italy)
 - Cheese and Fruit Displays for Receptions (supplemented with a few passed items)
 - Refreshment Breaks – Cookies, Brownies, Hand Fruits, Nuts, Soft Drinks and Coffee/Tea
- **Three-year pro forma operating statements** for COF Dining Services, including all operating revenues and expenses the Operator will manage and incur during the course of operations. Use the financial statement template in the **MS Excel workbook** provided with this RFP (see Appendix, Worksheet Template, Pro Forma Operating Statements). ***Do not submit your 3-year pro forma in PDF format.***

Please prepare the pro forma statements with supporting documentation using these guidelines:

- The three-year pro forma period will reflect:
 - Year 1**, COF's fiscal year which is July 1, 2021 – June 30, 2022
 - Year 2**, July 1, 2022 – June 30, 2023
 - Year 3**, July 1, 2023 – June 30, 2024
- Prepare and provide in the Proposal Response as **back-up to the pro forma statements clear and complete worksheets** that show how all revenues and expenses were calculated for Years 1, 2 and 3. Explain calculations so proposal evaluators easily understand the Proposer's logic and methodology.
Important note: *This is a critical element to include in the proposal and will be reviewed carefully.*

- Provide the components of “Product Cost” or “Cost of Goods Sold” shown in the pro forma statements. That is, COF needs to understand the detailed breakdown of this significant operating cost, which may include actual product cost to the Operator, rebates and/or discounts retained by the Operator, and corporate overhead charged to COF. The total of these may appear as “Product Cost” or “Cost of Goods Sold” on operating statements for the COF account yet the actual cost of product to the Operator would be these amounts net of rebates, discounts and corporate charges. Please be clear and specific in defining how “Product Cost” or “Cost of Goods Sold” is calculated for the 3-year pro formas.
- Ensure that payroll expenses shown for Year 1 correlate directly to the staffing plan requested in RFP section 4.3.5.
- In a supporting schedule to the pro forma operating statements, itemize, by job title or position, hourly wage rates and annual salaries proposed for Dining Services staff.
- Identify clearly expenses that Proposer assumes will be incurred directly by COF and, hence, would not appear on Operator’s operating statements.

Proposers should base revenue and operating expense estimates on numerous factors and assumptions, including:

- o The institutions’ community expectations for high quality, appealing and varied menus, foods and beverages.
- o COF’s objectives to deliver excellent service and product quality at reasonable prices to the campus communities. At the same time, the institutions are motivated to seek economies where possible without compromising services.
- o Historical revenue and customer/transaction patterns cited in the RFP.
- o All students who reside in campus housing are (typically) required to participate in a meal plan. Exceptions include certain apartment style housing selections that include kitchens and considerations made due to COVID operating procedures.
- o Meal plan options for FY22 as listed above in this section. For FY23 forward, Proposers are to recommend from the list of eight (8) plans shown above which of those possible plan options COF should offer its students.
- o Proposer’s experience with similar collegiate dining programs in New England.
- o Current menu pricing patterns in COF retail dining outlets.
- o COF’s current operating hours, by unit/location, as shown in section 2.2 above *or* Proposer’s recommended operating hours, if different.
- o Proposer’s expectations for growing market share and capture rate of the COF campus communities.
- o Plans COF and the Operator develop cooperatively for any renovations to existing dining facilities.
- o Wage rates and benefits that parallel current terms of the collective bargaining agreement between the incumbent and the local labor union.
- o Staffing proposed in response to RFP Section 4.3.5.
- o The COF institutions’ goals and standards for sustainability and resource conservation.

4.4.2 Commissions to COF

COF expects *minimum* commission payments from the Operator on certain campus foodservices, such commission terms to be negotiated between COF and Operator. The operations from which commissions on sales will be expected* are:

MassArt

- Peet’s Coffee & Tea
- Spoon Cafe
- Convenience store

MCPHS

- Crossroads Cafe

WIT

- Leopard Cafe

Declining Balance Meal Plan sales

Campus Catering

* Note – The units listed above are those in operation during spring 2021. Should COF and the Operator agree on changes to any of these units over the Contract term – name, menu and service concept, and/or branding – commissions will be expected from the replacement operation.

Please prepare a worksheet that details proposed commissions for the operating units listed above, by % and \$ amount, for the three years in your company’s pro forma. The sum of commissions for each year shown in the worksheet must match Commissions Expense in the pro forma.

4.4.3 Operator’s Contributions and In-kind Donations

The COF institutions expect the Operator to provide, at a minimum, \$30,000 annually (in total to the group) in in-kind donations through the Contract.

Identify the types of financial contributions and/or in-kind donations to the COF institutions your company proposes to make over the Contract term. Place a dollar value on each line-item contribution the institutions would receive and define clearly any conditions or stipulations that would apply to making these payments to COF.

4.4.4 Capital Investment by Operator

As of June 30, 2021, the current contractor will carry an unamortized capital investment on their books of \$3,950,000. COF expects this unamortized capital investment to carry forward to the next contract term beginning on July 1, 2021, whether that is with the incumbent contractor or a successor.

If Proposers choose to do so, the COF institutions will entertain offers from Proposers to contribute capital toward Dining Services facility construction, renovations, and improvements beyond the value of the unamortized capital mentioned above. Offers of such additional capital may be considered if, in the judgment of COF, there would be material benefit to the institutions and the COF campus communities.

The COF institutions may seek to make improvements to their dining facilities over the upcoming Contract term. Shown below are broad thoughts in this direction. Proposers may consider these in developing a capital investment proposal for COF.

MassArt

- Spoon Cafe (‘Treehouse’ residence tower) – Open exterior entrance on back window wall facing WIT campus; renovate back prep area and service counter to accommodate an enhanced menu and service concept.
- Refresh design/aesthetic appeal of Peet’s Coffee unit. Improve peak-demand customer circulation and queuing flows. Examine potential for a direct exterior entrance or service window.
- Adapt office at front of Dining Commons space for foodservice use of some type (e.g., sushi counter, noodle bar or other).
- Renovation of loading dock at back entrance to Dining Commons kitchen (currently in early planning/design).

MCPHS

- Proposers may recommend substantive changes and improvements to Crossroads Cafe, and then identify the order-of-magnitude costs associated with those changes. The institution believes the cafe could be much more effective and successful in serving MCPHS students, faculty and staff with convenience, desirable and distinctive food and drink, and an inviting and appealing physical space. MCPHS invites creative and cost-effective ideas aimed at refreshing and contemporizing the Crossroads Cafe experience for customers.

WIT

- Proposal Responses may address some level of capital investment by the Operator in a Beatty Cafe renovation or refurbishment. This would be beneficial to making material improvements in the physical layout, capabilities, and appeal of this facility for WIT students and other COF students, also. Changes that are envisioned include:
 - Convert to an all-you-care-to-eat residential dining center, requiring secure card-swipe kiosks and servery boundaries.
 - Cosmetic/design features and character of the dining areas to enhance appeal, comfort, and usefulness for students.
 - Improve traffic flow of servery by repositioning menu/service concepts.
 - Modify existing ware washing equipment and area to capacity and capability for handling permanent service ware scrapping, sanitizing, and storage.

The institutions invite innovative and cost-effective ideas aimed at refreshing and updating the campuses' existing foodservice locations. Such facility proposals should be presented as responses to section 4.3.9, above.

In your proposal, please address the following:

- Identify the magnitude of capital contribution or investment the Proposer is prepared to offer COF over the Contract period.
- Define terms that would be associated with capital contribution(s) for fit-out of new facilities, facility renovations, or major equipment replacement.
- Identify amortization costs in the appropriate fiscal years during the Contract period that would be charged to COF's foodservice operation.

APPENDIX

RFP Document Receipt Acknowledgment form

Acknowledgment: Exchange of Confidential Information form

Acknowledgment of Addenda form

MassArt-MCPHS campus maps

Separate from this RFP document (PDF file)

WIT Campus Map

Separate from this RFP document (PDF file)

Architectural floor plans – existing COF Dining Services facilities

Beatty Dining–Furniture and Equipment plan-484 seat cap

Beatty Dining Hall-1st floor plan

MassArt Dining Commons-Arch Plan

Spoon Cafe floor plan, Treehouse res tower

MCPHS 1st FL BOS Campus Layout

COF C-store Floor Plan

Separate from this RFP document (PDF files)

Historical Operating Statements:

File title: MCA/MCPHS OpsStmts incl Catering-FY18 thru FY20

Separate from this RFP document (PDF file)

File title: WIT OpsStmts-FY19 thru FY21YTD Dec2020

Separate from this RFP document (PDF file)

Staffing Plan Worksheet

For completion by Proposer

Separate from this RFP document (Excel file)

Worksheet template: Pro forma operating statements – FY22, FY23, FY24

For completion by Proposer

Will be a separate transmittal from this RFP document (Excel file)

RFP DOCUMENT RECEIPT ACKNOWLEDGMENT

Please complete this acknowledgment form and immediately return by **mail** or **e-mail** to:

Ray E. Petit
Petit Consulting LLC
182 Harbor House Drive
Osprey, FL 34229-8797

rpetit@petitconsultingllc.com

Date RFP received: _____

Will your organization be proposing on this management opportunity with the Colleges of the Fenway?

_____ Yes _____ No

Person responsible for this proposal: _____

Person's Title: _____

The person in your organization who is to receive any RFP addenda (changes, additions, deletions, questions from other proposers, and COF responses).

Complete address for the individual identified above:

Phone: _____

E-mail address: _____

Fax: _____

Names and titles of individuals (up to three) who will attend the pre-proposal conference.

1. _____
2. _____
3. _____

THANK YOU FOR YOUR RESPONSE

**ACKNOWLEDGMENT:
EXCHANGE OF CONFIDENTIAL INFORMATION**

Reference: Request for Proposal – Management of Campus Dining Services
Colleges of the Fenway member institutions

Colleges of the Fenway, Inc. (“COF ”) invites Proposer, the organization identified below, to offer management services to COF by submitting a Proposal Response to COF’s Request for Proposal. In connection therewith, COF may disclose to Proposer confidential data during the Request for Proposal process. The undersigned, representing Proposer, hereby acknowledges the confidentiality of information, data, and documentation to be shared during this Request for Proposal process.

Definitions:

Data: Technical, financial, or other information, material, or data, whether written, oral, electronic, or in any other form, including any materials, trade secrets, know-how, formulas, processes, algorithms, ideas, strategies, inventions, data, network configurations, system architecture, designs, flow charts, drawings, proprietary information, business and marketing plans, financial and operational information, and any information, material or data provided by third-party vendors.

Confidential

Data: Means (a) data that is disclosed by or on behalf of a disclosing party to the other receiving party, that is designated “confidential” by the disclosing party, and including, whether or not stamped or designated “confidential” (i) all other non-Public information, material, or data relating to the current or future business and operations of the disclosing party, and (ii) any information, material, or data provided by third party vendors of the disclosing party; and (b) any analyses, compilations, studies, summaries, extracts, or other documentation prepared by the receiving party based on the Confidential Data disclosed by the disclosing party. Confidential Data excludes Public Data.

Proposer Organization: _____

Proposer’s Representative:

Name: _____

Title: _____

Signature: _____

Date: _____

ACKNOWLEDGMENT OF ADDENDA

Reference: Request for Proposal – Management of Campus Dining Services
Colleges of the Fenway member institutions

This form is to be used by the Proposer to acknowledge receipt of addenda that are issued by the COF institutions in relation to the subject Request for Proposal.

The Proposer must maintain this form cumulatively, and whenever the Proposer receives an addendum, the number is entered on this form and a copy sent by **e-mail** or **mail** to:

Ray E. Petit
Petit Consulting LLC
182 Harbor House Drive
Osprey, FL 34229-8797

rpetit@petitconsultingllc.com

Addendum No. _____ Signature _____

Date: _____

Addendum No. _____ Signature _____

Date: _____

Addendum No. _____ Signature _____

Date: _____

Addendum No. _____ Signature _____

Date: _____

Addendum No. _____ Signature _____

Date: _____