

# **UNIVERSITY OF MANITOBA**

**FOOD SERVICES MANAGEMENT AND  
OPERATION**

**REQUEST FOR PROPOSAL**

Food Services

RFP# FG 17074 PD

## **SECTION 1 – PROJECT SUMMARY**

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### **1.1 PROJECT OVERVIEW**

The University of Manitoba is soliciting proposals for the management and operation of food services. The University will only consider proposals from financially responsible firms presently engaged in the business of providing food services. Each Offeror must furnish the required documents in the required format as outlined in this RFP in order to be considered responsive.

The University expects to award the contract to the best-valued Offeror based on the requirements in this solicitation. The Offeror selected for award will be the Offeror whose proposal is responsive, responsible, and is the most advantageous to the University, as determined by the University in its sole discretion.

### **1.2 PROJECT DETAILS AND DESIRED OUTCOMES**

The University is looking to secure services equal to, or better than, the level of service currently provided. It is the University's desire to have a commission-based structure. The University's primary goals of this RFP are to increase financial return to the University and to increase satisfaction to the University and the students. The scope of work and the expectations for the food service provider are detailed in Exhibit 1.

### **1.3 PROJECT TERM**

This contract will commence on April 1, 2014. The term of this contract is ten (10) years.

### **1.4 CURRENT CONDITIONS**

Best efforts have been made to obtain accurate, detailed information on the current conditions at the University, as detailed on Exhibit 2; however, Offerors should not assume this information is 100% complete or accurate.

## SECTION 2 – INSTRUCTIONS TO OFFERORS

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### 2.1 UNIVERSITY REPRESENTATIVES

The University has designated representatives (listed below) whom are responsible for the conduct of this procurement. All inquiries, concerns, or clarifications regarding this procurement must be submitted to these individuals only via fax or email (no phone calls). Offerors shall not contact any other University employees. Please copy both individuals on all correspondence.

**Procurement University Representative** - All inquiries regarding the procurement, process, procedures, or submittals must be submitted in writing via fax or email to the individual listed below (and CC the Technical University Representative):

Paul Dugal (Manager, Purchasing Services)  
Fax: (204) 474-7509  
E-mail: paul.dugal@umanitoba.ca

**Technical University Representative** - All technical inquiries regarding the project specifics (such as scope of work, current conditions, desired outcomes, etc.) must be submitted in writing via email or fax to contact below (and CC the Procurement University Representative):

Andrea Edmunds (Director, Ancillary Services)  
Fax: 204-474-7555  
Email: andrea.edmunds@umanitoba.ca

### 2.2 INQUIRES, CLARIFICATIONS, REQUESTS FOR INFORMATION

Offerors are expected to promptly review the Request For Proposal (RFP) document, including all of the attachments, exhibits, and addendum. If discrepancies, inconsistencies, or omissions are found, the Offeror shall immediately notify the University Representatives noted in 2.1. If the Offeror has questions or requires clarification on any part of this RFP, they shall immediately notify a University Representative noted in 2.1. All questions, inquiries, clarifications, must be emailed by the due date identified in the Procurement Schedule. The University Representative may respond to any such requests by issuing written addenda. Verbal clarifications shall not be binding. Offerors should not rely upon any statements made by any person other than the University Representatives noted in 2.1.

### 2.3 PROCUREMENT SCHEDULE

The University will make every effort to adhere to the schedule below. However, the University reserves the right to modify these activities and dates at any time.

No	Activity	Date
1	Project Announcement	08/26/13
2	Pre-Proposal Conference	09/11/13
3	Site Walk	09/11/13
4	Deadline to Submit Questions/Inquiries	09/23/13
5	Proposal Due Date (4:00 PM Winnipeg Time)	10/17/13
6	Interviews	10/23/13
7	Clarification Period	10/28/13 - 11/29/13
8	Anticipated Date of Award	12/12/13
9	Transition Period	1/1/14 - 3/30/14
10	Start of Service	4/1/14

### 2.4 PRE-PROPOSAL CONFERENCE AND SITE VISIT

A pre-proposal conference and site visit will be conducted to provide an overview of the project and the procurement process. Potential Offerors are strongly encouraged to send their potential General Manager to the training to obtain the greatest educational benefit. Attendance at this conference is not mandatory, but highly encouraged. To obtain additional information about this meeting (such as the address/location/time), please send an RSVP email to both individuals listed in Section 2.1.

### 2.5 ADDENDA

The University may make changes to the RFP and/or provide clarification to information stated within the RFP by way of issuance of written addenda. All addenda issued prior to the Proposal Due Date will become part of this RFP and will be deemed to have been considered by the Offeror in its proposal.

Suppliers are required to monitor the University's Purchasing Services Bid Opportunities website [http://www.umanitoba.ca/admin/financial\\_services/purch/Bid\\_Opportunities.html](http://www.umanitoba.ca/admin/financial_services/purch/Bid_Opportunities.html) for all addenda to the RFP. It is the responsibility of the Bidder to ensure all addenda were received.

## **SECTION 3 – SUBMISSION OF THE PROPOSAL**

### **3.1 DATE, TIME, AND LOCATION**

All proposal packages **MUST** be received no later than the date/time indicated in the Procurement Schedule in Section 2.3 (“Proposal Due Date”). Proposals received after this deadline will **NOT** be accepted. The proposal package must be delivered to:

Paul Dugal  
Manager, Purchasing Services  
University of Manitoba  
414A Administration Bldg.  
Winnipeg, MB R3T 2N2

The University is not responsible for the timeliness of mailed documents, nor will the University accept any proposal delivered to a different location.

### **3.2 FORMAT**

All proposals must be printed on standard 8½ x 11 paper. Offerors must use the templates provided in the required Attachments. Proposal documents should be stapled together. Do not bind the documents in any other way.

### **3.3 NUMBER OF RESPONSES**

Each Offeror shall submit only one (1) original hardcopy proposal and one (1) electronic version of their proposal on a CD or USB (in MS Word). Proposals submitted by facsimile or email will not be accepted.

### **3.4 PROPOSAL PACKAGE CONTENTS AND REQUIREMENTS**

Each Offeror shall submit one (1) proposal package. The package should be marked with reference to this RFP (RFP Number and Name). The package must be sealed and contain the information below. Any proposal that does not adhere to the requirements in this RFP will be deemed non responsive and rejected.

Attachment A – Proposal Form  
Attachment B\* – Team Qualifications  
Attachment C\* – Project Plan  
Attachment D\* – Risk Assessment Plan  
Attachment E\* – Value Assessment Plan  
Attachment F – Reference List  
Attachment G – Survey Questionnaires  
Attachment H – Past Performance Information Scores  
Attachment I – Cost Proposal Form

A CD or USB containing the proposal as required in Section 4

*\* Indicates that the entire Attachment must be anonymous. These Attachments must NOT contain any names (company, personnel, project, product, etc.) that can be used to identify the Offeror.*

## **SECTION 4 – PROPOSAL REQUIREMENTS AND FORMAT**

### **4.1 OVERVIEW**

This contract will be awarded on a best-value basis, as outlined in this RFP. The best value process consists of three primary stages: 1) selection, 2) clarification and pre-planning, and 3) post award performance measurement.

**Selection:** The first stage of the best value process focuses on the Offeror's ability to differentiate itself based upon the ability to identify, prioritize, and minimize risks, add value to the University and show a high level of past performance on behalf of other clients. Instead of focusing on minimum expectations, the University is allowing Offerors to compete based on value and their ability to maximize the University's satisfaction. Consequently, the submitted proposals should be brief, show differentiation, and allow the University to make a decision on which Offeror is the best value Offeror for the University. It is imperative that each Offeror realize that what is written in the proposals and discussed in the interview will become part of the Offeror's final contract.

**Clarification and Pre-Planning:** The second stage of the best-value process occurs prior to award with the anticipated highest prioritized Offeror. This Offeror will be required to clearly present their plan on how they will complete the project on-time, meet all of the financial contributions/commissions, and meeting the quality expectations of the University. This period of time is provided to the Offeror to ensure that they have properly addressed and accounted for all aspects of the service in their proposal.

**Post Award Performance Metrics:** The third stage of the best-value process occurs after award, and requires the awarded Offeror to monitor and track all risks on the project on a weekly basis and to document their performance on a monthly basis.

### **4.2 ATTACHMENT TEMPLATES**

This RFP contains Attachments, which must be used by the Offerors to submit their proposal. An electronic copy of each Attachment is posted online. The Offeror must download, complete, and submit each Attachment as their proposal. Offerors shall NOT re-create these attachments, create their own attachments, or edit the format of the attachments (page sizing, font type, font size, color, etc.). Any proposal that does not adhere to these requirements will be deemed non responsive and rejected.

### **4.3 PROPOSAL FORM (ATTACHMENT A)**

The Offeror must complete all information requested in Attachment A. This document requests information on the following items:

- Contact information of the Offeror
- Acknowledgement of all addenda
- Identification of the critical project team, including the Onsite General Manager that will be assigned to this project. This individual shall be used by Offeror for the duration of the Contract resulting from this RFP. This individual CANNOT be removed or replaced, unless requested to do so by the University.

- Completion of all certification statements.

This document must also be signed by the person authorized to contractually obligate the Offeror/Organization.

#### **4.4 TEAM QUALIFICATIONS AND CAPABILITIES (ATTACHMENT B)**

The Offer shall prepare and submit Attachment B. The goal of this plan is to allow the Offeror to differentiate their capability to meet the requirements of this project by aligning their expertise. The Offeror is encouraged to describe the team of key personnel that will be assigned to this project along with key performance metrics (example: how long they have been with your company, years of experience in current position, number of similar projects, average customer satisfaction ratings, performance improvements, awards received, etc.)

In order to minimize any bias, the Team Qualifications **MUST NOT** contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, or product names). A template is provided in this document and must be used by all Offerors. Offerors are **NOT** allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.).

The Team Qualification plan must **NOT** exceed 1 page (front side of page only). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, will be marked as nonresponsive and eliminated from the evaluation process.

#### **4.5 PROJECT PLAN (ATTACHMENT C):**

The Offer shall prepare and submit Attachment C. The purpose of the Project Plan is to demonstrate to the University that the Offeror can visualize what they are going to do before they do it. The Project Plan should be developed around fulfilling the University's requirements within the known project constraints of cost, time, resources, quality, and expectations as described in this RFP. The Project Plan consists of the following sections:

- **Proposal Summary** – a brief chronological roadmap that describes, in major activities and tasks, how the Offeror will meet the University's expectations as set forth in this RFP. This should be a concise synopsis of the work and approach that will be taken to complete this project.
- **Project Assumptions** – a brief summary of the major assumptions that have been made in preparing the proposal. This should include items/tasks that the Offeror has assumed the University will perform, items/tasks required from the University, and items/tasks that have not been included in the proposal (items that the Offeror feels are outside the scope of work)
- **Roles, Responsibilities, Expectations** – brief summary of the expectations and responsibilities that the Offeror has of the University or University personnel.
- **Clarification Period Schedule** – a high level schedule that included dates of when the Offeror will accomplish all of the requirements of the Clarification Period (Section 6)

In order to minimize any bias, the Project Plan MUST NOT contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, or product names). A Project Plan template is provided in this document and must be used by all Offerors. Offerors are NOT allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.).

The Project Plan must NOT exceed 4 pages (front side of page only) (one page for the Proposal Summary, one page for the Project Assumptions, one page for Roles and Responsibilities, and one page for the Clarification Period Schedule). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, will be marked as nonresponsive and eliminated from the evaluation process.

#### 4.6 **RISK ASSESSMENT PLAN (ATTACHMENT D):**

The Offer shall prepare and submit Attachment D. The Risk Assessment Plan should address risks that may impact the successful delivery of this service, considering all expectations as described in this RFP. The Offeror should list and prioritize major risk items that are unique and applicable to this project. This includes areas that may cause the project to not be completed on time, not generate the expected financial returns, or may be a source of dissatisfaction for the owner. The Offeror should rely on and use their past experience and knowledge of completing similar projects to identify these potential risks.

Each risk should be described in non-technical terms and should contain enough information to describe to a reader why the risk is a valid risk. The Offeror must also explain how it will avoid or minimize the risks from occurring. If the Offeror has a unique method to minimize the risk, the Offeror should explain it in non-technical terms. The Risk Assessment plan gives the opportunity for the Offeror to differentiate its capabilities based on its ability to visualize, understand, and minimize risk to the University and the risk to a successful outcome of the service. The Risk Assessment Plan is broken down into two subparts: Assessment of Controllable Risks and Assessment of Non-Controllable Risks.

- **Assessment of Controllable Risks:** This includes risks, activities, or tasks that are controllable by the Offeror, or by entities/individuals that are contracted to by the Offeror. This includes things that are part of the technical scope of what the Offeror is being hired to do. This may also include risks that have already been minimized before the project begins due to the Offeror's expertise (i.e. risks that are no longer risks due to the Offeror's expertise in delivering this type of project). All risks and strategies to mitigate these controllable risks must be included in the Offeror's total financial contribution.
  
- **Assessment of Non-Controllable Risks:** This includes risks, activities, or tasks that are not controllable by the Offeror. This may include risks that are controlled by University, University's agents or organizations, risks that are caused by outside agencies, or completely uncontrollable risks. Although these risks may not be controlled by the Offeror, the Offeror must identify a strategy that can be followed or used to mitigate these risks. All risks and strategies to mitigate these non-controllable risks must not be included in the Offeror's total financial contribution.



In order to minimize any bias, the Risk Assessment Plan MUST NOT contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, or product names). The Risk Assessment Plan must not identify the Offeror's financial contribution for this service.

A Risk Assessment Plan template is provided in this document and must be used by all the Offerors. Offerors are NOT allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.). The Risk Assessment Plan should be brief and concise. The Risk Assessment Plan must NOT exceed 2 pages (front side of page only) (1 page for the Assessment of Controllable Risks, 1 page for the Assessment of Non-Controllable Risks). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, will be marked as nonresponsive and eliminated from the evaluation process. The University also reserves the right, in its sole discretion, to modify a Proposal to remove non-compliant information. The Risk Assessment Plan will become part of the final contract (if Offeror is selected for award).

#### **4.7 VALUE ASSESSMENT PLAN (ATTACHMENT E):**

The Offer shall prepare and submit Attachment E. The purpose of the Value Added Plan is to provide Offerors with an opportunity to identify any value added options or ideas that may benefit the University or service. If the Offeror can include more scope or service within the constraints of the University, the Offeror should provide an outline of potential value added options. This may include ideas or suggestions on alternatives in implantation timelines, project scope, financial contributions, equipment, goals, deliverables, methodologies, etc. Value added ideas must NOT be included in overall total financial contribution. The potential impacts to cost/financials should only be listed in the cost proposal form (Attachment I). Prior to award (during the Clarification Phase), the University will determine if the value added items will be accepted or rejected.

In order to minimize any bias, the Value Assessment Plan MUST NOT contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, or product names). The Value Assessment Plan must not identify the Offeror's financial contributions for this service.

A Value Assessment Plan template is provided in this document and must be used by all the Offerors. Offerors are NOT allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.). The Value Assessment Plan should be brief and concise. The Value Assessment Plan must NOT exceed 1 page (front side of page only). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, will be marked as nonresponsive and eliminated from the evaluation process. The University also reserves the right, in its sole discretion, to modify a Proposal to remove non-compliant information.

#### 4.8 PAST PERFORMANCE INFORMATION (ATTACHMENTS F, G, H)

The University will analyze past performance information on each of the entities below:

- The Offeror (Firm)
- The Onsite General Manager (Individual that is listed in Attachment A)

For each of these entities, the Offeror shall prepare and submit a Reference List, Customer Surveys, and Past Performance Information Scores as outlined below:

##### Reference List Requirements (Attachment F)

- For each entity, the Offeror must prepare and submit a list of clients that will evaluate each entity's performance.
- The General Manager can use the same past references as the Firm, provided that they were used on those particular projects.
- The maximum number of references that can be submitted is 5 for each entity. The number of returned surveys will be analyzed along with the survey scores.
- The past projects must be awarded and operational (the client must be able to respond to the survey questions).
- The past projects should be related to food services
- The entity cannot have multiple people evaluate the same service (each project for that particular entity must be different).
- The end user/client must complete the survey (the Offeror cannot have other consultants or third parties evaluate the entity's performance).
- The University of Manitoba or its employees cannot be used as a reference.

##### Survey Questionnaires (Attachment G)

- For each entity, the Offeror must prepare, send out, and collect survey questionnaires to each individual listed on the Reference List.
- The Offeror must modify the return information (located at the bottom of the survey) so that the surveys are returned back to the Offeror.
- All returned survey MUST be evaluated AND signed by the client. If a survey is not signed, it will NOT be counted or considered.
- The Offeror is responsible for making sure that clients receive the survey, complete the survey, and return the survey.
- Returned surveys must be packaged together and submitted with the Offeror 's proposal

##### Past Performance Information Score (Attachment H)

- Once the Offeror has collected all of its surveys, the Offeror is required to generate the Past Performance Information score for each entity.
- The Offeror is required to input all of its returned survey scores, and then average all of the responses together to obtain the Offeror's overall rating.
- The Offeror is required to count the total number of returned surveys to obtain the overall number of returned surveys.
- The University may contact the reference to clarify a survey rating, check for accuracy, or to obtain additional information. If the reference cannot be contacted, the survey will be deleted and no credit given for that reference. The University may also adjust scores/ratings if the University determines that the criteria/requirements have not been followed.

#### **4.9 FINANCIAL PROPOSAL (ATTACHMENT I)**

The Offeror shall prepare and submit the Financial Proposal (Attachment I), which shall meet all Exhibit 1 requirements. This shall include all direct and indirect costs associated with this service. Offerors shall identify:

1. The financial information for a 10-Year, 100% commission-based structure
2. Financial information (if any) on any capital investment and equipment replacement
3. If the Offeror is not the incumbent, the Offeror is responsible for all costs associated for transitioning the service from the incumbent to the Offeror.
4. Any other financial contributions that are included in your proposal

The University reserves the right to request additional information to clarify any financial information.

## SECTION 5 – EVALUATION PROCESS

### 5.1 OVERVIEW

The University will determine the potential best-valued Offeror who, in the sole judgment of the University, best meets the RFP requirements. The University reserves the right to clarify, negotiate, or seek additional information, on any Proposal. At any point during the procurement, the University reserves the right to re-scope the project, issue a new solicitation, or cancel the RFP altogether. The University reserves the right to add/delete/modify any criteria or requirement in this RFP if the University deems it to be in their best interest (at the University's sole discretion).

### 5.2 EVALUATION SUMMARY

Proposals will be prioritized based on the categories described below. Note: Only shortlisted Offerors will be evaluated and receive points for Interviews.

Evaluation Category	Points
Total Financial Contribution	300
Interview of Onsite General Manager	300
Risk Assessment Plan	150
Value Assessment Plan	100
Team Qualifications	50
Past Performance Information – Firm	50
Past Performance Information – General Manager	50
Total	1,000

A sample spreadsheet that includes all of the criteria, weights, and formulas can be found online ("Evaluation Model.xls"). This spreadsheet is for informational purposes only.

### 5.3 RESPONSIVE AND RESPONSIBLE

The University shall only consider and evaluate proposals from responsive and responsible Offerors.

To be considered responsive, at a minimum, Offerors must complete and submit all of the required information that is requested in this RFP and its Attachments, and the Proposal must also be delivered on time and to the correct address as identified in this RFP. Any proposal that is illegible, incomplete, or otherwise irregular in any way will be marked as non-responsive.

To be considered responsible, at a minimum, Offerors must be presently engaged in providing food services similar to those required in this RFP, must have appropriate licenses, and must be capable of performing the services required outlined in this RFP. The University, in its sole discretion, may reject any proposal in which the Offeror:

- Has unsatisfactorily performed work for the University (in the University’s opinion)
- Has a current contract with the University which is not in good standing
- Has had a contract terminated by the University for non-performance
- Is engaged in unresolved disputes or is in litigation with the University
- Has been, or is presently debarred, suspended, proposed for debarment, or declared ineligible for award of a contract by any public entity
- Has had judgments rendered against them for fraud, embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or tax evasion

The University reserves the right to contact any Offeror to clarify any information in its proposal, to request additional information from the Offeror, or to conduct additional investigation about the Offeror not outlined in this RFP. Offerors that do not, or cannot provide the requested information will be considered nonresponsive.

#### **5.4 EVALUATION COMMITTEE**

An Evaluation Committee will be used to evaluate specific portions of all responsive Proposals (including the Risk Assessment Plan, the Value Assessment Plan, Team Qualifications, and Interviews). The Evaluation Committee will independently review and score the items comparatively to one another based on a 1, 5, 10 scale. A “10” represents that the item being evaluated is dominantly greater (or has more value) than the average. A “5” represents that the item being evaluated is about average (or there is insufficient information to make a dominant decision). A “1” represents that the item being evaluated is dominantly below the average. Once each member has individually scored each item, their scores will be sent to a University Procurement Representative, who will then average the scores together to obtain the final average score for each of the evaluated criteria.

#### **5.5 SHORTLISTING OFFERORS**

The University expects to follow the process below to shortlist Proposals; however, the University may modify this process if it is in the best interest of the University:

1. All proposals will be reviewed for compliance with the mandatory requirements as stipulated within the RFP. Proposals deemed non-responsive will be eliminated from further consideration. A University Procurement Representative may contact Offerors for clarification of the responses.
2. A University Procurement Representative will assign a unique code to each responsive proposal.
3. A University Procurement Representative will provide evaluation documents to each Evaluation Committee member along with coded Risk Assessment Plans, Value Assessment Plans, and Team Qualification Plans. No cost information or team information will be provided to the Committee members.
4. The Committee members will independently evaluate and score the documents and submit their scores back to a University Procurement Representative.
5. A University Procurement Representative will create a linear matrix model to assist in analyzing and prioritizing the responsive Proposals based on the submitted information. The model will analyze: Cost, Risk Assessment Plan, Value Assessment Plan, Team Qualifications, and Past Performance Information. This

model will assign points based on the normalized distance that a score is from the best score.

6. A University Procurement Representative will present the results of the model to the Evaluation Committee, which will then identify the top two-to-three highest ranking proposals, and identify them as the Shortlisted Offerors. The Evaluation Committee reserves the right to increase or decrease the number of proposals in this list based on the overall competitiveness of the proposals.
7. The Shortlisted Offerors will be required to participate in an interview process.

## **5.6 INTERVIEWS**

The University will conduct interviews with the Onsite General Manager from each of the Shortlisted Offerors. This individual must be the same person that is listed in the Offeror's Proposal (Attachment A). No substitutes, proxies, phone interviews, or electronic interviews will be allowed. Individuals who fail to attend the interview on the date/time specified will be given a "1" score, which may jeopardize the Offeror's competitiveness.

Interviews are expected to last approximately 30 minutes per individual. No other individuals (from the Offeror's organization) will be allowed to sit in or participate during the interview session. Interviewees may not bring notes or handouts. The University will interview individuals separately. Interviewees will be prohibited from making any reference to their proposed financial contributions. The University may request additional information prior to interviews and may request to interview additional personnel.

## **5.7 FINAL PRIORITIZATION OF OFFERORS**

After the shortlisted Offerors have been interviewed, they will be evaluated and scored by the Evaluation Committee. A University Procurement Representative will then create a final linear matrix model for the shortlisted Offerors based on all of the criteria outlined in Section 5.2. Once these Offerors have been prioritized, a University Procurement Representative will perform a cost reasonableness assessment as identified in the next section.

## **5.8 FINANCIAL REASONABLENESS**

A University Procurement Representative will perform a financial reasonableness assessment of the highest prioritized Offeror (as described in Section 5.7) in the following manner:

- If the highest ranked Offeror's total financial proposal is within 5% of the next highest ranked Offeror's total financial proposal, the University will proceed to invite the highest ranked Offeror to the Clarification Period.
- If the highest ranked Offeror's total financial proposal is 5% (or more) lower than the next highest ranked Offeror's total financial proposal, the University reserves the right to invite the second highest ranked Offeror to the Clarification Period.

## **SECTION 6 – CLARIFICATION PERIOD**

### **6.1 OVERVIEW**

Prior to award, the apparent best-valued Offeror will be required to perform the clarification period functions as outlined in this section. The intent of this period is to allow the apparent best-valued Offeror an opportunity to clarify any issues or risks, and confirm that their proposal is accurate. The Clarification Period is carried out prior to the signing of the Contract. The University's objective is to have the project completed on time, without any cost/financial deviations, and with high customer satisfaction. At the end of the project, the University will evaluate the performance of the Offeror based on these factors, so it is very important that the Offeror preplan the project to ensure there are no surprises.

It is the Offeror's responsibility to ensure that the Offeror understands the University's subjective expectations. It is not the University's responsibility to ensure that the Offeror understands what its expectations are. The Offeror is at risk, and part of the risk is understanding the University's expectations. The Offeror will not be permitted to modify its proposal, proposed financial contribution, or project team (unless through mutual negotiations with the University, in which case the new offer becomes binding).

### **6.2 REQUIRED ACTIVITIES / DELIVERABLES**

The Offeror will be required to preplan the project in detail to ensure that there are no surprises. The Offeror will be required to perform the following (including, but not limited to):

1. Perform a detailed cost verification
  - a. Detailed cost breakdown
  - b. Provide a 10-year pro-forma
  - c. Identify why the cost proposal may be significantly different from competitors
  - d. Review big-ticket items
  - e. Review value added options
  - f. Identify how payments will be made and all expectations regarding finances
2. Align expectations
  - a. Identify any potential deal breakers
  - b. Clearly identify what is included and excluded in the proposal
  - c. Review any unique requirements with the University
  - d. Review interview statements
  - e. Clearly identify University roles and responsibilities
  - f. Review and approve all contract terms and conditions
  - g. Introduction of the Offerors critical personnel to the University team
  - h. Provide a transitioning plan/schedule
  - i. Provide plan for critical staff retention and plan if these individuals leave
3. Carefully preplan the project in detail
  - a. Coordinate the project/service with all critical parties
  - b. Revisit the sites to do any additional investigating
  - c. Prepare a detailed project schedule identifying critical milestones

- d. Prepare a detailed project plan if necessary
  - e. Provide a marketing plan
  - f. Provide a transitioning plan (if the Offeror is not the incumbent)
4. Identify all assumptions
    - a. Prepare a list of all proposal assumptions (with associated impacts)
    - b. Identify and mitigate all project risks
    - c. Address all client concerns and risks
    - d. Address all risks identified by other proposers
    - e. Address all risks that occurred on previous past projects
  5. Identify and mitigate all uncontrollable risks
    - a. Identify all risks or activities not controlled by the Offeror
    - b. Identify the impact of the risks
    - c. Identify what the University can do to mitigate the risks
    - d. Address how unforeseen risks will be managed
  6. Performance reports and metrics
    - a. Identify how the Offeror will track and document their performance
    - b. Provide an actual monthly performance metric report
    - c. Identify how the University will document this service as a success
    - d. Review the Weekly Risk Report

### **6.3 CLARIFICATION DOCUMENT**

The potential best-valued Offeror will be required to submit a Clarification Document, that will contain (at a minimum) the information outlined in the previous section. This document will only be performed by the Offeror that is invited to (and successfully completes) the Clarification Period. Any invitation will not constitute a legally binding offer to enter into a contract on the part of the University to the Offeror.

### **6.4 NEGOTIATION PERIOD**

The University reserves the right to negotiate with the potential best-valued Offeror during the Clarification Period. This may include, but is not limited to, modifying the scope of the project (time, cost, quality, expectations, etc.). Any negotiations will not constitute a legally binding offer to enter into a contract on the part of the University or the Offeror. When the Negotiation Period has been completed, the Offeror shall submit an Amended Clarification Document which shall include any changes to the proposal based on the negotiations with the University.

### **6.5 FAILURE TO ENTER INTO AN AGREEMENT**

At any time during the Clarification Period, if the University is not satisfied with the progress being made by the invited Offeror, the University may terminate the Clarification Period activities and then commence or resume a new Clarification Period with an alternative Offeror. If the Offeror and University fail to agree to terms, or fail to execute a contract, the University may commence a new Clarification Period with an alternative Offeror. There will be no legally binding relationship created with any Offeror prior to the execution of a written agreement.



## **SECTION 7 – INTENT TO AWARD AND POST-AWARD METRICS**

### **7.1 NOTIFICATION OF INTENT TO AWARD**

No action of the University other than a written notice from an authorized Procurement representative of the University to the Offeror, advising of acceptance of the proposal and the University's intent to enter into an Agreement, shall constitute acceptance of the proposal.

### **7.2 WEEKLY RISK REPORTING SYSTEM**

The Weekly Risk Reporting System (WRRS) is a spreadsheet that documents any risks that may impact project performance or financial contributions (or commissions) to the University. This includes risks that are caused by Offeror (or entities contracted by Offeror), and risks that are caused by University (scope changes, unforeseen conditions, etc.). The weekly report is an excel file that must be submitted on the Friday of every week. The report is due every week once the contract is awarded and must be submitted every week throughout the duration of the project until receipt of final payment. The WRRS does not substitute or eliminate weekly progress reports or any other traditional reporting systems or meetings (that the Offeror may perform or may be required to perform). Additional education regarding this spreadsheet will be provided during the Clarification Period (formatting requirements, submission requirements, and other requirements of this system).

### **7.3 PERFORMANCE REPORTS**

The Offeror will be required to document the performance of its services on a monthly, quarterly, and yearly basis. The monthly reports shall provide dominant information on the service provided, including (but not limited to):

1. Number of students served for meal plan options
2. Amount of capital invested along with the associated depreciation schedules
3. Amount of revenue generated with the ability to differentiate on a per outlet and/or per hour basis
4. Average check per customer
5. Total amount of revenue paid to the University

Along with the monthly reports, the Contractor will also be required to collect and compile student satisfaction surveys once per year. The details of the required documented reports will be finalized during the Pre-Award Period.

### **7.4 POST PROJECT EVALUATION**

Upon completion of the contract, the University will evaluate their overall satisfaction of the service. This includes (but is not limited to): overall quality, ability to manage the service, ability to minimize complaints, ability to minimize University efforts, ability to increase student satisfaction, ability to maximize financial contributions, and submission of accurate and timely weekly risk reports and performance reports. The final ratings will be posted online and may be used in the evaluation of future competitive solicitations for the University.

## **SECTION 8 – ADDITIONAL CONDITIONS AND REQUIREMENTS**

### **8.1 AGREEMENT, TERMS AND CONDITIONS**

The University and Offeror will execute the University's standard Independent Contractor Agreement form, together with Schedules A to D (the "Agreement"), available at [http://umanitoba.ca/admin/financial\\_services/purch/icas.html](http://umanitoba.ca/admin/financial_services/purch/icas.html) with necessary changes resulting from the RFP and the successful Offeror's Proposal. By submitting a proposal, the Offeror is deemed to have accepted the Agreement and Terms and Conditions. Should an Offeror object to any of the University's Terms and Conditions, the Offeror must identify their objection and propose specific alternative language. This must be done in writing to the Procurement University Representative (noted in Section 2.1) by the due date specified in the Procurement Schedule (Section 2.3 – Deadline to Submit Questions). The University may or may not accept such alternative language. It shall be understood and agreed that if any provisions (including, without limitation, any term, condition, meaning, attachment or deliverable) contained in a proposal is inconsistent with or in conflict with the Terms and Conditions, the provisions of the Terms and Conditions shall prevail and govern.

### **8.2 INSURANCE REQUIREMENTS**

The awarded Offeror is expected to provide insurance coverage as required by the University. The insurance must name the University as an additional insured or provide a completed Certificate of Insurance showing the same information.

### **8.3 INCURRED COST**

The University is neither liable nor responsible for any costs incurred by the Offeror in the preparation, submission or presentation of its proposal. The Offeror will not be reimbursed for any costs associated with the procurement of this project.

### **8.4 NO OBLIGATION**

This procurement in no manner obligates the University to issue an award. The University reserves the right, in its sole and absolute discretion, to: accept any proposal, reject any proposal or any part thereof, reject all proposals, and accept a proposal which is not the highest scoring proposal.

### **8.5 RIGHT TO MAKE MODIFICATIONS**

The University reserves the right in its sole discretion to waive minor irregularities, make modifications to the procurement, or make modifications to the requirements.

### **8.6 DUE DILIGENCE**

The University reserves the right to contact any Offeror to clarify any information in its proposal. The University reserves the right to perform its own due diligence on any Offeror. The University also reserves the right to request additional information not described in this RFP (such as detailed financial information, additional references, etc.). Offerors that do not, or cannot provide the requested information may be considered nonresponsive.

## **8.7 OWNERSHIP OF PROPOSALS**

All proposals and documents submitted in response to the RFP will become the property of the University.

## **8.8 OFFEROR RESPONSIBILITY**

Any contract that may result from this RFP shall specify that the Offeror is solely responsible for fulfillment of the contract with the University. The Offeror shall be responsible for their subcontractors, suppliers, or any other parties that they contract with. The Offeror shall be wholly responsible for the entire performance whether or not subcontractors are used.

## **8.9 DISCLOSURE OF PROPOSAL CONTENTS**

During the procurement process, proposals will not be made public. The University reserves the right to make specific proposal or evaluation information available after award has been made.

## **8.10 DEBRIEFING**

The University will make its best attempt to provide a debriefing on the evaluation and award of this project to all shortlisted Offerors within ninety (90) days of award on request. The purpose of the debriefing is to provide general feedback on the evaluation process, including strengths and weaknesses of all proposals in general.

## **8.11 CONFLICT OF INTEREST**

The Offeror warrants to the best of their knowledge, that no potential Conflict of Interest exists with any University of Manitoba staff, either in the RFP proposal and/or evaluation process, nor would any potential Conflict of Interest exist with any University staff, if awarded the contract under this RFP, as defined in the University's Conflict of Interest Policies and Procedures, as amended from time to time on the website: [http://www.umanitoba.ca/admin/governance/governing\\_documents/community/248.htm](http://www.umanitoba.ca/admin/governance/governing_documents/community/248.htm)

## **8.12 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

This information is being collected under the authority of The University of Manitoba Act. It will be used to assess the qualifications of the supplier who wish to do business with the University. Personal information within this document is protected by the Freedom of Information and Protection of Privacy Act. If you have any questions about the collection, contact the FIPPA Coordinator's Office, (204) 474-8339, University of Manitoba Archives & Special Collections, 331 Dafoe Library, Winnipeg, MB, R3T 2N2. Suppliers are encouraged to identify any non-personal information in their proposal that is confidential and specify what harm could reasonably be expected from its possible disclosure.

## **8.13 GOVERNING LAW**

This procurement and any award that may result shall be governed by the laws of the Province of Manitoba.

## **8.14 EMAIL REQUIREMENTS**

A large part of the communication regarding this procurement will be conducted by electronic mail (email). The Offeror must have a valid email address to receive this correspondence.

### **8.15 USE OF ELECTRONIC VERSIONS OF THIS RFP**

This RFP is being made available by electronic means. The Offeror acknowledges and accepts full responsibility to insure that no changes are made to the RFP. In the event of conflict between a version of the RFP in the Offeror's possession and the version maintained by the University, the version maintained by the University shall govern.

### **8.16 LAWS, REGULATIONS AND PERMITS**

The Offeror shall give all notices required by law and comply with all applicable federal, University, and local laws, ordinances, rules and regulations relating to the conduct of the work. The Offeror shall be liable for all violations of the law in connection with work furnished by the Offeror, including the Offeror's subcontractors. Offeror guarantees all items, and services, meet or exceed those requirements and guidelines established by the Occupational Safety and Health Act. Offeror warrants that neither supplier nor its principals is presently debarred, suspended or proposed for debarment by the Federal Government.

### **8.17 REFERENCES**

Quick Facts about the University of Manitoba

[http://umanitoba.ca/about/quick\\_facts/](http://umanitoba.ca/about/quick_facts/)

Student enrolment and human resources statistics:

[http://umanitoba.ca/admin/oia/media/2011-2012\\_IS\\_BOOK\\_Final\\_Apr\\_22\\_2013.pdf](http://umanitoba.ca/admin/oia/media/2011-2012_IS_BOOK_Final_Apr_22_2013.pdf)

Campus Alcohol Policy

[http://umanitoba.ca/admin/governance/governing\\_documents/community/253.html](http://umanitoba.ca/admin/governance/governing_documents/community/253.html)

Campus Use of Facilities Policy (currently under review/revision)

[http://umanitoba.ca/admin/governance/governing\\_documents/operations/412.html](http://umanitoba.ca/admin/governance/governing_documents/operations/412.html)

Exclusive Suppliers and Administrative Systems Policy

[http://umanitoba.ca/admin/governance/governing\\_documents/financial/1232.html](http://umanitoba.ca/admin/governance/governing_documents/financial/1232.html)

Student Residences – Meal Plans and Food Services

[http://umanitoba.ca/campus/housing/new\\_applicants/meal\\_plans.html](http://umanitoba.ca/campus/housing/new_applicants/meal_plans.html)

Conference and Catering Services Department

<http://umanitoba.ca/campus/ccs>

Campus Food Services – Outlets, locations and information (Fort Garry and Bannatyne)

<http://umanitoba.ca/campus/food.html>

Sustainability at the University of Manitoba: A Strategic Vision for Action

[http://umanitoba.ca/campus/physical\\_plant/sustainability/678.html](http://umanitoba.ca/campus/physical_plant/sustainability/678.html)

AESES Collective Agreement

[http://umanitoba.ca/admin/human\\_resources/services/media/AESES\\_UM\\_CA\\_2011-15\\_FINAL.pdf](http://umanitoba.ca/admin/human_resources/services/media/AESES_UM_CA_2011-15_FINAL.pdf)

CAW Collective Agreement

[http://umanitoba.ca/admin/human\\_resources/services/media/CAW\\_Agreement\\_2010\\_2014.pdf](http://umanitoba.ca/admin/human_resources/services/media/CAW_Agreement_2010_2014.pdf)

Food Service Workers - job descriptions (CAW)

[http://umanitoba.ca/admin/human\\_resources/class\\_specs/caw/](http://umanitoba.ca/admin/human_resources/class_specs/caw/)

CAW Pay Scales

[http://umanitoba.ca/admin/human\\_resources/services/media/CAW\\_2010\\_-\\_2013\\_wages\\_final.pdf](http://umanitoba.ca/admin/human_resources/services/media/CAW_2010_-_2013_wages_final.pdf)

Physical Plant – Renovation projects and new construction process

[http://umanitoba.ca/campus/physical\\_plant/ae/index.html](http://umanitoba.ca/campus/physical_plant/ae/index.html)

## **ATTACHMENTS AND EXHIBITS**

Exhibit 1 – Project Details and Desired Outcomes

Exhibit 2 – Current Conditions

Attachment A – Proposal Form

Attachment B\* – Team Qualifications

Attachment C\* – Project Plan

Attachment D\* – Risk Assessment Plan

Attachment E\* – Value Assessment Plan

Attachment F – Reference List

Attachment G – Survey Questionnaires

Attachment H – Past Performance Information Scores

Attachment I – Cost Proposal Form

*\* Indicates that the entire Attachment must be anonymous. These Attachments must NOT contain any names (company, personnel, project, product, etc.) that can be used to identify the Offeror.*

# **EXHIBIT 1**

## **PROJECT DETAILS AND DESIRED OUTCOMES**

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### **SECTION 1 – GOALS AND EXPECTATIONS**

The University's goals of this RFP are to increase financial return to the University, and increase both University and student satisfaction. The objective of this RFP is to have a commission based structure. The desired expectations of this program are:

#### **1.1 ANNUAL FINANCIAL CONTRIBUTIONS TO UNIVERSITY**

- Provide monetary contributions for general and administrative fees, Declining Balance Card, rent, utilities, and capital reinvestment annually based on gross revenues with a minimum guarantee.
- Provide monetary and/or in-kind support to the University of Manitoba Students' Union (current annual minimums to UMSU: \$15,000 food credit).
- Support Student Residence and Residence Life special programs and activities (current annual minimums: five unlimited meal plans for Residence Life Coordinators, sponsoring of Emerging Leaders Dinner, Residence Assistants' Special Events Dinner).
- Support Bison Sports (current annual minimums: \$5,000 to Bison Sports, \$1,500 Bison Scholarship).
- Provide for all operating maintenance of all spaces occupied by Offeror to include but not limited to: clogged sinks & toilets, light bulbs, refuse removal, deep cleaning carpets, painting walls, signage, smallwares, tools, and equipment with values <\$5,000 per item.

#### **1.2 CAPITAL CONTRIBUTIONS**

- Propose additional capital facilities and equipment enhancements to dining program.
- A desire to explore future plans for additional food service outlets as the University expands and renovates at the discretion of the University

#### **1.3 CUSTOMER SUCCESS APPROACH**

- Understand the expectations of campus constituencies so that dining team can anticipate and exceed those expectations prior to being asked to do so.
- Use satisfaction surveys, committee feedback and other forms of communication to anticipate and adjust to campus trends.

#### **1.4 SANITATION AND CLEANLINESS**

- Provide for all housekeeping, daily janitorial, sanitation, and cleaning of all areas occupied by Offeror.
- Zero tolerance for food borne illnesses related to provision of food services.
- Zero tolerance for rodent and pest activity in food storage and dining locations as evidenced by pest control contract reports and findings.
- High level (no noted deficiencies) of facility cleanliness and quality as evidenced by weekly Offeror reports and monthly random spot inspections by University representatives.

## **1.5 GENERAL EXPECTATIONS**

- Upgrade menu and dining concepts.
- Increase participation in both retail and board dining.
- Provide meal plans for summer residents
- Food Services operations are seen as an asset to campus recruitment activities.
- Catering pricing that offers tiers of pricing and service for different event types (high-end to budget), including a service/price tier that is designed to offer affordable options for student groups.

## **1.6 ALCOHOL POLICY**

- Contractor must comply with all University regulations with regard to Possession, Consumption, and Sale of Alcohol Beverages at University Facilities.
- Contractor will be responsible for enforcing and complying with all University of Manitoba liquor licenses.
- Additional information regarding the Campus Alcohol Policy can be found at: [http://umanitoba.ca/admin/governance/governing\\_documents/community/253.html](http://umanitoba.ca/admin/governance/governing_documents/community/253.html)

## **SECTION 2 – SCOPE OF WORK**

The following information contains the minimum requirements that must be met by all proposals. If the Offeror cannot meet any of the expectations listed below, (i.e. they are unrealistic; not feasible; etc.) the Offeror is required to seek clarification or an exception prior to the proposal due date.

### **2.1 PROGRAMMATIC EXPECTATIONS**

- Excellent quality food with ingredients, recipes and fresh preparation methods that support good nutrition and a healthy lifestyle.
- An innovative portfolio of service concepts that includes a mix of national, regional, and locally owned brands that are popular with the University community.
- Provides a thoughtful mix of service formats designed to satisfy a variety of consumer needs, such as “all you care to eat”, fast casual, quick service (“fast food”) and food markets.
- Offers ordering, payment, delivery and “to go” mechanisms that are responsive to consumer lifestyles.
- A diversity of menu choices within operations and across the system that address the broad range of consumer preferences including cultural and international student needs.
- Include entrees and other offerings that address special dietary needs such as vegetarian, vegan, low fat, high protein, etc.
- Hours of service that support student lifestyle needs across campus.
- Variety of meal options for students taking evening classes in the academic core as well as late night service in the residential zone.
- Catering pricing that offers tiers of pricing and service for different event types (high-end to budget), including a service/price tier that is designed to offer affordable options for student groups.
- A commitment to offering regularly scheduled special event programming designed to encourage participation and build community.

- A meal plan program and policies that offer multiple, affordable plan configurations for resident students including a summer meal plan.
- A meal plan that is usable in most dining locations across campus, regardless of the service provider.
- Service and dining environments that provide diversity across the system.
- Offer restaurant quality environments with a variety of seating types and amenities.
- Service and dining environments that promote community.
- Service and dining environments that are sanitary and clean.
- Service and dining environments that offer comfortable opportunities to hang out.
- An intentional and committed approach to staffing that results in staffing levels that are matched to customer demand so that service is fast and efficient.
- Friendly, courteous, knowledgeable and professional employees that receive regular and comprehensive training in both technical and customer service skills.
- Staff that are proficient in the English language when in positions of regular interaction with customers.
- No food borne illnesses.
- No rodent/pest activity.
- No noted deficiencies in facility cleanliness and quality.

## **2.2 MANAGEMENT EXPECTATIONS**

- A professional food service management company that is a leader in the field, offers a best practice approach to campus dining, and that views the university as a flagship account and an incubator for new programs, services, technology and management strategies.
- District and regional management support that is present, involved, responsive and that enables on site management to be nimble decision makers.
- An onsite management structure that provides dedicated managerial resources for each business channel in the program, as well as appropriate administrative and technology support.
- An onsite management team that is the best in the field, and one that is exceptionally knowledgeable, experienced, competent and professional in managing all aspects of a large and diverse university dining program. The management team should be collaborative and collegial with the University, its key stakeholders, student leaders and advocacy groups, with a communication strategy that is proactive and accessible.
- Onsite management that is experienced and adept at partnering with a growing university in meeting evolving campus needs.
- Production, service and management information systems technology that is industry leading in all aspects of the program, with a commitment to a seamless interface with UNIVERSITY systems if necessary.
- Programs and standards that enforce safe food handling, proper sanitation, HACCP standards, Food Handler's certification and health department requirements.
- Facility and equipment-preventive and ongoing maintenance programs that result in good stewardship of University owned resources.
- Development and adherence to a risk minimization program that requires strict performance measures, incorporates full disclosure financial reporting to the University (including monthly and annual profit/loss statements), and tracks key performance indicators. The established risk minimization and performance



measurement system will be agreed to by both the University and the Food Services Provider prior to the award of the contract. The minimum performance metrics proposed by the winning firm will serve as the lowest level of performance acceptable to U of M. The risk minimization program must efficiently capture performance and compare it to the established minimums.

### **2.3 HUMAN RESOURCES EXPECTATIONS**

- Human resource practices that are industry leading, and that support workplace diversity, employee retention and generally reflect the practices of the University.
- A significant and ongoing focus on technical and service training for all employees and designed to maintain high standards across the program.
- The successful proponent hire the existing U of M unionized staff.
- Strong attention to staff appearance and hygiene.

### **2.4 WELLNESS EXPECTATIONS**

- Careful attention to product mix to ensure a wide selection of nutritionally and healthy prepared and portioned foods at all dining locations, with results that are measurable.
- Provision of comprehensive and easily accessed information on the content and nutritional values of foods served in proposer's operations.
- An ongoing program of customer education on issues pertaining to nutritional health, weight management and wellness

### **2.5 MARKETING AND BUSINESS DEVELOPMENT EXPECTATIONS**

- An ongoing commitment to proactive marketing and business development in the areas of mandatory meal plan sales, voluntary meal plan sales, retail sales and catering sales that is collaborative with the University of Manitoba in articulating a seamless message, and includes quantitative success measurement.
- Professional Marketing Director available to assist in the marketing of the University's campus dining programs.
- Maintain a social media presence and engage campus community
- Proactive analysis of new business opportunities including the potential for service expansions and additions.
- Note that provision of an identical brand portfolio is not required. Rather, the Offeror shall provide a mix of proprietary brands and national/regional/local brands designed to satisfy the wide range of food preferences in the campus community.

### **2.6 SUSTAINABILITY EXPECTATIONS**

- A commitment to sustainability that, at a minimum, matches and evolves with the University's operations, expectations and third party certification / rating systems. A sustainability program that includes but is not limited to these key areas is required:
  - Supply Chain – Does the program seek out suppliers minimizing their environmental impact through the effective use of ecologically sustainable techniques? Does the program track food origin information? Are seasonally available local produce options integrated into menu options? Is transport from producer to campus energy efficient?

- Preparation/Service – Are initiatives in place to ensure that management, kitchen, and serving operations use resources efficiently through the effective deployment of resource-saving practices and technology? Does the program specify energy efficient appliances and equipment? Does the program support trayless dining? Are staff situated to make a contribution to sustainability?
- Disposal – Is as little waste as possible produced? Are compostable or re-usable takeout containers available? Are there mechanisms in place for composting or otherwise reducing the impact of food waste? Is packaging and other waste minimized? Are more ecologically sensitive disposable products preferred? Are recycling and other efficient waste disposal mechanisms in place? Can pre and post consumer waste be reduced?
- Innovation and education–Are sustainability practices constantly evaluated and updated regularly? Is campus dining situated as an innovator in food service sustainability? Are programs in place to educate the customer/student body about innovations and reasons for operations decisions in food service? Are mechanisms in place to engage with campus stakeholders in continuous improvement of a sustainable food system?
- Sustainable design – Is the proposer committed to incorporating sustainable design principles in any construction projects it may undertake on behalf of the University, and in consultation with the University?

## **2.7 COMPENSATION EXPECTATIONS**

- A fair and balanced compensation agreement that supports both the proposer and the University in meeting their respective financial objectives.
- Compensation to the University sufficient to cover the University’s direct and indirect costs of the dining program.
- Provision of a proposer contributed capital investment plan designed to support the capital development needs of the dining program over the life of the contract with specific injections at year 1 and year 6 subject to the terms and conditions of the contract.
- Provision of proposer contributed funding to support student organization events.

## **2.8 REQUIRED MINIMUM CAPITAL INVESTMENT AND EQUIPMENT BUYOUT**

The offeror agrees to pay the University, by April 1, 2014, the following minimum amounts:

- a) \$560,898 for capital equipment buyout;
- b) Approximately \$25,000 for Noodles & Soup renovation (currently underway);
- c) Between \$225,000 and \$400,000 for the Starbucks renovation at Bannatyne Campus

## **2.9 CONFERENCE & CATERING SERVICES EXPECTATIONS**

- Responsive catering professionals to meet the needs of high end large-scale University events.
- Catering staff that is well trained in etiquette, customer service, etc.
- Catering personnel that are well groomed.
- Catering attire that is uniform among staff and kept in good condition.

- Catering professional with ability to meet all aspects of planning, executing, and providing guidance for a large range of events.
- Keep abreast of current trends in the industry.
- Seamless operation and flexibility
- Catering chef who will meet with client to develop customized menus.
- Catering operations are seen as an asset to University recruitment, fundraising and public relations.
- Marketing of conference and summer residence facilities to perspective clients both internally and externally
- Managing, overseeing and running all aspects of conference business operations
- Catering pricing that offers tiers of pricing and service for different event types (high-end to budget), including a service/price tier that is designed to offer affordable options for student groups.
- Overseeing and administering the UMSAFE Training Program

## **2.10 EDUCATIONAL INITIATIVES**

- Provide opportunities for students within dietetics, culinary arts and other related disciplines as required.
- An ongoing program of customer education on issues pertaining to nutritional health, weight management and wellness, sustainable food systems

## **2.11 ARIBA REQUIREMENTS**

- University of Manitoba has migrated to the Ariba® Network platform for electronic transaction processing. It is our requirement that all suppliers engage in Collaborative Commerce with the University of Manitoba via the Ariba Network (AN). All relevant transactions, including Purchase Orders, Invoices and Contracts, will only be received/submitted via the AN. All suppliers must register on the Ariba network within 2 weeks of delivery of our Trading Relationship Request. All suppliers must create a test account on the Ariba network and complete all configuration testing for Purchase Order receipt and invoice submission before transacting in the production realm. Additional information may be found at <http://supplier.ariba.com>
- The University of Manitoba requires Catering order processing through the Ariba Network platform and manage a minimum of a Level 1 Punch-out catalog. Technical infrastructure and maintenance of the catalog and costs incurred in the setup, if any, is solely that of the supplier. The University will not provide reimbursement for any costs. A Punch-out catalog is an online catalog with specific technical protocols such as cXML punchout used to connect the to a client's eProcurement system.

## **EXHIBIT 2 CURRENT CONDITIONS**

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Best efforts have been made to obtain detailed information on the current conditions at the University. This information should not be assumed to be 100% complete or accurate. The University is looking to secure services equal to, or better than, the level of service currently provided.

### **1.1 ABOUT THE UNIVERSITY**

The University of Manitoba consists of two main campuses encompassing 5 million square feet of developed space. The largest, the Fort Garry Campus, is a 274 hectare complex on the Red River in south Winnipeg where more than 60 major buildings support teaching and research programs of the University. The Bannatyne Campus in central Winnipeg adjacent to the Health Sciences Centre is a complex of 10 buildings for health science education and research in dentistry, medicine and medical rehabilitation. In 2008 it became home to the Faculty of Pharmacy.

The University also has smaller campuses including the William Norrie Centre on Selkirk Avenue, The University of Manitoba Downtown campus where the Division of Extended Education offers many adult education programs, Glenlea and Carman facilities in support of agriculture education and research, and field stations located at Star Lake and Wallace Lake.

The University of Manitoba buildings, equipment and library holdings are worth in excess of \$2 billion. The 2012/13 operating budget was over \$572 million. There are 10.3 kilometers of roads, 6,300 parking spaces and residence accommodations for 1,178 students. University Centre at the Fort Garry campus is the location of the fifth largest Canadian university bookstore.

The 33,000-seat Investors Group Field opened in the spring of 2013, on the grounds of the University of Manitoba. The stadium is the new home to the Winnipeg Blue Bombers and University of Manitoba Bisons Football teams, as well as hosting concerts and other special events.

The University of Manitoba had a total full-time and part-time winter session enrolment of over 28,000 and a summer session enrolment of about 10,000. Included in the winter session enrolment figure are approximately 1,000 students of Dentistry, Pharmacy and Medicine at the Bannatyne campus. As well, in summer thousands of young people attend Mini-University and sports camps at the Fort Garry campus. The University employs some 4,290 full-time equivalent faculty and staff supported by operating and research funds, with over 1,000 FTE which are employed at the Bannatyne campus. The Bannatyne campus is immediately adjacent and attached via the University of Manitoba's Brodie Centre to the Health Sciences Centre, a major health facility in Winnipeg with almost 8,000 staff and volunteers.

In addition to this, there are a substantial number of employees at the Fort Garry campus working in non-university organizations such as Agriculture Canada, Animal Industry

Branch of the Manitoba Government, Federal Fisheries and Oceans, Manitoba Government Services, Northwest Labs and Veterinary Services Branch of the Manitoba Government. These organizations all have buildings on land leased from the University at the Fort Garry Campus. The University also has nine private businesses leasing space in University Centre.

For detailed information on student, staff and faculty populations, demographics, degrees, diplomas and certificates conferred as well as UM financial facts, please reference [http://umanitoba.ca/admin/oia/media/2011-2012\\_IS\\_BOOK\\_Final\\_Apr\\_22\\_2013.pdf](http://umanitoba.ca/admin/oia/media/2011-2012_IS_BOOK_Final_Apr_22_2013.pdf).

Quick Facts: [http://umanitoba.ca/about/quick\\_facts/](http://umanitoba.ca/about/quick_facts/)

## **1.2 COLLECTIVE AGREEMENTS**

University food service is administered as a unit of the University's Ancillary Services. The Director of Ancillary Services reports to the Comptroller, who in turn reports to the Vice-President (Administration).

The provision and delivery of University food services during the contract period will be undertaken by University employees who are members of the Canadian Auto Workers (CAW), Local 3007, and whose terms of employment – including rates of pay – are subject to the provisions of the CAW Collective Agreement with the University, dated October 2, 2010 – March 28, 2014.

Certain University food service managers and support staff are also University employees and are members of the Association of Employees Supporting Educational Services (AESES) whose terms of employment – including rates of pay – are subject to the provisions of the AESES Collective Agreement with the University, dated April 9, 2011 to April 4, 2015.

## **1.3 CURRENT UNIVERSITY OF MANITOBA FOOD SERVICES**

This Request for Proposals represents an all inclusive Food Service opportunity, including:

### **a) University Centre “Centre Café” 100 level**

This centrally located area is the core food court facility for the Fort Garry campus food service operation. University Centre is the hub of activity for students, faculty and staff from all areas of the Fort Garry campus and consists of student services, bookstore, pharmacy, hair salon, convenience store, medical and dental clinics, print shop, optician, travel agent, insurance agent, retail cell phone outlet, banking machines, meeting rooms, lounge areas, radio station, restaurant, a pool hall, bar and the University of Manitoba Student Union (UMSU) offices.

Branded outlets include a Tim Hortons, Subway, and Pizza Pizza.

### **b) University Centre 200 level**

This location serves as an additional food outlet to complement the Campo level food service operation noted above.

Branded outlets include a Tim Hortons.

**c) Bistro two o five**

Located on the second floor of University Centre, this operation was established to address the closure of the Faculty Club. The restaurant has been open since December 2010, and is a fully licensed, full service facility. It is currently open for breakfast and lunch Mondays through Thursdays, and a lunch buffet on Fridays, throughout the academic year.

**d) Pembina Hall 200 level**

This cafeteria-style food outlet on the south side of the Fort Garry campus primarily serves resident students but is also open to the general public.

The Pembina Hall kitchen is a production and commissary kitchen and services the entire campus food service catering and retail outlets.

**e) Brodie Centre Atrium**

This is the only University food services facility for the Bannatyne campus. The Brodie Centre atrium, located on the 100 level, is the main feature of the eight story Brodie Centre/John Buhler Research Centre and is a central gathering place for students, faculty and staff at the Bannatyne campus. It also forms a primary pedestrian traffic connection to the Health Sciences Centre and is used by staff of the HSC as a meeting place as well. The Brodie Centre/John Buhler Research Centre, a condominium jointly owned by the University of Manitoba, Children's Hospital Foundation and Health Sciences Centre Foundation, consists of an athletic facility, bookstore, lounge areas, library, Faculty of Medicine dean's office, administrative offices, student union offices, meeting areas, research offices and laboratories. The basement level plus first four floors is owned by the University, the top four floors are owned by HSCF and CHF.

This location currently operates a Tim Hortons and Pita Pit licensed facility.

**f) Dafoe Library/Fletcher Argue Building "Greenhouse Café" and Starbucks**

The Greenhouse Café creates an intimate meeting area located near Elizabeth Dafoe Library (the main library at the Fort Garry campus) and the Faculty of Arts. It is located adjacent to a heavily used pedestrian tunnel that connects the Arts buildings and Dafoe Library with University College and the Science complex.

A Starbucks is located within the Dafoe Library.

**g) Drake Centre 200 level (The Young Associates Café)**

This location is within the IH Asper School of Business and is located close to the main lounge area, faculty offices, classrooms and library.

**h) Fletcher Argue Building main foyer**

This location serves as a Robin's Donuts outlet. It is located within the Faculty of Arts complex and is adjacent to a pedestrian tunnel that connects the IH Asper School of Business to the Dafoe Library, the Faculty of Arts, University College and the Science complex.

**i) Armes Building 200 level (Pit Stop)**

This location is a popular meeting and lounge area primarily used by students from the Faculty of Science. It is centrally located within one of several buildings that form the Science complex in the northeast quadrant of the Fort Garry campus.

**j) Education Building 200 level**

The “Hard Chalk Café” is a popular meeting place for students, faculty and staff from the Faculty of Education.

**k) Continuing Education Complex 100 level**

This is a Tim Hortons licensed coffee outlet, located near the Division of Extended Education offices, Athletic facilities (Frank Kennedy Centre, Max Bell and Investors Group Athletic Centre), classrooms, an architecture studio, and various administrative offices.

**l) University College 200 level**

This food outlet serves University College, which consists of a student residence, classrooms, meeting rooms, and lounge areas. It is located on the east side of the Fort Garry campus and is accessible by the main tunnel that crosses the Fort Garry campus north-south connecting the faculties of Arts and Science and the Dafoe Library. In the lower level of University College is a full commissary kitchen presently not in use.

**m) Engineering and Information Technology Centre (EITC)**

This is a Tim Hortons licensed coffee outlet within the EITC atrium. The atrium is the primary meeting place for students, faculty and staff of the Faculty of Engineering and department of Computer Science.

**n) Bison Sports Canteens**

Bison Sports Canteens located 2nd floor Max Bell Centre and 3rd floor Investors Group Athletic Centre. The canteens operate during games/events only.

**1.4 UNIVERSITY MEAL PLANS – RESIDENCE AND NON-RESIDENCE**

The University food service provider currently offers several different meal plans to its resident students, all of which include Declining Balance Dollars that may be spent at any food service operated food outlet on campus.

Meal plans are also available to non-residence students, staff and faculty which offer them the opportunity to purchase meals in the Pembina Hall dining facility and to use Declining Balance Dollars at any Food Service operated location on campus.

There are two main types of meal plans; Mandatory and Voluntary. Mandatory plans are for students living on campus in residence. Voluntary are for students who live off of campus or in Arthur V. Mauro Residence. Meal plans consist of a combination of board meals (meals served at Pembina Hall Cafeteria) and Declining Balance Dollars. Declining Balance Dollars are used just like regular money. It is loaded onto a patron's student card (meal card) and can be used at any participating University of Manitoba Food Service locations on and off campus. Patrons must be sure to specify whether they wish to purchase on-campus or off-campus Declining Balance Dollars.

## 1.5 MANDATORY MEAL PLANS

Students planning to live in Mary Speechly, Pembina Hall or University College can choose from our mandatory meal plans. There are six mandatory meal plans, three for University College and three for Speechly and Pembina. The mandatory meal plans are listed in detail below.

### a) University College

These plans are Declining Balance Dollars only. Patrons in these meal plans will receive half the total as lump sum per academic semester, to use toward food at any University of Manitoba Food Services location. These plans are tax free within an academic school year.

**1) SuperSaver (\$2200)** - \$2200 Declining Balance Dollars is split between two semesters, for use at any University of Manitoba Food Services location. Patrons will receive \$1100 per academic semester during regular session (Fall/Winter). Declining Balance Dollars in this meal plan are tax-free. Any remaining Declining Balance Dollars from the fall semester will automatically be transferred to winter semester. It is the patron's responsibility to keep track of Declining Balance Dollars usage. Any remaining Declining Balance Dollars balances are cleared on the day after the main Pembina Hall Cafeteria closes in the winter semester. There are no refunds on any unused Declining Balance Dollars.

**2) Bison (\$2400)** - \$2400 Declining Balance Dollars split between two semesters for use at any University of Manitoba Food Services location. Patrons will receive \$1200 per academic semester during regular session (fall/winter). Declining Balance Dollars in this meal plan are tax-free. Any remaining Declining Balance Dollars from the fall semester will automatically be transferred to winter semester. It is the patron's responsibility to keep track of Declining Balance Dollars usage. Any remaining Declining Balance Dollars balances are cleared on the day after the main Pembina Hall Cafeteria closes in the winter semester. There are no refunds on any unused Declining Balance Dollars.

**3) Premium (\$2800)** - \$2800 Declining Balance Dollars split between two semesters for use at any University of Manitoba Food Services location. Patrons will receive \$1400 per academic semester during regular session (fall/winter). Declining Balance Dollars in this meal plan are tax-free. Any remaining Declining Balance Dollars from the fall semester will automatically be transferred to winter semester. It is the patron's responsibility to keep track of Declining Balance Dollars usage. Any remaining Declining Balance Dollars balances are cleared on the day after the main Pembina Hall Cafeteria closes in the winter semester. There are no refunds on any unused Declining Balance Dollars.

### b) Mary Speechly / Pembina Hall

These plans include board meals and Declining Balance Dollars. Patrons in these meal plans will receive half the total Declining Balance Dollars amount per academic semester, to use toward food at any University of Manitoba Food Services locations. The Declining Balance Dollars in these plans are tax-free. Board meals are served at the cafeteria in Pembina Hall.



This cafeteria is called The Fresh Food Company (FFCo). The FFCo is an all-you-care-to-eat establishment. Food may not be removed from the dining area. Weekly board meals are refreshed every Saturday and do not carry over from week-to-week.

**1) 10 Meals/Week & \$500 Declining Balance Dollars (\$4386)** – 10 board meals served at FFCO per week (breakfast, lunch and dinner). \$500 Declining Balance Dollars split between two semesters for use at any University of Manitoba Food Services location. Patrons will receive \$250 per academic semester during regular session (fall/winter). The Declining Balance Dollars in this meal plan are tax-free. Any remaining Declining Balance Dollars from the fall semester will automatically be transferred to winter semester. It is the patron's responsibility to keep track of Declining Balance Dollars/Meal usage. Any remaining Declining Balance Dollars balances are cleared on the day after the main Pembina Hall Cafeteria closes. There are no refunds on any unused Declining Balance Dollars. Board meals do not carry forward or compile.

**2) 15 Meals/Week & \$500 Declining Balance Dollars (\$4704)** – 15 board meals served at FFCO per week (breakfast, lunch and dinner). \$500 Declining Balance Dollars split between two semesters for use at any University of Manitoba Food Services location. Patrons will receive \$250 per academic semester during regular session (fall/winter). The Declining Balance Dollars in this meal plan are tax-free. Any remaining Declining Balance Dollars from the fall semester will automatically be transferred to winter semester. It is the patron's responsibility to keep track of Declining Balance Dollars/Meal usage. Any remaining Declining Balance Dollars balances are cleared on the day after the main Pembina Hall Cafeteria closes. There are no refunds on any unused Declining Balance Dollars. Board meals do not carry forward or compile.

**3) Unlimited Meals/Week & \$125 Declining Balance Dollars (\$4890)** – Unlimited board meals served at FFCO per week (breakfast, lunch and dinner). \$125 Declining Balance Dollars split between two semesters for use at any University of Manitoba Food Service location. Patrons will receive \$62.50 per academic semester during regular session (Fall/Winter). The Declining Balance Dollars in this meal plan are tax-free. Any remaining Declining Balance Dollars from the Fall semester will automatically be transferred to Winter semester. It is the patron's responsibility to keep track of Declining Balance Dollars/Meal usage. Any remaining Declining Balance Dollars balances are cleared on the day after the main Pembina Hall Cafeteria closes. There are no refunds on any unused Declining Balance Dollars. Board meals do not carry forward or compile.

There are two colleges on campus providing student residences and residence meal plans that are operated independently and not part of the University of Manitoba food service provider's mandate.

### Food Services Operated by Someone Other than UM Food Services Provider

Food Service Description	Location
Basement Café	Freshwater Institute Bldg, U of M Property leased to Fisheries
Edna Fedya	One Research Road, Smartpark Tenant
Espresso 101	St John's College. Affiliated with U of M. No revenues to U of M
HUB PUB (previously Wise Guys)	University Centre - 3rd Floor Owned by UofM - leased to UMSU - 316, 316 A, B, C, 318, 318 A, C, E, 320, 320 A.
St. Andrew's College cafeteria	College is affiliated with UofM - UofM does not get revenue from food services.
St. John's Daily Bread	College is affiliated with UofM - UofM does not get revenue from food services.
St. Paul's cafeteria	College is affiliated with UofM - UofM does not get revenue from food services.
UMSU Degree's restaurant	University Centre - 3rd Floor - UMSU owns this space - 304, 304A, B, C, D.
UMSU's IQ's café (including Starbucks)	University Centre - 3rd Floor - UMSU owns this space - 303, 303 A, B, C, D.
Vending Machines	Contract with current food services provider, expires March 31, 2015
Winnipeg Football Club Food Kiosks	Investor's Stadium Land leased to Winnipeg Football Club (Bomber Stadium)

### Food Services Operated by UM Food Services Provider

Food Service Description	Fort Garry Campus
bistro two o five	University Centre
Canteens	Max Bell Centre and Investors Group Athletic Centre (open during events/games only)
Centre Café	University Centre
Dayside Café	University College
Greenhouse Café	Dafoe Tunnel - Arts Complex
Noodles & Soup (Under Renovation)	University Centre
Robin's Donuts	Fletcher Argue Bldg
Starbucks™ Coffee	Dafoe Library
Subway	University Centre
The Fresh Food Company	Pembina Hall
The Hard Chalk Café	Education Bldg
The Pit Stop	Armes Complex
The Young Associates Café	Drake Centre
Tim Hortons	University Centre (2), EITC, Frank Kennedy Centre (Total = 4)
Food Service Description	Bannatyne Campus
Express and Home Zone	Brodie Centre
Pita Pit	Brodie Centre
Tim Horton's	Brodie Centre
Starbucks (in planning stages)	Brodie Centre

## 1.6 EXCLUSIVE CATERING AT THE UNIVERSITY OF MANITOBA

Catering at the University of Manitoba is coordinated through the Conference and Catering Services Department, a division of the food services provider. This department is a one-stop shop, responsible for overseeing the space rentals in University Centre, as well as catering across both campuses. They also help coordinate the summer conference business – from organizing meeting and special event space to facilitating guest accommodations in our residence facilities.

The department acts as the catering sales office and annually handles all bookings using their Event Management System. The Catering Manager works as a team member of this unit, reporting to the Director of Food Services. The scheduling of all function personnel is executed from Conference and Catering Services and all catering orders come from the commissary kitchen in Pembina Hall.

Catering is provided to University departments, student groups, staff, faculty and external clients in premises owned or operated by the University. Services requested can be from coffee orders for 10 to full banquet and bar service for 600 guests. There are three banquet rooms on campus seating 150 – 600 guests. The majority of day-to-day catering is coffee orders and lunches.

External clients are often our conference clients. Catering for these groups can vary from cafeteria meals to full-scale banquets and receptions.

The department also works closely with UMSU and student groups in the organization and presentation of their socials and special events.

The contract would as a result of this RFP provide the exclusive right to cite functions, conferences, events and meetings served on premises owned or controlled by the University.

## 1.7 CAMPUS HOUSING

The following outlines number of bed nights over the summer for Conference business, Casual, Summer Lease and Intensive English Program.

<b>BED NIGHTS (May through Mid-August)</b>	<b>Summer 2010</b>	<b>Summer 2011</b>	<b>Summer 2012</b>
Arthur V Mauro	24,319	24,297	23,742
Pembina Hall	N/A	N/A	24,385
University College, Speechly Hall, Taché Hall	29,195	25,304	24,342
TOTALS	53,514	49,601	72,469

The following outlines residence beds filled based on academic year. Occupancy based on average for time period Sept 15 to April 15, based on normal occupancy for beds (not rooms).

<b>Residential Housing Facility</b>	<b>Number of Available Beds</b>	<b>Number of Beds Filled 10/11</b>	<b>Number of Beds Filled 11/12</b>	<b>Number of Beds Filled 12/13</b>
Arthur V. Mauro	317	288	288	287
Pembina Hall	358	0	321	323
Taché Hall	373	267	0	0
Mary Speechly Hall	244	191	216	220
University College	259	236	234	234
<b>TOTAL</b>		<b>982</b>	<b>1,059</b>	<b>1,064</b>

Total with Taché Hall	1,193
Total with Pembina Hall	1,178

<b>Building</b>	<b>Student Rooms</b>	<b>Normal Occupancy</b>	<b>Max Occupancy</b>
Arthur V Mauro Residences	316	317	634
Pembina Hall Residence	358	358	359
Taché Hall	343	373	670
Mary Speechly Residence	189	244	245
University College Residences	247	259	260
<b>TOTAL</b>	<b>1,453</b>	<b>1,551</b>	<b>2,168</b>

<b>Occupancy % average Sept 15 – Apr 15</b>	<b>Filled 10/11</b>	<b>Filled 11/12</b>	<b>Filled 12/13</b>
Arthur V Mauro Residences	0.907	0.906	0.904
Pembina Hall Residence	0	0.895	0.902
Taché Hall	0.715	0	0
Mary Speechly Residence	0.779	0.885	0.9
University College Residences	0.908	0.903	0.903

NOTE: Taché Hall was closed following 2010/11 academic year, replaced with the new Pembina Hall Residence starting fall 2011

### 1.8 HISTORIC FOOD SERVICES OPERATING EXPENSES BY YEAR

Operating Expenses	2010-11	2011-12	2012-13
Labour <sup>(1)</sup>	3,062,110	3,264,317	3,462,239
Utilities	294,817	312,229	359,221
Maintenance & Repairs	96,703	105,314	125,863
Cleaning & Janitorial	64,328	69,140	77,035
Delivery <sup>(2)</sup>	na	na	na

<sup>(1)</sup> University employees only. Does not include hourly Brodie Labour or any salaried food service provider managers

<sup>(2)</sup> N/A after food service provider purchased it's own delivery van

### 1.9 HISTORIC GROSS SALES BY VENUE/SERVICE

Venue	2010-11	2011-12	2012-13
Starbucks	589,760.95	585,865.29	416,727.38
Pembina Hall	2,614,053.69	2,668,316.69	2,765,119.49
University Centre	1,260,500.39	1,342,335.78	1,395,338.90
Drake Centre	126,552.08	138,809.17	118,998.45
Tim Hortons	1,158,854.64	1,187,115.04	1,152,246.40
Green House	378,752.89	367,763.98	354,635.00
University College	284,122.58	265,033.38	333,267.12
Canteens	199,710.44	223,094.47	243,926.43
Tims on Two	404,323.80	406,860.69	435,646.45
Subway	632,549.80	681,064.88	745,437.23
Brodie Centre	1,180,323.23	1,237,165.54	1,205,252.15
UofM Bistro 205	47,755.40	106,587.90	88,592.36
UofM Catering/Conf	153,808.95	254,783.12	315,005.15
Catering/Conference	1,013,919.47	1,505,185.28	1,752,639.10
<b>TOTAL</b>	<b>10,044,988</b>	<b>10,969,981</b>	<b>11,322,831</b>

### 1.10 FULL COMPLEMENT FOOD SERVICES STAFFING LEVELS

This includes unionized UM Staff and Food Service Provider staff

Fort Garry and Bannatyne Campuses:

- 13 FT Salary
- 5 FT Hourly
- 140 Hourly
- 75 Students
- 13 Managers
- Approximately 10 hourly Supervisors

## 1.11 HISTORIC MEAL PLAN PRICING

### Meal Plan History and Proposed Rates

Building	Meal Membership	05-06 Meal Plan Rate	06-07 Meal Plan Rate	07-08 Meal Plan Rate	08-09 Meal Plan Rate	09-10 Meal Plan Rate	10-11 Meal Plan Rate	11-12 Meal Plan Rate	12-13 Meal Plan Rate	13-14 Meal Plan Rate
		<i>Includes Internal DB \$125 - All Non Refundable</i>	<i>Includes Internal DB \$125 - All Non Refundable</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>
Mary Speechly OR Taché Hall - SINGLE -	10 Meals per week * (06-07 12 Meals per wk)	3,033	3,185	3,360	3,489	3,698	3,858	4,026	4,202	4,386
	15 Meals per week * (06-07 14 Meals per week)	3,117	3,273	3,593	3,732	3,958	4,131	4,313	4,504	4,704
	7 Day Unlimited ** (17 Meals per week)	3,201	3,361	3,646	3,804	4,062	4,259	4,466	4,664	4,890
Arthur V. Mauro - SINGLE IN SUITE -	OPTIONAL									
University College Residence - SINGLE -	Super Saver *(05-06 Small Declining)	1,700	1,900	2,000	2,000	2,000	2,200	2,200	2,200	2,200
	Bison Membership (05-06 Medium Declining)	n/a	2,300	2,400	2,400	2,400	2,400	2,400	2,400	2,400
	Premium Membership (05-06 Large Declining)	1,900	2,700	2,800	2,800	2,800	2,800	2,800	2,800	2,800

## 1.12 SUMMER MEAL PLAN

This program was initiated in the summer of 2013. For \$313 per month (\$299 for early sign-up, which includes \$25 in Declining Balance Dollars), program offers seven meals per week (dinner service served Sunday through Thursday, Saturday and Sunday brunch).

Number of Summer Meal Plan Participants (2013)	Gross Revenue (May through August)
143	\$39,873.70

## 1.13 EXCLUDED FOOD SERVICES

The following campus dining locations and/or services are excluded from the contract, unless otherwise determined by the University at its sole discretion:

Food Service Description	Location
Basement Café	Freshwater Institute Bldg, U of M Property leased to Fisheries
Edna Fedya	One Research Road, Smartpark Tenant
Espresso 101	St John's College. Affiliated with U of M. No revenues to U of M
HUB PUB (previously Wise Guys)	University Centre - 3rd Floor Owned by UofM - leased to UMSU - 316, 316 A, B, C, 318, 318 A, C, E, 320, 320 A.
St. Andrew's College cafeteria	College is affiliated with UofM - UofM does not get revenue from food services.

St. John's Daily Bread	College is affiliated with UofM - UofM does not get revenue from food services.
St. Paul's cafeteria	College is affiliated with UofM - UofM does not get revenue from food services.
UMSU Degree's restaurant	University Centre - 3rd Floor - UMSU owns this space - 304, 304A, B, C, D.
UMSU's IQ's café (including Starbucks)	University Centre - 3rd Floor - UMSU owns this space - 303, 303 A, B, C, D.
Vending Machines	Contract with current food services provider, expires March 31, 2015
Winnipeg Football Club Food Kiosks	Investor's Stadium Land leased to Winnipeg Football Club (Bomber Stadium)

#### 1.14 HOURS OF OPERATIONS

The following hours of operation are our minimum overall standards.

Venue	Fall 2012-2013	Summer 2013
Fresh Food Company	7:00–20:00 (M-F) 11:00–20:00 (S-S)	Dinner Service (M-F) Brunch Service (S-S)
Starbucks (Dafoe Library)	8:00-20:00 (F-F) 10:00-16:00 (Sat) 13:00-20:00 (Sun)	8:00-15:30 (M-F)
bistro two o five	8:00-10:00 (M-F) & 11:30-14:00 (M-F)	Closed
CAMPO – University Centre	10:30-18:30 (M-Th) 10:30-15:00 (F)	10:30-15:00 (M-F)
Subway	8:00-19:00 (M-Th) 8:00-15:00 (F) 9:00-15:30 (Sa)	8:00-15:00 (M-F)
Noodles & Soup	11:00-14:30 (M-F)	Closed for Renovations
Greenhouse Cafe	8:00-18:00 (M-Th) 8:00-17:00 (F)	10:00-14:00 (M-F) Closed August
Robin's Donuts	7:30-14:30 (M-F)	Closed
Drake Centre	8:00-17:00 (M-Th) 8:00-14:00 (F)	Closed
Science Canteen	8:00-15:00 (M-F)	Closed
Hard Chalk Cafe	8:00-15:00 (M-F)	Closed
University College	8:00-19:00 (M-Th) 8:00-16:30 (F) 11:30-17:00 (S-S)	Closed
Tim Hortons – UC Main Floor	7:30-17:00 (M-Th) 7:30-16:00 (F)	7:30-15:00 (M-F)
Tim Hortons – UC 2 <sup>nd</sup> Floor	8:00 – 19:00 (M-Th) 8:00-16:00 (F)	Closed
Tim Hortons - EITC	7:45-16:00 (M-F)	7:45-15:00 (M-F)
Tim Hortons – Frank Kennedy	7:30-17:00 (M-F) 9:00-15:00 (Sa) 10:00-14:00 (Su)	7:30-15:00 (M-F)

Tim Hortons (Bannatyne)	7:00-18:00 (M-Th) 7:00-17:00 (F)	7:00-17:00 (M-Th) 7:00-16:30 (F)
Express (Bannatyne)	7:00-18:00 (M-Th) 7:00-17:00 (F)	7:30-15:00 (M-F)
Grab 'N' Go Deli (Bannatyne)	7:00-18:00 (M-Th) 7:00-17:00 (F)	7:30-15:00 (M-F)
Pita Pit (Bannatyne)	7:00-18:00 (M-Th) 7:00-17:00 (F)	10:30-15:00 (M-F)

### 1.15 HOURS OF OPERATIONS

Following is a recap of Catering sales under the current contract:

Catering	Actual 2010-11	Actual 2011-12	Budget 2011-12
Gross Sales	1,166,599	1,291,966	1,632,520

Catering and pricing can be found at:

[http://umanitoba.ca/campus/special\\_functions/catrng\\_svcs/menus.html](http://umanitoba.ca/campus/special_functions/catrng_svcs/menus.html)

### 1.16 TECHNOLOGY INFORMATION

Operating Platform/System	MICROS WS 5 for retail operations, with proprietary software
Transaction System	Quantum Scan Plus (Meal Plans, Declining Balance System)
Number of Transaction Readers	32
Number of Monthly Transactions	Approx. 100,000 (not including Bannatyne Campus)
Number of POS Pieces of Equipment	128 (32 X 4)
Who Will Own the POS Equipment	Food Service Provider
Who Will Maintain the POS Equipment	Food Service Provider

### 1.17 DECLINING BALANCE CARD

The Declining Balance Card can currently be used at most dining/retail locations.

### 1.18 UNIVERSITY PROVIDED CAPITAL EQUIPMENT

All University owned food service equipment located in the relevant areas shall be provided for use by the contractor. Additional capital equipment required to execute contractor's proposed concepts and programs must be provided at contractor expense, to be amortized over the base term of the contract. Upon full amortization of contractor provided capital equipment, ownership shall reside with the University.



Upon request and prior to proposal submission, a University representative will provide tours of all dining locations in order to discuss existing capital equipment. Upon selection of the preferred proposer, the preferred proposer and the University will jointly assess equipment needs and develop an addition/replacement schedule as part of the negotiation/Pre-Planning & Quality Control period.

**1.19 UNIVERSITY PROVIDED SMALLWARES**

The University owned smallwares, including kitchen utensils, china, glass, silverware and service pieces currently associated with those aspects of the dining program will be provided to the contractor. The contractor agrees to maintain all smallwares at mutually agreed upon levels as a course of regular dining operations as an operating expense by the contractor. It is agreed that the University retains ownership of all smallwares, replacements, and additions made during the term of the offeror's contract.

**1.20 COLD BEVERAGE CONTRACT**

The University of Manitoba's exclusive contract for cold beverages is currently with Pepsi and expires June, 2014.

## **ATTACHMENTS**

# ATTACHMENT A – PROPOSAL FORM

## COMPANY AND CONTACT INFORMATION

Name of Company: \_\_\_\_\_

Contact Information – Individual that can contractually obligate the Offeror/Firm

Name	
Title	
Email	
Telephone	
Fax	
Address	

Contact Information – Individual that can be contacted for clarification on this proposal

Name	
Title	
Email	
Telephone	
Fax	

## ADDENDA ACKNOWLEDGEMENT

Offeror acknowledges receipt of the following addenda, and has incorporated the requirements of such addenda into the proposal (*List all addenda dates issued for this RFP and initial*):

No.	Date/Initials	No.	Date/Initials
No.	Date/Initials	No.	Date/Initials

## SIGNATURE

This proposal must be signed by the person authorized to contractually obligate the organization.

<i>Printed Name</i>	
<i>Signature</i>	
<i>Date Signed</i>	

**CRITICAL TEAM MEMBERS**

Name of Onsite General Manager<sup>1</sup> \_\_\_\_\_  
 Name of Regional Vice President \_\_\_\_\_  
 Name of Conference Manager \_\_\_\_\_  
 Name of Catering Director \_\_\_\_\_  
 Name of Marketing Manager \_\_\_\_\_

<sup>1</sup>The General Manager is the individual who will be the daily point of contact throughout this project. This person will be on-site every day. This individual cannot be removed or replaced from this position for the duration of the contract.

**CERTIFICATIONS**

No	Criteria	Response*
1	The Offeror has read the entire RFP and clearly understands the intent of the scope	True / False
2	The Offeror is presently engaged in the business of providing the services & work required in this RFP	True / False
3	The Offeror accepts the University Terms and Conditions as stated in this RFP (including the standard form agreement)	True / False
4	The Offeror confirms that it has the financial strength to perform the services required under this RFP	True / False
5	The Offeror is currently licensed to provide food services in the Province of Manitoba?	True / False
6	The Offeror can provide (if requested) financial records for the organization for the past three years	True / False
7	The Offeror certifies that it is not currently debarred, suspended, proposed for debarment, or declared ineligible for award by any Public entity	True / False
8	Within the past five years, the Offeror certifies that they have not been convicted or had civil judgment rendered against them for: fraud, embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or tax evasion	True / False
9	The Offeror has not had any contracts terminated by the University of Manitoba (within the past five years)	True / False
10	Offeror certifies that Offeror has reviewed the University's Policy and procedures relating to Conflict of Interest and does not have a possible conflict of interest with any employee involved in this solicitation and/or ensuing contract.	True / False

\* Failure to answer, or answering "False" may be grounds for disqualification. Please attach additional information on any subject where the Offeror responded "False" to a question above.

## FIRM QUALIFICATIONS

No	Criteria	Response
1	How many years has your firm been continuously active in food services (under the current business name)?	
2	Identify the number of citations received in the past three years from any government agency, regardless of the nature of alleged violations and outcome	
3	Will you provide operating maintenance for all areas occupied by food services in consultation with Physical Plant?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	Will you provide daily housekeeping, janitorial, sanitization, and cleaning of all areas occupied by food services in consultation with Physical Plant?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Will you uphold a zero tolerance expectation for food borne illnesses related to food services?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Will you uphold a zero tolerance expectation for rodent and pest activity in food storage and dining locations?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Will you provide ingredient and allergen information where appropriate?	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Will you provide consumer access to nutritional information?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9	Will you provide a high level (no deficiency) of facility cleanliness and quality?	<input type="checkbox"/> Yes <input type="checkbox"/> No
10	Will you provide an HR Plan for the staff and management of UM Food Services?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11	Will you provide a Sustainability Plan that is responsive/flexible and will accommodate the needs of the UM throughout the duration of the contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12	Will you be updating the menu and dining concepts?	<input type="checkbox"/> Yes <input type="checkbox"/> No
13	Will you provide a Marketing Plan that uses various channels including social media to reach the student population?	<input type="checkbox"/> Yes <input type="checkbox"/> No

## ATTACHMENT B – TEAM QUALIFICATIONS

Do not list any names that can be used to identify the Offeror

### Team Qualifications

No	Criteria	General Manager	Conference Manager	Catering Manager	Marketing Manager
1	Total years of experience in the food/dining service area?				
2	Total years of experience in the current position?				
3	How long has the individual been employed at your organization?				
4	How many similar projects has the individual performed?				

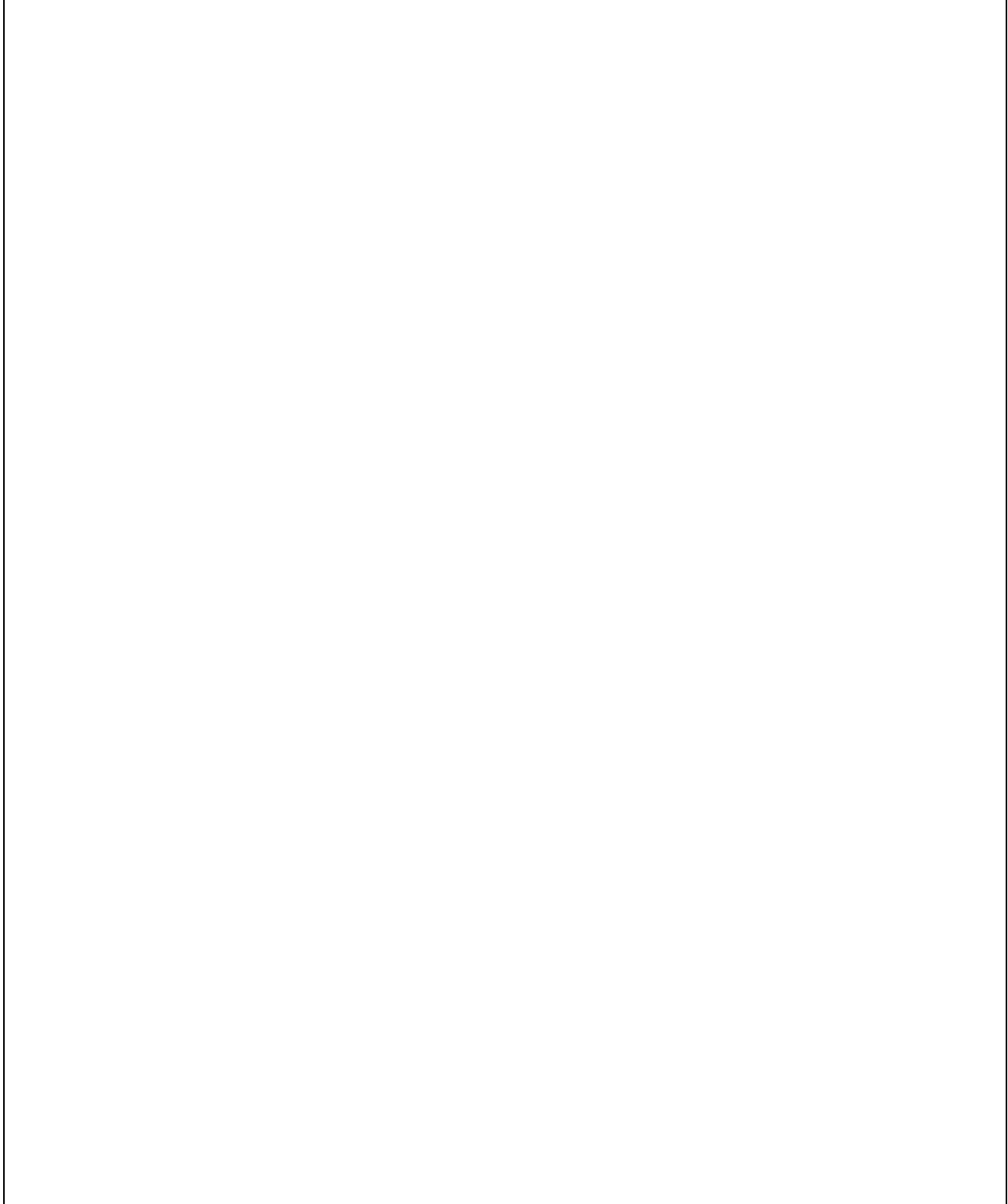
**Additional Capabilities** (Example: describe any dominant performance metrics for the individuals listed above, have they ever worked together as a team, significant performance improvements made, capabilities/performance of other key personnel, etc.)

--

# **ATTACHMENT C – PROJECT PLAN**

Do not list any names that can be used to identify the Offeror.

## **SECTION 1 – PROPOSAL SUMMARY (1 Page Maximum)**

A large, empty rectangular box with a thin black border, intended for the proposal summary. It occupies most of the page below the section header.

## **ATTACHMENT C – PROJECT PLAN**

Do not list any names that can be used to identify the Offeror.

### **SECTION 2 – PROJECT ASSUMPTIONS (1 Page Maximum)**



## **ATTACHMENT C – PROJECT PLAN**

Do not list any names that can be used to identify the Offeror.

### **SECTION 3 – EXPECTATIONS AND RESPONSIBILITIES (1 Page Maximum)**

## **ATTACHMENT C – PROJECT PLAN**

Do not list any names that can be used to identify the Offeror.

### **SECTION 4 – CLARIFICATION PERIOD SCHEDULE (1 Page Maximum)**

## ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional risks, but do not exceed the page limit

### SECTION 1 – ASSESSMENT OF CONTROLLABLE RISKS (1 Page Maximum)

**Risk 1:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 2:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 3:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 4:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 5:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

## ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional risks, but do not exceed the page limit

### SECTION 2 – ASSESSMENT OF NON-CONTROLLABLE RISKS (1 Page Maximum)

**Risk 1:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 2:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 3:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 4:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 5:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

## **ATTACHMENT E - VALUE ASSESSMENT PLAN TEMPLATE**

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional value added options. Do not exceed the page limit

### **VALUE ADDED OPTIONS (1 Page Maximum)**

**Item 1:** \_\_\_\_\_

**Item 2:** \_\_\_\_\_

**Item 3:** \_\_\_\_\_

**Item 4:** \_\_\_\_\_

**Item 5:** \_\_\_\_\_

## ATTACHMENT F - REFERENCE LIST

### Past Project List (Offeror Firm)

No	Point of Contact <sup>1</sup>	Phone <sup>2</sup>	Client Name <sup>3</sup>	Date Awarded <sup>4</sup>	Length <sup>5</sup>	Average Population <sup>6</sup>	Guaranteed Commission <sup>7</sup>	Total Revenue <sup>8</sup>
1								
2								
3								
4								
5								

### Past Project List (General Manager)

No	Point of Contact <sup>1</sup>	Phone <sup>2</sup>	Client Name <sup>3</sup>	Date Awarded <sup>4</sup>	Length <sup>5</sup>	Average Population <sup>6</sup>	Guaranteed Commission <sup>7</sup>	Total Revenue <sup>8</sup>
1								
2								
3								
4								
5								

1= Name of the person who will answer customer satisfaction questions

2 = Current phone number for the reference

3 = Name of the company / institution that the service was performed for (i.e. Tempe College, etc.)

4 = Date that the contract was awarded (MM/DD/YY)

5 = Total length or the duration of the base contract (in years)

6 = Average number of students (per year of service)

7 = Total minimum amount of guaranteed commissions (\$)

8 = Total amount of revenue generated (\$)

## Attachment G

### University of Manitoba – Food & Dining Services Questionnaire

To: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Past Performance Survey of: \_\_\_\_\_  
*Name of Company (and/or) Name of Onsite General Manager*

The University of Manitoba is analyzing past performance information on food service firms and their key personnel. The firm/individual listed above has identified you as a client for which they have previously performed work on. The University greatly appreciates your time in completing this survey. Rate each of the criteria on a scale of 1-10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: \_\_\_\_\_ Awarded Date: \_\_\_\_\_  
 Project Name: \_\_\_\_\_ Total Size (\$): \_\_\_\_\_

NO	CRITERIA	UNIT	RATING
1	Ability to financially perform (in the best interest of the client)	1-10	
2	Overall quality of food	1-10	
3	Overall quality of staff (both food services and administrative)	1-10	
4	Ability to effectively market food programs	1-10	
5	Ability to protect the environment and provide a sustainable program	1-10	
6	Ability to communicate and document	1-10	
7	Overall customer satisfaction	1-10	

Please identify the greatest risks/issues/challenges that were encountered during this service:

Printed Name (of Evaluator)

Signature (of Evaluator)

Thank you for assisting the University of Manitoba in this important endeavor.  
**Please fax the completed survey to: (Insert Offeror's fax number, see 4.8)**

## ATTACHMENT H - PAST PERFORMANCE INFORMATION SCORE

Enter all of the survey data scores for each entity listed below

### Offeror Past Performance Ratings/Score

No	Criteria	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Average
1	Ability to financially perform						
2	Overall quality of food						
3	Overall quality of staff						
4	Ability to effectively market food programs						
5	Ability to provide a sustainable program						
6	Ability to communicate and document						
7	Overall customer satisfaction						
<b>Overall Average Score:</b>							
<b>Total Number of Surveys Returned:</b>							

### General Manager Past Performance Ratings/Score

No	Criteria	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Average
1	Ability to financially perform						
2	Overall quality of food						
3	Overall quality of staff						
4	Ability to effectively market food programs						
5	Ability to provide a sustainable program						
6	Ability to communicate and document						
7	Overall customer satisfaction						
<b>Overall Average Score:</b>							
<b>Total Number of Surveys Returned:</b>							



# ATTACHMENT I – COST PROPOSAL

## SECTION 1 – TOTAL FINANCIAL CONTRIBUTION (10-YEAR GUARANTEED CONTRACT)

No	YEAR	Minimum Guaranteed Annual Commission		Capital Investment Contribution <sup>1</sup>	Equipment Replacement Reserve <sup>2</sup>	Other <sup>3</sup>
		(\$)	(%)	(\$)	(\$)	(\$)
1	FY 2014-15	\$	%	\$	\$	\$
2	FY 2015-16	\$	%	\$	\$	\$
3	FY 2016-17	\$	%	\$	\$	\$
4	FY 2017-18	\$	%	\$	\$	\$
5	FY 2018-19	\$	%	\$	\$	\$
6	FY 2019-20	\$	%	\$	\$	\$
7	FY 2020-21	\$	%	\$	\$	\$
8	FY 2021-22	\$	%	\$	\$	\$
9	FY 2022-23	\$	%	\$	\$	\$
10	FY 2023-24	\$	%	\$	\$	\$
<b>TOTAL:</b>		\$		\$	\$	\$

<sup>1</sup>The Capital Investment Contribution must be amortized over the base term of the contract

<sup>2</sup>The Equipment Replacement Reserve must be amortized over the base term of the contract

<sup>3</sup>Include any other additional financial contributions

## SECTION 2 – OVERVIEW OF COMMISSIONS

Please provide an overview of your annual commissions on sales:

- 1. Meal Plan Sales: \_\_\_\_\_ %
- 2. Retail Sales: \_\_\_\_\_ %
- 3. Catering Sales: \_\_\_\_\_ %
- 4. Conference Sales: \_\_\_\_\_ %
- 5. Summer Conference & Dining Sales: \_\_\_\_\_ %

## SECTION 3 – TRANSITIONING COSTS

If the Offeror is not the incumbent, the Offeror shall be responsible for all costs associated for transitioning the service from the incumbent to the Offeror. This cost must be included in your Total Financial Contribution (Section 1 of this Attachment). Please confirm that your proposal has accounted for this cost.

Your proposal has accounted and included all costs (if any) associated with transitioning the service to your company:

Yes  
 No

**SECTION 4 – OVERVIEW OF MAJOR CAPITAL INVESTMENTS**

Please provide additional information on any major capital investments included in your proposal including the intended use of the investments.

--

**SECTION 5 – VALUE ADDED OPTIONS / IDEAS**

Please provide estimated financial impacts associated with each Value Added Idea that you have proposed in Attachment E (if any). These ideas will be discussed and negotiated during the Clarification Period.

No	Description	Estimated Impact to Financial Contribution (\$ or (%))
1		
2		
3		
4		
5		