

Request for Proposal
Campus Dining Services

For



Issued July 1, 2024

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Introduction:

This Request for Proposal (RFP), which includes all instruments and appendices hereto, is for Campus Dining Food & Beverage Service Management defined as Residential Dining, Retail and Catering services and other amenities at Youngstown State University (“YSU”) located in Youngstown, Ohio. Site specific details regarding the buildings and current foodservice offerings can be found in **Exhibit A – Site Specific Operational Profile:**

Location(s) in scope:**Youngstown State University Campus**

1 Tressel Way
Youngstown, OH 44555

YSU is seeking a single Service Provider (“SP”) for the campus location listed above. Each SP will have the right to subcontract some elements of these services. The **Executive Summary** of the RFP response requirements allow the SP to provide full disclosure of any subcontracting along with an explanation of the value-added benefit for YSU for such an arrangement.

Operational Objectives:

YSU is seeking a nutritional, high quality, cost effective and innovative residential dining, retail, catering services and other amenities that meet the diverse needs of our students, faculty, staff, and guests. These services must be provided in a manner that will enhance academic and student life programs, and a food program that will meet the needs and concerns of the students, faculty, staff, and guests. The full achievement of the goals of this program should result in an innovative and creative strategy that will reflect the lifestyle of today’s students. In addition, a reasonable financial return for all parties is necessary to promote cooperation and planning, to maintain and improve the facilities, provide equipment replacement and maintenance, and to support temporary retail and activation of the planned new Student Center. The selected contractor must work cooperatively with YSU to complement the missions and enhance campus life.

YSU History & Mission:

YSU’s origins trace to 1908, when the local branch of the YMCA established a school of law within the Youngstown Association School. Over the next six decades, the school was transformed into the Youngstown Institute of Technology, Youngstown College, Youngstown University, and finally to YSU in 1967, when it became part of the Ohio state system. As the Mahoning and Shenango valleys have emerged from their industrial past, the university is viewed now more than ever as a major catalyst for the future, attracting faculty and staff to the area, providing economic stimulus, serving as a leader in workforce education and innovation, and producing energetic, talented graduates ready to make their mark on the region and the world.

YSU, a comprehensive, public, not-for-profit institution, is a major driver of the region's economy and plays an enormous role in the educational, financial, and social well-being of Northeast Ohio, Western Pennsylvania and beyond. With nearly 11,000 students, more than 1,500 employees and over 118,000 alumni around the world, YSU embraces the important role it plays in enhancing the futures of our students by empowering them to discover, disseminate, and apply their knowledge. Now entering its 116th year, YSU remains committed to increasing excellence in all that we do and to providing the leadership and opportunities needed to make our region a better place to live, learn, and succeed.

An Institution of Opportunity: YSU inspires individuals, enhances futures, and enriches lives.

As a student-centered university, YSU's mission is to provide innovative lifelong learning opportunities that will inspire individuals, enhance futures, and enrich lives. YSU inspires individuals by cultivating a curiosity for life-long learning; enhances the futures of our students by empowering them to discover, disseminate and apply their knowledge; and enriches the region by fostering collaboration and the advancement of civic, scientific, and technological development. YSU's culture of enrichment flourishes in our diverse, accessible, and quality education.

RFP Objective:

YSU wishes to enter into an agreement with a SP who will work collaboratively to ensure that the following operational objectives are met:

- The Resident Meal Plans will provide innovative programming that focuses on fresh, sustainable menu items and provides variety to meet the cultural and nutritional/allergen requirements of the resident student population. YSU seeks a financial proposal that keeps student costs for this program comparable to current 2024/2025 rates, relatively consistent throughout the contract and competitive with local alternative options.
- Optional, volunteer Meal Plans that attract non-resident students, faculty, staff, day-student families and guest participation and use of the new Student Center and current retail operations on the campus.
- Kilcawley Center and satellite retail operations run concurrently with the Meal Plan operation and offers a variety of high-quality food and beverage items at a fair price (comparable to street pricing), with offerings customized to meet the needs/diversity and flexibility of the residents, non-resident students, staff, faculty, and guests. Retail options to include fresh pre-packaged meals.
- The catering operations are of high quality, competitive to market pricing, with attention to detail and reflect positively on the image of YSU while meeting the needs of a diverse internal and external catering customer base.
- Renovation/refresh strategy of the Christman Dining Commons should be considered to bring this service up to current standards and student expectations with improved space utilization. Additionally, current satellite retail operations, should be analyzed and a strategy for overall programming and service enhancement should be developed.
- Programming for temporary retail dining while Kilcawley Center is being renovated and activating the newly renovated space. This RFP seeks SP's input for design, procurement, scheduling, and financial investment.

- Deploy the latest technology that enhances the overall experience and drives higher participation.
- SP will be required to utilize the current Atrium campus card technology.

Financial Arrangement:

YSU is seeking a SP that will develop an innovative operating plan and program to maximize resident participation in all foodservice areas and operate in a fiscally responsible manner. YSU has a mandatory **Meal Plan** requirement (2024/2025) for all first-year resident students (included in the housing cost): 12 meals/week plus = \$2,166 per semester. The foregoing plans are based on a maximum of **225 total service days** each academic year (both semesters). The residents currently use these meal plans (swipes) in the resident dining facility. Additional purchases and any non-meal plan student, faculty or staff have the options to purchase Block Plans or may use cash or credit cards for purchases at posted retail pricing. YSU would be interested in any **alternative programs** you may recommend maximizing non-resident use of the Kilcawley Center and alternative locations. Refer to **Exhibit B – Statement of Services, page 24** for YSU current meal plans.

YSU is seeking the following competitive financial arrangements because of this RFP:

- SP to honor and not exceed **Meal Plan** rates noted above for 2025/2026 academic year.
- All services to be provided with current retail and catering pricing strategies on a profit and loss basis with full financial risk to SP. All pricing modifications will require approval by YSU.
- Meal Plans: Defined meal plans for residents and non-residential students and guests that maximize value and use of the Christman Dining Commons, Kilcawley Center, current satellite retail, and off-campus partner locations. There was a total of **225 service days** for 2023/2024 and service days will change, although not significantly, year-to-year based on the academic calendar.
- Catering: Providing creative and on-trend tiered menus and price points meeting the needs and budgets of students, faculty, administration, and guests with a commission percentage returned on gross sales from catering to the institution, respectively. SP must provide a web-based software system (i.e. CaterTrax or similar) that enables YSU to streamline orders and operate multiple lines of business, including ordering, estimating, billing, reporting, etc., effectively. Please note that there is an expectation that SP will assume, via transfer, the current D-5 liquor license issued by the Ohio Department of Liquor Control. The incumbent provider currently holds the license.
 - Summer Dining Program: YSU hosts many camps and university training programs. Expectation is for SP to service these events at preferred pricing and according to established guidelines.
 - SP must honor and assume any catering events that are already under contract under the current terms before, during and after a possible transition.
- A commission percentage returned on gross cash sales and on-campus retail use.
- Key Performance Indicator (“KPI”) incentives tied to non-financial and financial goals to be negotiated during the contract phase.
- Annual in-kind donations of food, beverages, paper products and disposable utensils, with such donations valued at their wholesale cost, for special events such as New Student Orientation, Commencement, or like events, with consideration for the Student Government events.

- Development and maintenance of a YSU dining website. This website will provide details around dining facilities, menu offerings, meal plans, health, and wellness, etc.
- Capital Improvement and Furnishing Investment/Funded by SP to be paid to or on behalf of YSU for the purpose of making capital improvements to, and furnishing, the existing front and back of house areas and any new locations proposed by the institution and SP. Investment amortization will be on SP books, however, YSU will be willing to offer buy-back protection on approved SP investment over the term of the contract.
- SP to honor all terms and conditions of existing **Pepsi** and YSU beverage pouring rights agreement.

Transparency of Supply Chain Pricing & Rebates:

YSU requires transparency or ‘open book’ disclosure into vendor procurement pricing of foods and related supplies from all manufacturers and or food distributors that service YSU. If SP is buying from a food distributor or manufacturer that is participating in a rebate program for bulk purchasing, YSU expects savings to be used to offset operational costs and not to be used as a profit center by SP.

Financial Workbook Objectives:

The financial workbook required submittal form has several sheets. Below is a brief description of the objective for each sheet:

Start-Up Expenses: YSU understands there will be costs associated with the possible transition of SP. This worksheet is designed to allow SP to detail any and all start-up expenses. YSU is not willing to include start-up expenses as an investment or offer “buy-back” protection for these costs.

Investment: This worksheet is designed to detail any investment a SP is recommending being made to implement the proposed programs and which party, SP or YSU, is expected to fund this investment. Any investment offered by a SP needs to be identified if it will be an operational expense, included in the approved budget or if it will be the sole expense of the SP. In either case, the investment will be protected by standard “buy-back” language (the unamortized balance of the authorized SP capital investment over the term of the agreement) but with some exceptions related to contract default. SP must disclose the required amortization period.

Note: investment strategy will be broken out in three (3) phases in the financial workbook. Academic year one (1) summer 2025 – establishment of program; academic year five (5) summer 2030 – major refresh upgrades necessary to drive program elements and participation; academic year ten (10) summer 2035 – major refresh upgrades necessary to drive program elements and participation. SP will be required to populate these spreadsheets in the financial workbook.

Staffing: This worksheet is design to allow the SP to detail the staffing plan that supports the proposed programs. Note: SP is under no obligation to hire existing personnel, however, YSU desires that the SP interview any interested hourly employees and honor their existing wage rate and seniority, if retained.

Meal Plan Work Sheet: This worksheet is designed to determine the cost and anticipated participation in each type of meal plan offered. Note that for year one, the plans and programs are already fixed. Starting year two, define your proposed meal plans, pricing strategies.

Multiple Year Proformas: These worksheets are designed to forecast the expected financial performance for points of service. There are three tabs to capture these:

- Year 1 – Transition year 1, assuming a June 1, 2025 transition, this is the initial 12 months of a June 1st to May 31st, 2025/2026, fiscal year and should reflect the anticipated transition, learning curve costs to open and implement your proposed programs. YSU understands that the operation may be less efficient this year compared to when the proposed programs have been implemented and operational costs have settled. The Kilcawley Center will be under construction and temporary retail service will be deployed.
- Year 2 – Transition year 2, 2026/2027, fiscal year the Kilcawley Center will continue to be under construction and temporary retail service will be deployed. YSU understands that the operation may be less efficient this year compared to when the proposed programs have been implemented and operational costs have settled.
- Year 3 – Stabilized year 1, 2027/2028, with all programs running and learning curve costs mitigated.
- Year 4 – Stabilized year 2, 2028/2029, this will be based off the Year 3 estimates and should show continuous improvement and growth in sales and efficiency related to operating costs.
- Year 5 – Stabilized year 3, 2029/2030, this will be based off the Year 4 estimates and should show continuous improvement and growth in sales and efficiency related to operating costs.

Note: YSU expects SP to provide full P&L disclosure (proformas) to include all costs in alignment with proposed operating strategy.

1.0 Solicitation Instructions & Conditions

1.1 Proposal Organization

Proposals shall be submitted in an organized manner, each physical copy separately bound in one volume with parts appropriately tabbed and identified for each section as outlined in **Section 2.0 – Bid Submittal Requirements** of this RFP.

Information requested must be furnished completely in compliance with the instructions. The information requested, and the manners of submission are essential to permit evaluation of all proposals. Accordingly, YSU may not consider any proposal in which material information requested is not furnished or where indirect or incomplete information is provided. Since your answers are evaluated, it is to your advantage to provide complete information. However, references should be made to the exact location in the proposal where the information is already recorded. In submitting a proposal, the contractor agrees that the proposal remains valid for one hundred eighty (180) calendar days after the closing date for submission of proposal and may be extended beyond that time by mutual agreement.

1.2 Possibility of Contract Award without Discussion of Proposals

YSU reserves the right to accept and/or reject any or all proposals resulting from this solicitation for any reason whatsoever.

1.3 Compliance with Request for Proposal

Proposals will be assumed to incorporate the terms, provisions, and specifications of the RFP, unless the contractor clearly describes any deviation in the proposal. Service Providers (SPs) are cautioned that substantial deviation may be cause for rejection of the proposal as a non-responsive bid.

Any SP response which does not coincide with the provisions and guidelines set forth in this RFP, must be noted by the SP in **Section 1 – Tab: – Signed Cover Letter/Executive Summary/Exceptions**.

1.4 Proprietary Information

All items developed and submitted in answer to this RFP shall become the property of YSU. The selected SP shall provide a redacted copy of their submittals related to any proprietary and confidential information that should not be shared in the public domain.

1.5 Authority to Bind Contractors

SP proposals shall identify the individual(s) having authority to contractually bind SP. It shall also name the person to be contacted during both the periods of evaluation and execution of proposal. This information is to include the name, title, email, address, and telephone number of this individual(s).

1.6 Acceptance, Negotiation & Award

YSU intends to finalize a contract with the SP whose proposal in the sole judgment of YSU is most advantageous to YSU. Among the factors considered in the evaluation are an **innovative approach, experience with similar and like-sized accounts, wellness and cuisine diversity, quality, staff training, high sanitation standards, safety focus, environmental compliances/procedures, and financial considerations**. Proposals from SP should be submitted to YSU on the most favorable terms possible from the standpoint of cost and operational capability. YSU reserves the right to not accept the lowest cost proposal, to reject any or all proposals, and to waive any of the requirements of the bid selection procedures set forth herein. Upon selection of the contractor, YSU will prepare and enter into an appropriate agreement setting forth the terms and conditions of the parties' rights and obligations. Each contract will incorporate by reference and follow substantially the terms set forth herein, except YSU reserves the right to make changes thereto. Should any of the terms of the final contract conflict with any terms and conditions set forth in the RFP, the terms of the contract will control.

1.7 Later Proposals & Modifications

Proposals and modifications to the RFP received after the time and the date set forth will be considered only at the discretion of YSU.

1.8 Period of Performance

The contract will be for an initial term of fifteen (15) years. YSU may consider a contract extension beyond the initial term that is financially beneficial and mutually agreeable to both parties.

1.9 Revised and/or Additional Provisions

YSU reserves the right to add, delete, or revise any article or clause in the RFP, prior to the entry into a contract. In addition, any resultant contract may include other provisions mutually agreed upon by law.

1.10 Methods of Assessing Proposals

YSU will examine and evaluate each proposal according to a uniform and objective list of criteria. SP shall not have any cause of action against YSU arising out of a failure to award a contract to that SP or the failure to consider any proposal for the methods by which proposal are assessed. The selection of SP shall be at the sole discretion of YSU. The Vice President for Finance & Administration is authorized to enter into a contract.

Proposal Evaluation Criteria:

- Proposal submitted on time and complete per stated requirements – Pass/Fail
- **Operational Plans – 45%**
 - Clarity of program offering and fit for YSU culture and consumers.
 - Residential Meal Plan clarity, financial impact, sustainability, and ROI.
 - Non-Residential Meal Plan clarity, financial impact, sustainability, and ROI.
 - Menu taste, diversity, variety, cultural sensitivity, dietary restrictions/needs.
 - Wellness program.
 - Sustainability focus.
 - Staffing and service delivery.
- **Experience – 20%**
 - Provide reliable references.
 - Site visits.
 - Tenure in business.
- **Presentation – 5%**
 - Overall presentation and consistency with final presentation.
 - Menu tasting.
 - Overall, knowledge and ability to communicate about menu.

- **Financial Plans – 30%**
 - Clarity of business terms and conditions.
 - Financial accountability – guarantees/KPI programs.
 - Prices, rates, revenue sharing.
 - Capital infusion and investment.

1.11 YSU Visit to SP Accounts

YSU shall have, at its discretion, the opportunity to participate in site visits to like operations presently serviced by the SP.

1.12 Timeline

YSU anticipated time frame (subject to change) for this solicitation is as follows:

Issue Request for Proposal Document	July 1, 2024
SP Submit RFP Questions (3:00 p.m. EST)	July 9, 2024
Responses to SP Questions Issued by YSU	July 15, 2024
SP Confirms Intent to Submit a Proposal	July 17, 2024
Proposals Due (3:00 p.m. EST)	August 16, 2024
YSU Transmit Clarification Questions to SP	September 6, 2024
SP Onsite Presentations at YSU	Week of October 14, 2024
YSU Transmit Clarification Questions to SP	Week of October 21, 2024
SP Respond to Clarification Questions	Week of October 28, 2024
Down Selection of Finalist(s)	Week of November 11, 2024
SP Site Tours	Week of November 18, 2024
SP Best and Final Proposals	Week of December 2, 2024
Final Negotiations	Week of December 9, 2024
Approximate Contract Award Date	December 18, 2024
Contract Start Date	June 1, 2025

1.13 Proposal Due Date

Proposals shall be delivered in sealed envelopes or boxes and must be addressed to and received at:

Alan Miller
 Associate Director, Procurement Services
 Youngstown State University
 1 Tressel Way
 Youngstown, OH 44555
 330/941-3193

No later than **3:00 PM EST on August 16, 2024**. Envelopes or boxes should be clearly marked "RFP#25-070124 Campus Dining Services." SPs are fully responsible for timely delivery of proposals. Any proposal received after the stated closing time may be returned unopened. If proposals are sent by mail to YSU, the SP shall be responsible for actual delivery of the proposal to YSU before the due date. Proposals which are delayed may not be considered and may be returned unopened.

Note: SPs must notify Procurement Services in advance if team members come back on campus to observe Campus Dining Services prior to contract award. Team members will be required to show identification indicating the SP they represent.

1.14 Number of Copies

The SP shall submit six (6) original hard-copy proposals and six (6) USB flash drives that contain a PDF version of an exact replica of the full proposal (including submittals) as presented in hard copy and all completed Required Submittal Forms in original format (Microsoft Word/Excel). All expenses associated with this submittal will be borne solely by the SP.

In addition, one (1) USB / digital copy that contains a PDF version of an exact replica of the full proposal (including submittals) as presented in hard copy and all completed Required Submittal Forms in original format (Microsoft Word/Excel) needs to be sent to the following individuals:

Gary Gunderson
Innovative Hospitality Solutions
13 Centerville Terrace
Wilmington, DE 19808
302/598-9901
gary.gunderson@ihsimpact.com

Ron Hagen
Innovative Hospitality Solutions
9106 Loma Vista Drive
Dallas, TX 75243
214/809-7755
ron.hagen@ihsimpact.com

1.15 Questions

The SP shall submit questions regarding this RFP through email by (Tuesday, **July 9, 2024** to YSU Procurement Services. Q&A will be collected, answered, and distributed to all participating SPs by Monday, **July 15, 2024**.

1.16 Conflict of Interest

The SP hereby covenants that during the RFP process, or at the time of the submission of the proposal and during any contract term, the SP has no other contractual relationships with any party which would create any actual or perceived conflict of interest with the YSU.

1.17 Prohibited Contacts

The SP, including any person affiliated with or in any way related to the SP, is strictly prohibited from any contact with members of the Board of Trustees, evaluation committee members or any employee of YSU, except the consultants, Gary Gunderson and Ron Hagen as listed above on any matter having to do in any respect with this RFP other than as outlined herein. Failure by any SP to adhere to this prohibition may, at the sole discretion of YSU, result in disqualification and rejection of any proposal.

2.0 Bid Submittal Requirements

Preface

The information to be submitted in response to this RFP is outlined in this section. SP should respond to each of the points outlined. A detailed and objective evaluation will be performed through adherence to the established rating system. In accordance with this format, the SP shall respond to each aspect of this request. Please respond to each point addressed below.

Section 1: This section is intended to briefly demonstrate corporate information, programs, and services that the SP will provide at all operations managed by the SP. **Note: SP is advised to only provide information that is included in the program and proformas submitted for the individual location proposals.**

Section 2: This section is intended to demonstrate the specific details around the individual location proposals.

Section 3: This section is intended to provide a response to YSU required submittal forms.

SP is required to provide a response for all sections as described below. Page limit maximums are single pages. Noncompliance with the page maximums may result in disqualification. The intent of your response must be brief and customized to this opportunity at YSU. Additional details, materials and samples may be solicited by YSU on an “as needed” basis from the SP.

2.1 Section 1 – Demonstration of Programs & Services

Section 1 – Tab 1: Signed Cover Letter/Executive Summary/Exceptions (max. 4 pages):

In this section each SP is expected to provide a signed copy of a proposal cover letter that verifies the SP has complied with the requirements of the RFP, has received all addenda issued in reference to the RFP, notes the person (name, title, contact information) representing the firm that is authorized to negotiate terms with YSU and is signed by an officer of the firm. This section should also include an executive summary that highlights key elements of the proposal including a summary for each location. The executive summary should be no more than four (4) pages in length.

Section 1 – Tab 2: References (max 2 pages):

Identify and document a minimum of three (3) existing, comparable references that are **managed by the same regional team** that will manage the proposed YSU foodservice by location. Document the following for each:

- Brief general description of the operation and services provided.
- Length of service at account.
- Daily average volume or number of customers served.
- Approximate annual revenues.
- Client contact names, title, email addresses and phone numbers.

Identify and document a minimum of two (2) lost accounts, comparable references that are **managed by the same regional team**. Document the following for each:

- Brief general description of the operation and services provided.
- Length of service at account.
- Daily average volume or number of customers served.
- Approximate annual revenues.
- Client contact names, title, email addresses and phone numbers.
- Primary reason for losing account.

Included in this tab, SPs to provide recommendations for two (2) similar size and scope universities that YSU stakeholders could visit prior to contract award.

Section 1 – Tab 3: Wellness Program (max 3 pages):

Define and describe what wellness means to you and demonstrate application of the SP's Wellness program that will be deployed at YSU and has been included in your site-specific proposal. YSU is interested in elevating awareness and accessibility of healthy eating options based on the needs of the population but does not want to eliminate choices or dictate this behavior. Be specific to how you work with residents and their health restrictions (i.e., gluten free, vegan, etc.) and level of access to a registered dietician. Provide specific examples of how nutritional information would be communicated to the YSU community.

Section 1 – Tab 4: Sustainability & Quality Assurance Program (max 2 pages):

Define and describe your practices in dining sustainability programs that will be deployed at YSU, including food waste reduction programs, composting and waste diversion programs, strategic sourcing, food integrity and authenticity (natural, organic, local, and food freshness), etc. It is the expectation of YSU that the SP will be able to track trends and opportunities and provide an accurate analysis of the impact the sustainability program(s) is having, either positively or negatively, on the customers and the institutions.

Section 1 – Tab 5: Marketing & Promotion Programs (max 4 pages):

Define and describe your practices in marketing and promotion programs that will be deployed at YSU (included in site specific proposal), including protocols, frequency, methods of delivery, marketing/promotion expectations, media types, resources (including personnel and financial) allocated to this area.

Section 1 – Tab 6: Ethnic/World Cuisine & Creative Food Preparation/Presentation (max 4 pages):

Define and describe your practices in preparing and service variety of **authentic** ethnic and international cuisine, including religious observances, which will be deployed at YSU and has been included in your site-specific proposal. It is the expectation of YSU that the SP will creatively explore and implement current strategies desired by the student customers.

Section 1 – Tab 7: Transition of Services (max 5 pages):

Identify the specific transition plan, dates and activities that will be required to assume this business on May 31, 2025. Include a schedule for the capital improvement and furnishing plan and the way customers will be served beginning on the start date of the Contract. Indicate any resources you believe will be needed from the institution to assist you with the transition.

Section 1 – Tab 8: Transparency & Reporting (max 5 pages):

Define and describe your practices in financial reporting and transparency that will be deployed for all locations at YSU and has been included in your site-specific proposal, including future opportunities and long-term drivers. In addition, it is the expectation of YSU that the SP will assess the customers and provide the findings of such assessments and the ways in which the data is being incorporated. Provide sample reports that YSU will receive monthly.

Section 1 – Tab 9: Risk/Reward Program & KPI's (max 3 pages):

Demonstrate the best practice in tracking of KPIs and the proposed Risk/Reward program that will be deployed at YSU and has been included in your site-specific proposal. It is the expectation of YSU that the KPIs will show incremental improvements in areas including but not limited to: facility usage by paying customers; meal plan participation; number of reservations for catering; customer service; revenue and expenses; dining satisfaction and consumer connectedness; responsiveness to complaints; cultural sensitivity in menu selection; health and food safety; kitchen management; marketing and promotions engagement; and computer/technology efficiency.

Section 1 – Tab 10: Health, Safety, & Sanitation (max 2 pages):

Define and describe your practices in health, safety, and sanitation that will be deployed at YSU, including any concerns, limitations, or constraints.

Section 1 – Tab 11: Employee Staffing Strategy & Training (max 3 pages):

Define and describe your staffing strategy that will be deployed at YSU for employees, supervisors, and managers. Additionally, define and describe the training your employees, supervisors, and managers will receive, including requirements and frequency, relative to customer service, professionalism, cultural sensitivity, working with college populations, sexual misconduct and harassment, food safety, equipment training, sanitation, etc.

- 1.11.1 SP shall confirm prioritization of student labor including international students.
- 1.11.2 SP shall comply with YSU pre-employment screening and required background checks.
- 1.11.3 SP shall confirm a strategy to provide reasonable employee parking options, including reimbursement of costs.

2.2 Section 2 – Specific Proposal for Youngstown State University Operations

SP is proposing services for each numbered item detailed below:

Section 2 – Tab 1: Residential Dining Meal Plans (max 5 pages):

Demonstrate your proposed program for the café operations by providing the following information:

- 2.1.1 Graphically show and/or describe the overall concept or approach for residential dining services including reimagined drawings.
- 2.1.2 Graphically show and/or describe the proposed stations/offerings to be served at breakfast, lunch, dinner, and weekend brunch.
- 2.1.3 Graphically show and/or describe the proposed opportunities for renovations and improvements in kitchen, service and dining areas infrastructure and signage included in your proposal and financial proformas. Indicate the proposed budget for these renovations and timeline (assume summer 2025/2026 for major renovations).
- 2.1.4 Describe the Residential Meal Plan proposed (i.e. - unlimited access, block plan, declining balance, etc.) for the second year (after renovations) and subsequent years following future renovations and refreshes. **Note: current meal plans for 2025-2026 academic year must be accepted.**
- 2.1.5 Describe the Voluntary/Non-Residential Meal Plans proposed for commuter students, faculty, staff, etc. Include information relative to utilization of retail options.

Section 2 – Tab 2: General Catering Services (max 6 pages):

Demonstrate your proposed program for the general YSU catering services by providing the following information:

- 2.2.1 Describe and provide information on how your firm will implement a tiered catering program that provides menu options, service levels and price points for all constituents in the YSU Community. One tier should focus on student groups, informal gatherings and/or pick up service. One tier should focus on internal patrons and YSU guests that desire conference style catering for breakfast, lunches, working lunches and/or meeting break service. One tier should focus on external special event catering for events such as **President’s Office (usually 10 – 15 per year: refer to Exhibit C)**, formal dinners, receptions, celebrations, fundraising, Stadium Loge (Private Boxes) or Administration events.
- 2.2.2 Provide sample customer catering guide and menus with proposed pricing in line with current prices of proposed tiered catering programs. Sample catering guides should include all catering terms and conditions proposed at YSU (menus can be provided as an Exhibit and not part of the page limit).
- 2.2.3 Describe and provide samples of a formal standard operating procedure (“SOP”) manual that will be developed and approved by YSU and become part of the agreement. The catering SOP manual must include but not be limited to ordering procedures, confirmation of orders with patrons, kitchen and preparation procedures, event standards, service level standards, billing procedures, uniform standards, staff training programs, sources for staffing for large events, etc.

Section 2 – Tab 3: Satellite Retail Services including Unattended Retail Markets (max 6 pages):

Demonstrate your proposed program for current (Maag Cafe, Cushwa Cafe, Schwebel Cafe at Williamson, and Pete’s Treats) retail operations by providing the following information:

- 2.3.1 Graphically show and/or describe overall concept or approach for current satellite retail services including reimagined drawings.
- 2.3.2 Graphically show and/or describe a sample of the proposed hours of operations, menu profile.
- 2.3.3 Graphically provide how these programs will be marketed and how digital menu displays will be deployed.
- 2.3.4 Describe how POS and other technologies will be deployed to enhance the customer experience, promote participation, track revenue, and provide data mining.

Section 2 – Tab 4: Plan for Temporary Retail Operations While Kilcawley Center and Catering Kitchen is Offline (max 8 pages):

Demonstrate your proposed programing for the temporary swing space while the Kilcawley Center and Catering Kitchen is offline:

- 2.4.1 Graphically show and/or describe how the swing space will be transformed to temporary retail dining.
- 2.4.2 Graphically provide proposed drawings and concepts for the swing space.
- 2.4.3 Describe how POS technology will be deployed during the construction.
- 2.4.4 Describe how product movement and trash will be managed during construction.
- 2.4.5 Describe what resources and support will be required by YSU for retail.
- 2.4.6 Graphically show and/or describe the plan for the temporary Catering Kitchen at Christman Dining Commons during summer 2026 while under construction.
- 2.4.7 Describe how Catering services and deliveries would be managed during construction.
- 2.4.8 Describe what resources and support will be required by YSU for catering.

Section 2 – Tab 5: Plan for the Future Student Center, Including Concepts and Brands (max 8 pages):

The future Student Center will include two (2) national retail brands: Chick-Fil-A and Dunkin. The selected SP will be required to maintain the contract relationship with these national brands. Other retail in the design plan includes a Pizza/Grill, Salad/Sandwich, and Rice Bowl concepts. YSU assumes these concepts will be SP internal brands. In addition to retail concepts, there will be space for a Community Teaching Kitchen, Pub for late night dining, C-Store, and renovated Snack & Chill.

Demonstrate your proposed programing for the future Student Center:

- 2.5.1 Graphically show and/or describe the proposed internal branded programs for this space.
- 2.5.2 Describe proposed concepts for this space.
- 2.5.3 Graphically provide how these programs will be marketed and how digital menu displays will be deployed.
- 2.5.4 Describe specific equipment and specifications required to support proposed internal branded programs if different from design plans.
- 2.5.5 Graphically show and/or describe how Chick-Fil-A and Dunkin will be activated and marketed to maximize participation.
- 2.5.6 Graphically show and/or describe how the Community Teaching Kitchen will be activated and marketed to maximize participation.
- 2.5.7 Graphically show and/or describe how the Pub for late night dining will be activated and marketed to maximize participation.
- 2.5.8 Graphically show and/or describe how the unattended C-Store will be activated and marketed to maximize participation.
- 2.5.9 Graphically show and/or describe how the unattended Snack & Chill will be activated and marketed to maximize participation.
- 2.5.10 Describe how POS and other technologies will be deployed to enhance the customer experience, promote participation, track revenue, and provide data mining.
- 2.5.11 Describe what resources and support will be required by YSU.

Section 2 – Tab 6: Athletic Training Tables & Sport Clinics (max 3 pages):

Demonstrate your proposed program for Athletic Training Tables and Sport Clinics:

- 2.6.1 Graphically show and/or describe your solutions to support and maximize participation for this service.
- 2.6.2 Provide proposed menu profiles taking into consideration athlete nutrition and refueling during training and sport events.
- 2.6.3 Describe how this service will be communicated and delivered on campus.
- 2.6.4 Describe how this program will collaborate with Athletic Department(s) and seek alignment on coaching staff financial goals and objectives.
- 2.6.4 Describe what technology will be deployed to support athlete nutrition.

Section 2 – Tab 7: Technology, Including Robotics & Mobile Apps (max 4 pages):

Demonstrate your proposed program for the technology solutions by providing the following information:

- 2.7.1 Graphically show and/or describe POS technology and how it will be used to track sales, increase speed of service, provide multiple payment options, and increase the accuracy of transactions.
- 2.7.2 Graphically show and/or describe the online catering system for ordering events, tracking events, and generating billing documentation.
- 2.7.3 Describe other technologies proposed to enhance the customer experience and/or drive business efficiency (i.e., remote order, kiosk order, mobile apps, contactless payment methods, robotic delivery, etc.).
- 2.7.4 Describe the approach for managing the meal card system (Atrium). What technology will be utilized and how will it be managed. What is the expectation for support by the institution.

Section 2 – Tab 8: Customer Engagement (max 2 pages):

Demonstrate your proposed program for maximizing customer engagement by providing the following information:

- 2.8.1 Graphically show and/or describe how your firm conducts customer research to determine customer preferences.
- 2.8.2 Graphically show and/or describe a sample of the proposed customer satisfaction tool and methodology to gauge customer satisfaction.
- 2.8.3 Graphically show and/or describe the committed programs to be deployed at this location to maximize participation.

Section 2 – Tab 9: Student Food Insecurities (max 2 pages):

Demonstrate your proposed program for addressing food insecurities by providing the following information:

- 2.9.1 Graphically show and/or describe your firm’s best practices addressing food insecurities.
- 2.9.2 Graphically show and/or describe how this program would be communicated and deployed at YSU.

Section 2 – Tab 10: Financial Executive Summary (max 4 pages):

Provide an executive summary of the financial proposal for this location by providing the following information:

- 2.10.1 Summarize the proposed financial structure, contract terms with total annual sales, major cost categories and bottom-line financial result for each operation at this location based on the results presented on the Required Submittal Forms.
- 2.10.2 Confirm your proposal honors existing meal plan rates for 2025/2026 and meets the financial objectives for this location by service area and state proposed contract term commitments required to meet these objectives.
- 2.10.3 Confirm your proposal includes methodology for annual budget preparation and under what conditions, a guaranteed price point or return to YSU.
- 2.10.4 Summarize your proposal to provide food cost credit for national volume discounts (rebates) and disclose the methodology for calculating the amounts for the contract term.

2.3 Section 3 – Required Submittal Forms

SPs are required to complete four (4) submittal documents as part of the proposal:

- 1. YSU Technical RFP Response (PDF Format File)
- 2. YSU Scope of Services Redlined (MS Word)
- 3. YSU Financial Workbook (MS Excel)
- 4. YSU Draft Operator Services Agreement (MS Word)

These required submittal forms must be returned to YSU as described in **Section 2.0 – Bid Submittal Requirements** in their original format renamed with the SP identified in the file name. For example: “YSU Technical RFP Response – XYZ Company.doc.”

Section 3 – Tab 1: YSU Technical RFP Response

SP will provide a technical response to this RFP based on the required information and programs articulated in **Section 2.0 – Bid Submittal Requirements** in the format and organization requested by YSU.

Section 3 – Tab 2: YSU Statement of Services

SP will provide a **statement of confirmation** that the proposal and financial proformas are based on the information stated in this document. Provide a redline version of the Scope of Services and insert alternative language, where appropriate, for any section or language in which your firm does not agree. YSU reserves the right to review and negotiate any edited or additional language but is under no obligation to accept modified language. Keep in mind that some sections have been intentionally left blank, pending accepted programs, and negotiated items.

Section 3 – Tab 3: YSU Financial Workbook

SP, per the instructions on the first sheet of the financial workbook, will complete all sections of the workbook for which your firm is submitting a proposal. Print and include a hard copy of the completed workbook in this section.

Section 4 – Tab 4: Draft Operator Services Agreement

SP will provide a Draft Operator Services Agreement that captures the proposed business, financial, and YSU general terms and conditions for YSU review before the onsite meeting and presentations. YSU reserves the right to review and negotiate any edited or additional language but is under no obligation to accept the draft agreement. Refer to and take into consideration **Exhibit J – YSU General Terms and Conditions**.

3.0 Exhibits

The following documents are provided to assist the SP understand the size, scope and details required to formulate a valid proposal. All information provided is the best information available at this time regarding the foodservice program. YSU does not warrant/guarantee its accuracy, however, this information, the information contained in this RFP and any supplemental addendums must be used to formulate the proposal.

Exhibit A – YSU Site Specific Operational Profile

Exhibit B – YSU Statement of Services

Exhibit C – YSU 2023/2024 Catering Event History

Exhibit D – YSU Campus Map

Exhibit E – YSU 2024/2025 Academic Calendar

Exhibit F – YSU New Student Center Phasing Plans

Exhibit G – YSU Temporary Dining Swing Space & Meschel Hall Bridge

Exhibit H – YSU New Student Center Programming & Design Plans

Exhibit I – YSU Pepsi Pouring Rights Agreement

Exhibit J – YSU General Contract Terms & Conditions

Exhibit K – YSU Minimum Insurance Requirements

Exhibit L – YSU Satellite Retail Drawings

4.0 Required Submitted Forms

The following attachment documents are to be completed by the SP, included in the proposal as per **Section 2.3**, and returned electronically in the original file format via shared drive or email.