

Request for Proposal

University of North Carolina at Pembroke

Dining Services Management

**Timeline**

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| **Release of RFP to Suppliers** | **Friday, August 30, 2024** |
| **Supplier’s Single Point of Contact Information Due** | **Friday, September 13, 2024** |
| **Site Tour Participant Lists Due** | **Friday, September 13, 2024** |
| **Site Tour (Mandatory/On-Site)** | **Tuesday, September 17, 2024** |
| **High-Level Questions for Virtual Engagement Due**  | **Friday, September 20, 2024** |
| **Virtual Engagement Meeting (Mandatory)** | **Tuesday, September 24, 2024** |
| **Additional Supplier Questions Due**  | **Thursday, September 26, 2024** |
| **UNCP Response to Supplier Questions** | **Thursday, October 3, 2024** |
| **Proposal Submission Deadline**  | **Thursday, October 17, 2024/5:00 PM** |
| **Finalist Selection** | **Friday, November 8, 2024** |
| **Finalist Management Candidate Resumes Due** | **Tuesday, November 12, 2024/5:00 PM** |
| **Finalist Presentations and Management Candidate Interviews (Mandatory/On-Site)** | **Tuesday, November 19 - 20, 2024** |
| **Finalist Negotiations** | **November 26, 2024 – February 12, 2025** |
| **Provisional Award Notification** | **Monday, February 12, 2025** |
| **Contract Execution Deadline** | **June 30, 2025** |
| **Commencement of Operations** | **July 1, 2025** |

CONFIDENTIALITY NOTICE

This RFP contains confidential information. Any disclosure or reproduction of its contents (in whole or in part) except for preparation of solicited responses must have the University of North Carolina at Pembroke’s prior written approval.

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**Section 1: Overview**

1. INTRODUCTION
	1. University of North Carolina at Pembroke (UNC Pembroke, UNCP) was founded in 1887 as a school for the education of American Indians, The University of North Carolina at Pembroke now serves a distinctly diverse student body and encourages inclusion and appreciation for the values of all people. UNC Pembroke exists to promote excellence in teaching and learning, in bachelor’s, master’s and professional doctoral degrees, in an environment of free inquiry, interdisciplinary collaboration, and rigorous intellectual standards.

Located in the Southeast North Carolina town of Pembroke, The University of North Carolina at Pembroke serves approximately 7,600 with 28% of the students pursuing graduate degrees. It is organized into the following University’s: University of Arts & Sciences, the Thomas University of Business and Economics, the School of Education, and the University of Health Sciences. The University of North Carolina at Pembroke offers 150 plus undergraduate and graduate pathways to a degree, with a recently launched Doctor of Nursing Practice (DNP) program and an approved Doctor of Optometry program, slated to begin in Fall 2027.

In Fall 2023, approximately 46% of our student population was enrolled in a fully online program, with majority of those students being in our Bachelor of Interdisciplinary Studies (BIS) program and Master’s in Business Administration (MBA) program.

The University of North Carolina at Pembroke (UNC Pembroke, UNCP) is seeking proposals from qualified vendors for the management of its Dining Services. The Supplier will provide the management of dining service and provide objectives that include recommendations to assist UNCP Dining in creating a roadmap to enhance current and future dining services, determine if opportunities exist to create innovative dining solutions for the campus community, access the demand and capacity potential of popular locations.

The University’s overall goal in soliciting a Supplier to provide Dining management services is to ensure the highest level of effectiveness, service, and satisfaction is being provided to the campus. The UNCP dining provider will need to allow customers the ability to choose from multiple locations and service styles. Also, to include the enhancement of the dining experience, to support the student’s well-being, academic success, and overall satisfaction with campus life. It is essential that the Dining establishments be managed with maximum responsiveness to the needs and concerns of our students, faculty, and staff. Products, prices, and services must promote confidence that the university community is obtaining the best possible combination of quality, customer service, and value. A critical aspect in meeting the foregoing goals is the identification, selection, and retention of a highly knowledgeable and first rate on site management team.

The successful Supplier will provide a state-of-the-art dining management process and system that will allow the university dining management team to provide excellent service to its constituents. The new dining management service will be capable of expansion as the dining program continues to grow. As such, the successful Supplier will have an eye on the future and will continue to provide innovative technologies and service solutions for dining customers over time.

* 1. UNCP currently offers five buildings that serve the campus through a mix of residential and retail outlets, providing a variety of service formats from national brands to supplier-branded concepts. As the campus community evolves, the University continues to enhance its facilities through ongoing upgrades and renovations. One of UNCP's most ambitious projects is the new Allied Health Sciences Building, which is currently in the design phase and scheduled to open in Fall 2028. This building will house classrooms, labs, and clinical services for the community. Additionally, it will feature a production kitchen and dining space. The intention is that the dining space will be transformed into a seminar area for a monthly presentation, probably in the afternoon. Upon its opening, the current Weinstein Health Sciences Building will remove food services (Papa Johns and Einstein Bros. Bagel) and this space will be repurposed to another department. UNCP is seeking innovative dining strategies from Suppliers that will engage both the campus and the surrounding community in the new Allied Health Sciences Building.
	2. UNCP is seeking a Dining Services supplier (“Supplier”) to manage its Dining Services Program, comprised of the following services:
		1. Residential Dining Services
		2. Retail Dining Services
		3. Catering/Hospitality Services
		4. Summer Conferences/Camps
		5. Concessions
		6. Provision of alcohol service as required in conjunction with the above.
	3. The following services are excluded from this RFP request:
		1. Athletic Dining
	4. See the **Master Supplier Agreement (“MSA”) Exhibit A: Scope of Work (“SOW”)** for additional information on the specific services required.
1. PARTNERSHIP AND PRIORITIES
	1. UNCP seeks a company that will act as a true strategic and operational partner in ensuring that the Dining Services Program fully aligns with the University’s needs and standards of excellence. The following are the University of North Carolina at Pembroke's key aspirations and priorities for the Program.
2. Recommend optimal national/regional branded concepts for the new Allied Health Sciences Building to serve students, faculty, staff, and the public utilizing health care services. Allocate funds for the build-out of the new space, scheduled to open in Fall 2028.
3. Maintain the existing Chick-Fil-A and Starbucks.
4. Propose the recommended approach to balancing national/regional branded concepts and in-house branded concepts on campus, considering the addition of Panera Bread or Chipotle.
5. Allocate funds necessary for branded concept refreshes.
6. Revitalize and redefine Cafe 641 located in the Library Building.
7. Incorporate additional late-night options for students who are involved in extracurriculars or are involved in a non-traditional academic schedule.
8. Conduct a comprehensive review of meal plans to ensure clear distinctions between plan types.
9. Optimize the capital refresh of all dining facilities.
10. Develop a comprehensive marketing plan, and innovative delivery methods aimed at increasing engagement and usage of dining services within the campus community.
11. Provide at least one tier of genuinely low-cost catering options available to any UNCP affiliated group/department.
12. Implement application/platform ordering options for all dining locations.
13. Supplier provided annual contribution amount.
	1. UNCP intends to work collaboratively with the successful Supplier to create a performance-based arrangement that drives continuous improvement and holds the Supplier accountable to achieve excellence in all areas.
	2. The desired financial model is documented in **MSA Exhibit A: Scope of Work**.
14. TERM
	1. The agreement will be a ten (10) year base term with two-one year (1) year extensions, at the effective date of the contract with renewal being at the University of North Carolina at Pembroke’s sole discretion.
15. RFP PACKAGE
	1. The contents of this RFP Package include the following:

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| RFP Package Contents |
| **Request for Proposal and Appendices** |
| **Appendix 1** | **Site Data**: Provides background information for use in preparing Supplier proposals. |
| **Appendix 2** | **Supplier Staffing Plan**: Excel workbook that must be completed in its entirety as part of Supplier’s proposal. |
| **Appendix 3** | **Supplier Financial Proposal**: Excel workbook that must be completed in its entirety as part of Supplier’s proposal. |
| **Appendix 4** | **Proposed Exceptions**: This workbook is to be completed if Supplier is proposing changes to UNCP’s MSA, SOW or Program Standards. |

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| Agreement Documents |
| **Contract Documents Attached to the RFP** |
| **RFP Attachment 1 (MSA)** | **Master Services Agreement (MSA)**: The contractual agreement between UNCP and Supplier  |
| **MSA Exhibit A (SOW)** | **Scope of Work (SOW)**: Required services and the associated financial arrangement |
| **SOW Attachment 1** | **Program Standards**: Operating requirements that Supplier must adhere to in performing its services. |
| **SOW Attachment 2** | **Operating Plan**: Updated annually; will document key operational information and decisions taken about the Program. |
| **SOW Attachment 3** | **Supplier’s Proposal Financial Projections and Assumptions:** Will document the successful Supplier’s financial projections and assumptions at the time of MSA execution. |
| **SOW Attachment 4** | **Supplier Investment and Amortization Record:** Will document the successful Supplier’s investments and amortization schedule, as applicable. |
| **SOW Attachment 5** | **Sanitation Responsibilities:** Will document the sanitation responsibilities between the Supplier and UNCP. |

* 1. The Attachments to the Request for Proposal are integral to the RFP as they provide information necessary for the development of Supplier’s proposals, describing detailed operational requirements and the working relationship between UNCP and Supplier.
	2. The inclusion of any historical data and forecasts in this RFP and/or its Attachments are for informational purposes only, are not a guarantee of future performance, and shall not be binding on the University of North Carolina at Pembroke.

**Section 2: RFP and Selection Process**

1. PROJECT CONTACT
	1. Upon receipt of this RFP, all communication between Supplier and UNCP must directed to **Kimberly Locklear, Director of Purchasing and Business Services at UNCP** as the sole point of contact, at **kimberly.locklear@uncp.edu**. Any other communication will be considered unofficial and may disqualify the Supplier from consideration.
2. TIMELINE
	1. Key dates critical to this RFP process are outlined in the Timeline provided on the cover page. All times noted are Eastern Time (ET).
3. SINGLE POINT OF CONTACT
	1. Supplier is required to provide the Project Contact with the name, title, address, email address and telephone number of a single point of contact for receipt of communications related to this RFP, on or before due date referenced in the Timeline.
4. SUPPLIER REFERENCES/SITE VISIT ACCOUNTS
	1. UNCP will check Supplier client references and may make unannounced visits to client reference accounts. Supplier is to provide at least three (3) references, ideally for programs of similar scope and/or features to UNCP’s Dining Services Program. Reference lists are due as referenced in the Timeline and must be submitted via email to the Project Contact.
	2. For each proposed reference site, provide the following information:
		1. Client Name
		2. Address
		3. Client contact name, email and telephone number
		4. Services provided
		5. Contract model for each provided service (ex: P&L; Cost Plus; Subsidized, etc.)
		6. Managed volume (based on latest full fiscal year)
		7. Contract term and current length of tenure
		8. Reasons why UNCP should see this account
	3. Please notify your reference clients that UNCP or Envision Strategies may contact them.
5. MANDATORY SITE VISIT/TOUR
	1. UNCP representatives will conduct a site tour of campus and its Dining Services Program locations at the date and time noted in the Timeline. Attendance is mandatory. The Supplier must notify the Project Contact of the names, titles, telephone numbers, and email addresses of its participants by the deadline specified in the timeline prior to the meeting. **Only 2 team members per Supplier will be permitted to join.** Additional Supplier affiliates are not permitted to “join” the tour at any time. During the tour, Supplier is responsible to perform due diligence in understanding the operational capabilities of the facilities. Please note that the tour will be Supplier’s only opportunity to observe and understand the back-of-house areas associated with the Dining Services Program.
6. SUPPLIER /UNCP VIRTUAL ENGAGEMENT DISCUSSION
	1. UNCP will host a 1-hour, virtual engagement discussion with key UNCP stakeholders to better understand the visions and objectives for the Dining Services Program. The virtual meeting will be structured to allow all Suppliers to anonymously submit questions to the moderator. The virtual engagement discussion will be held during the timeframe noted in the Timeline.
	2. It is recommended that visionary questions vs. data/process clarification questions be the focus for this activity.
	3. Supplier questions, UNCP responses and discussions occurring in the virtual stakeholder engagement meeting are not binding and do not replace the formal question and answer process detailed below.
7. SUPPLIER QUESTIONS
	1. Supplier questions related to the RFP are due as referenced in the Timeline and must be submitted via eVP portal to the Project Contact. UNCP strongly encourages suppliers to read all RFP Package information prior to submitting questions and will make note of suppliers that ask questions already answered in RFP documents. UNCP will respond as quickly as possible and in accordance with the Timeline. The text of all questions and answers will be posted to all companies participating in the RFP process. At UNCP’s discretion, questions of a similar nature may be combined into a common question for a response.
8. FINALIST PRESENTATIONS and CANDIDATE INTERVIEWS
	1. ORAL PRESENTATION: Offerors who submit a proposal in response to this RFP and **are chosen as finalists** will be required to give an oral presentation/demonstration of their proposal/product to UNCP. This will provide an opportunity for the Offeror to clarify or elaborate on their proposal. Performance during oral presentations may affect the final award decision. If required, oral presentations will be scheduled at the appropriate time as listed in the RFP timeline.
	2. UNCP will expect that the person or persons who will be working on the project will be part of the presentation, so experience of the Offeror’s staff can be evaluated prior to making selection. That said, it is imperative all proposals should be complete.
	3. If selected as a Finalist, Supplier must submit “best candidate” resumes for each of the following Onsite Management positions:
		1. RDM/GM
		2. Executive Chef
		3. Catering Manager
		4. Marketing Director

Resumes are due as referenced in the Timeline. These candidates will be interviewed by UNCP as part of Supplier’s Finalist Presentation.

* 1. Finalist Presentations will occur as referenced in the Timeline. The Project Contact will notify each Finalist of their assigned date and timeslot via eVP.
	2. The format of the Finalist Presentations will be as follows:
		1. Supplier Vision for UNCP Dining (45 minutes)
			1. Partnership and Program. Clearly articulate the advantages and benefits of your company and proposed program and the alignment with UNCP’s aspirations, objectives, and standards
			2. Management. Discuss your proposed governance and management structure for the account, including your Onsite Management candidates and why they are a good fit for UNCP
		2. UNCP led Q&A (45 minutes)
		3. Candidate Interviews in a group setting (30 minutes and must only include local candidates. No senior leaders will be allowed in this interview. If a Supplier does not bring any local candidates, this time will be forfeited.)
			1. RDM/GM
			2. Executive Chef
			3. Catering Manager
			4. Marketing Director

These interviews will be privately conducted between UNCP and the candidates.

* + 1. Menu Tasting: Presentation and tasting of sample menus is a required component of Finalist Presentations. Detailed requirements will be provided in conjunction with Finalist notifications.
1. CONTRACT NEGOTIATION and AWARD
	1. At the conclusion of the Finalist Presentations, UNCP intends to conduct multiple rounds of preliminary contract negotiations with the Finalists, both oral and written. These negotiations may include requests for additional information, program revisions, modifications to financial terms, etc. Upon conclusion of preliminary negotiations, each Finalist will be required to submit a final proposal.
	2. UNCP will make a provisional award to the top-ranked Finalist. Final award will be contingent on successful negotiation of final contract terms and provisions.
	3. If a contract is not executed by the date referenced in the Timeline, UNCP may choose to rescind the provisional award and reopen negotiations with the next highest ranked Finalist.
	4. Nothing in this RFP shall be construed as an offer by UNCP and no terms, discussions or proposals shall be binding on either party prior to contract execution.
2. SELECTION CRITERIA
	1. Proposals will be competitively evaluated based on the responses to all requirements in this RFP. The evaluation of a Supplier’s ability to provide the required services will be based on Supplier’s written proposal, and if selected as a Finalist, presentations, interviews, visits to Supplier’s client reference accounts, and best and final offers. Following is an example of the criteria that may be used as part of the evaluation:

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| **Scoring Criteria** | **Description** | **Points** |
| Overall Fit, Partnership, and Priorities | * Effectively address UNCP’s strategic priorities
* Strategy, Innovation, Partnership
 | \_5\_Points |
| Program | * Culinary approach and recipe development, plant-forward offerings, locally sourced products
* Strategy for Residential Dining, Retail Dining, Catering/Hospitality, and Concessions
* Detailed plan for the Allied Health Sciences Building (Opening Fall 2028)
* Approach for early semester meals
* Customer feedback mechanisms
* Proposed initiatives: Marketing, Nutrition/Wellness, and Sustainability
* Technology innovations
* Transition Plan
* Investment Plan
* Completeness of Supplemental Information
 | \_20\_Points |
| Management/Staffing | * Staffing Plan
* Management Plan
* Leadership and other intangible qualities
 | \_15\_Points |
| Financial | * Proposed financial model
* Start-up costs and buyback terms
* Capitalized Investment
* Contributions and donations
* Performance risk payments
* Transparency/disclosure of purchase discounts
* Accuracy and thoroughness of pro forma projections supported by a financial analysis demonstrating the long term sustainability of the supplier’s proposal
 | \_30\_Points |
| Presentation, Proposed Team, and Tastings | * Overall presentation quality and preparedness
* Collaborative and cohesive proposed on-site team
* Tasting that reflects UNCP
 | \_15\_Points |
| BAFO Overall and References | * Final proposed financial offers
* Professional references
 | \_15\_Points |
|  | **TOTAL** | **100 Points** |

* 1. The selection criteria, questions and information put forth in this RFP are meant to provide a basis for explanation only and are not intended to be the ultimate and final decision-making criteria. UNCP may decide to use the selection criteria, questions or other information alone or together with any other criteria it deems appropriate.

**Section 3: General Information**

1. Rules of Engagement
	1. UNCP will protect all Supplier data (i.e., cost, plans, business approaches, etc.). Any Supplier information marked as confidential or proprietary will be treated accordingly, unless otherwise required by law.
	2. All information, direction, answers to questions, etc. will be provided to all Suppliers.
	3. All proposal responses, presentations, sample deliverables, and other supporting documentation submitted in response to this RFP will become the property of UNCP and will not be returned.
	4. Mistakes in responses may be corrected by Supplier in writing prior to the proposal submission deadline.
	5. Late responses will be considered non-responsive and will not be reviewed.
	6. UNCP reserves the right to reject any and all proposals received without penalty or cancel this RFP at any time prior to contract execution.
2. PROPOSAL REQUIREMENTS
	1. Proposal submittals must provide a straightforward, concise description of methodology and approach to satisfy the requirements of this RFP. Emphasis should be on completeness and clarity of content with enough detail to allow for accurate evaluation and comparative analysis.
	2. Page limitations are required as noted in the Proposal Submittal Requirements section. One page shall be considered one side of a standard 8.5” x 11” sheet of paper.
	3. eVP Portal Submission - Proposal to the Project Contact as follows:
		1. Executive Summary, Partnership and Program Proposal Responses. Combined in a single PDF file with file size reduced. NOTE: These sections should not include financial proposal information.
		2. Supplemental Program Information. Combined in a single PDF file. No paper submittals are requested or required.
		3. Appendix 2: Staffing Plan. To be submitted separately in original Excel format (cannot be provided in PDF format).
		4. Appendix 3: Financial Proposal. To be submitted separately in original Excel format (cannot be provided in PDF format). DO NOT make references to your financial proposal in your Executive Summary, Partnership of Program Proposal responses.
		5. Appendix 4: Proposed Exceptions. To be submitted separately in PDF format).
	4. PDF files must include a Table of Contents with Navigational feature.
	5. You are strongly encouraged to avoid use of standard or generic materials, as these will negatively affect your evaluation score. It is important that you provide enough detail so we can fully evaluate the offering and make the best assessment.
3. MOST FAVORABLE TERMS
	1. Supplier should use its most favorable terms in developing its initial proposal submission. UNCP reserves the right to make an award without further discussion of the proposal submitted.
4. INCURRED COSTS AND OBLIGATIONS
	1. UNCP shall not incur any obligation or liability whatsoever by reason of issuance of the RFP. This document does not constitute a commitment by UNCP to purchase any goods, material, or services. All plans and intentions discussed in the RFP are current information directives only and may change as UNCP’s needs necessitate. UNCP shall not be responsible for or pay any expenses or losses that Supplier may incur in preparing and submitting a proposal or taking any other actions. These expenses or losses will be borne solely by the responding Supplier.
5. REPRESENTATIONS
	1. UNCP makes no representation or warranty, express or implied, with respect to the completeness, accuracy or utility of this RFP and supporting documentation or any information or opinion contained herein. Any use or reliance on the information or opinion is at the risk and expense of Supplier.
6. INSURANCE
	1. The successful Supplier will be required to obtain insurance protecting UNCP, Supplier and any subcontractor of Supplier performing services covered by the RFP. If selected, Supplier agrees to immediately comply with the insurance provisions and maintain insurance levels at Supplier’s sole expense, as detailed in UNCP’s Master Agreement. Supplier shall provide evidence of such insurance prior to execution of the contract. Supplier’s failure to comply with these provisions shall cause Supplier’s proposal to be considered non-responsive.
7. WAIVER AND RELEASE
	1. Any representations made within this Request for Proposal shall not be considered a contractual obligation by UNCP. With submission of a response to this Request for Proposal, Supplier agrees to and accepts all actions and decisions by UNCP regarding identification, selection and negotiation of and with the successful Supplier. Supplier agrees not to challenge, by way of suit or otherwise, UNCP’s actions or decisions in this regard. Each such Supplier agrees to, and does, release and forever discharge UNCP, and each of its respective officials, officers, directors, employees and agents of and from any and all claims or liability relating to, arising out of or in connection with this Request for Proposal or any actions or decisions taken or made by any of them in connection with this identification, selection, and contracting for the services described herein.

**Section 4: Proposal Submittal Requirements**

1. EXECUTIVE SUMMARY – Maximum Length: 3 Pages
	1. Provide an Executive Summary of your proposal. The Executive Summary should touch on all components of your proposal and highlight those features that you believe best demonstrate the advantages of selecting your firm for this contract.
2. PARTNERSHIP - Maximum Length: 4 Pages
	1. As a critical component of your proposal, we need to assess your ability to be a strategic partner to UNCP. Please carefully consider and respond to the following:
		1. Strategy
			1. What do you see as the current strengths of the UNCP Program, what are the areas you believe can be improved, and why?
			2. Collaborative Strategy: Outline the strategic approach to fostering a long-term, mutually beneficial partnership with UNCP. What collaborative practices and communication methods will be employed to ensure alignment with UNCP’s goals and values?
		2. Innovation
			1. What food service industry trends do you see over the next 5-10 years, and how do you anticipate these trends will impact higher education dining?
			2. How are you innovating as a company to address these trends?
			3. What innovations do you anticipate specifically benefiting UNCP, and why?
		3. Partnership
			1. Approach to Partnership: Describe your proposed approach to building a successful partnership with UNCP, highlighting the unique strengths, experiences, and capabilities that distinguish your company, and proposed team members, as the best choice for this collaboration.
3. PROGRAM – Maximum Length: 45 Pages
	1. Company Information
		1. Brief history and overview of your company
		2. Company-wide organizational chart
		3. Simple list of your higher education and corporate accounts in UNCP’s geographic region; i.e. Southeast Region
		4. Key initiatives: Social responsibility, diversity and inclusion; supported employment; food insecurity
	2. Culinary Approach and Product Sourcing
		1. Specific to UNCP, articulate your approach to the following:
			1. Menu composition
			2. Recipe development
			3. Scratch cooking vs. use of convenience foods
			4. Inclusion of plant-forward products in the Program
			5. Incorporation of locally sourced farm and artisan products in the Program
		2. Provide a recap of steps your company has taken over the past 5-7 years to reduce/eliminate growth additives and antibiotics from the foods you purchase and serve and identify what additional steps you intend to take over the course of UNCP’s contract term.
		3. Provide a recap of steps your company has taken over the past 5-7 years to incorporate humane sourcing practices into your purchasing and what additional steps you intend to take over the course of UNCP’s contract term.
	3. Residential Dining
		1. Provide the following:
			1. Proposed service concept by mealtime day-part
			2. Proposed innovations and/or improvements to the current service model and/or Program
			3. Proposed strategies for:
				1. Programming
				2. Take-away service
				3. Delivery service
	4. Retail Dining
		1. For each dining location, provide the following:

(1) Proposed concepts

(2) Proposed innovations and/or improvements to the current service model and/or Program

(3) Proposed delivery solution and implementation details

* + 1. Weinstein Health Sciences Building (Fall 2025 until close Fall 2028)

(1) Proposed concepts

(2) Proposed innovations and/or improvements to the current service model and/or Program

(3) Proposed delivery solution and implementation details

* + 1. Allied Health Sciences Building (Opening Fall 2028)
			1. Proposed concepts

(2) Proposed innovations and/or improvements to the current service model and/or Program

(3) Proposed delivery solution and implementation details

* + 1. For each proposed regional or national brand, describe any implementation limitations in comparison to how the brand operates in commercial settings, including but not limited to:
			1. Use and redemption of loyalty programs/rewards
			2. Use of non-traditional payment applications (i.e. Apple Pay)
			3. Acceptance of brand gift cards
			4. Any brand programs, limited time offers or other features that would not be available in a campus dining setting
	1. Catering/Hospitality Services
		1. Provide the following:
			1. Techniques you will use to ensure the accuracy and quality of food and service for all Catering events.
			2. Proposed innovations and/or improvements to the current service model and/or Program
			3. Operating standards for delivery, set-up, staffing, and clean up for Catering events
	2. Concessions Services
		1. Provide the following:
			1. Management structure and event staffing strategy
			2. Strategy for providing attendees a superior concessions experience at a reasonable price.
	3. Early Semester Meals
		1. Provide the following:
			1. Proposed approach to this service.
			2. Provide any required policies.
	4. Customer Feedback
		1. Describe the mechanisms you will use to measure satisfaction and capture customer feedback for:
			1. Residential Dining
			2. Retail Dining Services
			3. Catering/Hospitality Services
			4. Concessions Services
		2. Describe the protocol you will use in responding to customer feedback.
	5. Marketing
		1. Provide your proposed Year One Marketing Plan
		2. Based on your experience and knowledge of UNCP, what are the top 2-3 marketing strategies you believe will be most impactful in engaging the community and driving participation?
		3. Describe the corporate staff support and resources the onsite team will receive in developing and implementing Marketing activities.
	6. Nutrition/Wellness
		1. Provide the following:
			1. Nutrition/Wellness initiatives you will undertake in Year One, including indicating those you believe are an enhancement to the current program and why.
			2. Specific examples of how you partner with Clients in promoting health and wellness
			3. Strategy for provision of nutritional counseling and allergen management support for customers with special dietary needs
		2. For each of the following, what is your production and service strategy for allergen management?
			1. Residential Dining
			2. Retail Dining Services
			3. Catering/Hospitality Services
			4. Summer Conference/Camp Services
			5. Concessions Services
		3. For each of the following, how will you provide allergen information?
			1. Residential Dining
			2. Retail Dining Services
			3. Catering/Hospitality Services
			4. Summer Conference/Camp Services
			5. Concessions Services
		4. For each of the following, what nutritional information will you provide and how/where will it be provided?
			1. Residential Dining
			2. Retail Dining Services
			3. Catering/Hospitality Services
			4. Summer Conference/Camp Services
			5. Concessions Services
		5. Describe the corporate staff support and resources the onsite management team will receive in developing and implementing Wellness initiatives.
	7. Sustainability
		1. Provide your proposed Year One Sustainability initiatives, including identification of those you believe are an enhancement to the current program and why.
		2. What additional sustainability initiatives would be beneficial to UNCP?
		3. What strategies/tools would you use to measure the outcomes of your Sustainability initiatives?
	8. Technology
		1. Proposed customer facing technology for:
			1. Residential Dining
			2. Retail Dining Services
			3. Catering/Hospitality Services
			4. Concession Services
		2. What other technology is available, or in development, that might be beneficial to UNCP?
		3. Provide information on autonomous hot food vending machines your company currently have partnership with. Additionally, could any of these be beneficial to UNCP?
	9. Pre-Occupancy Transition Plan
		1. Provide a detailed Pre-Occupancy Transition Plan that describes your process and risk mitigation for transition and start up should your company be selected.
	10. Investment Plan
		1. Provide your proposed Investment Plan for the Program over the base term of the contract. For each proposed investment, include:
			1. Service location
			2. Investment description (for example: “new smallwares,” “new concept implementation,” “servery renovation,” “trade dress enhancements,” etc.)
			3. Timeline
			4. Where applicable, imagery, floor plans or other explanatory illustrations helpful in describing the investment
			5. Where applicable, temporary dining solutions
			6. Projected cost
			7. Funding source (Supplier, UNCP or both – if both, specify the required contribution from UNCP)
1. MANAGEMENT AND STAFFING – Maximum Length: 6 Pages
	1. Management
		1. Account Management Structure
			1. Describe the proposed Management Structure for this account, including on-site, regional/district and corporate support personnel.
			2. Provide an organization chart including regional, district and onsite management and support positions.
	2. Staffing
		1. Complete the **Appendix 2: Supplier Staffing Plan**
		2. Provide your strategy, process and objectives for:
			1. Ongoing management and staff recruitment, training and retention for the account
			2. Hiring employees of the current supplier
			3. Student hiring, development and retention
		3. If your proposal includes paid student internships, describe the types of positions proposed and the number of internships you will offer.
2. SUPPLEMENTAL PROGRAM INFORMATION (No page limit)
	1. As a separate document, provide the following:
		1. Proposed menus and pricing for:
			1. Retail Dining Services, by location
			2. Catering/Hospitality Services for all event types (include budget, moderate and premium options/service levels and a list of all proposed service charges)
			3. Alcoholic beverage price list per serving (can, bottle, mixed beverage)
			4. Student group-funded Catering/Hospitality Services
			5. Early Semester Meal (typical 5 day menu for Continental Breakfast, Breakfast, Lunch, Dinner)
			6. Summer youth camp menu (typical 5 day menu)
			7. Adult summer conference menu (typical 5 day menu)
			8. Concessions mix for each concession location (typical pre-packed mix/menu)
		2. Proof of insurance for all types and specified limits of insurance required by UNCP as outlined in the Master Agreement
		3. Audited Supplier financial statements for the last two full fiscal years
3. FINANCIAL PROPOSAL
	1. Complete the **Appendix 3: Supplier Financial Proposal** workbook to provide your financial proposal. Ensure that all formulas are correct on each of the spreadsheets in the workbook and notify the Project Contact immediately if you believe you find an error. When preparing your financial proposal, be sure to review the financial terms in **MSA Exhibit A: Scope of Work** and be aware of the following UNCP preferences:
		* 1. Financial Model
				1. All Services: Supplier Profit & Loss for each year of the contract term.
			2. Supplier Funded Investments
				1. The following to be Supplier funded, amortized on the client statement and subject to buyback at 0% interest:

Smallwares and Trade Dress upgrades required to implement Supplier’s proposal

Technology purchases required to implement Supplier’s proposal

Facilities renovation required to implement Supplier’s proposal

* + - 1. Operational Transition and Start-Up Costs
				1. To be a Supplier cost of entry, not subject to buyback.
			2. Equipment Fund
				1. UNCP will pay the cost of equipment maintenance, repair and replacement for its owned equipment (as per the terms of the SOW). UNCP desires the Supplier to provide an annual contribution to an Equipment Fund to help support these costs.
			3. Catering Fund
				1. UNCP desires a fund to offset some catering costs.
			4. Risk
				1. UNCP intends to measure Supplier’s performance via KPIs and a performance scorecard and desires Supplier to propose associated performance risk payments.
			5. Working Capital
				1. To be Supplier funded.
			6. Purchase Discounts
				1. Supplier is expected to share Purchase Discounts/Volume Allowances with UNCP. Provide the percentage to be shared with UNCP.
1. PROPOSED EXCEPTIONS
	1. By submitting a response to this RFP, Supplier agrees that it has fully reviewed the **Master Agreement**, **MSA Exhibit A: Scope of Work** and **SOW Attachment 1: Program Standards** (including review by legal counsel) and accepts the responsibilities and obligations therein unless otherwise explicitly noted in the **Appendix 4: Proposed Exceptions** and submitted as part of Supplier’s proposal.
	2. Suppliers may request a maximum of fifteen (15) changes (all documents combined), to be documented in **Appendix 4: Proposed Exceptions** IN ORDER OF PRIORITY. For each proposed change, identify the document and paragraph number you are referencing, clearly state the concern and include proposed alternative language for UNCP’s consideration. UNCP may negotiate these provisions with the successful Supplier but is under no obligation to accept Supplier’s proposed changes. Under no circumstances will UNCP negotiate changes that are not documented in Appendix 4.

**Appendix 1: Site Data**

Attached as separate document (Excel Workbook)

**Appendix 2: Supplier Staffing Workbook**

Attached as separate document (Excel Workbook)

**Appendix 3: Supplier Financial Workbook**

Attached as separate document (Excel Workbook)

**Appendix 4: Proposed Exceptions**

Attached as separate document (Word Document)