REQUEST FOR PROPOSAL

RESIDENTIAL DINING AND CATERING

FOR

BELOIT COLLEGE
Beloit, WI 53511
Introduction

Beloit College is a nationally recognized undergraduate, residential, liberal arts college, founded in 1846. Our 1250 students hail from nearly every state and 40 nations and might best be described as ‘interesting and interested’. We are known for our diverse, student-centered community, longstanding commitment to curricular innovation and teaching, first-year initiatives, and international education programs. We aspire to be known for the way our dining program distinctively advances the College mission.

Beloit College Mission Statement

“Beloit College engages the intelligence, imagination, and curiosity of its students, empowering them to lead fulfilling lives marked by high achievement, personal responsibility, and public contribution in a diverse society. Our emphasis on international and interdisciplinary perspectives, the integration of knowledge with experience, and close collaboration among peers, professors, and staff equips our students to approach the complex problems of the world ethically and thoughtfully.”

Request for Proposals

The College is conducting a comprehensive review of its food service operations in an attempt to more closely align our food services with the mission and business of the College and the expectations and aspirations of our campus community. At the end of this review, the College will decide whether to contract our operations with a food management company or remain self-operated.

At this time we seek proposals from qualified dining services providers who have an established record of providing superior, innovative dining services in the higher education market and are interested in operating and managing Beloit College’s residential dining services and catering. We aspire to have a program and provider in place that will (a) seek out and respond to the wants and needs, desires and concerns of our community year–to–year; (b) actively invest in the training and development of food service workers, including Beloit College students; and (c) seek to make food at Beloit a distinctive marker of our community values. To that end, this RFP provides only minimum expectations for dining service and we expect companies to use their creativity and expertise to propose the best possible dining operation.

Exceptional Proposals

Exceptional proposals will make very clear the Company’s position on at least three major issues:

1. How the Company will provide exceptional quality food and service, in all our facilities and through catering operations;
2. Strategies the Company will deploy to advance the way food and our food service operation is leveraged as a vehicle for learning;
(3) How the Company envisions partnering with the College to improve the spaces in which students eat.

Proposal Process

Each prospective vendor (herein referred to as the Company) is invited to a bidders’ conference on campus and will be allowed to tour existing facilities, talk to students, and gain a general understanding of the campus culture and environment. Following this conference all requests for additional information or clarification must be done in writing via e-mail. All questions and the College response will be sent to all interested Companies via e-mail to the designated contact.

Proposals (10 hard copies and 1 electronic copy) must be received at Beloit College on or before January 4, 2012 at 12:00 p.m. noon. Proposals should be submitted with your most favorable and innovative terms. A committee of students, faculty and staff will evaluate proposals and will select three Companies to deliver public, on campus presentations beginning January 30, 2012. These presentations will be 90 minutes in length, with 45 minutes reserved for question and answer.

The College reserves the right to negotiate with any and all bidders or to reject any or all bidders. It is the intent of the College to complete the process and make an award, or decide to remain self-operated, on or about March 15, 2012. The College would award a three-year contract, with yearly rate renewals, to commence on July 15, 2012. There would be a sixty (60) day cancellation clause in any contract for dining services.
### Timetable

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 21, 2011</td>
<td>Issue Request for Proposal</td>
</tr>
<tr>
<td>December 5, 2011 at 12:00 noon</td>
<td>Deadline for submitting written questions for bidders’ conference. Submit to Christina Klawitter, <a href="mailto:klawitterc@beloit.edu">klawitterc@beloit.edu</a>.</td>
</tr>
</tbody>
</table>
| December 7, 2011, begins at 9:45am | Bidders’ Conference  
9:45  Review day, opening remarks  
Mathers Room, Pearsons Hall  
10:00-11:30  Facilities tour  
11:30-12:30  Meet with students  
150 Science Center  
12:30-1:30  Remarks from Food Service Task Force, Q&A  
150 Science Center |
| January 4, 2012 at 12:00 noon | Deadline for submitting proposals  
Submit ten (10) complete hard copies and one (1) electronic copy to:  
Christina Klawitter, Dean of Students  
Beloit College  
700 College Street  
Beloit, WI 53511  
klawitterc@beloit.edu |
| January 20, 2012      | Notification of selection for public campus presentation               |
| January 30, 2012, 12:00-1:30pm | Public campus presentation                                             |
| February 1, 2012, 12:00-1:30pm | Public campus presentation                                             |
| February 3, 2012, 12:00-1:30pm | Public campus presentation                                             |
| March 15, 2012        | Notification of award/decision to remain self-operated                |
| April 15, 2012        | Signed contract completed, if needed                                   |
| July 15, 2012         | Contract commences, if needed                                          |
Procedures

A.1 Receipt of proposals

Proposals will be accepted until 12 p.m. noon on Wednesday, January 4, 2012. Proposals should be clearly marked – Proposal for Beloit College Food Services. Proposals must be in writing (10 copies) and in electronic (1 copy) form. Fax copies will not be accepted. It is the sole responsibility of the Company to see that their proposal is received on time. The College is not obligated to review proposals that arrive past the deadline. Proposals may only be withdrawn or modified until 12 p.m. noon on Wednesday, January 4, 2012 after which they be considered as received. Proposals should be submitted to:

Christina Klawitter, Dean of Students
Beloit College
700 College Street
Beloit, WI 53511
klawitterc@beloit.edu

A.2 Company contact

The name, mailing address, email address, and telephone number of the Company's authorized agent with authority to bind the Company with respect to questions concerning the Company's proposal must be clearly displayed in the proposal. Proposals must be signed or include a signed letter from an authorized officer of the Company.

A.3 Bidders' conference

There will be a bidders' conference beginning at 9:45 a.m. on Wednesday, December 7, 2011 beginning in the Mathers Room of Pearsons Hall on the Beloit College campus. Company representatives will be provided additional clarifications about College expectations, given tours of existing dining facilities and will have an opportunity to speak with a group of our students. Company representatives are welcome to use the afternoon to explore the rest of the campus and informally talk with students in non-residential facilities.

A.4 Additional questions after bidders' conference

After the bidders' conference, all questions must be submitted via e-mail to Dean of Students, Christina Klawitter, klawitterc@beloit.edu. Because the College hopes to receive the Company's most favorable and innovative proposal, all queries and the College response will be shared with all interested parties, and every attempt will be made to provide comprehensive answers. Questions received between December 8-14 will receive response on or before December 16; questions received between December 15-21 will receive response on or before December 23. The College is closed between December 24 and January 2.
A.5 Proposal costs

The College will not reimburse any Company for costs incurred in the preparation, submission or presentation of their proposal.

In addition, the Company shall provide the names and contact information for two colleges similar to Beloit College as locations for possible site visits and will reimburse the College for reasonable costs (meals, lodging and mileage) of a site visit to one of the colleges listed in the event that the Company is a finalist (not to exceed $1,500.00). Include length of stay, college or university contact, title, phone number and e-mail address.

A.6 Company presentations

Selected Companies will be invited to campus for a public presentation of their proposal to the College community. Only Companies still being considered will be invited to make presentations. Presentations will be scheduled January 30, February 1, or February 3, 2012.

A.7 Award

The College reserves the right to accept or reject any and all proposals and to award a contract that is in the best interest of the College. Unless all proposals are rejected, the College will make the award to the Company whose proposal, in the sole judgment of the College, meets and exceeds College expectations and is the most advantageous to the school. We anticipate that an award will be made via letter of intent by March 15, 2012.

The selected Company shall, within ten (10) working days after receipt of letter of intent present a written contract to be reviewed and signed by the College.

Contract Information

B.1 Contract and term of service

The contract shall include meal plan and catering specifications, meal rates, guest meal pricing, rebates to the College, addenda, and any other documents as deemed appropriate by the Company and the College. The contract period shall be July 15, 2012 and to July 15, 2015. The College reserves the right to negotiate an initial contract of greater length if deemed advantageous to the College.

B.2 Termination of the contract

Either party may terminate the contract awarded in response to this RFP by giving the other party not less than 60 days written notice of the intent to terminate as of the date specified. The College reserves the right to cancel any contract resulting from this proposal on the basis of neglect as
determined by the College which would include but not be limited to insufficient insurance or bonding coverage, failure to provide timely financial information, failure to enforce approved standards of sanitation, continuation of service unsatisfactory to the College including cessation or diminution of service or quality, failure to maintain adequate personnel, or failure to comply with terms and conditions of the contract after receipt of a ten (10) day notice to correct.

B.3 Assignment of contract

The Company is prohibited from assigning, transferring, or subletting the contract or its rights, title or interest and its power to execute the contract to any other person, company or corporation without the express written approval from the chief student affairs officer of the College or designee. Any contemplated use of third parties must be clearly specified in the proposal. The Company shall assume all responsibility and liability for any and all services performed by subcontractors elected by the Company.

B.4 Insurance requirements

The Company shall maintain in its force, for the entire contract period, comprehensive or commercial general bodily injury, personal injury and property damage liability insurance with a combined single limit of not less than $1,000,000, with at least a $2,000,000 aggregate, for each occurrence, including, but not limited to, personal injury, liability, blanket contractual liability and products liability, covering the operations and activities of the Company under the agreement. The Company must maintain a minimum of $5,000,000 umbrella liability coverage over all underlying liability coverage.

In addition, the Company will provide owned and non-owned automobile liability with a combined single limit of ($1,000,000.00) for bodily injury and property damage. All Company drivers must meet College vehicle use standards.

The Company shall provide the College with a certificate evidencing such policies. The College and its officers, Trustees, and employees shall be named as additional insured.

B.5 Workers’ compensation insurance

The Company shall maintain workers’ compensation coverage as required by the laws of the state of Wisconsin covering all of its employees in connection with all dining services operations.

B.6 Indemnify

The Company shall indemnify and hold harmless the College, its officers, Trustees, and employees from all claim, suits, actions and damages and cost of every nature and description arising out of or resulting from the contract, or the provisions of service under the contract.
B.7 Licenses

The Company will obtain and maintain at its own expense and in its own name, all necessary licenses and permits required to perform the services prescribed herein. The College will maintain the necessary licenses to serve alcoholic beverages.

B.8 Equipment and maintenance

The College owns and will provide a reasonably equipped set of dining service facilities (See Appendix A). The Company will assume full responsibility for any damage to the College equipment or premises caused by negligent or intentional acts or omissions of the Company’s employees, agents, or officers, with ordinary wear and tear being an exception. The College is responsible for equipment replacement and for routine maintenance of the equipment listed in Appendix A. The Company will replace small wares china, glassware and serving equipment and will be responsible for providing and maintaining additional equipment needed to fulfill the expectations of the contract. A complete inventory of all College owned equipment and small wares would be taken upon formal awarding of the contract. At the conclusion of the contract, the College will retain ownership for those items listed in Appendix A and for any items the College purchases or maintains during the life of the contract.

The College wishes to explore the concept of leasing the major food service equipment to the Company. Negotiations surrounding this could result in modified equipment maintenance arrangements than what is stated in the preceding paragraph.

B.9 Cleaning

The Company will be responsible for cleaning and sanitizing the kitchens, dining spaces, food storage areas, delivery area, refrigeration and freezer units, and other areas directly related to the food service operation (all areas where food is delivered, stored, prepared, served and eaten). This includes cleaning the carpets in Commons and excludes carpet cleaning in DK’s.

B.10 Trash removal and recycling

The College will maintain responsibility for trash removal and recycling. The Company is responsible for moving all trash/recycling to the provided dumpsters. The Company is responsible for disposal of cooking oil. We encourage suggestions regarding trash/recycling that may involve student learning and/or a reduction in our contribution to the waste stream.

B.11 Office and IT equipment

The College will provide suitable office space and office furniture. All necessary office equipment will be provided by the Company and will remain the property of the Company. The College operates the meal access system using CBORD Odyssey as our platform. We own the server and card readers for each of the dining areas. The Company will be required to maintain and use the
CBORD system and interface the College’s system. The College does not own any point of sale registers. The College does own some cash registers that will be made available for Company use; the Company will maintain these pieces of equipment and upgrade them should it be necessary.

The College will provide basic IT services (internet and e-mail). All computers connected to the college network must adhere to the Policy on Computers Connected to the Beloit College Network and all network users must abide by the college Ethical Use of Computing and Information Resources policy.

B.12 Records

The College shall have full access to all Company related records of College operations. Such records shall be maintained for three years and may be audited by the College or their designee.

B.13 Company corporate profile

The Company shall provide the College with a Company mission statement and a corporate profile which should include:

- Organizational charts, including regional organizational chart with brief profiles for leadership positions;
- Listing of all higher education accounts served by the Company since 2006 that are comparable to Beloit College in size and scope of operations. The list should be divided into accounts currently under contract and accounts lost since 2006.
- A corporate responsibility statement, if applicable.

B.14 Corporate financial data

The Company shall provide copies of the two most recent audited financial statements for the corporation.

Investment in People and Place

C.1 Commitment to current employees

Currently the College employs 27 individuals, including 3 managers and 24 hourly staff. The College requests that the Company extend offers of employment to all current hourly employees and management personnel. The offer of employment should include wages that are, minimally, at the current hourly or salaried rates and, to the extent possible, maintain benefits for accrued vacation and sick time, and provide other employee benefits. The College does not expect that all employees, including the management personnel (Food Service Director, Manager Retail Operations and Catering, and Executive Chef), be retained in their current roles. The College reserves the right to extend certain benefits (e.g., tuition remission) to its current employees for as long as they remain employees of the company. Unless there is documented just cause, employees should be retained for a minimum of nine (9) months.
In general, companies are expected to provide a wage scale that meets or exceeds all regulations established by Federal and State Law. Proposals must include detailed wage scales and benefit package information for current and future employees.

Proposals should include a chart displaying the proposed organizational structure, including the number of people who will be employed and in what roles.

### C.2 Key management personnel

The College retains the right to be involved in the interviewing and selection of all key management positions and to request a change in these key personnel positions. The Company will promptly make a change, based on a request by the College, if there is good cause. The College prefers that all food service management have experience in a college or university setting and that they have demonstrated competence working in a diverse environment. The Company shall take into consideration the policies and practices of the College when designing policies and practices to be followed by Company personnel who work at Beloit College.

### C.3 Investment in food service facilities

The College is seeking proposals from food service management companies as a way to significantly upgrade the quality of our campus dining program, including our facilities. Companies are asked to propose innovative concepts for dramatically improving the eating spaces on campus, including Commons, DKs, Java Joint and C Haus.

The College is especially interested in expanding DKs, creating a late night eating space and an outdoor eating option, and overall making the spaces more attractive, inviting, and distinctive in ways that align with College goals and mission. We are interested in concepts and spaces that will also attract faculty and staff and will enhance the interactions between faculty, staff, and students.

Commons in particular, being the largest eating facility, needs modernizing, and students would likely be well served if the station concept were implemented.

C Haus is a space that is under-utilized and will be managed by the Company. Creative solutions for this space should be part of the proposal.

Specific ideas for enhancing DKs should be included in the proposal.

All capital investment concepts should be accompanied by financial information that details how the College and the Company will collectively fund these improvements. These investments should be distinct from any returns provided to the College.

Any improvements to dining service facilities must be pre-approved by the College and will become property of the College at the end of any agreement and extensions. Any moveable fixtures purchased by the Company will remain the property of the Company. The Company should provide a possible timeline for any suggested improvements.
The Company selected will be required to make an initial investment in upgrading small wares, china, glassware and serving equipment to support expanded and improved dining operations.

C.4 Transition planning

The Company must commit to work collaboratively with College personnel to plan for and ensure a professional, seamless transition. This will include developing a detailed transition plan for employees, physical spaces, meal planning, ordering and preparing meals on and around the transition date, moving in of any vendor-owned equipment, and any other operational logistics necessary for a seamless transition.

Scope of Service

D.1 Demographics – Who we serve

Beloit College has just under 1300 students and requires students to live on campus and be on a College meal plan for at least three years. In Fall 2010, 1038 students were on a meal plan and in Spring 2011, 977 were on a meal plan. The College also has over 300 full-time faculty and staff.

D.2 Staff-student connections

The College is known for the meaningful relationships that students form with faculty and staff, including the food service staff. It is part of the College mission statement to foster these relationships. Within the proposal, the Company should describe its best 3 strategies for realizing this College priority.

D.3 Operations

For information on current operations, see https://www.beloit.edu/studentlife/eating/

Daily. The Company is required to operate food services on a twelve month basis, with scaled back service during the summer and College breaks. In Fall 2010, there were 116 board days and in Spring 2011, there were 114. Historically, the College has not served Sunday dinners, but the College is interested in proposals that include Sunday dinner. See Appendix B for dining calendar.

Extended hours. The College is interested in extending its dinner hours past 7:00 p.m. and proposals should include intended hours of operation.

Late night. Proposals should include a reasonably robust late night option that includes healthy food options and coffee. While it does not have to be a full-fledged meal, it must be accessible with meal plan dollars, preferably delivered on the north end of campus.

Summer and breaks. Dining services for summer residents, and for residents who are eating on campus during breaks or before the semester begins (e.g., student-athletes) must be provided. Proposals should detail the options for partial meal plans for summer residents and for students who return to campus early from summer break. Food service schedules during summers and breaks will be negotiated by the College and the Company. The proposed pricing structure should be included.


*Summer camps & conferences.* The College hosts summer camps and conferences and dining services must be provided. Pricing for these programs will be negotiated on a per meal or per day basis, by program, but a rough estimate should be provided in the proposal. A 10% of gross sales commission (paid quarterly) will be due the College on all non-College summer camps and conferences.

*To go options.* Proposals should include options for desirable, healthy, to go meals for students who are on the meal plan but are away from campus on College sponsored activities. Student athletes, student teachers, and students on internships are examples of students who would benefit from improved to go options.

*Greek meal plans.* The College has at least one fraternity that provides a meal program. Greeks currently pay a percentage of their revenue to supplement the College food service revenues. While we do not have expressed intentions of changing the arrangements these groups have to the College’s food service, Companies should feel free to suggest possible options for coordination between dining services and their operations.

*D.4 Retail*

The campus currently has three retail outlets; two are accessible with meal plan dollars (Java Joint and DKs) and one is not and has very limited options (C Haus; it is likely that the C Haus is under realized in terms of its potential, given its proximity to the residence halls). Proposals must incorporate expected use of these venues; the College is interested in creative, innovative changes to our retail operations.

A 10% of gross sales commission (paid quarterly) will be due the College on all cash sales.

*D.5 Concessions*

Concessions sold as part of the College’s athletic home contests will not be managed by the Company.

*D.6 Catering*

A professional, robust catering service is critical to Beloit College. The scope of catering ranges from student events and coffee at meetings, to large-scale receptions and dinners, to upscale Presidential events. The Company must demonstrate the expertise and capacity necessary to handle all levels of catering. Proposals should include catering menus, portions and prices. Proposals should describe the ways in which the catering portion of the operation in particular will innovate with respect to its menu and presentation, and how it will provide superior customer service.

Catering should not be supplemented by board charges and catering operations should expand the learning opportunities for students. A 10% of gross sales commission (paid quarterly) will be due the College on all non-College catering events. There will be no commission due back to the College for College related events. The College seeks to reserve the right to bring in outside caterers; we wish to negotiate on this issue.
D.7 Recent sales information

All dining and catering sales and board participation information is based on the 2010-11 fiscal year.

Board price and participation 2010-11

<table>
<thead>
<tr>
<th>Board Plans</th>
<th>Fall</th>
<th>Spring</th>
<th>Price per term</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 meals per week*</td>
<td>641</td>
<td>573</td>
<td>$1826</td>
</tr>
<tr>
<td>14 meals per week</td>
<td>56</td>
<td>63</td>
<td>$1758</td>
</tr>
<tr>
<td>10 meals per week</td>
<td>93</td>
<td>78</td>
<td>$1614</td>
</tr>
<tr>
<td>block plan</td>
<td>248</td>
<td>263</td>
<td>$1826</td>
</tr>
<tr>
<td>Totals</td>
<td>1038</td>
<td>977</td>
<td></td>
</tr>
</tbody>
</table>

**all first year students are required to be on the maximum meal plan during first term**

Board revenues and expenses 2010-11

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meal Plan Revenue</td>
<td>$3,633,351</td>
</tr>
<tr>
<td>Auxiliary Revenue *</td>
<td>$451,384</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$4,084,735</td>
</tr>
<tr>
<td>Salary and Benefits</td>
<td>($906,466)</td>
</tr>
<tr>
<td>Food cost</td>
<td>($1,022,127)</td>
</tr>
<tr>
<td>Supplies &amp; Operations</td>
<td>($67,310)</td>
</tr>
<tr>
<td>Uniforms &amp; Laundry</td>
<td>($16,648)</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>($35,856)</td>
</tr>
<tr>
<td>Equipment</td>
<td>($6,000)</td>
</tr>
<tr>
<td>Physical Plant Services</td>
<td>($55,370)</td>
</tr>
<tr>
<td>Administrative</td>
<td>($82,837)</td>
</tr>
<tr>
<td>Utilities</td>
<td>($42,653)</td>
</tr>
<tr>
<td>Total expenses</td>
<td>($2,235,267)</td>
</tr>
</tbody>
</table>

* Catering revenue = $240,289 of total auxiliary revenue

Door prices in Commons 2010-11

<table>
<thead>
<tr>
<th>RATES</th>
<th>Cash rate</th>
<th>Faculty/Staff rate</th>
<th>Summer rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td>$5.75</td>
<td>$4.25</td>
<td>$6.00</td>
</tr>
<tr>
<td>Brunch</td>
<td>$7.75</td>
<td>$6.50</td>
<td>$8.50</td>
</tr>
<tr>
<td>Lunch</td>
<td>$7.00</td>
<td>$5.50</td>
<td>$8.50</td>
</tr>
<tr>
<td>Dinner</td>
<td>$8.25</td>
<td>$6.75</td>
<td>$11.00</td>
</tr>
</tbody>
</table>

D.8 Meal plans and meal access

The College intends to change its meal plan structure for the 2012-13 year. The goal is to achieve more flexibility and increased control over spending. The chart below highlights, at a conceptual
level, a structure that Beloit College students have indicated as desirable. Proposals should allow for these basic meal plans:

<table>
<thead>
<tr>
<th></th>
<th>Price A (20 meal equivalents)</th>
<th>Price B (10 meal equivalents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All meal swipes</td>
<td>All meal swipes</td>
<td>All meal swipes</td>
</tr>
<tr>
<td>Half meal swipes, half declining balance</td>
<td>Half meal swipes, half declining balance</td>
<td>Half meal swipes, half declining balance</td>
</tr>
<tr>
<td>All declining balance</td>
<td>All declining balance</td>
<td>All declining balance</td>
</tr>
</tbody>
</table>

D.9 Complimentary meals for prospective students

The College currently supports the admissions process with 1,000 free meals for use by prospective students as they visit campus. Proposals should describe the Company’s intention related to this current practice.

Food & Service Specifications

The College has high expectations for the food that is delivered in all locations and for the food that is catered. See https://www.beloit.edu/campus/news/?story_id=333996

Proposals should include information that addresses each of the following:

E.1 Healthy, fresh, cooked to order

The College places a priority on healthy, fresh, and cooked to order options, at all dining locations, and is particularly looking for enhanced fresh, healthy options in DKs. At DKs and Java Joint in particular, we seek to eliminate a retail pricing structure that financially incentivizes eating less healthy foods. The proposal should describe the Company’s strategies related to fresh, healthy and cook to order options.

E.2 Food variety

Food variety is critical in meeting the needs of a diverse student body, and proposals must explain how the menu cycle works (including sample menus for a three (3) week period) and how it is rotated.

E.3 Dietary choices and restrictions

It is critical that the College meet the needs of a growing contingent of students who prefer vegetarian and vegan options or have dietary restrictions. Also critical is balancing the interests of those students who want traditional, comfort meals. Proposals should indicate how different dietary needs, restrictions, and interests will be met.
E.4  Local and socially responsible food

The College places a priority on eating local and socially responsible food, whenever it is reasonable, and the College expects to grow the proportion of foods that fall into these categories over the next 5 years. We expect our practices related to energy use, food sourcing, and waste removal to reflect our commitment to social responsibility. Diners expect to be educated about the sources of food and to consistently be told where our food comes from, especially when it is local, so that we regularly have the option of making choices that align with personal values. Our students expect to be part of the planning for this priority.

Proposals should describe how food is sourced, including what percentage of the food will be from local and socially responsible sources. Explain how those practices will be communicated to diners. The proposal should discuss how students will be part of the planning related to issues of sustainability and social responsibility.

E.5  Engaging our diversity

The College seeks to enhance the way food is used to celebrate ethnic, cultural, and religious traditions and practices, and proposals should address how the Company and their menus will engage the diversity at the College.

E.6  Food presentation

The College expects our food to look appealing and be presented in visually attractive ways, believing that presentation enhances both taste and the overall experience of dining. The proposal should describe strategies the Company uses with regards to food and facility presentation.

E.7  Access to nutritional information

The College expects students to have consistent access to information about the food that is offered, including but not limited to nutritional information and robust ingredient information. The College hopes that the Company can supply non-intrusive guidance about how to maximize student well-being through the food that is served. The proposal must detail how healthy, nutritional and fresh foods will be a central component of the overall dining program. The Company must explain the program they use to supply timely ingredient and nutritional information to students.

E.8  Food quality

The College expects high quality food offerings and proposals must explain the method used to ensure consistent day-to-day quality. Appendix C lists the current food specifications; proposals should describe how they will meet and/or exceed these specifications.

E.9  Special events

The Company, working with College staff and student groups, is expected provide a variety of programs, theme nights and special events. These might include holiday dinners (e.g., Thanksgiving dinner), ethnic themed meals, exam week treats, and other festive activities (e.g., apple day where
all items are made with local apples; kindergarten day). Proposals should provide specific examples of these kinds of offerings and how they would be folded into the meal plan.

E.10  Responsive to students

The proposal must detail how the overall program is responsive to changing student tastes and needs. Proposals are expected to provide details on new, creative and innovative ideas that would be implemented at the College and how student input will be regularly incorporated into those changes.

Food as a Vehicle for Learning

Given its prominence in the daily lives of our students, the College is extremely interested in enhancing the ways in which food is used for teaching and learning. Companies are invited to submit their most innovative ideas with respect to this College priority. Proposals should pay particular attention to work study; involvement of the manager in campus life, including expected interactions with faculty and staff; ideas to infuse food issues into our curriculum; student involvement in decision-making; and student leadership development. Other creative ideas are welcome.

F.1  Student work study

Student work study positions are critical at Beloit College and food service has typically been among the largest employers. Therefore, it is critical to retain at least 15,400 hours of student work study in food service. More importantly, the College aspires for food service to be a learning laboratory in new, innovative ways. For example, internships or leadership roles for students related to the various food service or catering operational areas could contribute meaningfully to the educational mission of the College. Proposals should include ideas for how student work positions will be maximized.

F.2  Food service management

The College expects our key food service managers to be integrated into the fabric of the campus, develop meaningful relationships with College faculty and staff, and participate in student affairs team meetings, staff council and other similar meetings. The manager will be expected to provide leadership on ways the College can use food for curricular and co-curricular learning. The College expects the catering management to meaningfully improve the professionalism and standards for the catering operations.

F.3  Student involvement in decision-making

Students have a voice in decision-making at Beloit College. Proposals should describe how the Company will engage students in planning and decision-making.
F.4 Student-run food cooperatives & student entrepreneurs

The College supports student initiative and leadership development. The Company should provide examples of ways in which it envisions partnering with student cooperatives or student entrepreneurs to meet identified needs or foster learning.

Fees and Charges

G.1 Residential Dining Rate

The proposal should include a daily rate charge for each student on the board plan for the first year of the contract, July 15, 2012 through July 15, 2013. Proposal should include expected increase (percentage) for the subsequent two years of the contract.

G.2 Staff meal plans, guest meals and door prices

Proposal should specify a meal rate for staff who are on a College meal plan, College guests, faculty and staff who purchase at the door, students who pay at the door for each meal (in lieu of using one of their block meals). Prices are to be provided for breakfast, lunch, dinner and brunch. Prices are to remain fixed for the first year of the contract.

G.3 Summer and break rates

Proposals should specify meal rates for summer conferences, students on summer meal plans, and students who are eating on campus prior to semester start or during an official College break.

G.4 Price increases

Any price increase must have justification and will need College approval. Proposals should indicate economic benchmarks and indicators, which may be used to determine a need for a price increase. Describe how such price increases would be proposed to the College and indicate under what conditions a price decrease might be proposed.

Other Information

It is the purpose of this RFP to gather all of the necessary information to enable the College to determine which proposing Company is best qualified to provide the highest quality dining program to the College. Each Company is encouraged to submit any additional information (not specified in the RFP) that would assist the College in its deliberations.
Appendix A
Equipment Inventory by Facility

Commons

- 1 exterior walk-in freezer
- 2 walk-in freezers (1 in basement, 1 on main level)
- 4 walk-in coolers – main level, 3 of which are tiled built in and may need to be replaced in the near future
- 1 Taylor ice cream machine
- 1 tilting braiser – may need to be replaced in the next 5 years
- 1 steam jacketed kettle
- Double stack bakery depth convection oven
- Floor mixers (1 new Hobart {7 years} and 1 old Hobart {30+ years})
- Univex tabletop mixer
- Four deck ovens in bakery
- 4 reach-in coolers
- 2 three-hole steam tables
- 2 four-hole steam tables
- Hobart flight dish machine - $18,000 renovation 2 years ago 6-8 year additional life left
- Hi heat pot and pan dish machine
- Triple bank stove/convection oven. 1 with four burner top, 1 with griddle top, and 1 with flat top
- Double well deep fryer
- 4 ft. char-broiler
- 4 ft griddle
- Groen Hypersteam steamer double stack
- Broaster brand – vertical rotisserie oven
- Meat slicer
- Buffalo chopper
- Ice machine and bin (should consider replacement in next 1-2 years)

DKs

- Electric table top jacketed kettle
- Tabletop Hobart stand mixer
- Meat slicer
- 4 burner stove and oven combo
- Double stack bakery depth convection oven
- 2 reach-in coolers
- 1 walk-in cooler
- 1 walk-in freezer
- Countertop display cooler
- Double well deep fryer
- 3 ft. flat griddle
- Pass through hot cabinet
- Ice machine and bin
- Metro brand hot cabinet
- Corner, single rack dish machine
### Java Joint
- Brand new espresso machine ($5700)
- Under counter dish washer
- Side by side refrigerator
- Chest freezer

### C Haus
- Turbo Chef oven
- 2 reach-in coolers one of which is under counter model
- Residential freezer and refrigerator
- Heat-em up skillet
## Appendix B
### Dining Calendar Example from 2010-11

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Meals Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 14</td>
<td>Summer program start, student workers summer meal plan, conferences</td>
<td></td>
</tr>
<tr>
<td>August 12 – 25</td>
<td>Early athlete, Resident Assistant, special programs arrival</td>
<td>Meals as arranged</td>
</tr>
<tr>
<td>August 20</td>
<td>New students arrive New Student Days orientation begins</td>
<td>1st meal – Lunch 8/25</td>
</tr>
<tr>
<td>August 25 – 26</td>
<td>Residence Halls open for all students</td>
<td>1st meal – Dinner 8/25</td>
</tr>
<tr>
<td>October 13 – 21</td>
<td>Mid-Term break Note: many students stay for this break</td>
<td>1st meal -- Breakfast 10/13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last meal--Brunch 10/21</td>
</tr>
<tr>
<td>November 22 - 25</td>
<td>Thanksgiving break</td>
<td>Regular meals served – no break</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Special Thanksgiving Meal served at noon</td>
</tr>
<tr>
<td>December 13</td>
<td>Study Day</td>
<td></td>
</tr>
<tr>
<td>December 14 (Fri)</td>
<td>Exam Day</td>
<td>Exam Treats</td>
</tr>
<tr>
<td>December 15 (Sat)</td>
<td>Exam Day</td>
<td></td>
</tr>
<tr>
<td>December 16 (Sun)</td>
<td>Study Day</td>
<td></td>
</tr>
<tr>
<td>December 17 (Mon)</td>
<td>Exam Day</td>
<td></td>
</tr>
<tr>
<td>December 18 (Tues)</td>
<td>Exam Day</td>
<td></td>
</tr>
<tr>
<td>December 19 (Wed)</td>
<td>5 p.m. residence halls close for all students</td>
<td>Last meal – Lunch 12/19</td>
</tr>
<tr>
<td>Winter Break</td>
<td>Some athletes and international students on campus</td>
<td>Meals as arranged</td>
</tr>
<tr>
<td>January 13 (Sun)</td>
<td>12 noon – Residence Halls open for all students</td>
<td>1st meal – Breakfast 1/14</td>
</tr>
<tr>
<td>January 15</td>
<td>Classes begin</td>
<td></td>
</tr>
<tr>
<td>March 2 – 10</td>
<td>Mid-Term Break Note: many students stay for this break</td>
<td>1st meal – Breakfast 3/2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last meal -- Brunch 3/10</td>
</tr>
<tr>
<td>May 1</td>
<td>Classes end</td>
<td></td>
</tr>
<tr>
<td>May 2 (Thurs)</td>
<td>Study Day</td>
<td></td>
</tr>
<tr>
<td>May 3 (Fri)</td>
<td>Exam day</td>
<td></td>
</tr>
<tr>
<td>May 4 (Sat)</td>
<td>Exam Day</td>
<td></td>
</tr>
<tr>
<td>May 5 (Sun)</td>
<td>Study Day</td>
<td></td>
</tr>
<tr>
<td>May 6 (Mon)</td>
<td>Exam Day</td>
<td></td>
</tr>
<tr>
<td>May 7 (Tues)</td>
<td>Exam Day</td>
<td></td>
</tr>
<tr>
<td>May 8 (Wed)</td>
<td>5 p.m. Residence Halls close for all non-seniors</td>
<td>Last meal – lunch 5/8</td>
</tr>
<tr>
<td>May 9 – 12</td>
<td>Senior activities, final athletic events, student workers on campus</td>
<td>Meals for specific students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last meal – dinner 5/11</td>
</tr>
<tr>
<td>May 12 (Sun)</td>
<td>Commencement</td>
<td>Continental breakfast for all commencement participants</td>
</tr>
</tbody>
</table>
### Current Meal Hours

<table>
<thead>
<tr>
<th>Commons</th>
<th>Mon – Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td>7:15 – 9:30</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Continental Breakfast</td>
<td>-----</td>
<td>8:30 – 9:45</td>
<td>8:30 – 9:45</td>
</tr>
<tr>
<td>Lunch</td>
<td>11:30 – 1:30</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Brunch</td>
<td>-----</td>
<td>11:00 – 1:00</td>
<td>11:00 – 1:00</td>
</tr>
<tr>
<td>Deli/Grill</td>
<td>-----</td>
<td>1:00 – 3:00</td>
<td>-----</td>
</tr>
<tr>
<td>Dinner</td>
<td>4:45 – 7:00</td>
<td>4:30 – 6:30</td>
<td>4:30 – 6:30</td>
</tr>
</tbody>
</table>

### DKs (hours are 7:00 a.m. – 7:00 p.m. Mon-Thurs, 7:00 a.m. – 4:00 p.m. Fri)

DKs meal card swipe times

- Breakfast: 7:00 – 10:30 a.m.
- Lunch: 10:45 – 4:00
- Dinner: 4:30 – 7:00 (except Friday, closes at 4:00)
Appendix C
Current Food Specifications

Commons

- Cereal bar:
  *Currently 32 varieties available all day: Kellogg’s, General Mills, Hospitality and Post
  *Oatmeal, banana chips, plain granola sunflower seeds, soy nuts, Spanish peanuts, raisins, dried cranberries, dried apricots, and flax seeds. Also available all day.
- Beverage:
  *Milk/milk alternatives
    5 gal dispenser: 2%, skim, whole, 1% chocolate, natural soy
    32 oz. containers: Chocolate soy, natural rice, natural almond
  *Juices available at all meals. Orange juice, grape, grapefruit, apple and cranberry are all premium juices and a variety of other juice “cocktails” served
  *Soda fountain
  *Aqua health water, flavored water and Gatorade
- Salad bar:
  *Extensive salad bar offerings with spring mix and either an iceberg blend or romaine lettuce
  *White beans and black beans, baby corn, ham, tuna, chicken and feta cheese available daily
  *Deli salads/Jell-O 4 offerings per day on a rotation of 6-8 items
  *Canned fruit items 4-5 offerings/day
  *Romaine lettuce and Spring mix at all meals salad bar runs
  *Vegetables 16 items daily
  *Vegetable proteins 5-6 at least 3 per day and sunflower seeds daily
  *Cheese items including cottage cheese 4/day
  *Meats – Ham and tuna daily
  *Salad dressings 14 daily including 3 fat free/reduced fat
  *Assortment of vinegars/lemon juice, soy and olive oil
  *Assorted condiments 10 available, i.e., croutons, ranch dip, chow mein noodles, salsa, chip dip, sour cream
  *Pizza sauce daily
- Fruit bar:
  *Bananas, pears, apples and oranges available year round at all meals. Peaches, plums, nectarines and apricots are available seasonally.
  *Students are allowed to take 1 piece of fruit with them out of the dining hall
- Desert bar:
  *Variety of cookies, cakes, pies, brownies and vegan bakery options daily
- Deli: Monday thru Saturday brunch
  *Meats available area: Turkey breast, Ham, Roast beef, Corned beef, Turkey pastrami, Bologna, Hot ham and Salami
  *Salads available are: Hummus, Turkey salad, ham salad, tuna salad and egg salad
*Cheeses available area: Cheddar, Swiss, American, Pepper jack, Provolone, Co-Jack, and Muenster
*Four Panini grills available at each meal for students use

- "Fresco Grille" stir fry stations: 3 dinners and 1 lunch/week
*Variety of multiple option meals such as a pasta station or Mongolian BBQ. Also do a variety of single option meals such as Chicken Marsala
*Fresco grille counts as a single option on the menu
*The station itself is also utilized for specials. Ice cream bar, carving station, dessertathons, shake/smoothie bar

- Soup station
*Two soups each day (lunch & dinner) one meat, one meatless, assorted crackers, matza

- Toaster station
*Variety of breads, peanut butters/jelly, English muffins, etc.

- Breakfast: Monday thru Friday
*Full line: Scrambled eggs, French toast or pancakes, 2 meats (bacon, ham, sausage links, sausage patties, corned beef hash, or sausage gravy & biscuits), one of the following in a rotation: breakfast eggrolls, cheese blintzes, sausage bagels, and a potato
*Assorted breads, bagels and pastries including Danishes, muffins and scones
*Eggs and omelets to order daily: Includes shell and free range eggs, liquid eggs and egg whites
*Waffle station daily, selection of pastries, breads, muffins
*Fresh cut fruit daily: Cantaloupe, honeydew, grapefruit, pineapple, green and red grapes, and strawberries. Blueberries are made available when in season.

- Weekend meals:
*Saturday and Sunday: Continental breakfast and brunch. Grill and Deli are open for extended hours after brunch has ended.
*Saturday: Dinner has reduced hours.

- Vegan and vegetarian:
*We serve a vegan and a vegetarian entrée at every lunch, brunch and dinner
*Assorted tofu, seitans, and tempehs are regularly used. As are whole grains such as Kamut and quinoa and a large variety of beans, lentils, and dried peas.

- Specials:
*We run approximately 16 specials a year, from Iron Chef competitions to a celebration of Johnny Appleseed's birthday.

- From Home with Love:
*We serve meals from home for students and up 15 friends and have a program in place for cakes, cookies, and fruits baskets to be ordered and delivered to students.

- Catering: Menus will be made available

**DKs Snack Bar**

- Made to order Deli and Grill
  * soups, grab and go options (wraps, salads, bowls, sandwiches), convenience items, bottled
juices and water, individual soy milk, milk, soda fountain, tea, coffee, hot chocolate, pop tarts, granola bars, chips, fruit, and yogurt

- Bakery items all day
  *donuts, assorted muffins, cookies
- Transferability available at all meals
  *Must be equivalent to an "average meal"

**Java Joint (All production comes from DKs snack bar)**

- Fair trade coffee, soups, Panini sandwiches, grab and go wraps, oatmeal, bagels, and donuts from a local bakery
- Bottled juice, energy drinks, soda fountain and vitamin water
- Espresso, specialty coffee drinks, tea
- Grab and go fruit
- Transferability available at both meals
  *Must be equivalent to an “average meal”