

CONTINUING TO
aspire
TO
culinary GREATNESS
WITH THE UNIVERSITY OF MARY WASHINGTON

Response to RFP #UCPUMW 23-1457, Dining Services



University of
Mary Washington

sodexo
It all starts with the everyday



August 18, 2023

Subject: Best and Final Offer

Reference: University of Mary Washington RFP #UCPUMW 23-1457, Dining Services

The Wood Company proposal dated November 22, 2022

Dear Mr. Manahan,

We are delighted to present you with our best and final offer (BAFO) which memorializes any material and substantive changes from our original proposal, any other terms and conditions would still apply as stated in the contract. We sincerely value the time and careful thought you have dedicated to exploring our alternative solutions presented. Rest assured, our objectives are in perfect alignment with the strategic plan of the University of Mary Washington, and we are committed to upholding our tradition of delivering an award-winning program to the Mary Washington community. The dedicated dining team, many of whom have been a staple on campus for over two decades, have become an integral part of the *home away from home* campus spirit, exemplifying the extraordinary partnership we have forged over the past 28 years. At the core of our financial offer is an unwavering commitment to never sacrifice quality in the program, so each financial recommendation and/or proposed modification to our original submission was crafted with great care to avoid the potential for any adverse impact to the team, the students, or the program.

The dining program at the University of Mary Washington maintains a stellar reputation. Students and faculty enjoy authentic cuisines bursting with flavor, plant-based dishes, and allergen-free entrees that Ms. Tracy has carefully served from the Simple Servings station for the past eight years. As such, we **aspire** to meet the needs of our Eagles and continue the current dining program with some modifications. Our program translates to us delivering a highly competitive financial offer to the University of Mary Washington while ensuring a best-in-class, culinary-focused and student-centric program for our Eagles and the campus community as a whole. In our approach to the key areas of our financial offer, we remain steadfast and even more tenacious than ever before, as the following areas will demonstrate:



Offer modifications, assumptions, & clarifications.



Override & profit split



Overview of total client return




Clarification and updates on meal plans

We are 100% committed to doing all of the above while ensuring we are also being transparent and responsible partners, and we are committed to the financial success of our partnership.

Sincerely,

Carty McMullen

OFFER MODIFICATIONS, ASSUMPTIONS, & CLARIFICATIONS


 **Meal plan assumptions** - Maintaining the same meal plans, resident dining program, and retail program. A fixed rate increase across all meal plans by 8.6% over FY23 with the exception of additional \$1.00 on the 150-block plan. In subsequent years, price increases shall follow a minimum of CPI-Food Away from Home to be annually negotiated. Daily rates will require further adjustment to offset impact of union negotiations.

 Adjustment of **amortization of capital** to 15-years.

Clarification – Capital

To offset an annual guarantee, we are offering \$1M in capital to cover the gap over the first three years, plus cover the additional removal of \$30,000/year maintenance fund to offset half of the amortization expense.

 **Financial Terms and Conditions** – All capital is subject to the buyback terms and conditions as noted in our original financial proposal.

 The financials do not include the union negotiated wage increase starting on September 1, 2023 and additional increases on January 1, 2024. The estimated impact to the first year of \$150,000 would require a \$0.37/plan increase in the **daily rate** for the top four resident dining plans.

OVERVIEW OF TOTAL RETURN TO THE UNIVERSITY OF MARY WASHINGTON

Total client return is estimated at \$77M over 15-years. Please see the table below for projections.

Contract Year	Override (projected)	New Capital	Existing Capital	Fixed Assets	Support Funds	Student Funds	In-Kind Funds	Profit Split to UMW (projected)	Total Return to UMW
Year 1	\$ 3,490,139	\$ 1,000,000	\$ 1,782,550	\$ 230,109	\$ 25,259	\$ 14,000	\$ 169,190	\$ 34,153	\$ 6,745,400
Year 2	\$ 3,641,783	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 173,486	\$ 78,577	\$ 3,963,104
Year 3	\$ 3,814,133	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 177,910	\$ 152,682	\$ 4,213,984
Year 4	\$ 3,928,557	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 182,468	\$ 166,755	\$ 4,347,039
Year 5	\$ 4,046,414	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 187,162	\$ 182,606	\$ 4,485,441
Year 6	\$ 4,167,806	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 191,996	\$ 211,988	\$ 4,641,050
Year 7	\$ 4,292,841	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 196,976	\$ 228,167	\$ 4,787,242
Year 8	\$ 4,421,626	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 202,106	\$ 246,175	\$ 4,939,166
Year 9	\$ 4,554,275	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 207,389	\$ 264,981	\$ 5,095,903
Year 10	\$ 4,690,903	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 212,830	\$ 284,621	\$ 5,257,614
Year 11	\$ 4,831,630	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 212,830	\$ 292,744	\$ 5,406,463
Year 12	\$ 4,976,579	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 212,830	\$ 301,110	\$ 5,559,778
Year 13	\$ 5,125,876	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 212,830	\$ 313,897	\$ 5,721,863
Year 14	\$ 5,279,652	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 212,830	\$ 327,912	\$ 5,889,654
Year 15	\$ 5,438,042	\$ -	\$ -	\$ -	\$ 55,259	\$ 14,000	\$ 212,830	\$ 342,502	\$ 6,062,634
Total	\$ 66,700,255	\$ 1,000,000	\$ 1,782,550	\$ 230,109	\$ 798,885	\$ 210,000	\$ 2,965,665	\$ 3,428,870	\$ 77,116,335

Meal plan income/override return to UMW: \$66,700,255

Capital Investment & Funds

Capital Investment

*Capital investment = \$2,893,497

- \$1.0M new capital, amortized over 15-years
- \$1.7M unamortized balance, re-amortized over 15-years
- \$160K new fixed assets for vehicles & card readers
- \$70K existing fixed assets

Annual Support Funds – continuation of current funds with exception of \$30K maintenance in first five years

- \$25,259 per year for years 1-5
 - \$10,659 System Access/Blackboard Licensing fees
 - \$9,600 Trash Removal
 - \$5,000 for the Friends Group and Great Lives Fund at \$2,500 each
- \$55,259 per year for years 6-16
 - Continuation of funds in years 1-5
 - \$30,000 maintenance fund starting in year 6

Student Funds at \$14,000 per year – continuation of current funds

- \$500 for Athletics
- \$2,500 for Student Activities Fund
- \$11,000 Scholarship Contribution

In-Kind Funds – continuation of current funds

- Swipe Out Hunger, estimated at \$45,600 in the first year
- \$6,000 for Athletics Banquet Sponsorship
- **\$20,000 for Presidential Catering Fund
- 100 meal tickets valued at \$1,200 per year
- 17 complimentary meal plans valued at \$96,390 in the first year

Total Client Return for All Categories:
\$77,116,335

*Sodexo buy back language applies

**Unused funds shall be available for use in the following year.



PROFIT SPLIT



Please click [here](#) for a digital version of the BAFO proforma.

As we embark on a new chapter at UMW, it is with great enthusiasm that we present this 15-year BAFO proforma. In alignment with our commitment to excellence and progress, the proforma outlines a strategic financial framework designed to support the operational endeavors. By meticulously analyzing trends such as the labor market, considering future opportunities, and focusing on sensible fiscal management, we aim to support the reinforcement of the university's financial foundation while fostering growth and innovation. This BAFO underscores our dedication to our partnership and the advancement of the university's mission.

- P&L contract with a 15-year term
- No guarantees beyond funds noted above
- Profit split for non-meal sales
 - Sodexo retains first 2.0%
 - 50/50 split for profit between 2.01% and 5.0%
 - 75% to UMW for profit above 5.0%

PROFIT	UNIVERSITY OF MARY WASHINGTON	SODEXO
Up to 2.0%	0%	100%
From 2.01% - 5.0%	50%	50%
Above 5.0%	75%	25%

HOURS OF OPERATION

Retail Dining

Panera Bread

Monday-Friday, 7:30am – 9:00pm
Saturday-Sunday, 12:00pm – 7:00pm

Simply to Go Market

Monday-Thursday, 10:00am – 10:00pm
*Sushi will be available in the Market after
8:00pm Monday-Thursday*
Friday, 10:00am – 6:00pm
Saturday-Sunday, closed

Vocelli Pizza

Monday-Friday, 10:30am – 10:00pm
Saturday – Sunday, 2:00pm – 10:00pm

Hissho Sushi

Monday-Friday, 10:30am – 8:00pm
Saturday, closed
Sunday, 12:00pm – 5:00pm

Mein Bowl

Monday-Friday, 10:30am – 8:00pm
Saturday-Sunday, closed

Katora Café

Monday-Friday, 7:30am – 8:00pm
Saturday-Sunday, 9:00am – 8:00pm

Residential Dining

Top of the UC

Monday-Thursday, 7:30am – 8:00pm

Friday, 7:30am – 7:00pm

Saturday & Sunday

Continental Breakfast + Grill, 7:30am – 2:00pm & 5:00pm – 7:00pm

Graze, 7:30am – 2:00pm & 5:00pm – 7:00pm

Earthbar, 10:00am – 2:00pm & 5:00pm – 7:00pm

Brunch, 10:00am – 2:00pm

Dinner, 5:00pm – 7:00pm

Magic Oven, 10:00am – 2:00pm & 5:00pm – 7:00pm

Breakfast

Graze Bar, 7:30am – 11:00am

Hot Breakfast – Chef's Fare, 7:30am – 11:00am

Eggs Cooked to Order – Grill, 7:30am – 10:30am

Lunch & Dinner, Monday - Thursday

Earthbar, 11:00am – 8:00pm

Simple Servings, 11:00am – 8:00pm

World Affairs (Serrano), 11:00am – 2:00pm & 5:00pm – 8:00pm

Joe Stacks, 11:00am – 2:00pm

Magic Oven, 11:00am – 8:00pm

Graze, 11:00am – 8:00pm

Chef's Fare, 11:00am – 2:00pm & 5:00pm – 8:00pm

Campus Grill feat. Bodacious Burger, 11:00am – 8:00pm

Gelato, open for promotions and pop-ups

Globowl, offered twice per month

Pizza Mia, 11:00am – 2:00pm

Lunch & Dinner, Friday

Earthbar, 11:00am – 7:00pm

Simple Servings, 11:00am – 7:00pm

World Affairs (Serrano), 11:00am – 2:00pm & 5:00pm – 7:00pm

Joe Stacks, 11:00am – 2:00pm

Magic Oven, 11:00am – 7:00pm

Graze, 11:00am – 7:00pm

Chef's Fare, 11:00am – 2:00pm & 5:00pm – 7:00pm

Campus Grill feat. Bodacious Burger, 11:00am – 7:00pm

Gelato, open for promotions and pop-ups

Pizza Mia, 11:00am – 2:00pm

Additional Information:

- Carry out meals in residential dining will be available through a dining hall cashier and retail carry out meals will be available through GrubHub.
- We would like the opportunity to review and mutually agree annually on the number of monthly promotions/pop-up events considering the academic calendar, ie: reading period, finals, and potentially extended holiday breaks such as Thanksgiving.
- Softserve is available daily for lunch and dinner.
- Pasta will be offered for lunch and dinner daily.
- The carvery station, which is presently named Chef's Fare and subject to change, shall be open for brunch, lunch, and dinner. The carvery station may not always feature a carved meat.
- Saturday & Sunday Brunch will offer the following dining stations: Earthbar, Simple Servings, Graze, Campus Grill, Chef's Fare, Carvery, and Magic Oven
- Pre-made deli sandwiches will be available when Joe Stacks is closed.

UPDATES ON MEAL PLANS

The following is an overview of the proposed meal plans for the first year of the contract. As a reminder, the daily rate is inclusive of flex dollars.

MEAL PLAN	MEAL PLAN DETAILS	DAILY RATE
Eagle Meal Plan	Unlimited meals at the Top of the CRUC 45 meals/semester at retail \$200 flex per semester 5 guest meals per semester	\$14.05
225 Block Plan	225 meals per semester \$200 flex per semester 5 guest meals per semester	\$12.50
150 Block Plan	150 meals per semester \$300 flex per semester 5 guest meals per semester	\$11.49
85 Block Plan	85 meals per semester \$225 flex per semester 5 guest meals per semester	\$9.11
30 Block Plan	30 meals per semester \$575 flex per semester 5 guest meals per semester	\$3.10
30 Block Plan	30 meals per semester \$250 flex per semester 5 guest meals per semester	\$3.10
5 Block Plan	5 meals per semester \$300 flex per semester 5 guest meals per semester	\$0.54
5 Meals per Week	5/week at the Top of the CRUC	\$4.51
3 Meals per Week	3/week at the Top of the CRUC	\$2.52
15 block – summer (off-campus only)	15 meals per summer session	\$2.90
30 block – summer	30 meals per summer session	\$5.77
50 block – summer	50 meals per summer session	\$8.45

Residential Dining

We are thrilled to present a brand refresh in residential dining, which consists of a change in station names. Please see below for the new station names coming soon, except for Simple Servings & Globowl.

Simple Servings

Serving delicious, cooked cuisines free from the top seven allergens plus gluten and – coming soon – sesame!

Globowl

Students indulge in a variety of special menus from all over the world, served in a bowl. Globowls are an Eagle-favorite!

Pizza Mia → Slices

Pizza is one of those things that always satisfies and never goes out of style. Pizza Mia serves up traditional fresh-baked pizza with the classic toppings, served hot, one slice at a time.

Campus Grill feat. Bodacious Burgers → Sizzle

Some things just have to be on the menu: Classic hamburgers. Chicken sandwiches. Grilled cheese. Hot dogs. Plant-based. Seasonal offerings keep it exciting.

Chef's Fare → Savory

Serving up the classic carving station and heartier meals our Eagles may enjoy back home. During cultural theme nights, Chef's Faire transforms and you may experience a mouthful of flavorful birria carefully crafted by Chef Rigoberto Mendoza.

Magic Oven → Bliss

Homemade baked goods created daily by Chef Aida, Chef Hope, and the talented pastry team.

Serrano → Showcase

Eagles can't get enough of tacos, burritos, and bowls, and Serrano brings them the best of the best – all made to order with the freshest ingredients.

Earth Bar → Mix

Plant-based isn't only sustainable, it's delicious! Build a hearty green bowl from an endless salad bar or enjoy a plant-based entrée. Since 1998, Ms. Flo has been passionately serving smiles and nutrition, encouraging students to try something new daily.

Additional Stations:

Nourish → Rise

Joe Stacks → Stacked

Quench → Sips

Graze → Quick Fix

Vegan Grill → Grown

Retail Dining

Hissho Sushi & Mein Bowl

Enjoy a classic California roll or poke bowl in Eagle's Nest across from Vocelli's Pizza, made fresh daily. These nutritional powerhouses of Asian cuisine have been trending with mainstream consumers.

Katora Café

Pair a delicious plant-based snack with locally-roasted coffee and espresso by Kuleana Coffee Roasters.

Panera Bread

On the second floor of the Cedric Rucker University Center, indulge in a delectable array of artisanal creations at Panera Bread.

Simply to Go Market

Eagles can grab a quick meal or a snack on the way to their next class. Find cold sandwiches and salads that are made fresh daily, along with an assortment of energy drinks, sodas, juices, and water.

Vocelli Pizza

Local artisanal pizza, sandwiches, and salads made with classic Italian quality.

Subsequent Clarifying Q&A

August 21, 2023

1. “Clarification of Capital”, page 3: Sodexo mentions the \$1M in capital to “cover the gap” over the first three years, plus cover the additional removal of \$30,000/year maintenance fund. Explain the significance of the three years and confirm that the lump sum of \$1M in unrestricted capital will be paid to UMW within 45 days of contract award, and also confirm that the \$30,000 maintenance fund will be reinstated in year six of the contract.

Absolutely, the significance of the three years is that the University requested a \$275,000 per year commissions guarantee. Over the course of three years, that equates to \$825,000. Additionally, the \$30,000 maintenance fund over the course of five years equates to \$150,000. In lieu of a commissions guarantee, Sodexo offered a \$1M investment that was viewed as a way to close the gap of that sum of \$975,000. However, the unrestricted capital may be used as the University chooses.

The \$1M unrestricted capital will be paid to UMW within 45 days of contract award. It is confirmed that the \$30,000 maintenance fund will be reinstated in year six of the contract upon the growth of attendance or mandatory meal plans, per our proforma.

2. Union impact, page 3: Sodexo is asked to confirm that the impact of the union wage increases, as stated within the best and final, is an estimate subject to final negotiations between the University and Sodexo.

Yes, it is confirmed that the impact of the union wage increases, as stated within the best and final, is an estimate subject to final negotiations between the University and Sodexo.

3. “Capital Investment”, page 4: The University questions the \$160K capital investment for the vehicles and card readers, which will be owned by Sodexo and therefore, would not be capitalized. The RFP reference for vehicles is page 25, 3.a. “Financial Statement Assumptions” fifth paragraph. For the card readers, reference page 53, “Finances”, ii. Sodexo is asked to provide confirmation that these costs shall not be capitalized and shall not be subject to buy back terms.

Yes, it is confirmed that these costs shall not be subject to buy back. These are fixed assets that are a depreciated operating expense on Sodexo’s books and can be located in the BAFO proforma document.

4. “Profit Split”, page 5: In the section that explains the profit split methodology, the following statement is made: “P&L contract with a 15-year term”. Sodexo is asked to confirm that the profit split is applicable to a contract consisting of a five-year base period plus ten one-year renewal options as stated during negotiations and discussions and included in the best and final request.

Yes, it is confirmed that the profit split is applicable to a contract consisting of a five-year base period plus ten mutually agreed upon one-year renewal options. Financial payouts to UMW, including the profit split, is contingent upon Sodexo achieving 95% of board plan revenue.

5. Hours of Operation, Residential Dining: The following opening and/or closing times require corrections as they do not match the times provided in the request for best and final request:

a. Earthbar: The best and final specifies an opening time of 10:00 a.m. on Saturdays and Sundays; the correct time is 9:00 a.m.

We presently open the Earthbar station at 10:00am on Saturday’s and Sunday’s. Per the University’s summary of the program UMW wishes to move forward with that was submitted to Sodexo on Friday, July 28, 2023, residential dining will open at 7:30am on Saturday’s and Sunday’s with no additional operational changes noted from the current program in place. To satisfy all guests, Graze will be open for self-serve breakfast items and the Campus Grill for hot breakfast items and eggs made-to-order, at 7:30am on Saturday’s and Sunday’s.

b. Magic Oven: The best and final specifies an opening time of 10:00 a.m. The correct hours for Magic Oven are: Monday through Thursday: 7:30 a.m. – 8:00 p.m.; Friday: 7:30 a.m. – 7:30 p.m.; Saturday and Sunday: 9:00 a.m. – 2:00 p.m. and 5:00 p.m. – 7:00 p.m.

Per the University's summary of the program UMW wishes to move forward with that was submitted to Sodexo on Friday, July 28, 2023, residential dining will open at 7:30am on Saturday's and Sunday's with no additional operational changes noted from the current program in place. Magic Oven currently opens at 11:00am on Monday-Friday, and at 10:00am on Saturday's and Sunday's. During breakfast hours, guests may visit Graze for self-serve continental breakfast items to include baked goods, or the grill for hot breakfast and eggs made to order.

6. "Lunch & Dinner, Monday – Thursday", page 6: The best and final specifies Globowl is offered twice per month. This should be corrected to state "at a minimum of twice per month".

Yes, Globowl will be offered at a minimum of twice per month.

7. "Additional Information", page 6:

a. Pop-Up Events: The University's position is to keep the pop-up events, as specified within the best and final request, at a minimum of 9 events, two of which may be upsell events: September, October, November, January, February, March, April.

As described in the fifth round of Q&A submitted on May 18, 2023, Sodexo would like the opportunity to review and mutually agree annually on the number of monthly promotions/pop-up events as the academic calendar includes reading period, finals, and potentially extended holiday breaks such as Thanksgiving where students are not on campus or are hyper-focused on academia. We continue to provide robust events to engage our Eagles throughout the year.

b. Chef's Fare: The University requests clarification of the frequency of availability of carved meat at Chef's Fare.

To clarify, there will be a carved protein available at Chef's Fare for every dinner.

c. Saturday & Sunday Brunch: The best and final states that the seven stations will be offered. It is the University's position that these seven stations shall be offered "at a minimum".

Yes, the seven stations will be offered at a minimum.

8. "Update on Meal Plans", page 8: Sodexo is asked to explain the statement that the daily rate is inclusive of flex dollars.

To clarify, the daily rate is exclusive of the flex. The meal plan tab of the financial appendix states "Declining Balance Dollars" are not included in the daily rate (invoiced separately).

9. "Residential Dining", page 8:

a. Sodexo is asked to explain the rationale for the changes to the station names.

To support student engagement, Sodexo is thrilled to provide a complimentary brand refresh with no cost signage to the University.

b. Pizza Mia/Slices: Will pizza slices continue to be self-serve?

Yes, pizza slices will continue to be self-serve.

c. Chef's Fare/Savory: How often per week will global fare be featured?

To clarify, global fare may not be featured at the Chef's Fare/Savory station daily. Ethnic meals are scheduled as mutually agreeable between the James Farmer Multicultural Center and UMW Dining Services. A few ethnic meals that are featured annually include cuisines from Native American, Asian, Black, and Hispanic cultures.

August 22, 2023

1. Clarification #4, Profit Split, it is stated that the profit split is contingent on Sodexo achieving 95% board plan revenue. Referencing the profit split methodology as described in Sodexo's June 7th and June 9th emails, this contingency is new and has not been discussed.

Absolutely, to clarify, in the event of a change in assumptions that were made to develop our best and final financial offer, the financial terms of the agreement shall be subject to adjustment. Assumptions include meal plan participation of not less than 1,960 meal plan participants, 206.33 board operating days, 45 summer operating days, and the hours of operation presented in the BAFO document. To provide additional context, as of August 21, 2023, total meal plan participants across all meal plans is 2,224. As such, achieving less than 95% board revenue within the first three contract years, is a trigger to revisit the financial terms of the agreement and as predicated by the financial terms and conditions stated in the RFP.

2. Clarification #5, Hours of Operation:

a. Earthbar: Your response refers to Earthbar opening at 10:00 a.m. Saturday's and Sunday's. For clarification, per the schedule provided with the draft contract and modification 20 of the current contract, Earthbar's operations schedule for Saturday's and Sunday's is 9:00 a.m. until 2:00 p.m., and 5:00 p.m. until 7:00 p.m. Sodexo is asked to confirm these times.

Earthbar is the salad bar concept, offering fresh produce for self-service. At breakfast on Saturday's and Sunday's, fresh breakfast produce is offered at the self-serve Graze station. Our best and final offer includes hours of operation consistent with operational efficiency. As such, Earthbar is scheduled to open for brunch at 10:00am on Saturday's and Sunday's.

b. Magic Oven: Your response refers to Magic Oven opening at 11:00 a.m. Monday through Friday, and 10:00 a.m. Saturday and Sunday. For clarification, per the schedule provided with the draft contract and modification 20 of the current contract, Magic Oven's operating hours for Saturday and Sunday from 9:00 a.m. until 2:00 p.m.; Monday through Thursday from 7:30 a.m. until 8:00 p.m.: and Friday, from 7:30 a.m. until 7:00 p.m. Sodexo is asked to confirm these times.

We understand the importance of operational efficiency for the University, which is why our final offer optimizes operations by consolidating resources to better allocate resources and reduce unnecessary expenses. Magic Oven is the bakery station where we offer fresh baked goods. At breakfast on the weekends, fresh baked breakfast goods are offered at the Graze station, our self-serve concept. Two stations open simultaneously serving the same food items, without an increase in foot traffic or demand, does not align with the fiscal goals.

3. Residential Dining. #9.a.: The University requests that brand name changes and signage design be mutually agreed.

Absolutely, we are in alignment with the University. Residential dining brand name changes and signage design were discussed with, and approved by, our day-to-day client contact Chris Porter.

"You know us. A continued partnership with Sodexo is about more than securing the best food and services you **aspire** to sustain for your students, it's about making an impact on the University of Mary Washington campus, the greater Fredericksburg community, and the world. No other provider can pledge that impact for University of Mary Washington's dining services.



As your partner, we will continue to listen and respond to the entire campus community to understand and put actions towards addressing needs and creating advocacy that promotes both the University of Mary Washington brand and our brand as a representative of the University of Mary Washington. We are committed to maintaining an endless focus on a state-of-the-art dining program that attracts and retains students, faculty, and staff. Thank you for your consideration."

- Carty McMullen
Senior Vice President,
Campus