

SodexoMyWay

A final component within Sodexo's technology offer is our e-commerce platform accessible from our SodexoMyWay website. E-commerce offers students and parents opportunities to purchase meal plans, food offers and even special occasion cakes.

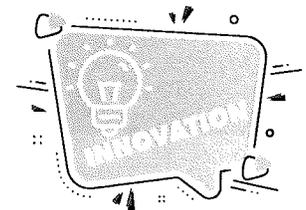
SodexoMyWay.com enables students to use their computer, smartphone or tablet to see what's open now, know how busy it is, view menus, find nutrition information, add meal plan dollars to their account or leave a comment for our managers. Through SodexoMyWay.com, digitalU provides user-friendly e-commerce, streamlined content management and a unified online presence for your dining program. These features increase participation and accelerate communication while boosting productivity and user satisfaction. Features include:

- A Simple Content Management System
- Wellness and Sustainability Support
- Security
- Enhanced Student Experiences
- Easy Management
- Proven Results
- Easy Online Payments
- Hassle-free Implementation



Ordering Kiosks

Sodexo's industry experience and work with third-party consumer analytics organization has taught us order times average 30 seconds or less, with up to 100% increase in throughput at stations serviced by kiosks. Additionally, check averages typically are 15% to 20% higher through incremental ordering options presented to guests. Our technology personnel work to ensure our systems have the ability to interface with the majority campus card systems used by colleges and universities.



Customer Interface

8) Customer Interface: Describe the ability to accommodate the features listed below and list additional features and cascading tenders that are available to offer. 1. Cart function 2. Order history 3. Provide Allergen information 4. Provide Nutritional Information 5. Suggested upselling 6. Delivery and pickup options 7. Multiple payment storage per user 8. Order status updates for user 9. Messaging to user, SMS notifications 10. Ability to sign up for promotions and provide rewards program 11. Cross promotion among locations and venues 12. Pre-scheduled promotions 13. Social media logins 14. Multilingual capability 15. Customer location throttling based on times and level of orders received 16. Ability to rate products and locations (switchable) 17. Ability of customers to store favorite orders 18. Ability for customer to place future orders 19. Ability of system to guard against fake or falsified orders 20. Trending info 21. Geofencing for nearest location or available locations 22. Maps and direction integration 23. Listing of operational hours 24. Full and limited menu availability 25. Changeable menu based on time of day or calendar 26. Mobile app and desktop capability 27. Maintain customer base information i.e., mailing list, order frequency, most popular items 28. Describe the system's ability to handle large changes in customer demand such as lunch rush, football weekends and other high traffic events. How much excess capacity can the systems handle based on current demand?

Sodexo has previously shared highlights of our nutritional offers and consumer-facing technology tools regarding social media, websites or similar within our marketing, residential dining and nutrition sections. Our recipe collection including allergen-free, plant-based and Mindful menus along with daily offerings for retail are all available on our Everyday app, including appropriate icons alerting the consumer to any special dietary needs. All technology platforms provide students with operating hours for locations, limited-time menu offers and the account leadership team contacts should they wish to share feedback or have questions.

Maintaining the websites or similar is achieved through the combined efforts of our regional marketing personnel, unit managers and even with the assistance of our student marketing interns. Behind the scenes, many of our web tools have baseline templates on the back-end and give our unit teams the opportunity to personalize when needed.

Our unit-based websites provide viewers with instant access to menus, nutritional content, programming calendars, e-commerce opportunities and even virtual tours of operations.

Reporting

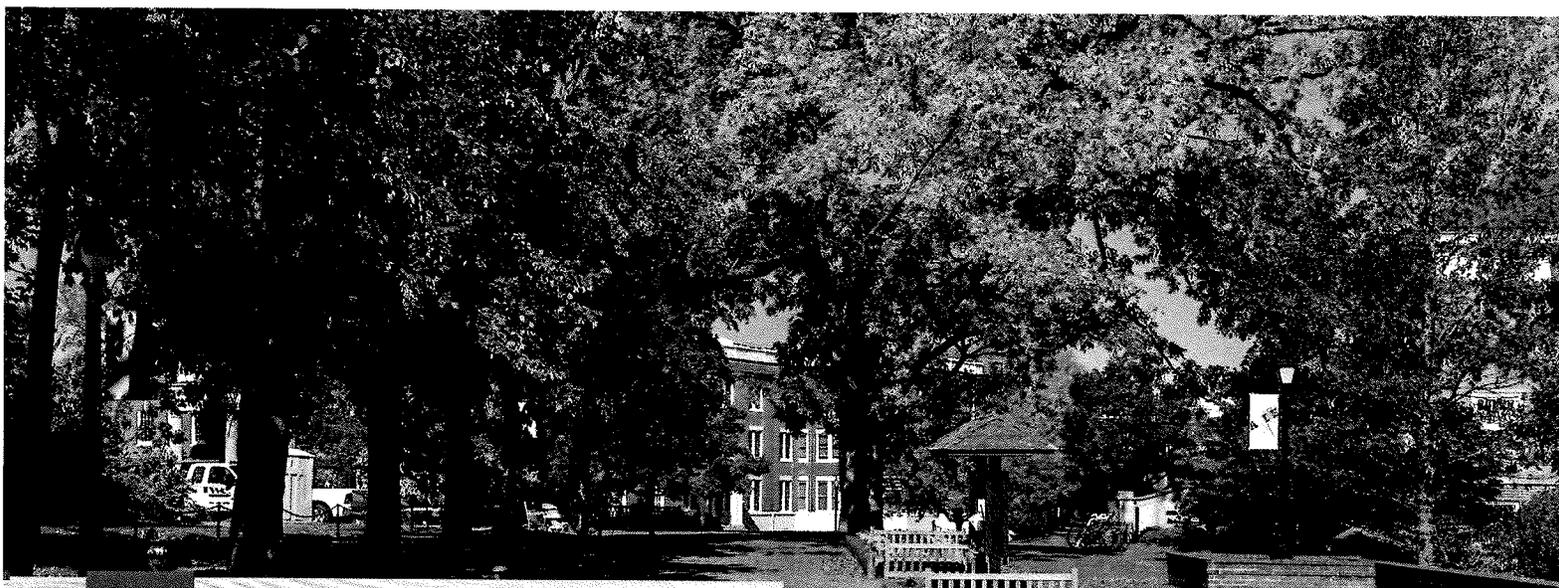
9) Reporting

1. Scheduled reports should be able to be configured with relative dates report on the previous day, week, month, etc. with hard coding dates into schedules. Describe the ability of your system to schedule reports. 2. Any reports that include credit card data must mask numbers to meet PCI standards. 3. Provide examples of the various sales reports your system can generate. 4. Provide examples of the various patron analysis reports your system can generate. 5. Provide examples of the various product mix reports your system can generate. 6. Provide examples of the various inventory reports your system can generate. 7. Provide examples of the various electronic journal reports your system can generate. 8. Provide examples of other reports, not mentioned above, that your system can generate. 9. Describe your system's ad-hoc reporting capabilities. 10. What data cannot be accessed via reports? 11. How long can historical data be accessed in your system. 12. Describe your ability to create custom reports and typical turnaround time and cost for custom reporting. 13. Month-end reports shall be bundled to include all financial and operational reports required in the RFP. These shall be submitted to the University by the 15th of day following the end of the operating month.

Sodexo currently owns the point-of-sale system and UMW owns the CBORD card system. General Manager David Schneider and his team are already trained regarding their responsibilities for daily use and accountability.

We will provide detailed reports upon request for all dining, catering and retail service information, as well as collect financial information and recording for campus meal plan EagleOne Cash dollars spending and balances. Sodexo's technology team is well-equipped to ensure all systems in use are in PCI compliance.

Sodexo currently complies with the month-end reports requirement as your current provider.



System Support

10) Support

1. Describe your support system including how maintenance is provided. 2. Is there down time associated with maintenance? 3. How often maintenance is typically performed? 4. Describe typical response times and procedures for both operational and customer-based problems. 5. Describe typical system down times and average outage frequency among current customers. 6. Describe responsiveness for custom integration and fixes. 7. Describe ability to meet custom programming needs.

Technology Support Systems and Processes

UMW benefits from engaged, prepared and qualified experts in all aspects of operational excellence, including technological deployment and support. A triage and escalation plan is defined during our expectations meeting, including first-level support of common troubleshooting issues that can be done at the point-of-sale (POS). From there, we verify network continuity, alternate register performance and, in parallel, escalate to both the vendor support desk and alert UMW IT to assist in verifying any network or UMW-owned server/POS configuration troubleshooting.

When Sodexo's enterprise POS is deployed, calls, email and chat to our vendor are given priority and then escalated within their support channels. In addition, Sodexo maintains a post-deployment support team that can act as a white glove escalation and shepherd ongoing tickets and priority escalations through the support process, including the mobilization of our virtual and distributed (in-field) support teams.

We recognize that there will be times that the internet or technology suffers a disruption, and therefore build business continuity and best practices into our standard operating procedures. For example, we can deploy cellular/Wi-Fi credit card readers to sites as backup solutions to facilitate live credit card transactions. Alternatively, the POS can failover to offline credit within approved financial limits to support the flow of business until services are restored. At a minimum, the team is trained to facilitate the flow of customers. Should a campus card outage occur, we would follow campus guidance on how to track customers through the queue and reconcile when the outage is complete. This may include courtesy items and/or recording guest names and ID numbers.

Part of our deployment of technology is not just the technology but also the operational experience and managing "what if" scenarios. From the layout and customer flow for mobile order pick-up, to queuing/traffic patterns, to a technical disruption, we work with our teams on failover solutions.





OS Transitioning or Reopening Plan

11) Transitioning or Reopening Plan: (Refer to the Statement of Needs for requirements)

1. Provide your company's transition plan (or grand re-opening plan if you are the incumbent) for UMW Dining based on the schedule provided in the RFP. Specifically indicate key activities, milestones, and timelines for UMW Dining by service and by location.

Continued Partnership in our Transformation

As your current partner, no actual personnel changeover or change in resources will be necessary. We'll work with you to update your expectations and plan for any changes to bring UMW to the highest service levels.

We do not anticipate any unfamiliar challenges in serving your University. As always, we rely heavily on your collaboration to design and deliver a program that exceeds your expectations – and will continue to request your presence and expertise as we pursue partnership to a greater degree.

Managing the Transformation Process

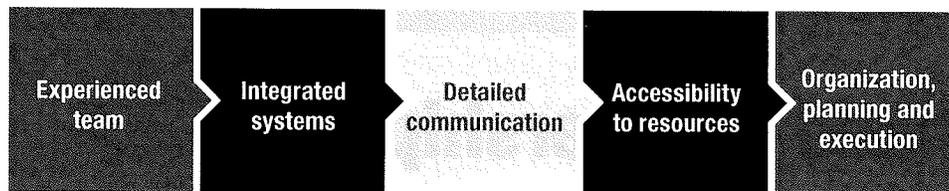
As the incumbent service provider for UMW, we have the wherewithal to rapidly deploy many of the new programs, residential dining formats and retail concept locations. The award of contract will influence the timing of the transformation process; however, time will not be unnecessarily wasted on transition personnel to campus – so our quality and technology initiatives will begin immediately and even prior to a new contract being finalized.

This step-by-step approach, with its routines and attention to detail delivers optimal satisfaction – with zero disruption. We will begin the new phase of our partnership with a renewed focus on creating exceptional student experiences right from the start.

Transformation without Transition

We begin with Transition Lite Meetings that follow a checklist designed to codify your priorities, matching them with our resources and personnel to make sure every element is in place.

These meetings, are just the beginning of many planning and organization steps you will see as exciting new programs and services become available for diners on the UMW campus. A step-by-step protocol guides our efforts as we focus on dining to a greater degree. We'll bring you more than new processes; we'll bring you our proven track record and all of the key components of a successful program:



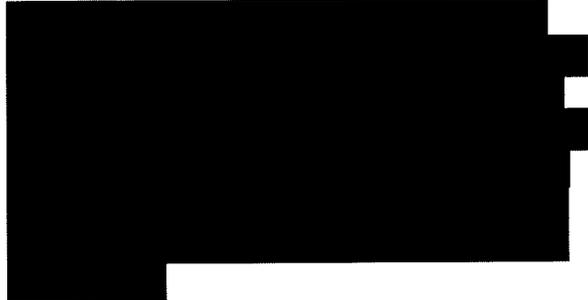
Delicious food and inviting facilities will always be available and we'll maintain a program of communication methods that inform students, staff and faculty members about the delicious food and inviting facilities available to them as we bring the proposed program enhancements to life. This process generates excitement over upcoming changes at UMW and builds greater traffic at both retail and residential locations. The team makes themselves available to address any issue – no matter how small – because we want every customer to walk away satisfied.

You'll always be thoroughly supported because our painstaking attention to your program doesn't end after just a few weeks. To be truly successful in maintaining a positive atmosphere and satisfying experiences for everyone, regularly scheduled meetings, followed by appropriate action steps, will continue as long as any issues need to be addressed.

We do not anticipate any unfamiliar challenges in serving your University. As always, we rely heavily on your collaboration to design and deliver a program that exceeds your expectations – and will continue to request your presence and expertise as we pursue partnership to a greater degree.

2. Provide a breakdown of the transition/re-opening costs being specific to cost category and items within each category.

ASSOCIATED RE-OPENING COSTS



3. Calculate the anticipated number of entry level staff and management employee hours and associated expense to be devoted to formal training during the period prior to the start of the new Contract. Show separate hours for entry level staff and management employees.

FORMAL TRAINING HOURS AND EXPENSES



4. How does your company propose to organize/structure for the UMW Dining transition/re-opening? Indicate the key roles and support elements from the corporate, regional, and on-site levels of your company.

Please refer to our on-site organization chart and regional support for key roles and support.

Indicate the project manager and name(s) of the person(s) that will lead the implementation from your side, what their roles are, whether their involvement will be full or part time, and the cost and duration. Also please indicate what you believe should be UMW's role in this activity.

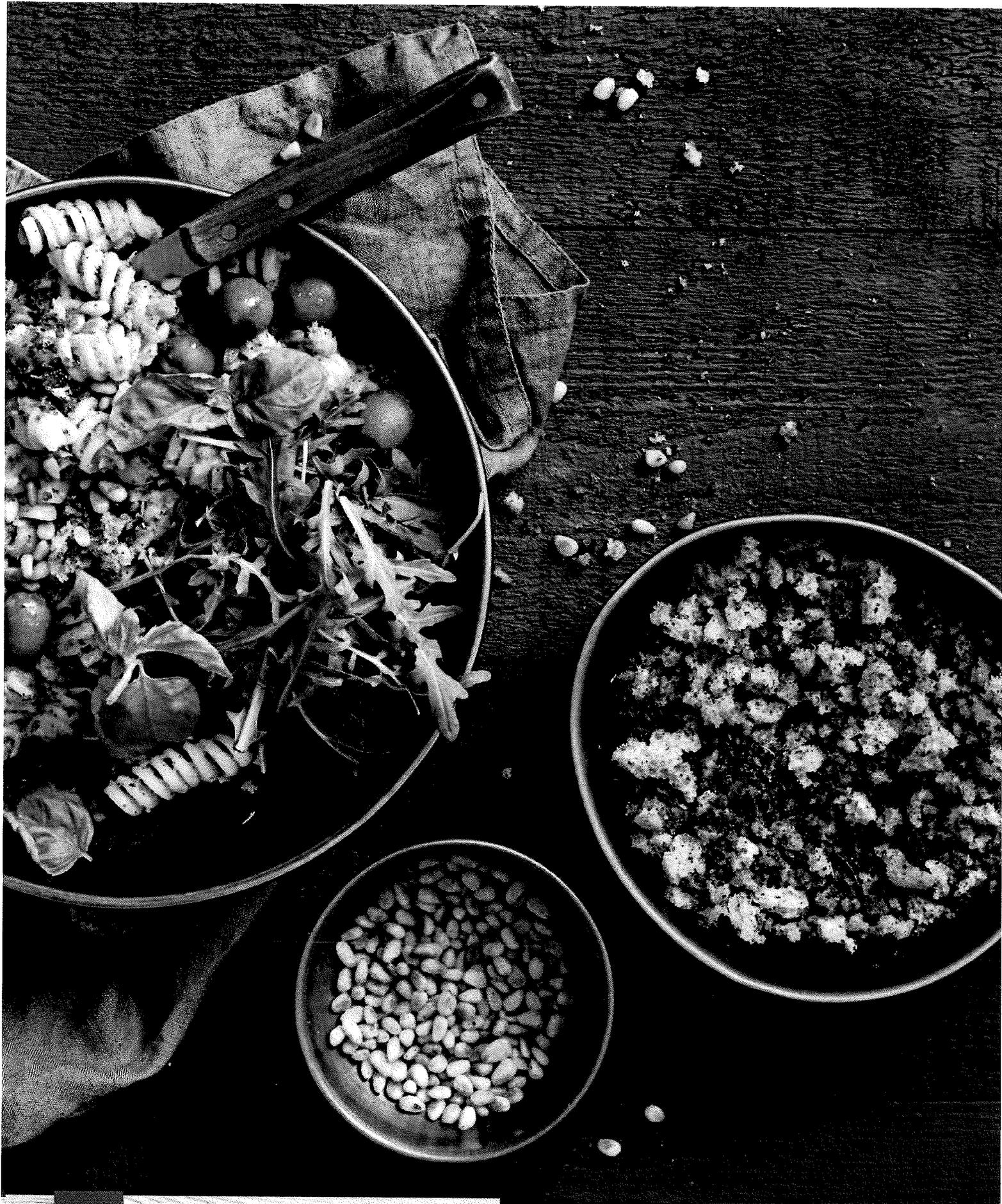
General Manager David Schneider is our full-time main point of contact for this transformation. As he is currently with UMW Dining, there is no additional associated cost.

5. Provide detail on how your company will support the transition/re-opening through your marketing and merchandising. Be specific to UMW Dining.

Please refer to our annual marketing calendar located in the Appendix.

6. Will advanced technology solutions, digital marketing, or web communications be used to support the transition? And how long would you project the length of transition based on past experiences.

Please see our technology and innovation sections to see how we **aspire** to support our transformation of UMW Dining.

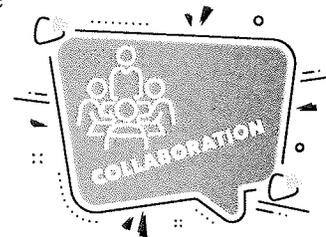




12) Sustainability: (Refer to the Statement of Needs for requirements)

1. Sustainability and environmental awareness are critically important to University of Mary Washington. Explain in detail how University of Mary Washington's environmental sustainability program (<https://sustainability.umw.edu/initiatives/>) will be adhered to, how you will contribute to enhancing the University's sustainable efforts and what metrics will be used to demonstrate annual improvement in Green initiatives.

Sodexo's commitment to improving quality of life mirrors UMW's core visions of making positive changes in the world. Our sustainability programs will speak to this ethos, where we will partner to provide a strong campus sustainability strategy focused on providing an exceptional educational experience for students. Together, we will provide comprehensive sustainability programs and experiences that support education, increase campus and community connections and foster a culture committed to stewardship. These efforts increase student success while positioning UMW as a model for sustainability.



As your partner, we will grow your sustainability initiatives while also bringing innovative solutions to campus that advance our collective goals. Together, we will partner with local farmers, fight hunger on campus and in our communities, expand reusable container use, divert waste via recycling and composting, and offer more plant-based options. Through the alignment of our missions and shared commitment to measurable outcomes, we will exceed all UMW's sustainability expectations.



On the following pages, you will see our customized sustainability strategy, which builds from existing programs and creates new linkages across campus to engage volunteer programs, student groups, sustainability-focused professors, administrators, physical plant operations and the larger UMW community. Annual reports will be provided to campus stakeholders summarizing updates on the goals of each program. In addition, biannual reports on waste tracking and sustainable and local purchasing will be provided.

Dedicated Sustainability Support System

To support UMW's sustainability initiatives, the entire UMW dining team, from managers to front-line staff, will receive sustainability training to best support UMW's goals for waste elimination, student food insecurity and sustainable purchasing. Our engaged team will partner with the campus community to raise environmental awareness and inspire action that contributes to an enhanced student experience. This team will continually seek ways to reduce our impact on campus with innovative solutions and best practices sourced from our network of sustainability experts.

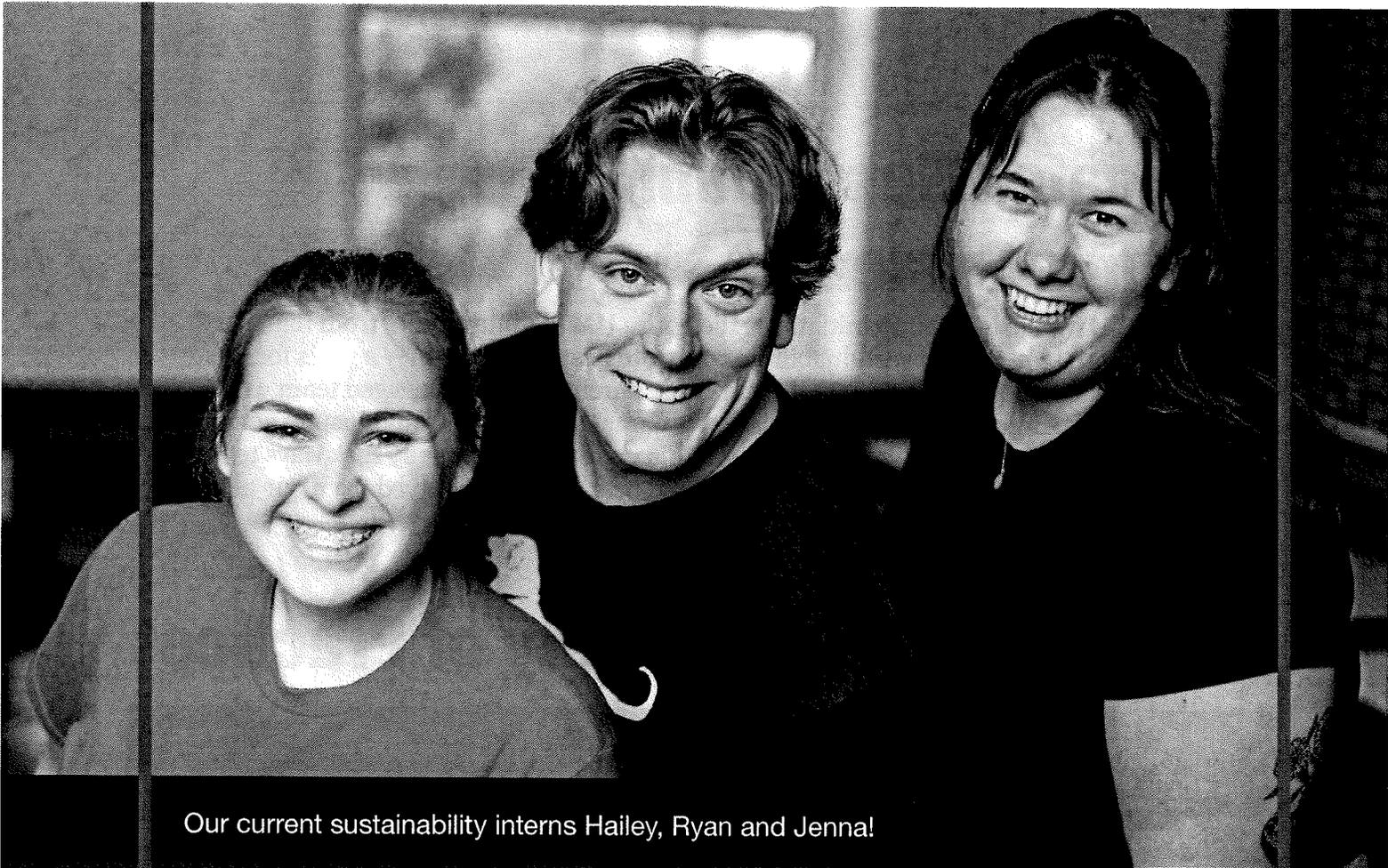
Sustainability Community of Practice

Our UMW sustainability initiatives will be supported by General Manager David Schneider, and our network of sustainability advisors via our Sustainability Community of Practice.



Our managers receive in-depth training on issues such as waste tracking, food recovery and eliminating single use plastics. In partnership with campus stakeholders, we will work to develop new ways to engage students, faculty, staff and local residents to address pressing issues on your campus and in your city, with a variety of events and initiatives designed to respond to your unique needs.

Our Sustainability Community of Practice is a group of trusted sustainability advisors and resources that support Sodexo's sustainability approach (Better Tomorrow 2025) and also our clients' initiatives. The group thrives on active discussion around issues related to sustainability, sharing best practices, lessons learned and resources. Having subject matter experts embedded throughout the organization is crucial to ensure we continue to align with the priorities of our clients and consumers. This unique group of internal experts is a resource for the UMW team to learn and share information about sustainability initiatives, as well as new research, trends and science-based recommendations and results.



Our current sustainability interns Hailey, Ryan and Jenna!

“My time working with UMW Dining was one of the highlights of my college career. As a Student Dining Ambassador, I was able to interact with parents and prospective students to tell them about our amazing school and the wonderful people that work for University Dining. I was also the first Sustainability Intern for Dining at UMW. This opportunity allowed me to educate students and the dining team on sustainability topics and how to be more sustainable. I’m so grateful for the experience I gained while working for University Dining.”

- Brianna Cornett, 2022 UMW Graduate

Training

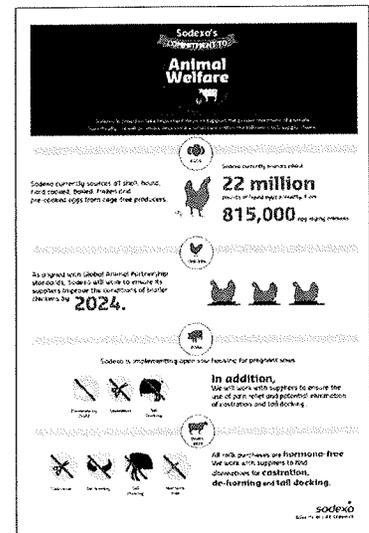
Dining employees at UMW will participate in ongoing training on sustainability practices through educational signage, in-service programs and daily huddles. Staff will have opportunities to undertake innovative initiatives to support our sustainability goals, with employee recognition programs to reward outstanding achievements. Some areas of training will include:

- Waste minimization and diversion
- Food insecurity
- Energy and water conservation
- Sustainability marketing and engagement



Sustainable Purchasing

In addition to focusing on locally sourced options, we also work diligently behind the scenes to improve the overall food system by partnering with our suppliers to improve animal welfare, protect the vibrant life in our oceans and reduce our impact by increasing our plant-based offerings. We will work closely with the campus community to find the right balance of local, third-party certified, sustainable food to help us meet and exceed your sustainable sourcing while ensuring that the dining program is cost-effective and accessible to all students.



Making Plant-powered Dining Part of Your Food-forward Future

More people are choosing plant-based foods for a variety of reasons, including health, sustainability and ethics. To keep up with this trend, Sodexo has developed an industry-first program to highlight plant-based entrées at every dining station.



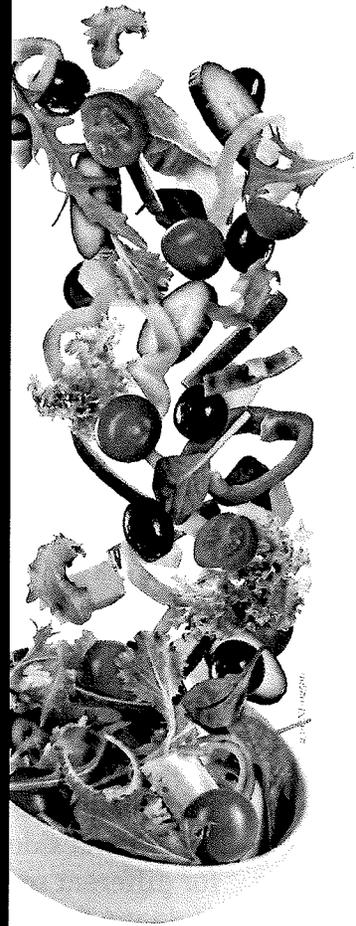
It's becoming increasingly clear that the future of food treats fruits and vegetables as more than snacks and sides. We tasked our talented chefs with developing plant-based recipes that work for different service styles and taste profiles, and worked with respected partners, such as the Humane Society of the United States and the World Wildlife Fund, to train our staff and scale our program.

We've created more than 200 new plant-based dishes, such as Kung Po Cauliflower and Carrot Osso Buco, that we believe students will love. We'll also bring innovative ideas to introduce more plants into students' diets, like our blended burger, The Natural, which:

- Contains 25% mushroom, 75% natural ground beef
- Decreases environmental impact
- Gains strong acceptance with students, based on two years of testing
- Works for a variety of dishes, such as meatloaf, bolognese, tacos, meatballs, burritos, chili, shepherd's pie, sloppy joes and, of course, burgers

We're excited to continue to build a showcase dining program for UMW by charting a course toward a sustainable future with innovative plant-based offerings.

Please scan or click the QR to watch Vice President of Innovation, Rob Morasco, discuss the future of plant-based dining on



Future 50 Foods – More Plant-based Choices for UMW

Sodexo has partnered with Knorr Professional and leading conservation organization the World Wildlife Fund (WWF) to offer a wider variety of sustainable meals to diners and contribute to a more responsible food system. Sodexo is the first global player to serve plant-friendly Future 50 Foods on a large scale.



“When you see there are more than 20,000 known edible plants on our planet, and yet our food comes primarily from a dozen of them, there is definitely opportunity to change and discover new ways of eating. Today, we are helping consumers as they look for ways to adopt more sustainable diets. Future 50 Foods represents an exciting opportunity for our chefs to innovate in the kitchen and share Sodexo’s Love of Food with diners in a way that’s also good for the planet.”

-John Wright, Senior Vice President,
Sodexo Food Platform

The Future 50 Foods, co-written by Knorr and the WWF, identifies 50 plant-based foods that are nutritious, flavorful and have a lower environmental impact than animal-based foods. The list combines familiar foods – such as lentils, wild rice and kale – with less well-known foods – like amaranth, pumpkin flowers and cactus – selected for their lower environmental impact and high nutritional value.

For the menu launch, Sodexo and Knorr Professional chefs and nutritionists developed 40 recipes using ingredients from the Future 50 Food report, including dishes like wild rice quinoa and lentil bowl, Vietnamese ancient grain meatballs, Tuscan chickpea, polenta and rapini bowl, ancient grain granola bowl and ube maitake tartine.

We are proud to undertake this latest commitment on our path to more responsible food choices and look forward to continuing to make these unique and delicious dishes available to UMW students.



2. UMW intends to plan a zero-waste strategy that includes dining services and catering. Describe your company's experience with and approach to a zero-waste strategy for:
- Back of house operations (sorting, composting, recycling, leftover food handling, etc.).
 - Packing and serving (eliminating single serving water bottles, eliminating disposable plastics, eliminating disposable packaging for food and beverages and reducing excess packaging from catering orders, implementing reusable containers for beverages and to-go food and to-go food boxes provided with catering, bag-free stores);
 - Ordering (reducing over-orders for catering, tray-less dining).

Practices And Programs to Reduce UMW's Environmental Footprint

As your partner, we implemented the following practices and programs, in alignment with the above mandatory incorporations, in unity with UMW's desire to reduce its environmental footprint.

Food Waste Tracking

WasteWatch powered by Leanpath – This food waste prevention program uses in-kitchen food waste trackers to easily and immediately see the financial and environmental impact of that waste, educating staff on the spot. Data is automatically uploaded to Leanpath Online, a cloud-based analytics platform that directs clear and actionable insights on how to prevent waste.

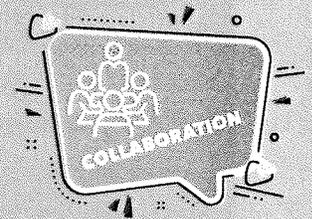


Weigh the Waste

We run student-partnered event audits and report food waste in residential dining.

Dining at the University of Mary Washington has been pleased to support our student-led Food Recovery Network program for many years. Student volunteers come one or more evenings a week at the end of dinner service to collect food items that we no longer need for our meal service.

They package, label and weigh food items, before placing them in our refrigerator. The next day they pick up the food and delivery it to a local charity. This year's donations have been going to the Thurman Brisben Center, a shelter and employment assistance program for those in our community who are without homes. This is just one of the ways we work with our campus community to serve the needs of the greater Fredericksburg community.



Energy, Water and Waste Savings

SMART Kitchen – Follow energy and water conservation best practices, including, efficient dishwashing system, kitchen hood controls, on/off protocols for equipment, lighting motion sensors, etc.

APEX Technology – APEX combines technology and products designed to save water and energy, minimize the impact of products on the environment, and has a built-in method of measuring results. The APEX management approach uses a tablet PC and wireless technology to communicate with the system's controller to download, process and analyze data to establish each foodservice operation's rack-to-guest ratio. By monitoring and improving this ratio, the system helps reduce the amount of water and energy used at each facility and improve total operational efficiency.

Retrofitting – We prioritize highest yield retrofits, and as new equipment is purchased, we are committed to purchasing only ENERGY STAR® equipment.

Renewable Energy and Electric Vehicles – Whether through on-site solar investments or through carbon credits, we can support campus efforts to achieve carbon neutrality. Plus, when it's time to add fleet vehicles (e.g., catering, grounds) Sodexo explores electric vehicle choices.

Trayless Dining

Top of the CRUC is trayless, saving energy and detergent, while significantly reducing food waste.

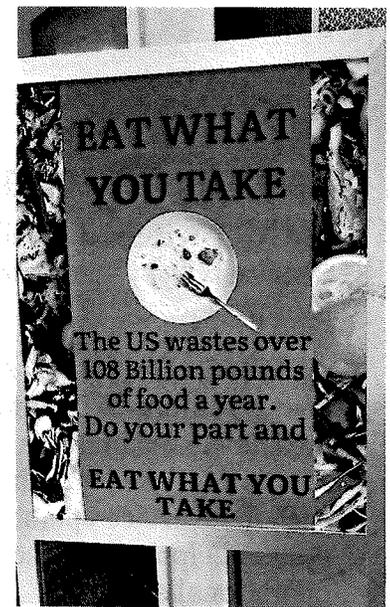
Recycling 100%

We recycle cardboard, fryer oil, paper and plastic.





In line with your **Zero-Waste strategy**, we will reduce the use of single use and disposable items. This way, we are not relying solely on recycling to reduce UMW's environmental footprint.



Eliminating Straws/ Single-use Plastics

Sodexo's companywide commitment involves "straws on request" and eliminating plastic stirrers, bags and styrofoam items.

100% Recycled Napkins

We use Xprss Nap Dispensers to save energy and waste. The napkins are made of 100% recycled paper, and the dispenser encourages customers to take (and waste) fewer napkins.

Reusable or Biodegradable Wares and Containers

WasteWatch REUSE – Offers UMW students a reusable plastic container instead of a disposable container. Students can purchase a reusable container for \$3.00. From there, students may exchange their box for a clean one at the cashier station, or, if they are not using it right away, they may get a WasteWatch REUSE carabiner clip and can exchange that for a clean container at the dining hall when they wish to get take-out. The boxes are clear, green-tinted plastic and contain three food compartments.

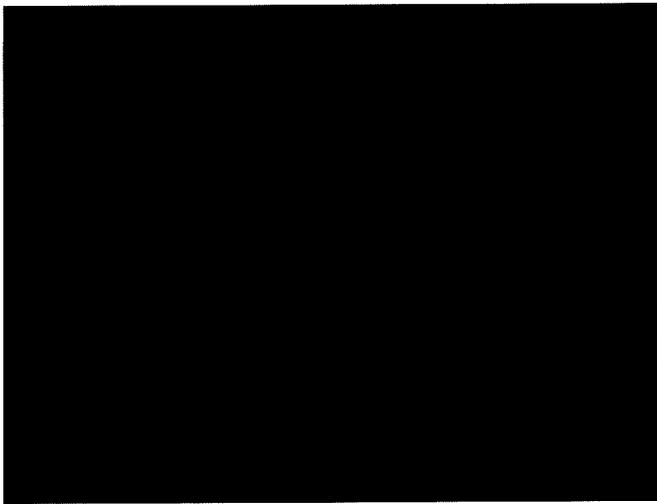
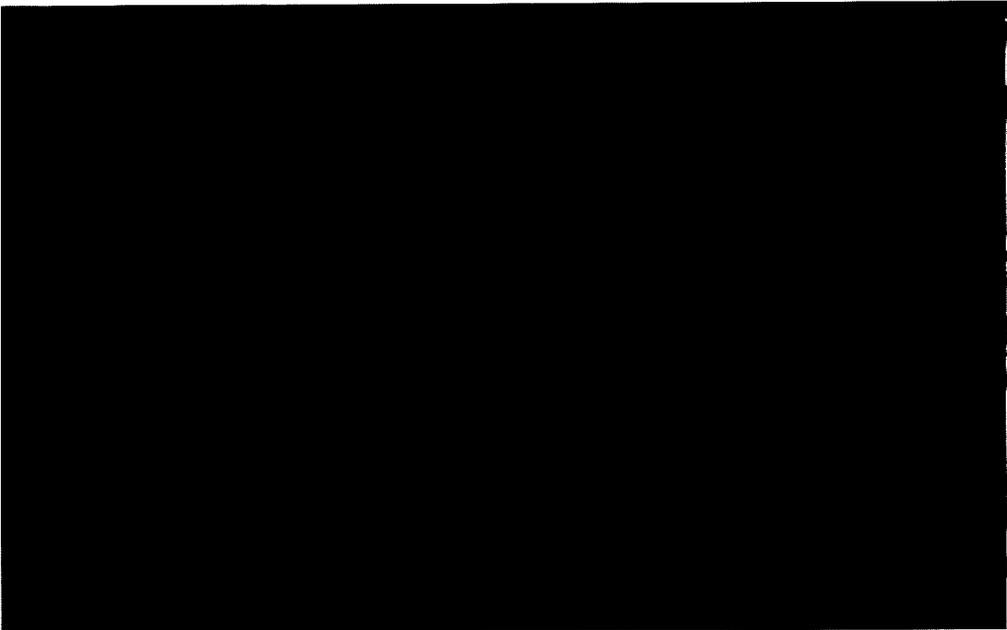
Biodegradable Bags for To-go Orders – Top of the CRUC uses biodegradable bags for to-go orders.

Reusable Mug Program – Discounts are offered on beverages at Panera Bread when students bring their own mug.

Composting

Starting with kitchen food waste and then moving to post-consumer and material waste (e.g., compostable containers), Sodexo completes the waste stream in the most environmentally friendly manner. For any food waste we cannot eliminate or repurpose, we will seek to compost with local vendors.

UMW and Sodexo can work together to divert waste from landfills by composting unused portions of produce. The Top of the CRUC team can monitor the compost, weighing initial raw product waste then turn over the end product for use within the University's landscapes.



Diverting Food Waste

Zero Waste Certification and True Advisor Certification – Sodexo works to achieve zero waste on your campus through a nationally recognized certification program. Employees can also pursue a True Advisor Certification to be trained in the zero-waste certification and learn waste elimination best practices.

Food Recovery – As part of our efforts to reduce food waste, we recover surplus food that would otherwise go to waste to address student and community food insecurity.

Policy of Purchasing Items that Use Minimal and Non-Plastic Packaging

Our company corporate social responsibility commitments obligate us to source and promote sustainable equipment and supplies while working to reduce organic and inorganic waste in the countries and at the client sites where we operate.

Through a Global Sustainable Supply Chain Code of Conduct, suppliers are required to engage in sustainable practices, including reducing packaging, using recycled materials and reusing and/or remanufacturing. Purchasing products that incorporate these features supports our global waste-reduction efforts.

Continuously reviewing the lists of authorized products and suppliers ensures they incorporate sustainability criteria. Approved product and vendor lists are communicated to the countries where we operate to ensure the use of sustainable detergents, paper and disposables.

3. Offerors must develop a 'farm to table' program with local agricultural community and explain program in detail. Program should include annual summary of measurable goals for assessment. It is important that Offerors propose a comprehensive corporate program to engage the local community for purchasing. This program must include using the local farmers' market for menu offerings. This program must also include clear goals indicating what percentage of the food inventory will be purchased from the local area.

We work closely with our procurement team to leverage current partnerships and network with new vendors in the area to exceed your goals and sourcing objectives. As your partner, we will continue to collaborate to find solutions that sets UMW apart as a beacon of health, wellness and sustainability throughout the country. We will continue to engage the local community and align with UMW's local purchasing and sustainability goals.

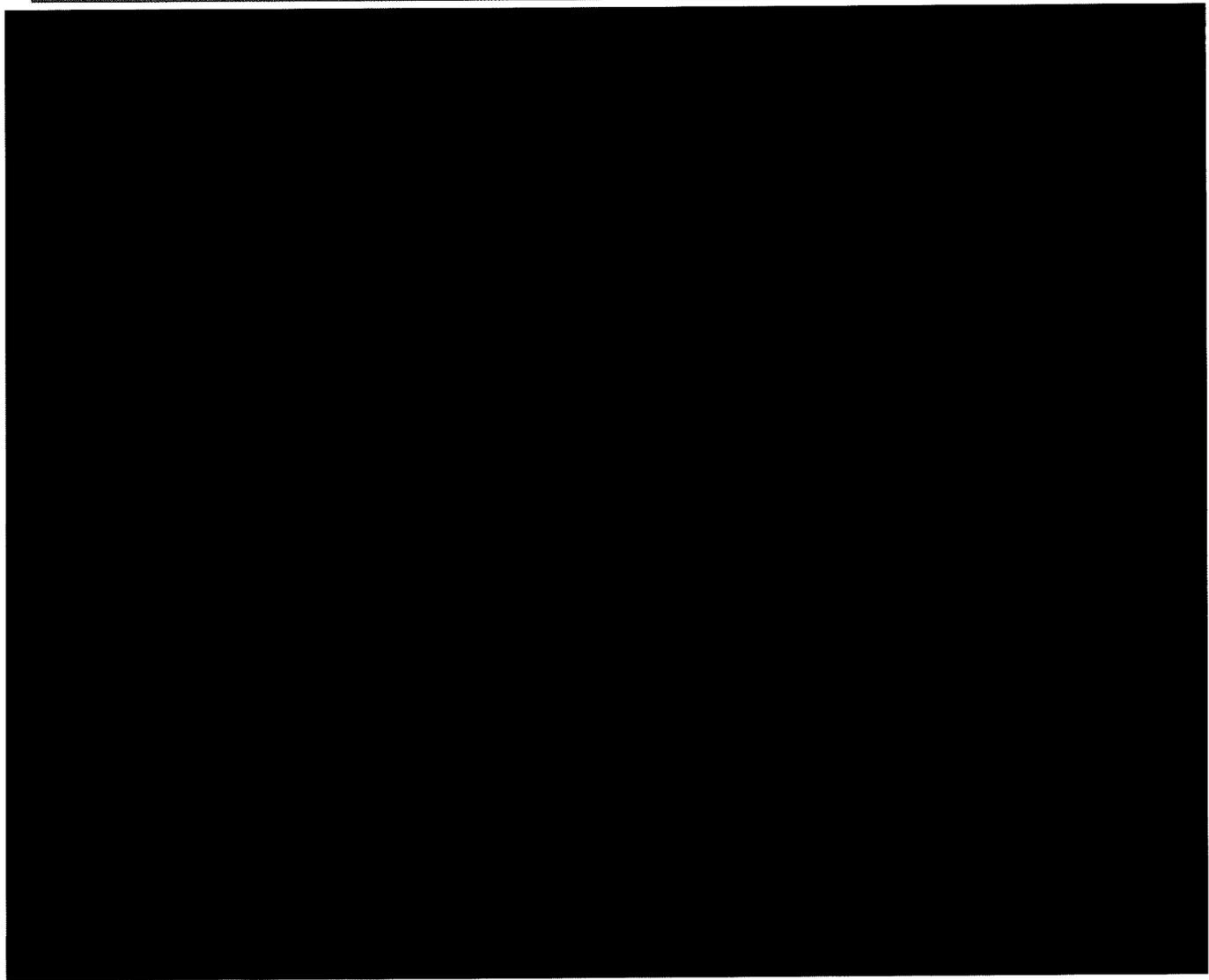


- **Partnership with Keany, a regional produce distributor who partners with local farmers within a 100-mile radius of UMW to bring fresh produce to campus.**
- **Local Farmers** – We procure products from local farmers in Virginia and Maryland such as District Farms and Dean's Dairy to bring affordable, local and fresh food to your campus community.
- **Third-party Audits (AASHE Stars, Cool Food Pledge)** – A right-fit assessment will be selected in partnership with the campus to calculate and report sustainable purchasing annually. We will ensure that we reinforce reporting standards for these audits with our vendors.
- **Standard Sustainable Purchasing** – Currently, we use 100% cage-free eggs and 100% sustainable seafood, as well as fairtrade coffee for our Aspretto line. We have a goal of 100% deforestation-free supply chain by 2030 (palm oil, paper, soy, beef) and 100% sustainable paper disposables.
- **Menu Transparency** – All ingredients, including those locally sourced, will continue to be highlighted at dining stations as well as on the SodexoMyWay website and Everyday app.
- **Variety for Ethical Diets** – Through our continued partnership with The Humane Society of the United States, we continue to infuse variety and imagination into our plant-based recipes.

We are committed to increasing food purchased in our clients' communities from local producers and small businesses. By 2025, Sodexo has committed to an annual, global spend of 10 billion euros with small and medium-sized enterprises.



For our food and beverage purchases at UMW, we commit to purchase 25% of Virginia-grown products when seasonally available.



2017 UMW

UMW desires consistent labeling of items where consumer decision is a factor (i.e., cage-free eggs and produce location and organic/non-organic). What is your company's approach to clear labeling?

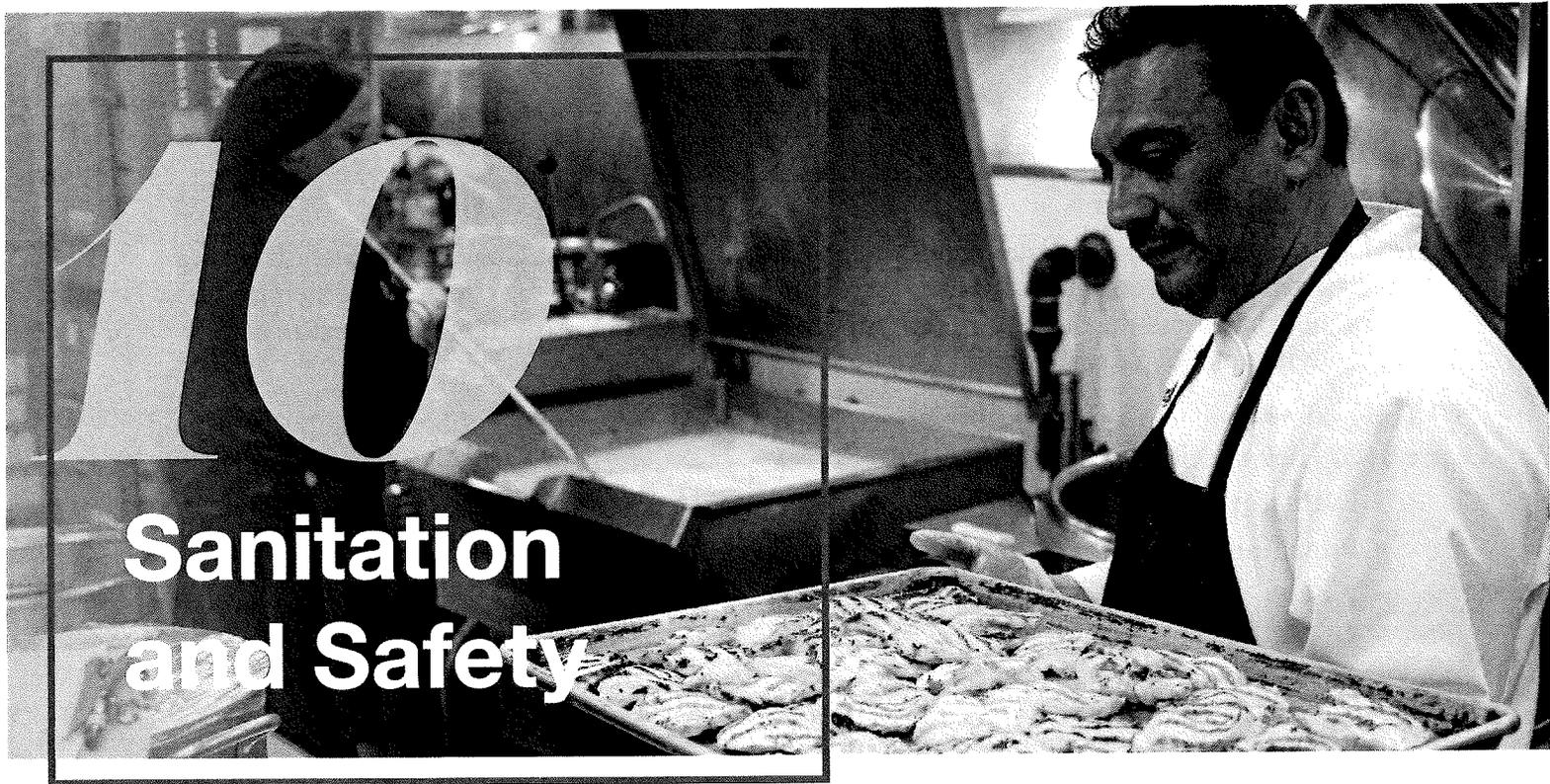
Clear Packaging and Labeling for Eagles

All food products must be packaged and labeled according to all applicable regulations. Nutritional information is clearly displayed and easy to understand, provided on packages, menus and at points of service. Packaging must prevent contamination during shipping and storage. The label must clearly identify the product and ingredients. Applicable product code dates or lot numbers must be clear and legible on the cases and containers.

It will also be available 24/7 for all menu items via a quick link from the dining services website. Packaged items will include a production or best before date.

Food Label Icon Samples:





13) Sanitation and Safety: (Refer to the Statement of Needs for requirements)

1. Describe the approach to sanitation and safety practices and the anticipated program to train and reinforce standards in the foodservice facility providing measurable metrics to be enforced throughout this agreement.

UMW can rest assured that every possible safeguard is in place because utilizing aggressive measures maintains the safest possible conditions to protect customers, clients and employees. Continuously pushing the envelope in the latest food safety technologies, our Food Safety department drives programs and practices that protect our customers from potential hazards. Especially with the onset of COVID-19, hygiene and cleanliness are top priorities for our Food Safety department. We will continue to monitor the COVID-19 situation and keep elevated protocols in place as long as is necessary to guarantee the health and safety of your students, staff, guests and dining employees.

Experience gained during more than 50 years of serving clients, including UMW, has built a culture based on the highest standards of cleanliness and safety – both in front and back of the house. New hourly employees and managers quickly absorb and internalize the culture, so maintaining and building upon new personal standards becomes an integral part of the job.

How is this culture conveyed? Extensive ongoing training is supported by strategic incentives. Employees are encouraged and empowered to work with each other – and especially with new employees – so all activities are conducted with an eye toward food safety and quality, supporting our goal to help everyone meet the high standards set by the on-site team. This will be the attitude in the UMW foodservice program as well.

Food Safety and Zone Support

In addition to strict emphasis on food safety, the dining services at UMW will benefit from the expertise of a strong general safety organization charged with maximizing the welfare of everyone who enters the door. Trainers, supplies and procedures are in place to ensure safe work environments for staff and guests.

Food safety zone managers and directors located around the country assist in all aspects of food safety. They are charged with:

- Evaluating unit-specific issues and making recommendations
- Providing counsel via the internal Sodexo Net, email, fax and telephone
- Providing on-site support as needed
- Making training recommendations
- Investigating alleged foodborne illness incidents and foreign object complaints
- Investigating product quality complaints
- Ensuring that manufacturers and vendors we select meet stringent HACCP and food safety requirements

Employees are trained in the operation of every piece of equipment, as well as in proper lifting, mopping, cutting and other techniques, to minimize chance of incident. Our corporate culture demands the reporting of all injuries, no matter how slight, and the immediate reporting of any hazardous or potentially hazardous conditions. Frequent inspections are held at local and corporate levels and all accidents are promptly investigated with steps taken to prevent recurrence.

As you've experienced, our emphasis on safety ensures a quality working environment, increases productivity and, ultimately, generates cost savings in both insurance and downtime.

Production Standards

One essential to the overall success of your foodservice operation is an effective production program. The goal of our production standards, as outlined in our Operation Policy and Procedure Manual, is to deliver a consistently high-quality product to every student, staff member and guest of UMW. Those standards include preparing all food on your premises, using standard recipes, scheduled production meetings, effective labor scheduling, portion control, employee training and making sure that all of the foods we use are purchased under our specifications.

Food and Beverage Standards

Quality assurance standards are set in motion through the food management and culinary communication processes. These separate programs run side by side, acting as a system of checks and balances to ensure that we exceed national quality control standards. The underlying foundation of both programs is HACCP. In addition to these production standards, we have established quality programs and requirements that often exceed the minimum requests of our clients and local health agencies. Your management team is responsible for learning the specific standards for your area and for guaranteeing compliance.

Food Quality Specifications

Sodexo adheres to the following minimum grades in all food purchases:

**Beef – All Cuts
(dry heat cooking):**

USDA graded and inspected, U.S. CHOICE, yield grade 3 cut to IMP. specifications

**Beef – All Cuts
(moist heat cooking):**

USDA inspected and graded, U.S. CHOICE, yield grade 3 cut to IMP. specifications

Ground Beef:

USDA Spec. No. 137, 20% maximum fat

Pork:

USDA inspected and graded, selection No. 1, cut to IMP. specifications

Fish and Seafood:

USDA inspected and graded. Must meet or exceed Federal Specification PPF0381J

Poultry:

U.S. Grade A

Eggs:

U.S. Grade A or better, must meet required USDA standards

Cheese:

U.S. Grade A or better, must meet required USDA standards

Dairy Products:
Grade A

**Fresh Fruits
and Vegetables:**
USDA No. 1

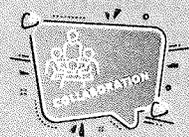
**Canned Fruits,
Vegetables, Juices:**
USDA Grade A

**Frozen Fruits,
Vegetables, Juices:**
USDA Grade A

Coffee and Tea:
National brands, best available blends

Sanitation

Cleaning schedules and self-inspections that follow daily checklists cover everything from the dining room and kitchen to the restrooms and loading dock to ensure an immaculate dining facility. Preventive maintenance plans are meticulously followed to keep equipment and facilities in safe working condition. Managers follow up aggressively on areas cited for improvement.



We are committed to exceeding UMW's standard of sanitation of an APPA level 1.

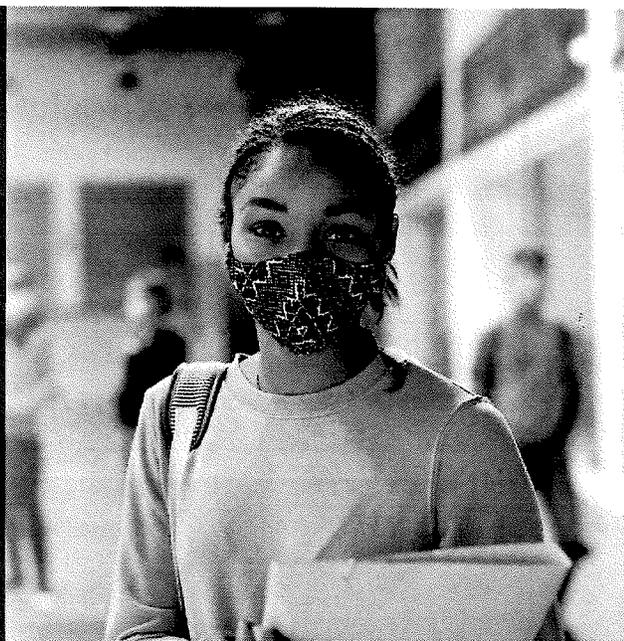
In addition, unannounced, random food safety audits conducted by registered food safety auditors are effective in maintaining these strict standards and UMW is welcome to inspect the results of all evaluations and audits, join in these audits or conduct your own. We also invite members of the food committee to join us, as their schedules permit, to enhance their understanding of our department and demonstrate a proactive approach to learning. Together, we maintain the highest sanitation, cleanliness and food safety standards in the industry, protecting UMW customers in every facet of our foodservice operation.

As part of their comprehensive training, each of your managers undergoes extensive indoctrination in sanitation strategies. In addition to training in specific tasks, all are certified after completing ServSafe Applied Foodservice Sanitation (AFS), a course created in conjunction with the Educational Foundation of the National Restaurant Association and recognized by nearly all state and local jurisdictions that require manager training and/or testing.

Managers give hourly employees awards and recognition for excellence in sanitation performance and other areas, and this performance is part of each employee's periodic performance reviews. Likewise, sanitation and food safety performance is part of all manager evaluations – and a prime criterion in their individual career success.

Going Further to Prevent the Spread of COVID-19 and Other Illnesses

As part of our COVID-19 training plans, we have implemented procedures and training to ensure our teams frequently clean and disinfect high-touch surfaces, like door handles (including cooler and freezer), light switches, handrails, partitions, tables, chairs, hand sanitizer stations and dispensers, phones, keyboards, mouse, computers, printer controls, copy machines, file cabinet handles, vending machines, interactive screens, electronic payment machines, cash registers and all others.



Physical Safety

Sodexo's risk management and loss prevention department implements strategies and programs to make sure UMW's dining practices and facilities are consistently safe for customers, clients, and employees. Programs include:

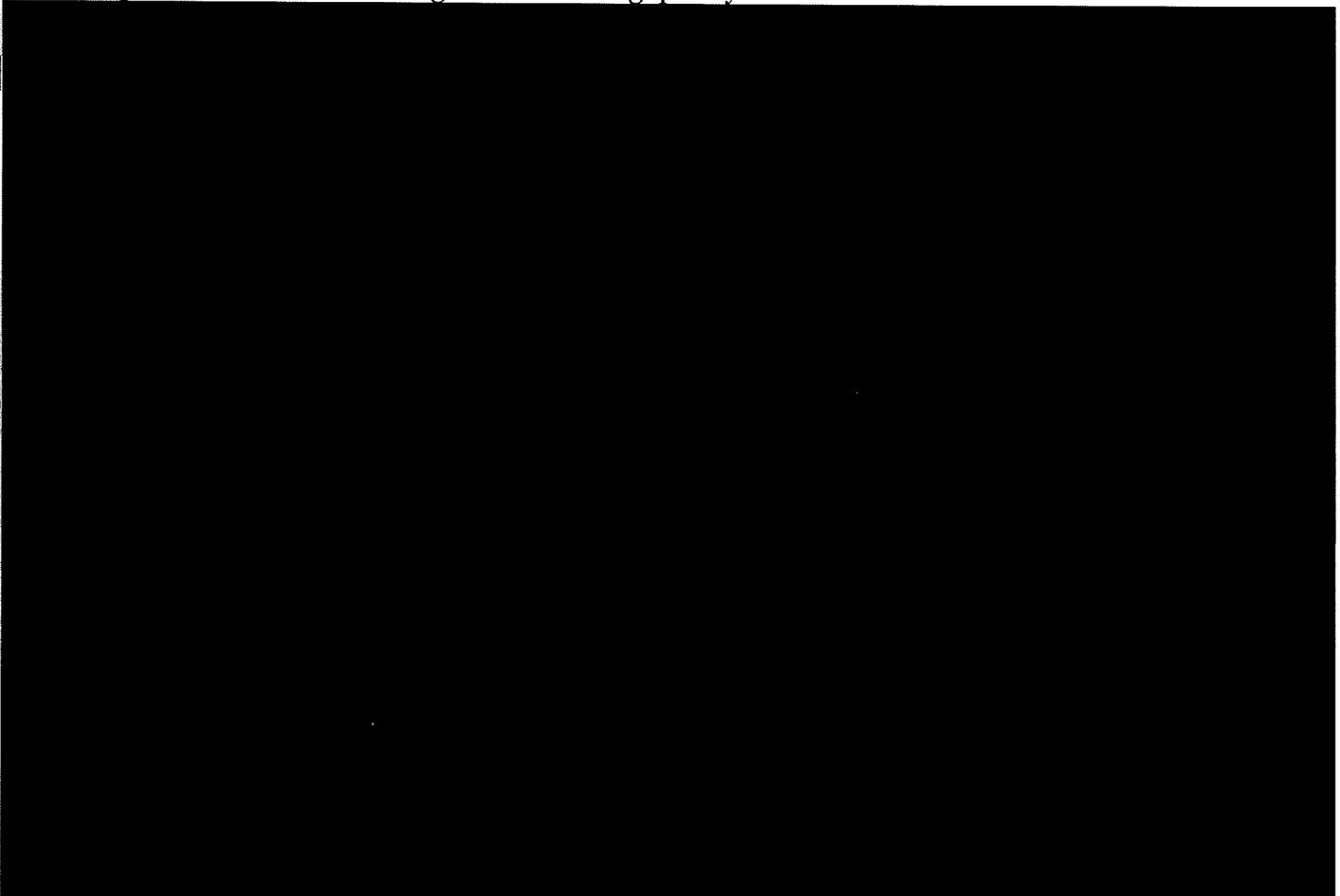
- **Safety Education** – staff receives safety training on various topics like accident prevention and chemical hazard communication
- **Physical Safety Audit** – facilities are assessed with regard to several focus areas, such as management commitment, hazard identification and control, and safety education, to ensure the workplace is OSHA compliant

Staff is thoroughly trained in proper reporting procedures and provided with a safety box filled with a convenient recordkeeping system, should there be a work-related incident. Protective equipment is also provided for added safety (e.g., cut-resistant gloves) reducing the chance of injury.



Measuring Progress

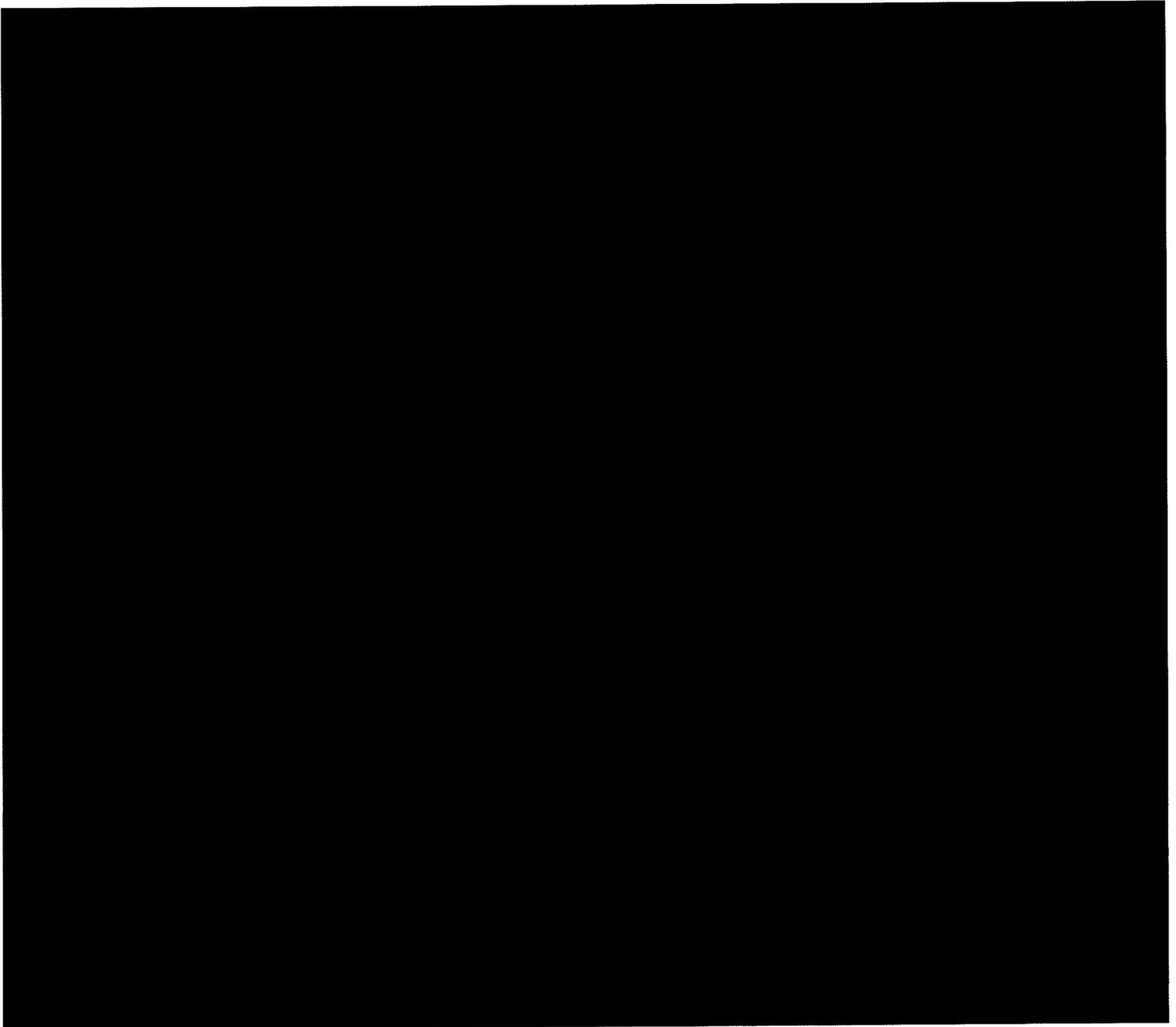
Mutually agreed-upon key performance indicators (KPIs) ensure the achievement of desired performance levels. KPIs set minimum standards and target service levels against which we can assess, track and report on performance. Development and refinement of the system standards and measures are ongoing responsibilities we share. Missed targets trigger immediate and appropriate corrective and preventive actions to get back on track. The following KPIs serve as examples for use in monitoring and measuring quality:



2. Outline sanitation and safety self-inspection procedures for all foodservice operations at the University of Mary Washington. Provide a sample copy of any checklist used during inspection. Provide information regarding minimum standards and guidelines to ensure sanitation and safety in preparation, production, and service areas.

Sodexo's comprehensive safety program includes daily, weekly, monthly and annual safety inspections. All operations are required to conduct a thorough food safety and sanitation self-inspection of all foodservice facilities, using the Sodexo Food Safety Audit form. In addition, a comprehensive self-inspection is conducted on an annual basis.

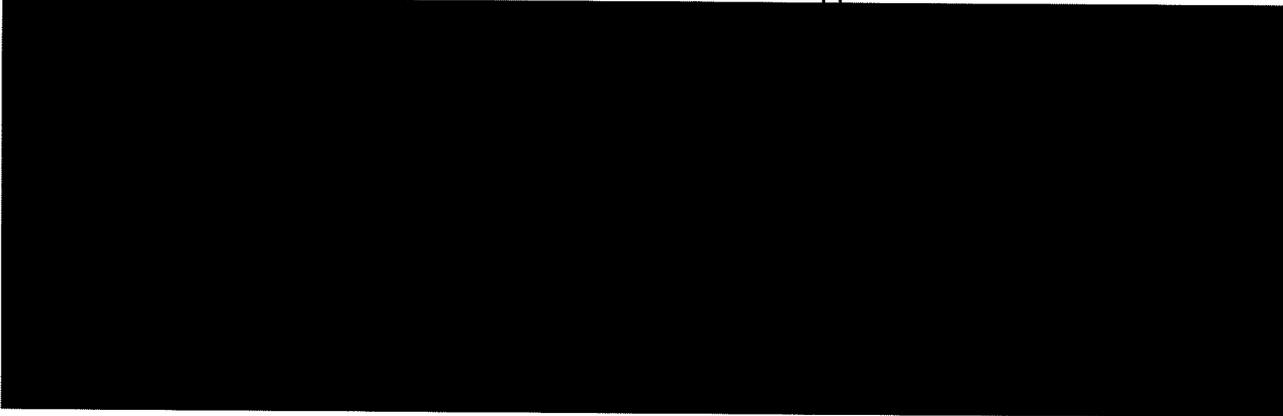
The following chart outlines many of the components of our safety inspections:



2-131-112586

Sample Monthly Inspection Checklist

A sample monthly inspection checklist is included in the Appendix.

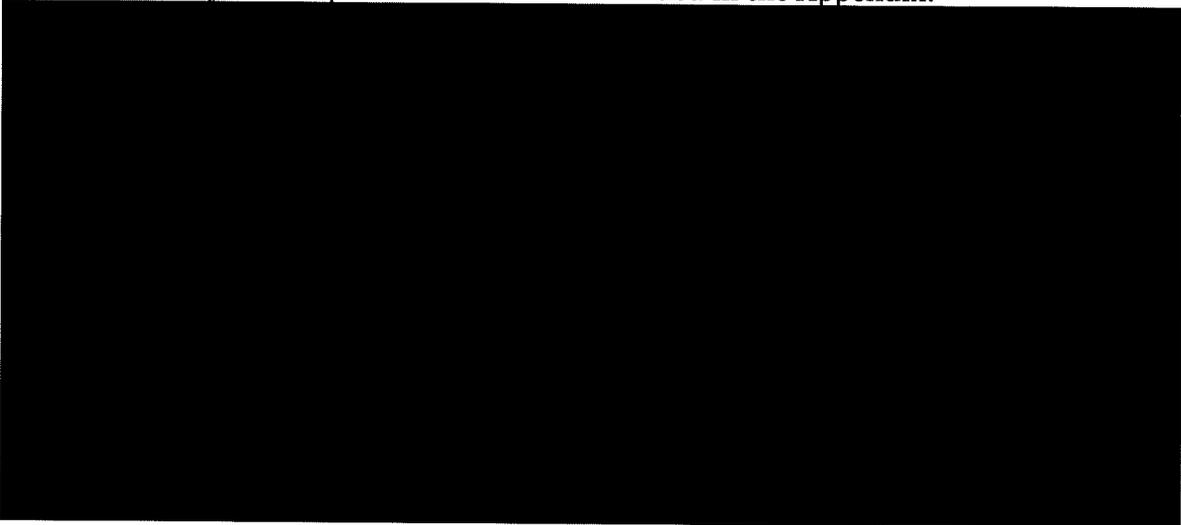


Food Safety Audits

The Sodexo Food Safety Audit addresses our most important food safety standards. Random audits are conducted by a reputable, independent, third-party food safety auditing company. In addition, self-inspections are utilized within our operations. A daily food safety walk-through, monthly food safety audits (with a focus on personal hygiene, time/temperature control and cross contamination) and a more comprehensive food safety self-inspection is conducted at least annually and whenever there is a change in management in the operation.

Sample Food Safety Self-Inspection Checklist

A sample food safety self-inspection checklist is included in the Appendix.



3. Required reports with measurable metrics will be delivered to the University's Contract Administrator or their designee on a monthly basis throughout the term of this agreement.

Sodexo has read, understands and will comply.

Describe in detail how the appropriate steps are taken to ensure HACCP compliance throughout this agreement. Provide a plan to ensure continuous and frequent documentation of internal inspections and what actions will be/were taken to correct any issues discovered.

HACCP Technology

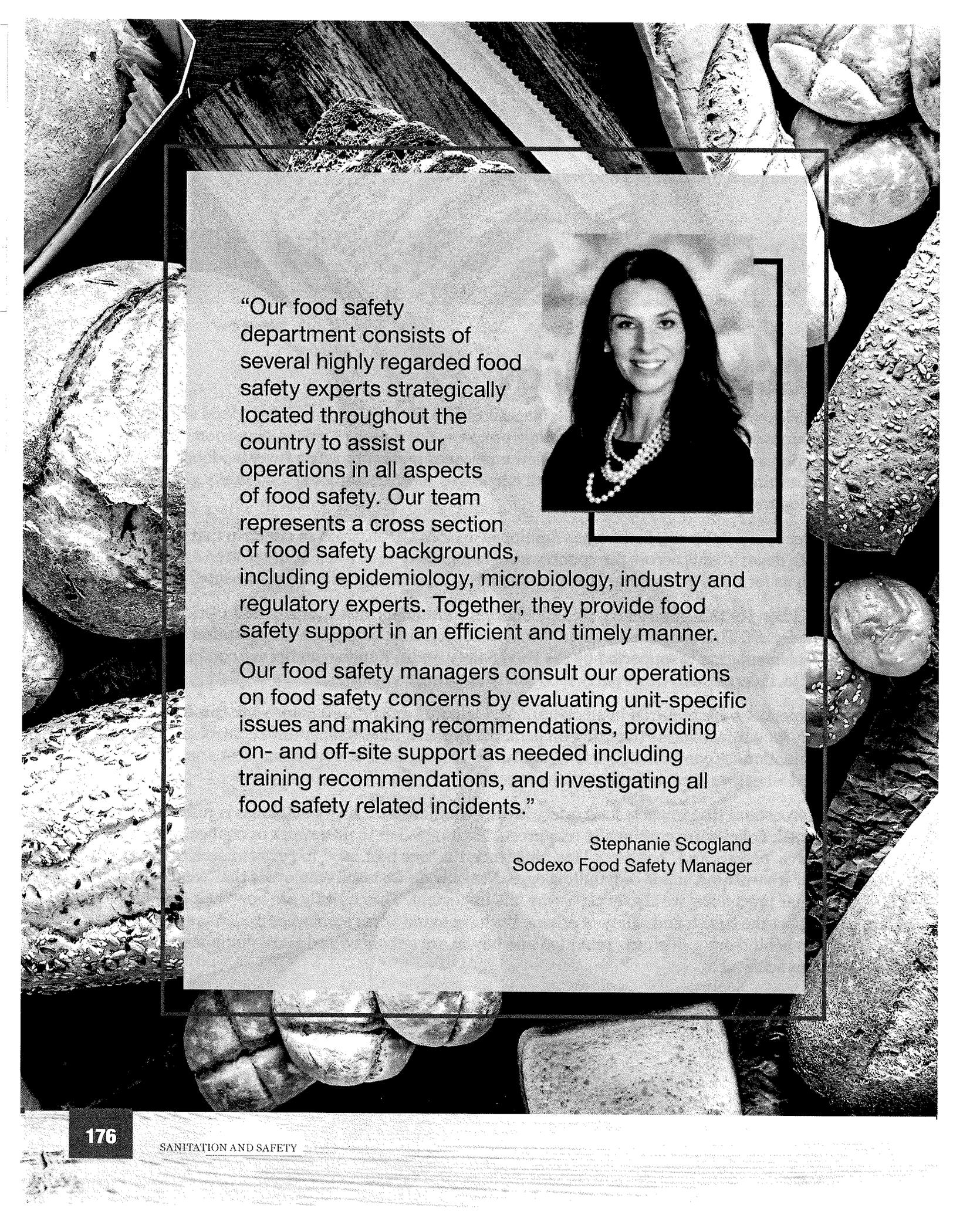
Our employees are trained in the fundamentals of HACCP and in all aspects of food safety, using our own comprehensive eight-module program, consisting of videos, classroom instruction and self-learning exercises. New employees must complete a two-step food safety training program and, each year, all employees receive additional food safety and sanitation training.

To protect our customers, Sodexo has developed an HACCP program so effective that a number of health departments across the country have recognized us as a leader in the area and actually come to us for HACCP training. This very same HACCP training will be implemented at UMW. .

The backbone of this proprietary HACCP effort is continuous measurement and meticulous recordkeeping. Charts are maintained throughout receiving, storage and preparation areas and implementation is supported by the Food Safety Audit. Random audits are conducted by a reputable, independent, third-party food safety auditing company.

Self-inspections are required in all operations, including daily food safety “walk-throughs” and monthly food safety audits (focusing on personal hygiene, time/temperature control and cross-contamination). A comprehensive food safety self-inspection is conducted at least annually and repeated whenever a management change occurs.

Every procedure that impacts food safety is fully standardized. Every employee is fully trained and tested. Policies are continually reinforced. Nothing is left to guesswork or chance. Videos, brochures, posters and “hands-on” training teach the “one best way” to perform each task – whether it’s washing hands or handling eggs. Not only do we teach employees the “what” of a particular procedure, we also explain why it is important. They quickly see how their actions can impact the health and safety of others. We have found when employees understand the reasons behind our guidelines, retention and buy-in are enhanced and 100% compliance becomes achievable.



“Our food safety department consists of several highly regarded food safety experts strategically located throughout the country to assist our operations in all aspects of food safety. Our team represents a cross section of food safety backgrounds, including epidemiology, microbiology, industry and regulatory experts. Together, they provide food safety support in an efficient and timely manner.



Our food safety managers consult our operations on food safety concerns by evaluating unit-specific issues and making recommendations, providing on- and off-site support as needed including training recommendations, and investigating all food safety related incidents.”

Stephanie Scogland
Sodexo Food Safety Manager

11

Financial Proposal, Cost Information and Financial Statements

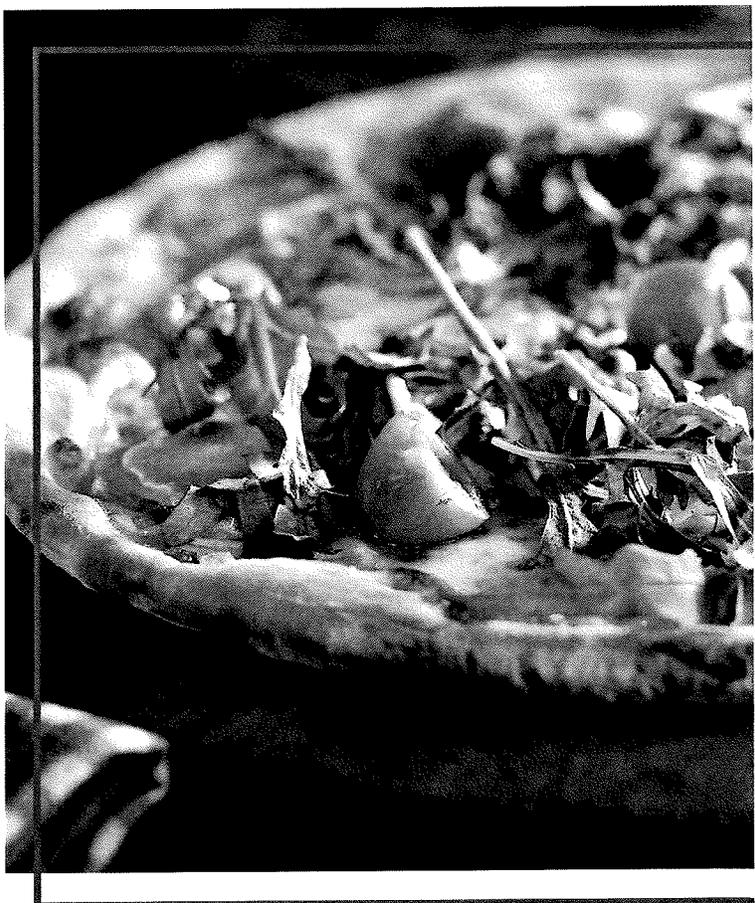
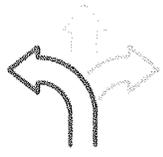


14) *Financial Proposal: (Refer to the Statement of Needs for requirements)*

1. Base Financial Proposal

Quotation The financial proposal portion of this RFP requires that the Offeror provide a Base Proposal Quotation using the Foodservice Pro Forma Worksheet provided as an Excel Attachment B.

We acknowledge this requirement and agree to comply.





2. Cost Information and Financial Statements

a. Introduction

Offeror shall complete the sales worksheets, board plan worksheets, and foodservice pro forma statements for each operation, separated by operation and year, and then consolidated for ten years. Offeror is asked to align each year's projections with University of Mary Washington's fiscal year, beginning each year on July 1 and concluding each year on June 30. Assume an annual inflation rate of 3.0%. Offeror is also asked to utilize a fiscal week of Midnight Sunday – 11:59 PM Saturday.

Financial statements are to be based on the programs described in the Top of the UC, and the menus, programs, concepts, and staffing plans Offeror has completed as part of the bid. Financial statements should follow the Bid requirements.

Contractor will secure, own, and be wholly responsible for credit card readers and associated expenses. The credit card readers must be approved, in writing, by UMW's CIO and ISO, and in coordination with the contract administrator or their designee.

The foodservice pro forma statements are to include only those revenue and expense items directly associated with a University of Mary Washington operation. All revenues and expenses are to be shown using 2022 dollars with appropriate percentages, per instructions. All costs and expenses are to be allocated to the appropriate revenue centers.

The forms should be strictly adhered to, and the Offeror should note any discrepancies or modifications with accompanying footnotes.

The Campus Dining Sales and Catering Sales worksheets will be the basis for sales projections cited in the pro forma statements. All assumptions for worksheet calculations must be included as back-up information. The worksheets are to be completed for each foodservice outlet and should include a breakdown for each Location and Meal Period proposed.

To identify clearly how each figure was derived for the pro forma statements, the Offeror shall include line-by-line explanations and/or assumptions for revenue, cost of sales, management and employee benefits, and all operating expenses as back up information.

Unless noted otherwise, percentage (%) figures should be calculated as a percentage of the "Total Sales" figure on the Foodservice Pro Forma Statement.

Please refer to our completed Pro Forma in the Appendix.



3. Financial Statement Assumptions

a. Participation assumptions and sales projections for the foodservice operations should be developed based on the population projections and other information as described in Attachment B.

Requests for price increases shall be delivered to the Contract Administrator or their designee no later than November 1st of the preceding academic year. Prices in cash (retail) food and beverage outlets will be reviewed and approved in writing by University of Mary Washington before they are implemented. The Contractor may, subject to University of Mary Washington's approval, increase aggregated cash prices up to the regional CPI-Food Away From Home annually. It is not the intent to allow for an increase annually but to make the Contractor aware that University of Mary Washington will be firmly committed to keeping price increases at a minimum.

Contractor's meal plan rate increases will be subject to approval by University of Mary Washington up to the increase in the regional CPI-Food Away From Home. It is not the intent to allow for an increase annually, but to make the contractor aware that UMW will be firmly committed to keep price increases at a minimum. Requests for meal plan rate increases shall be delivered to the Contract Administrator no later than November first of the preceding academic year.

The Contractor shall remit to the Commonwealth of Virginia tax commission any Sales Tax required.

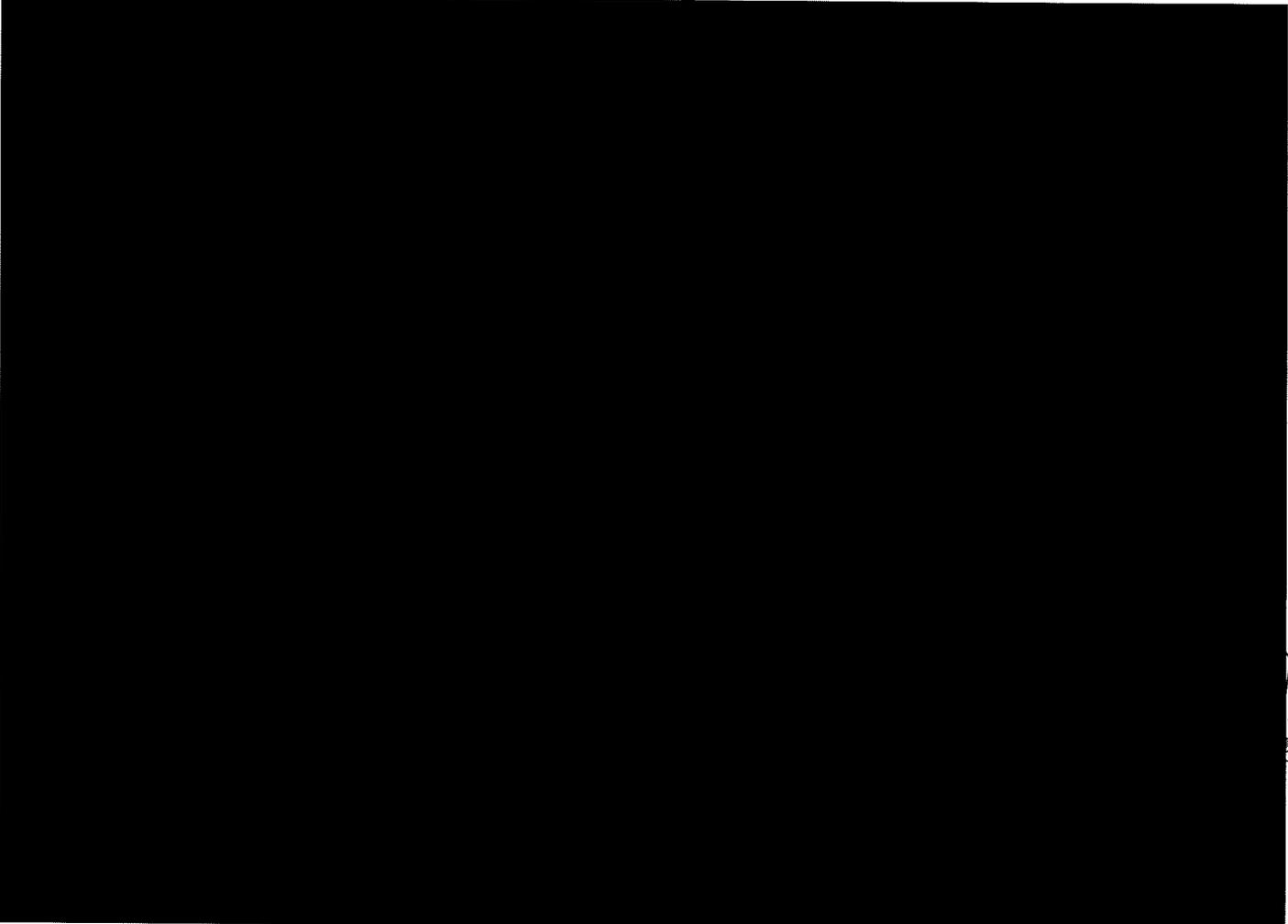
The Contractor shall provide such trucks or vans required for foodservice usage and will be responsible for gas, oil, repairs, maintenance, and insurance as required by Virginia State law. The Contractor shall assume full monetary responsibility for any University vehicles used temporarily in the performance of the agreement. These costs shall be a direct cost of operation.

Contractor shall adhere, without exception, to all UMW Parking regulations and policies. <https://adminfinance.umw.edu/parking/>

We acknowledge this requirement and agree to comply.

4. *Examples of Other Reports a. Submit one or more samples of financial reports Offeror shall submit to the University as representation of the reporting format Offeror intends to use for University of Mary Washington. The sample does not have to disclose the name of the client.*

Sales by Daypart Reports

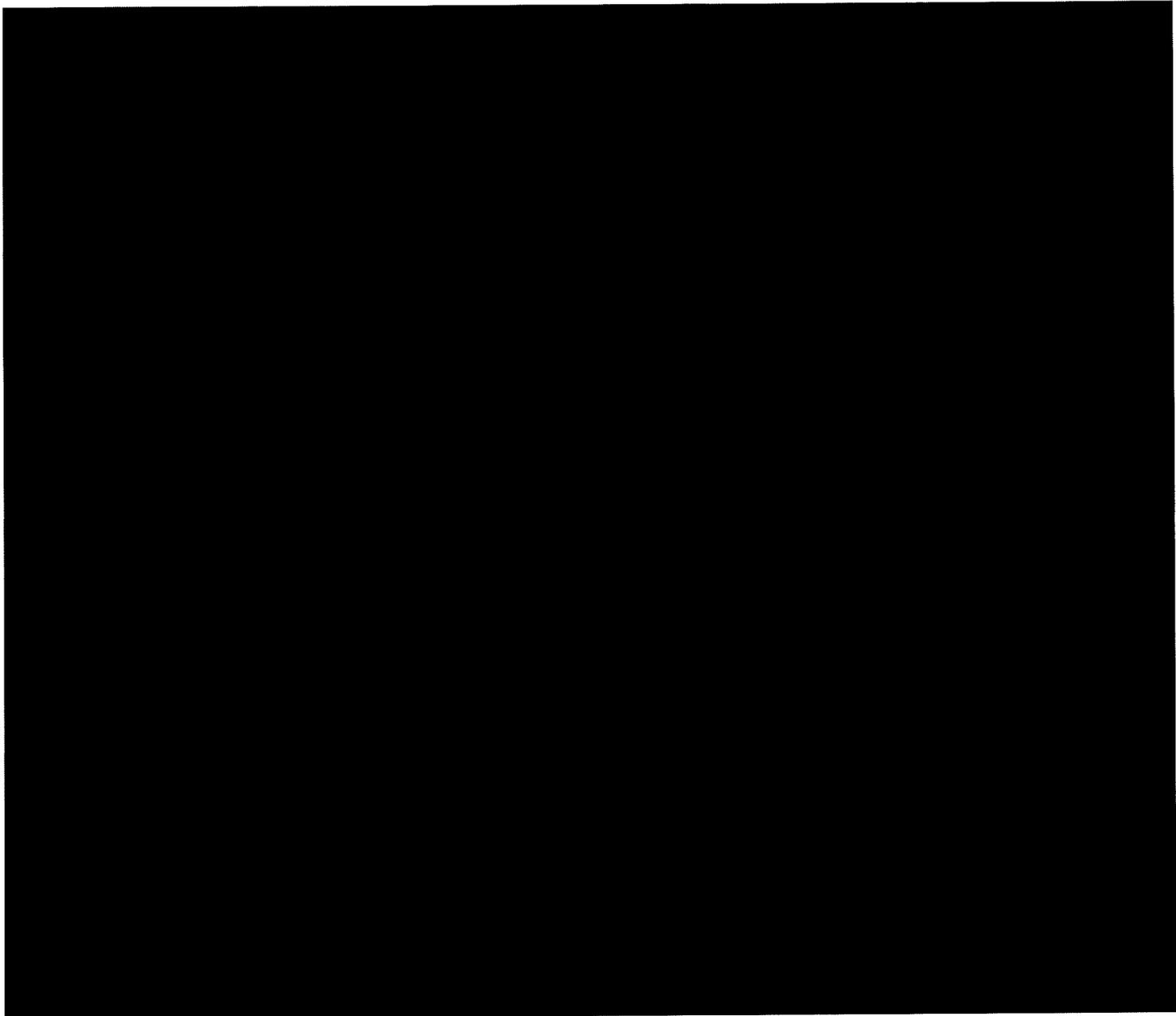


5. Commissions and Board Plan Rates

a. *Base Proposal Quotation (Required) This quotation is to be used for preparing Offeror's pro forma financial statements.*

As your long-term strategic partner, we have a unique understanding of your financial return needs and the role the dining program plays in short-term and long-term financial stewardship for UMW. What we have proposed is a creative and transformative financial proposal that best leverages the various factors that impact overall program excellence, while maximizing the return to the University.





Detailed Breakdown of Total Return to the University of Mary Washington and Assumptions

The table content is completely redacted with black bars.

25/11/2024