

Every day, Chef Dave Schneider, Chef Dave Roeder and Chef Rigo continue to work with the team to push the limits on celebrating fresh, simple, bold and satisfying flavors through seasonal ingredients that celebrate Eagles' diverse backgrounds while driving from scratch techniques – "A Must" as Chef Rigo calls it. **Put simply, you will not find a more passionate team of culinarians and artisans who just love what they do and they delight UMW students, faculty, staff and campus guests, using their talent, creativity and passion to craft exciting culinary experiences that satisfy every time.** If you've ever enjoyed Ms. Flo's Vegan Meatball Sub at the Vegan Bar or Chef Dave's chicken and waffles, their "Love of Food" is strongly felt by every Eagle.

**Beyond sharing our love of food, we are partners for student life and share their sense of connectedness to campus. We share in the work of recruitment, engagement and retention and *aspire* to encourage Eagles to meet their full potential.**

### **Build with Your Trusted Team, Not Start Over**

This vision of an interwoven Eagle community guides us as we recommend ways to strengthen the existing dining program and identify new and exciting opportunities to exceed your needs and expectations. The new Eagle Dining answers the call for new organic learning opportunities, greater financial and environmental sustainability, stronger community involvement, and satisfaction of diverse student needs.

To unite and engage the entire UMW community through culinary discovery, we commit to:

- **Cultivating culinary innovation through on-trend recipes** developed by our culinary team who *aspire* to bring their best self to work each day. This focus is led by Executive Chef Dave Roeder, in partnership with local and global culinary experts, including Sodexo's National Culinary Innovation team led by Chef Rob Morasco and Chef Jennifer DiFrancesco.
- **Obsessed with strengthening student satisfaction** with the resident dining culinary experience through dishes and menus that pique all five senses and reflect the rich cultures and dietary needs represented at UMW.
- **Recruiting and retaining a talented frontline team** like Raymunda Rauer, who has been with Sodexo at UMW since 2005, to execute this vision through "Just Say Yes" customer service, ongoing communications and continuous improvement, while supporting them in an environment where they feel appreciated and valued.
- **Implementing the newest innovations** on the dining horizon to support convenience, efficiency, safety and progress. David ensures our team is consistently pushing the envelope on innovation, flavors, colors and cultures.

## Icons highlight alignment with UMW resident dining goals for Eagles.

» Health and Wellness

» Plant-forward

» Local

» Made-to-order



Health and  
Wellness



Local



Plant  
Powered



Made-to-order

We've listened to the students and used national survey data and student feedback to personalize the recipes and menus within each station to please every palate and cater to every mood. A high-level overview of the concepts we're offering follows:

### Campus Grill Featuring Bodacious Burgers

Who wouldn't love a juicy burger after a big final? Head to the Appendix to check out this menu!



### Pizza Mia

Artisan dough, combined with a slow-cooked sauce made from scratch daily, melty cheese and any number of delectable toppings, makes for a complete meal that can comfort Eagles.



## A Flagrant Divergence from a Fast Food World

Foodiverse® is our innovative, one-of-a-kind solution that will open-up a universe of possibilities for Eagles to eat, meet and engage.

Traditional food courts are functional, but boring, basic and lacking consumer experience. In our vision for the alternate proposal, Foodiverse takes over Top of the CRUC and changes the norm by creating an experiential, exciting retail dining experience in resident dining.

### Foodiverse is a:

- **Flagrant divergence from a fast-food world**
- **"Diverse" in the title to ensure something for everyone**
- **An abundance of curated culinary stalls full of authentic cuisine, including an allergen-free station**



## Chef's Fare

Food-forward and chef-inspired dishes, from macaroni and cheese with trendy toppings to slow-roasted whole chickens, offer comforting, satisfying options.



## Graze

Graze, like its namesake, allows Eagles to access their favorites all day long. With fresh fruit, pastries, yogurt, granola, house-made soups and waffle station, there is something for everyone.



## Spoonfull

Spoonfull is the go-to destination for hearty, flavorful house-made soups and so much more.



## Serrano Mesa Mexicana

Students 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.



## Joe Stacks Deli

Custom-made subs, sandwiches and paninis on fresh-baked breads featuring fresh-sliced deli meats and cheeses, crunchy vegetables, and toppings ranging from classic to adventurous make Stacks the ideal destination for students looking for familiar comfort or something new and fun.



## Quench

Students can start their day out strong and keep their energy up with aromatic, freshly roasted coffees, all fair-trade certified and ranging from mild through bold. Refreshing herbal teas, soft drinks and infused waters round out the options.

## Nourish

Rotating cereal that consists of Eagle's favorites complete with both regular and soy milk options.

## Earth Bar

At Earth Bar, students enjoy healthy, locally-sourced, sustainable ingredients. Organic and vegan selections include composed salads, cold grains, soups and pastas.

## Vegan Grill

With a collection of more than 200 plant-based entrées created by Sodexo chefs, endorsed by the Humane Society of the United States and taste-approved by university students across the globe, vegans and everyone else can make a healthy and humane choice at the Vegan Grill.



## Culinary Vibes with Ms. Flo

Ms. Flo, a well-known face around UMW since 1998, always brings smiles to students' faces when they see her. She takes pride in her work and is often seen photographing the food she is serving to show off. Please scan or click the following QR code to hear Ms. Flo talk about how she interacts with students every day.



*Vegan meatball sub with house made chips*



*Vegan chicken strips with stir fried vegetables, rice and house made pico de gallo*

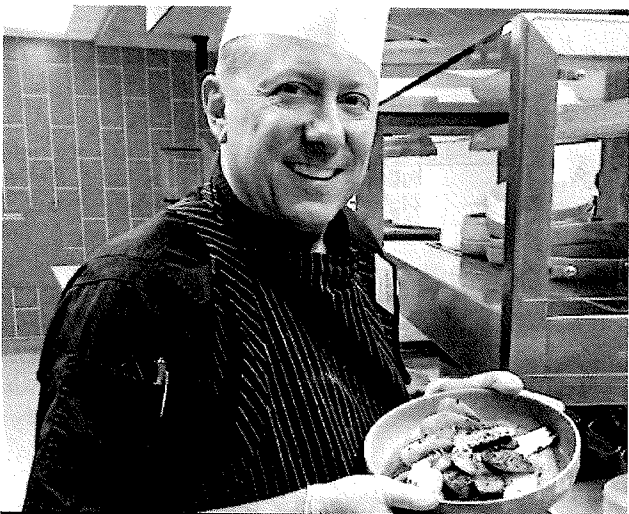


*Jicama slaw taco with roasted potatoes and steamed broccoli*



## Simple Servings

A dedicated station offering fresh, delicious meals prepared without common allergens, including milk, eggs, wheat, soy, shellfish, peanuts and tree nuts. Simple Servings also omits gluten, which students may need to avoid due to celiac disease or gluten intolerance.



"I love that we are able to elevate the dining experience with ever-changing menus, pop-ups and events. This really allows us to bring the Top of the CRUC to life, and make it a destination for students and staff alike."

-Dave Roeder  
Executive Chef

## Magic Oven

From popular ice creams to pastries, cookies, cakes and mini pumpkin pies, Magic Oven offers everyday indulgence and the chance to sample something exotic.

## Globowl

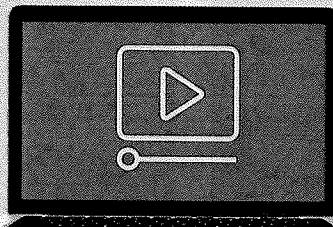
Every two weeks, UMW Dining gives students the opportunity to have unique dining experiences by transforming stations into themed destinations! With GloBowls, students can indulge in a variety of special menus from around the world, all served in a bowl! This premium menu comes with a small upcharge in addition to a meal swipe, but leaves guests satisfied and thrilled to have been given an experience transformed from their day-to-day dining!

## Pop-ups

### Station Takeovers to Add Variety and Fun!

Pop-ups will feature fun, delicious, exciting and unique pop-up culinary events. Eagles can expect deluxe chicken tender baskets, Flamin' Hot Cheetos sushi, plant-based freakshakes and more. These special events will be promoted on social media by our UMW Dining interns.

***Please scan or click the QR code for a video on how freakshakes are made from our Culinary Innovation team!***



*b. Special attention should be paid to customer service. The Offeror should describe specific ways they plan to enhance the current customer service environment including employee uniforms employee training programs, etc.*

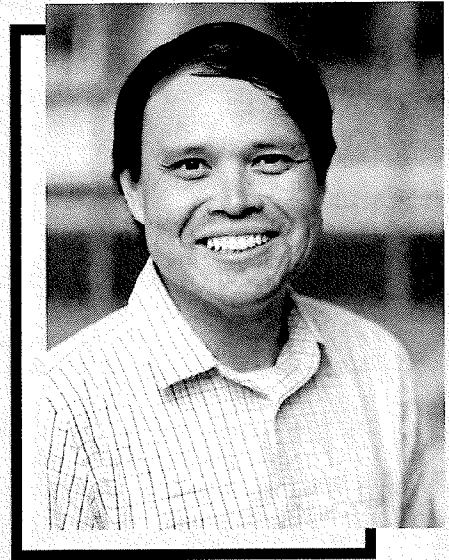
## Building New with Authenticity... Not Starting Over

Our campus Chef Dave Roeder embeds the following standards into everything we do to ensure a superior dining experience that attracts prospective Eagles and keeps students happy and healthy. Research confirms that **on-campus dining is the number-one tool for student engagement.**

Moreover, students recognize the value of the dining hall for their social engagement; more than half of all students say high-quality food is important when choosing a college.

Eagles will revel in seemingly endless options within a comprehensive resident dining program designed specifically for them. Students will enjoy fresh ingredients from the Northeast region and favorite flavors from around the world.

Our partnership with Dr. Marion Sanford and the Multicultural Center has been in place for years. Top of the CRUC recently hosted the Asian Student Association with a themed meal as they recruited new members to join!



**“Building relationships with the students is one of the most rewarding experiences. We see them day, in and day out so hearing their stories and experiences, then seeing them grow into young professionals going into the real world, just makes you thankful that you were able to have an impact on their lives, no matter how small. They aspire for greatness, and we get to support them!”**

**-Lance Mailem  
Director of Resident Dining**

## Food-forward and Innovative

- Food quality is evident
- Food options are delivered consistently (per recipe vs. per cook's preference)
- Hot food is hot and cold food is cold
- Recipes are followed and are fresh; made via batch cooking, utilizing 15-minute guest counts
- Presentation is food-forward (e.g., eye-appealing and no clutter)
- Food vessels are not deeper than 2.5" and service vessels are in good shape and consistent
- Vegetarian, plant-based and allergen-friendly options are available
- Food is managed sustainably with a focus on reducing waste and over production
- Food production process is in place and completed daily

## Welcoming Environment

- Entrance is welcoming and provides guests what they need to know to navigate the dining experience (e.g., menu, hours of service, promotions/special events, etc.), and greeter is making great first impressions
- Signage is clean, crisp and professional.
- Menu item identifiers provide nutritional and allergen-awareness information
- Merchandising is fresh and attractive; visual presentation of products are plentiful and organized
- Customer experience signage is up and current
- Wait times in lines are acceptable (e.g., less than 10 minutes)
- Environment is clean, clutter-free and without safety or tripping hazards
- Management team is on floor during peak dining hours, engaging with guests, and monitoring food quality and cleanliness

## Engaging Every Eagle


- Promotions are visible, current and are executed well. Our team of UMW student dining workers get real-life event-planning experience
- Voluntary meal plans are actively marketed, and positive growth is documented
- Partnerships with admissions for campus tours and tour script has been reviewed.
- Everyday App is activated for Top of the CRUC, is current and up to date
- Pop-up events are offered twice per month
- Customer satisfaction is measured in surveys and daily customer intercepts/interactions

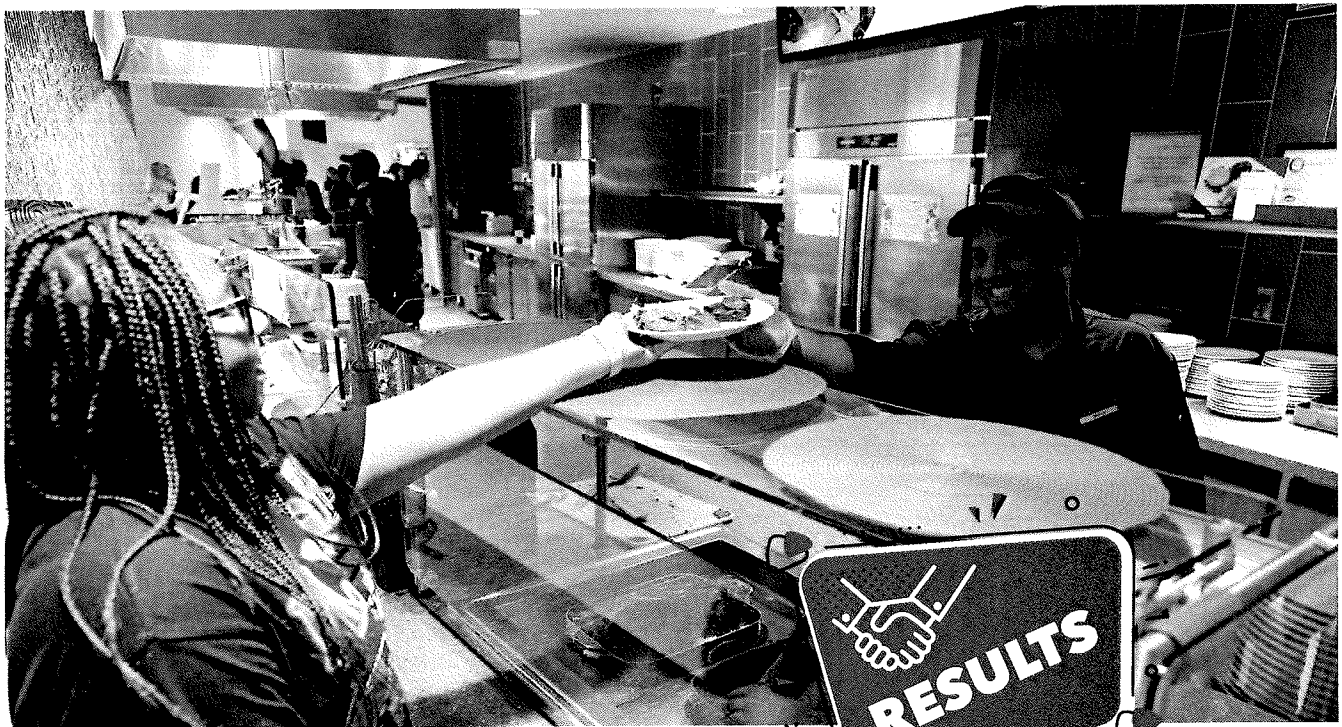
## People Make the Difference

- All staff wear approved, clean, crisp uniforms and follow personal hygiene guidelines
- We train all staff in customer experience program standards
- Staff is friendly, courteous and engaging.
- We train all staff on stations they are operating and perform three checks for safety
- Safety walks are completed weekly.
- Pre-meal huddles happen every day



*c. Submit a five-week sample of the cycle menus proposed for breakfast, lunch, and dinner service. Submittal should group items by location in the servery (i.e., hot entrees, specialty station, sandwich station, salad bar, cold food, etc.), and display the entire week's selections on one sheet (if possible) organized by day of the week. Every effort should be made to recognize quality, wellness, and the demographic breakdown of University of Mary Washington's customers. The Contractor will be required to post menus online weekly with nutritional information five days in advance throughout the term of this agreement.*

The five-week sample of menus can be found in the Appendix. 



Please scan or click the QR code to hear what makes UMW Dining so special.



#### TENURE OF EMPLOYEES

**University of Mary  
Washington Dining  
Employees Average**

**11.5 Years**

**National  
Average**

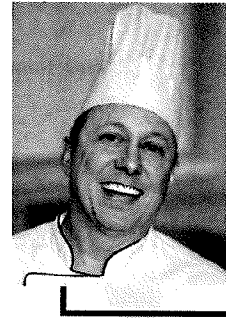
**4.1 Years**



i. Menus must reflect continuous variety, consistent quality throughout all operating hours, and offer menu items from throughout the world.

## MC2 – Same Great Partner, New Innovative Menus

Chefs, operators and dietitians from across the country play active roles in creating our Menu Planning Guide, a fact-filled document and software package distributed seasonally to our residential dining restaurant teams. This guide incorporates menu performance data, national food trend research, new recipe development, current dietary knowledge and other consumer insights to create a vibrant and engaging menu template.



"I **aspire** to bring more food innovations to the menu cycle to ensure our menu stays engaging and changes as trends does."

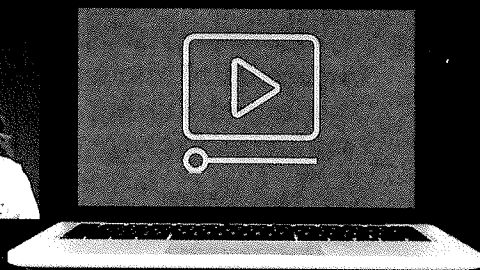
- David Roeder, Executive Chef



Our processes ensure accurate forecasting, purchasing, inventory management and food waste management. The most important step in the process is tracking the menu "live" and initiating constant student feedback to ensure continuous improvement and exceeded expectations.

**Jennifer DiFrancesco, Director of Culinary Solutions, guides the on-site team in cultivating culinary innovation through on-trend recipes.**

**Jenn has over 20 years of culinary experience. Before joining Sodexo, she was program manager at the Humane Society of the United States, where she worked with the top 50 foodservice companies on plant-based recipe development, menu ideation, marketing and customized training to diversify the companies' current menus.**



Please scan or  
click the QR  
code to meet Jen

## But Add a Little Spice

Let's face it- we know exactly what our Eagles love- and how to remix it to keep it fun and interesting! Eagle Nation is all about the T3:

# 1

### Trendy

Chef Dave *aspires* to bring on-trend recipes to the Eagles, driven by feedback from UMW students and other college students around the country.

# 2

### Tested

Our recipes are tested throughout their development, as are the customized signature dishes Chef Dave creates featuring the most wholesome ingredients available, and following stringent preparation and safety procedures to ensure consistency and quality.

# 3

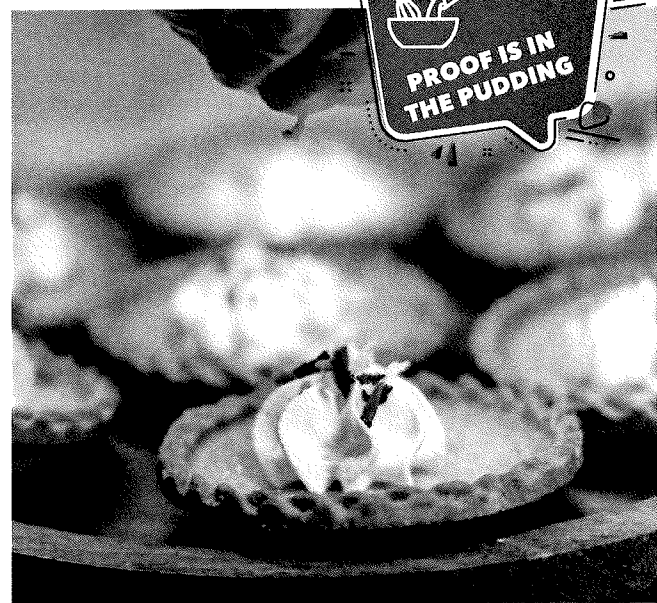
### Tasty

In addition to creating recipes that taste great, we also analyze marinade absorption and product size or weight loss from cooking to establish accurate nutritional content. These new tested recipes and procedures are loaded into our recipe bank and made available to our culinary teams.

## From-Scratch, Fresh-Prep Cooking for an Eagle-worthy Dining Experience

Fresh foods, prepared from scratch, lay the foundation for our dining concepts. We will continue to bring Eagles delicious foods, prepared authentically, by incorporating our diverse and delicious recipes developed by our award-winning chefs and inspired by the regions we serve across the world. Food presentation techniques take color, texture and flavors into consideration to maximize visual appeal. Our chefs pay special attention to the fine details, such as complementary sauces and garnishes that complete the restaurant dining experience.

UMW culinary staff is trained in authentic preparation methods and proper handling of fresh regional ingredients. All entrées, vegetables and salad items are prepared on site. Our culinary teams only use pre-prepared convenience foods and ingredients at a minimum and when necessary. At UMW, many entrées are prepared right in front of customers, enabling customization, adding visual interest and creating an engaging dining experience.



ii. Special dietary needs, such as religious and allergy, must be met.

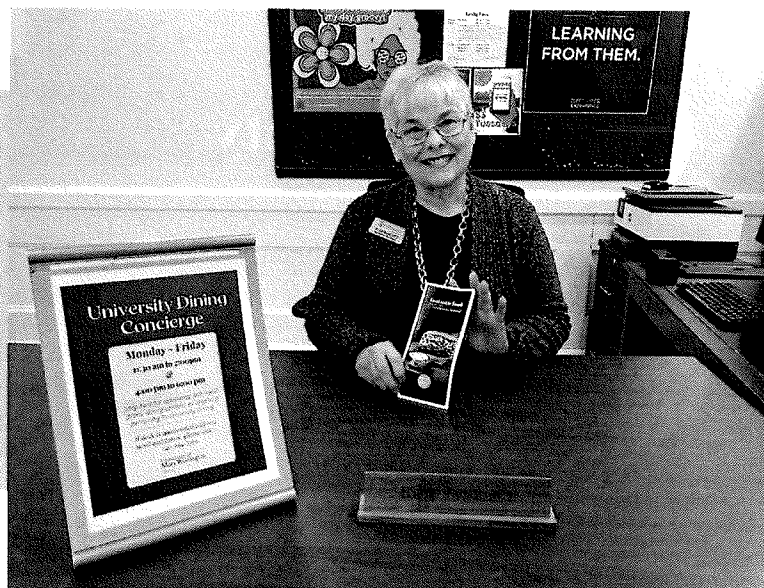
## Everyone is Welcome at The Top of the CRUC

Sue Hurd, your Eagle registered dietitian (RD), will continue to support all nutrition and dietary needs. Our goal is to improve students' nutrition by making the connection between what students eat and their academic performance and mental health. For over a decade, Susan's focus has been on college, university and independent school nutrition. She received her bachelor's degree from Rutgers University and completed her dietetic internship with the Wood Company, now known as Sodexo. Susan is registered with the Academy of Nutrition and Dietetics, and is a licensed dietitian in the state of Pennsylvania. Her vast experiences in food and nutrition education enable her to relate the science of nutrition to the general public in an easily understandable format.



We know that accommodating every student's nutritional needs is extremely important to UMW, which is why we offer 1:1 dietetic counseling to students with special dietary needs. Chef Dave will continue to work with Sue to provide nutrition support and accommodations for all dietary needs and work hand-in-hand with the executive chef to ensure options are available for every student.

Our Dining Concierge Rose Benedict **aspires** to make the dining experience easy and fun by being always on hand to help Eagles discover all dining options available which meet their dietary requirements.







**“The Dining Concierge program has truly been an asset to students at the University of Mary Washington. Having the concierge in a place that is visible and easily accessible has helped students get questions answered and services provided.”**

**-Chris Porter, University Dining Liason**

**“Sodexo’s Concierge Program Makes Customer Service Personal and Immediate.”  
Food Management, 26 July 2022**



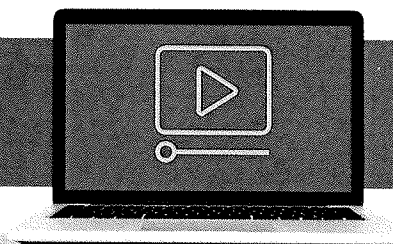
In addition to direct support from RDs and our Dining Concierge, we offer Simple Servings to keep students safe and included within the community of their peers:

## Simple Servings

Simple Servings is our food allergen platform that is free of the top seven allergens plus gluten and – coming soon – sesame! Simple Servings provides an opportunity for students with allergens to enjoy a safe, inclusive environment where everyone can enjoy meals together. The program offers balanced, flavorful meals that include a variety of vegan options, breakfast and a dessert line. The program integrity is ensured through an RD who supports students' needs as well as a three-tiered audit program, consisting of two internal audits with the final audit conducted by the external organization FARE (Food Allergy Research & Education).

Sodexo has partnered with FARE to conduct the audits resulting in a FARE-approved certification for the dining facility. FARE is the most trusted, consumer-facing food allergy organization, and the group parents and students turn to for information about safe dining at colleges. Our managers receive certified food-allergy training from our team of AllerTrain master-trained RDs, and we provide Food Allergy 101 training to our frontline staff annually to ensure all employees who work in a building with Simple Servings are educated on best practices.

Ms. Tracy has been ensuring students dine safely at her Simple Servings station for over 7 years.



Please scan or click the QR code for a video featuring Ms. Tracy!

*d. For each meal, indicate those items which are offered every day and those items which change according to the cycle. Indicate portion sizes and which items are healthful food choices. Text for signage explaining nutritional content must be provided.*

Our full semester sample menu proposed for Top of the CRUC indicates which items are offered every day and those items which change according to the cycle, as well as portion sizes and healthy-choice indicators.

Every Sodexo standardized recipe is prepared to portion needs. From a four-ounce serving of grilled cod to a two-ounce serving of steamed broccoli, each menu item is prepared to a standardized portion, and served with an appropriately-sized utensil (such as an eight-ounce ladle for soups) to ensure proper portions are served by either station attendants or guests themselves. In addition to helping guests to save calories, this also helps to reduce waste through limiting over-serving.

*e. An annual marketing plan for Top of the CRUC and the sales/promotion of meal plans must be provided as part of the proposal.*

Built on a foundation of guest insights and research, our marketing plan for University of Mary Washington is built on the SMART principle where goals will be Specific, Measurable, Achievable, Relevant and Timebound. Our plan will include clearly defined goals supported by tactics that will help drive program value, engagement, community, wellness, sustainability and FUN!

Marketing for this venue is integrated into our sample marketing plan, which you will find in the Appendix.

### **Staffing**

*a. Submit staffing schedules for the Top of the UC, for one normal complete week of operation during the academic year using the guidelines in Attachment B (use Excel file provided for staffing worksheet). Also submit a weekly staffing plan for the first full week of the semester. Special attention needs to be made to weekends. Contractor shall also provide a representative staffing schedule for early arrival students.*

Staffing schedules for Top of the CRUC for one normal complete week of operation during the academic year can be found in the completed financial worksheet in the Appendix.



*b. Detail the payroll rates and benefit costs for all hourly and salaried employees for this operation. Indicate to whom this unit's manager will report.*

Payroll rates and benefit costs for all hourly and salaried employees for this operation can be found in our completed financial worksheet in the Appendix. The unit manager for this operation will report to the resident dining director.

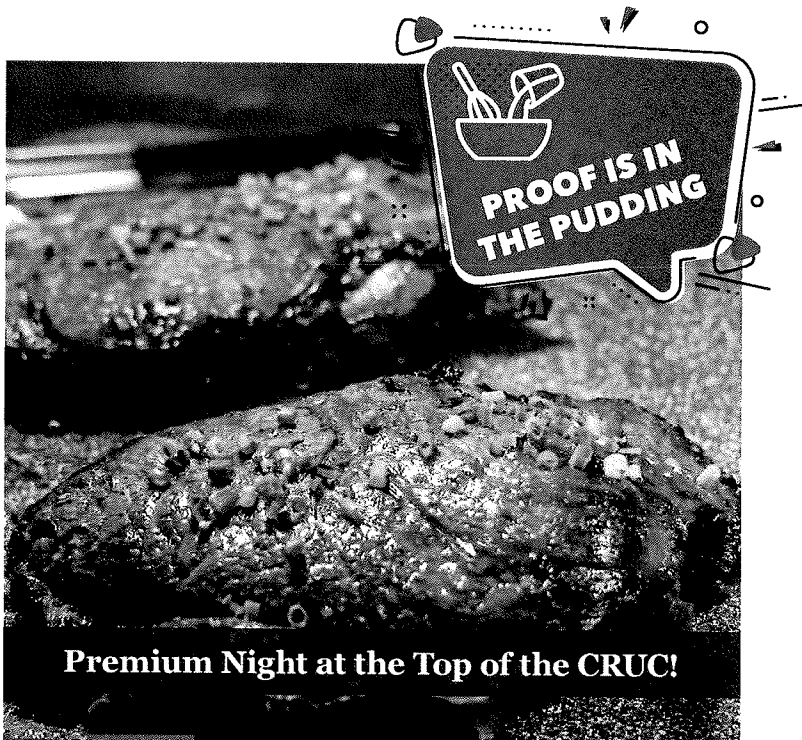
*c. Contractor must provide a plan to utilize stations to their capacity.*

We ensure dining stations operate at their maximum capacity with our extensive recipe collection depending on small batch cooking. Cooking food in small batches means nothing goes to waste, and diners always get a hot, fresh meal plated specially for them. Serving food at its freshest, brings more customers to each station to be served exciting, tasty dishes they love, with our typical world-class service.



*d. Contractor must provide a management oversight plan to ensure that a manager is observing the dining facility to look for potential issues (e.g., running out of food, cleanliness issues, etc.) so that these issues can be corrected immediately.*

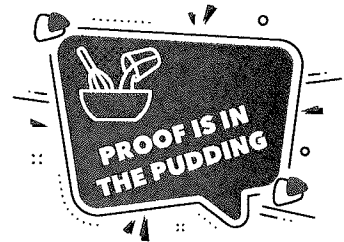
Your managers and supervisors will continually move about the dining hall and ensure that team members are actively cleaning, keeping their stations filled with fresh, ready-to-serve items, and that all additional wares (from plates, glasses and silverware to beverages and condiments) remain well-stocked. Our team operates like a well-oiled machine, with every member aware of their role and acting quickly and efficiently to refill foods, restock beverages and ensure guests are satisfied. There are scheduled positions such as “runner” and “stocker,” to offer additional support and maintain continuous service to students. Managers from all of our dining locations communicate with each other via text and phone so that, if the need should arise, managers and supervisors can support any venue.



**Premium Night at the Top of the CRUC!**

*e. Offerors must describe how they will ensure proper preparation for busy periods to ensure minimal wait times for customer and ensure that they will not run out of food items during peak periods.*

With Chef Dave and your dining team, the proof is in the pudding. Here's a great example of how we continue to manage



food production to ensure we proactively minimize wait time for our Eagles. Because we know that Eagles are busy and often only have 20 minutes between classes, we work with the University to manage around class schedules and know that the block between 12:10 p.m. and 12:45 p.m. are the biggest lunch rushes. During the peak times of all meals, all managers and chefs/sous chefs are on the floor with the goal of moving customers through our venues as quickly and efficiently as possible, while providing them with great food and stellar customer service.

We also review our customer participation and portions served by station to determine how to improve our menu mix and variety, so customers have more choices and station flow is more balanced moving forward.

*f. The incumbent contract has many well-respected current employees. The awarded Contractor is encouraged to interview all current employees who wish to remain at UMW for foodservice positions.*

As your current partner, all employees will be retained in our transformation of UMW dining services.

# Retail Dining

## Panera Bread

*2. Panera Bread: (Refer to Residential and Retail Operations within the Statement of Needs for requirements).*

### **Program, Menus, and Concept Descriptions**

#### *a. Menu Profile – Minimum Menu Profile*

A sample menu for Panera Bread is located in the Appendix.

*b. Describe the concept proposed for this outlet including promotions, merchandising and other features.*

The Panera menu's diverse range of flavors served in a healthy, convenient format can satisfy any diner, and they're always working on new combinations to tempt your campus community. From sandwiches and salads to that world-famous mac and cheese, Panera offers something for everyone, with quick service and the right price for a filling breakfast, a study session snack or a wholesome dinner on the go.



*c. Panera will be included in Board Plan for student access.*

Eagles will still be able to utilize their board and declining balance at Panera Bread.

*d. Special attention should be paid to customer service. The Offeror should describe specific ways they plan to enhance the current customer service environment including employee uniforms employee training programs, etc.*

Details about our approach to customer service can be found in Section 3.1, Menus, Concepts and Descriptions Question B.

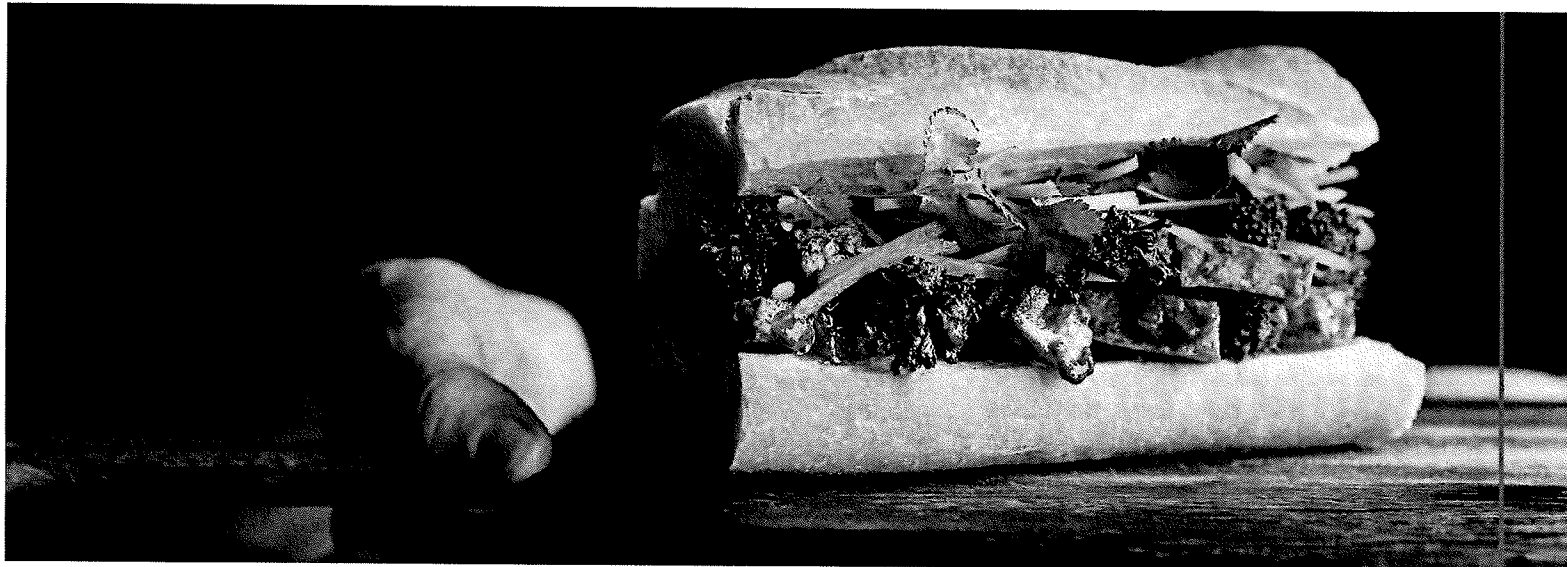
*e. Provide a complete price and portion guide. Portion sizes and food quality must be equal to those provided at off-campus Panera Bread locations.*

The sample menu provided in the Appendix includes the price and portions for items purchased from Panera Bread.

*f. Itemize projected sales using the forms provided in Attachment B.*

Itemized projected sales can be found in the completed financial worksheet in the Appendix.





*g. Indicate which items are healthful food choices. An annual marketing plan for this venue should be provided as part of the proposal.*

Panera Bread will continue to have clear signage and indications on menus and promotional materials regarding healthy items, including those featuring lean proteins, plant-forward cuisine and whole grains, and those that meet Mindful standards of low calories, fat, sodium and sugar.

Our team works closely with our national and local brand partners to integrate brand promotions and augment them with events created specifically for campus. The latter are highlighted in the sample annual marketing plan, which you will find in the Appendix.

### **Staffing**

*a. Submit staffing schedules for one complete week of operation using the guidelines in Attachment B.*

Staffing schedules for Panera Bread for one normal complete week of operation during the academic year can be found in the completed financial worksheet in the Appendix.

*b. Detail the payroll rates and benefit costs for all hourly and salaried employees for this operation. Indicate to whom this unit's staff will report.*

Payroll rates and benefit costs for all hourly and salaried employees for this operation can be found in our completed financial worksheet in the Appendix. The unit staff for this operation will report to Retail Manager Lori Francis-Kelly.

# Katora Café

*3. Katora Café: (Refer to Residential and Retail Operations within the Statement of Needs for requirements).*

## **Program, Menus, and Concept Descriptions**

*a. Describe the concept proposed for this outlet including promotions, merchandising and other features.*

Katora was founded by April and Christian in 2017. With deep roots in community – their dream has always been to offer a safe space supportive of recovery, mental health, LGBTQ+, the arts, and music. Katora Coffee is a plant-based café, serving organic coffee and tea and is thriving in the downtown Fredericksburg social scene!



Katora Café is truly a gathering place for Eagles. Bookmobile FXBG hosts a Lending Library at Katora where students can exchange books as they finish them, at no cost.

*b. Special attention should be paid to customer service. The Offeror should describe specific ways to reach the highest quality of customer service environment including employee uniforms employee training programs, etc.*

Details about our approach to customer service can be found in Section 3.1, Menus, Concepts and Descriptions Question B.

*c. Provide a complete price and portion guide.*

A sample menu including the price and portions for items purchased from Katora Café can be found in the Appendix.

*d. Itemize projected sales using the forms provided in Attachment B. Indicate which items are healthful food choices. An annual marketing plan for this venue should be provided as part of the proposal.*

Itemized projected sales can be found in the completed financial worksheet in the Appendix.

Katora Café will continue to have clear signage and indications on menus and promotional materials regarding healthy items, including those featuring lean proteins, plant-forward cuisine and whole grains, and those that meet Mindful standards of low calories, fat, sodium and sugar.

Our team works closely with our national and local brand partners to integrate brand promotions and augment those with events created specifically for campus. Those are highlighted in the sample annual marketing plan, which you will find in the Appendix.

## Staffing

*a. Submit staffing schedules for one complete week of operation using the guidelines in Attachment C.*

Staffing schedules for Katora Café for one normal complete week of operation during the academic year can be found in the completed financial worksheet in the Appendix.

*b. Detail the payroll rates and benefit costs for all hourly and salaried employees for this operation. Indicate to whom this unit's staff will report.*

Payroll rates and benefit costs for all hourly and salaried employees for this operation can be found in our completed financial worksheet in the Appendix. The unit staff for this operation will report to Retail Manager Lori Francis-Kelly.

# Grab and Go Market

*4. Grab and Go Market: (Refer to Residential and Retail Operations within the Statement of needs for requirements).*

## Program, Menus, and Concept Descriptions

*a. Describe the concepts proposed for these outlets including promotions, merchandising and other features.*

Grab-and-go menu items consist of an enticing selection of high-quality, smartly packaged, ready-to-enjoy foods prepared daily using only the only freshest and – whenever possible – local ingredients.

Choices may include sandwiches, subs, entrée salads, side salads, wraps, blended yogurts, parfaits, fruit and veggie cups and more. Also available are chips and other side snack items, Sodexo's ethical coffee and tea offering – Aspretto – and a variety of bottled beverages. This location proves that the best ideas are sometimes the simplest ones.

## Aifi-enabled NANO Stores

Fully assembled, freestanding container model of the eat>NOW market equipment with Aifi autonomous technology. Allows for access to grab-and-go, hot meals and convenience items in locations where a physical footprint is not easily established. Open 24/7, with an optimal inventory mix, these NANO markets are part of our alternate proposal.



*b. Special attention should be paid to customer service. The Offeror should describe specific ways they plan to enhance the current customer service environment including employee uniforms employee training programs, etc.*

Details about our approach to customer service can be found in Section 3.1, Menus, Concepts and Descriptions Question B.

*c. Provide a complete price and portion guide.*

A sample menu including the price and portions for items purchased from the Grab and Go Market can be found in the Appendix.

*d. Itemize projected sales using the forms provided in Attachment B.*

Itemized projected sales can be found in the completed financial worksheet in the Appendix.

*e. Indicate which items are healthful food choices. An annual marketing plan for this venue should be provided as part of the proposal.*

The Grab and Go Market will continue to have clear signage and indications on menus and promotional materials regarding healthy items, including those featuring lean proteins, plant-forward cuisine and whole grains, and those that meet Mindful standards of low calories, fat, sodium and sugar.

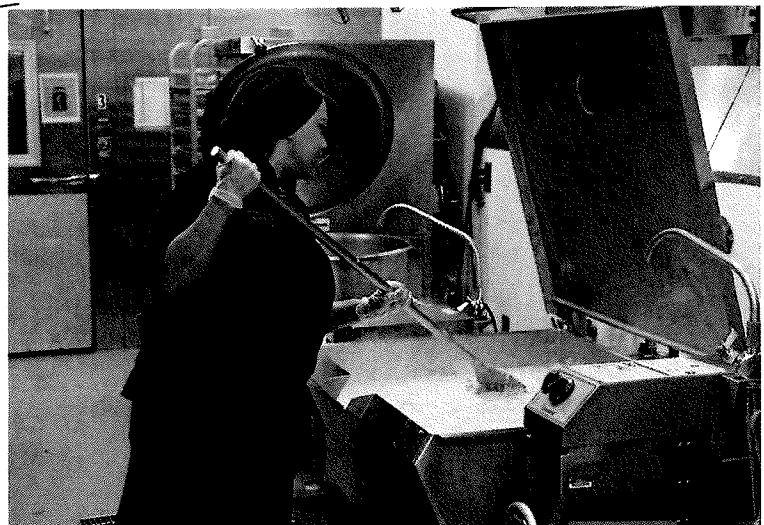
Our team works closely with our brand partners to integrate brand promotions and augment them with events created specifically for campus. The latter are highlighted in the sample annual marketing plan, which you will find in the Appendix.

### **Staffing**

*a. Submit staffing schedules for one complete week of operation using the guidelines in Attachment B.*

Staffing schedules for the Simply to Go Market for one normal complete week of operation during the academic year can be found in the completed financial worksheet in the Appendix.

**Latino Melting Pot Dinner at Top of the CRUC!**





*b. Detail the payroll rates and benefit costs for all hourly and salaried employees for this operation. Indicate to whom this unit's staff will report.*

Payroll rates and benefit costs for all hourly and salaried employees for this operation can be found in our completed financial worksheet in the Appendix. The unit staff for this operation will report to Retail Manager Lori Francis-Kelly.

## Vocelli Pizza

*5. Pizza Concept (Refer to Section 2. Residential and Retail Operations of the Statement of needs for requirements).*

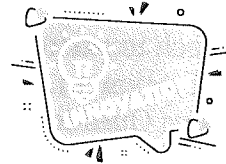
### **Program, Menus, and Concept Descriptions**

*a. Describe the concepts proposed for these outlets including promotions, merchandising and other features.*

Challenged with developing his own quality recipes, Varol, owner of Vocelli Pizza, created products from the finest ingredients available. The pizza recipes begin with a signature sauce that is fresh-packed, never from concentrate. The tomatoes are rushed from the farm fields of California and canned within 6 hours after they are picked and preservatives are never used. The dough is made with the best spring wheat available, and mixed with extra virgin olive oil. The 100% mozzarella is a fresh, never frozen, all-natural Wisconsin cheese. And all of Varol's award-winning, artisan pizzas are crafted from family recipes. Coming soon!



New flatbread special menu for delivery by Kiwibots-unique flavors with a "No Carboli" option!



*b. Special attention should be paid to customer service. The Offeror should describe specific ways they plan to enhance the current customer service environment including employee uniforms employee training programs, etc.*

Details about our approach to customer service can be found in Section 3.1, Menus, Concepts and Descriptions Question B.

*c. Provide a complete price and portion guide.*

A sample menu including the price and portions for items purchased from Vocelli Pizza can be found in the Appendix.

*d. Itemize projected sales using the forms provided in Attachment B. Indicate which items are healthful food choices. An annual marketing plan for this venue should be provided as part of the proposal.*

Itemized projected sales can be found in the completed financial worksheet in the Appendix.

*e. Indicate which items are healthful food choices. An annual marketing plan for this venue should be provided as part of the proposal.*

Vocelli Pizza will continue to have clear signage and indications on menus and promotional materials regarding healthy items, including those featuring lean proteins, plant-forward cuisine and whole grains, and those that meet Mindful standards of low calories, fat, sodium and sugar.

Our team works closely with our national and local brand partners to integrate brand promotions and augment them with events created specifically for campus. Those are highlighted in the sample annual marketing plan, which you will find in the Appendix.

### **Staffing**

*a. Submit staffing schedules for one complete week of operation using the guidelines in Attachment B.*

Staffing schedules for Vocelli Pizza for one normal complete week of operation during the academic year can be found in the completed financial worksheet in the Appendix.

*b. Detail the payroll rates and benefit costs for all hourly and salaried employees for this operation. Indicate to whom this unit's staff will report.*

Payroll rates and benefit costs for all hourly and salaried employees for this operation can be found in our completed financial worksheet in the Appendix. The unit staff for this operation will report to Retail Manager Lori Francis-Kelly.

# **Mein Bowl and Hissho Sushi**

*6. Sushi Concept: (Refer to Section 2. Residential and Retail Operations of the Statement of needs for requirements).*

### **Program, Menus, and Concept Descriptions**

*a. Describe the concepts proposed for these outlets including promotions, merchandising and other features.*

Our alternative bid features a rotating restaurant menu in the Mein Bowl space.



**Mein Bowl** **hissho**  
by *sodexo* **sushi.**

Mein Bowl Asian Market offers a harmonious experience with authentic global flavors and vibrant “made-for-me” menu choices from healthy to indulgent. Developed collaboratively with restaurant owner and celebrity chef, Mai Pham, Mein Bowl focuses on authentic Asian street food.

The incredibly satisfying Mein Bowl experience begins as soon as students step up to the counter. In full view of the authentic wok-style cooking display, students are pulled in by the aromas of pungent spices and delicate sauces, and fascinated by the fast-moving hands of chefs turning fresh vegetables, noodles, chicken, beef and pork into delectable dishes.

Students can enjoy the option of picking one, two or three delicious entrees – like orange chicken, sweet and sour shrimp and kung pao beef – then adding their choice of lo mein noodles, steamed or fried rice. Of course, Mein Bowl offers crunchy egg rolls, steamed or fried dumplings, hot soups and intriguing dipping sauces to round out the meal.

Mein Bowl also features hand-rolled Hissho sushi, made fresh daily by accomplished sushi chefs. Hissho sushi uses many of the highest quality ingredients traditionally found only at the finest and preeminent sushi locations, including high grade, premium level sushi, rice and seasonings, including fresh tuna, salmon, sweet shrimp and fresh yellowtail, just to name a few.

*b. Special attention should be paid to customer service. The Offeror should describe specific ways they plan to enhance the current customer service environment including employee uniforms employee training programs, etc.*

Details about our approach to customer service can be found in Section 3.1, Menus, Concepts and Descriptions Question B.

*c. Provide a complete price and portion guide.*

A sample menu including the price and portions for items purchased from Mein Bowl and Hissho Sushi can be found in the Appendix.

*d. Itemize projected sales using the forms provided in Attachment B. Indicate which items are healthful food choices. An annual marketing plan for this venue should be provided as part of the proposal.*

Itemized projected sales can be found in the completed financial worksheet in the Appendix.

Mein Bowl and Hissho Sushi will continue to have clear signage and indications on menus and promotional materials regarding healthy items, including those featuring lean proteins, plant-forward cuisine and whole grains, and those that meet Mindful standards of low calories, fat, sodium and sugar.

Our team works closely with our national and local brand partners to integrate brand promotions and augment them with events created specifically for campus. The latter are highlighted in the sample annual marketing plan, which you will find in the Appendix.



## **Staffing**

*a. Submit staffing schedules for one complete week of operation using the guidelines in Attachment B.*

Staffing schedules for Mein Bowl and Hissho Sushi for one normal complete week of operation during the academic year can be found in the completed financial worksheet in the Appendix.

*b. Detail the payroll rates and benefit costs for all hourly and salaried employees for this operation. Indicate to whom this unit's staff will report.*

Payroll rates and benefit costs for all hourly and salaried employees for this operation can be found in our completed financial worksheet in the Appendix. The unit staff for this operation will report to Retail Manager Lori Francis-Kelly.

# **Catering, Camps and Conferences**

*7. Catering, Camps, and Conferences: (Refer to the Statement of Needs for requirements)*

## **Program, Menus, and Concept Descriptions**

*a. Describe the concepts proposed for this catering operation, which may include theme, decor, special promotions, merchandising, special services, menu enhancements, and other features.*

# **We Know What You Love**

*Same Confident Team. New Level of Excellence.*

For the University of Mary Washington, we will continue to provide a catering program that puts the customer and guest experience at the forefront, with innovative catering services at prices that deliver high value. Through custom curated events, featuring unique appointments and handcrafted cuisine and menus that reflect an understanding of the UMW campus culture, we will take your catering program to a new level of excellence.

From reliable, everyday catering featuring rave-worthy, made-from-scratch food at the best possible price to more exquisite executive functions that require grand sophistication, our unique, customizable portfolio of offerings can support any event size and price level.

Our global culinary team develops menus for each tier based on emerging food trends, consumer insights and seasonal products. A service blueprint that is maintained by our Catering Manager Evelyn Sheav, is used to execute each event, making it easy to duplicate success.





## Elevating Catering Performance Focusing on what is important to UMW

**Five Enhanced Benefits University of Mary Washington Can Expect  
in the Progression of Our Partnership**

- » **Creating Memorable Experiences On- and Off-Campus**– Expand marketing efforts on- and off-campus, with an emphasis on the alumni network. We plan to send out brochures, discounts and limited-time-offers communications to departments on campus, and businesses in the surrounding community to grow your catering business.
- » **Fostering Growth and Enriching Student Experiences** – Catering offers flexible scheduling capabilities for student workers. We will continue to build a relationship with UMW's hospitality department to provide relevant job experiences for students, as well as helping to bolster campus-community economics.
- » **Attracting, Developing and Inspiring the Best Talent** – We will invest hundreds of hours in training your staff, and will be laser-focused on these areas by providing high-quality food and service through planning, training, and execution.
- » **Sourcing the Freshest Ingredients and Supporting the Local Community** – We will source the freshest ingredients from local partners to not only support the local community, but ensure we have the highest quality food available for UMW.
- » **Be our guest** – We know what you love, and we will continue to provide a catering program that puts the customer and guest at the forefront.

## Great Things Happen When Eagles Come Together

A special event should be magical from the moment guests enter, until they say their final goodbyes. We understand the importance of ensuring meaningful and memorable experiences for all types of UMW events. From welcome back cookouts, club banquets, Family Weekend picnics and cultural celebrations to elegant fundraising dinners, presidential events and galas, our customizable portfolio supports any event size and price level. We will continue to utilize the following catering tiers for UMW Catering.

FLAVOURS  
by sodexo

**Full-service, Fully-customizable Catering**  
Specializing in luncheons, dinners, buffets, receptions, coffee breaks and meetings, FLAVOURS provides comprehensive services that extend well beyond menu selection. A completely flexible set of options ensures maximum enjoyment with minimal customer strain, with customizable options to fit most budgets. Standards for this service level include:

- Service staff to make sure your event is enjoyable and relaxing
- Linens and tableware service for an added sense of elegance
- Options for groups as small as two and reaching comfortably to serve as many guests as you choose to include
- Served and buffet options for every occasion
- Presentation standards designed to ensure your satisfaction with every event

## S Q U A R E T O M A T O

### Budget-Conscious and Designed for Convenient Pickup

Square Tomato is the perfect solution for students looking for quality food that's convenient, affordable and offers a variety of choices for small or large gatherings. This easy-to-execute catering program is supported by a perfectly sized menu with items by the dollar, plus platters, party packages, pizzas and hot meals by the pan (designed for 12 or more).

**Sodexo's award-winning catering program at the University of Mary Washington hosts several fundraising and alumni events on campus throughout the year.**



Square Tomato was created specifically for groups who crave community but don't have the robust budget of the typical catering customer. With Square Tomato, these students order just the right amount of food at the right price, capturing a whole new catering clientele – those who would normally go off site or order food for delivery. By staying on campus, UMW students get to the fun that much quicker with Square Tomato's perfectly portioned meals or a la carte options.

**Focused on Great Food,  
Convenience and Value ...  
*That's Square Tomato***

# Executive/ Premium Catering

## Inspired Details, Sophisticated Service

Executive- or cabinet-level events require a high-quality, detail-oriented, refined catering solution. The priority for our executive catering is meticulous attention to service and logistics so that no detail is overlooked. A customized event solution is developed by our executive chef and catering manager utilizing regionally-sourced products at the top of their season while selecting event amenities which perfectly reflect of the event space.

## Seasonal Menus and Limited-time Offers

Seasonal catering and limited-time offers are designed to grow sales, showcase your executive chef's culinary talent and bring you new and exciting catering options to fit any theme.

New offers are introduced quarterly, with special menus and décor to add distinctive ambiance and flavor to your events. Your catering director will work with you to make each seasonal catering offer a perfect fit for the occasion, and a delight for your guests.

simply to go

## Fresh, Simple Meals for Casual Meetings and Events

For guests who want high-quality, flavorful fresh products, Simply to Go provides the catering solution they will enjoy. With its complete line of branded disposable eco-friendly packaging creating both a professional and thoughtful appearance, Simply to Go competes effectively with national retail fast-casual restaurants. Whether you choose group lunch boxes or individual boxed lunches, Simply to Go leverages the same fresh menu items we have introduced in our on-site restaurants together with a comprehensive branded look, all in one neat package.

Chosen as  
***“Best of the Burg”***  
Caterer for 2019!

*b. Prepare a catering manual. The manual shall contain sample breakfast, lunch and dinner menus, hot and cold buffet and hors d'oeuvre selections which would be available upon two weeks advance notice.*

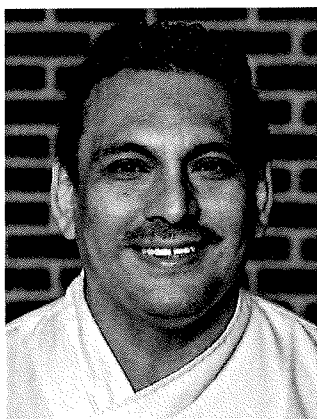
Catering manuals for all catering levels can be found in the Appendix.



*c. Assume menus will be changed at least once annually. It is desirable that the menus reflect visual beauty, variety, wellness, quality, and price (consistent with the University's catering history) as well as catering policies.*

Our approach to catering is not one-size-fits-all. We deliver a versatile catering program that is adaptable for every event style and customer. We know you and work with you to customize the ideal catering model to meet the varying needs of students, faculty, staff, executives and community groups.

As we expand the possibilities of UMW catering, we will create unique experiences to engage, discuss and grow through our constantly updated menus, limited-time offers and seasonal menus. They are designed to grow sales, showcase your executive chef's culinary talent and bring you new and exciting catering options to fit any theme. New offers are introduced quarterly, featuring special menus and décor to add distinctive ambiance and flavor to your events. More information can be found in the sample marketing plan in the Appendix.



Executive Chef Rigo is known for his ability to infuse global and regional flavors to create menus that are the talk of the town.

*i. Offer must submit a minimum of 5 menus that meet COVA per diem rates: <https://adminfinance.umw.edu/ap/travel/per-diem-and-lodgingrates/#Lodge>*

Our five menus that meet COVA per diem rates can be found in the Appendix.

*d. Indicate which items are healthful food choices. In addition, prepare a set of limited menus that will be standard daily menus available at all times on short notice and those which would be available on a one or two day advance notice. These would be limited to small faculty or administrative staff groups, or other special group meetings.*

## Flexible Service

Dining, to an increasingly greater degree means flexibility, convenience and value. We will prepare for the UMW community's busy schedules to allow one- or two-day advance notice for select menu items, including most options except seafood and events requiring specialty linens.

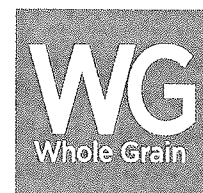
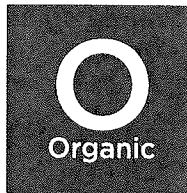
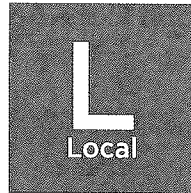
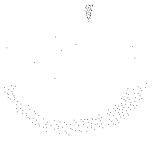
For events when one- to two-hour notice is given, most menu items are available. Exceptions during this time include steak, seafood, specialty desserts/pastries and specialty linens.

Please note: Short notice orders are available Monday through Friday 8 a.m. – 5 p.m. only. We will not staff the office on weekends to take the calls to fulfill orders. Additionally, on rare occasions, the volume of other pre-scheduled catering events may limit options.



## Healthful Choices

Throughout the catering menus introduced earlier in this section, we use icons to denote Mindful, vegetarian and vegan options. We are also able to accommodate gluten-free guests upon request.



Our most healthful food choices are noted with the Mindful icon. The Mindful selections contain foods that balance nutrition with enticing flavors to create an indulgent way to enjoy health. Mindful choices are lower in calories, saturated fat, cholesterol and sodium are trans-fat-free; and high in fiber.

*e. Offeror shall describe the process by which their catering proposals are prepared and how much time the offeror expects to present their proposals to the client.*

## Catering Timeline

Typically, we allow:

- 1.5-hour setup time for three- or four-course meals (varies depending on situation). General guideline for tabletop setup: 150-200 guests = four staff/two hours, one hour for beer/wine/soda bar, 1.5 hours for full bar
- One hour for clearing at end of meal, including side work



*f. Offeror shall provide a timeline and method for responding to customer inquiries.*

Strong communication with our clients is the key to our success.

The following outlines our standard catering policies. As always, your UMW Catering team is happy to discuss and accommodate a variety of needs. If an event does not fit the parameters outlined here, we make sure that we maintain flexibility and creativity to find solutions.

### **1. Reserve the Space for your Event**

The location of the event must be confirmed prior to placing your catering order. Set up of food and guest tables, chairs and other equipment must be arranged when the space is reserved from the contacts listed below. If tables are not supplied, and must be procured by catering staff, additional catering fees may apply.

### **2. Making your Catering Reservation**

Catering reservations should be made as early as possible and at least 10 days in advance. Details can be changed, but it is most important to schedule your event so that it is on the catering calendar. Evelyn Shea is the main point of contact for all catering at UMW.

- Order online at <https://umwcatering.sodexomyway.com/>– this link is also accessible on the website. A date may be blocked by the Catering Administrator because of limited availability. If you find the date you want is blocked, please contact the administration for assistance.
- Order by phone through the Catering Administrator's office: 540-654-5978
- Email at: [eshea2@umw.edu](mailto:eshea2@umw.edu)

Once an order is placed, it will be reviewed by our catering staff and a catering contract will be provided to you.

### **3. Confirmation of Details**

After finalizing the details of your catering event, you will receive a catering contract. Please carefully review all the information for accuracy and completeness; sign and submit it to the Catering Office, or complete the online confirmation process.

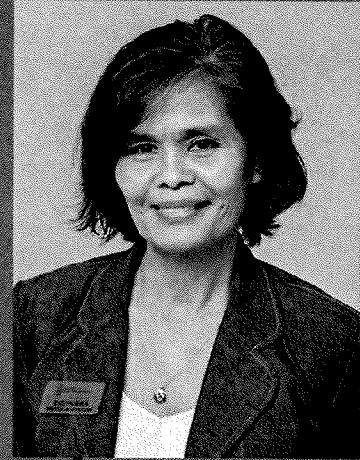
### **4. Confirmed Guest Counts**

To ensure the appropriate amount of food, a guaranteed final guest count must be provided to the Catering Office at least three business days prior to your function. Five business days are required for events over 100 guests.

### **5. Late Order Availability**

All orders must be placed at least 10 days prior to the event to give the catering office sufficient time to procure food and service personnel. If the event is over 200 guests, a month's notice is appreciated.

**Director of Catering Evelyn Shea has organized each UMW event and function for the past 9 years. Simply put, Evelyn knows what you love. No two events will look the same and frequent attendees will enjoy a variety of experiences and delicious food offerings.**



*g. Describe customer service and standards for customer care.*

## **Specialized Catering Training**

Specialized training for the catering staff is a key focus. Each employee understands their role in the execution of every event, and performs with grace and professionalism.

Waitstaff, managers, event coordinators, sales-office personnel and culinary team members who serve UMW complete a specially designed catering curriculum. Participants receive a copy of the comprehensive Waitstaff and Special Events Handbook, our how-to guide for excellence in catering.

## **Staffing and Service Level Specifications**

We develop catering staffing dynamics through clear interpretation of each event, including targeted customer experience and overall costing. The event details, such as population, location and time duration, determine various staffing and delivery models inclusive of manned/unmanned service, refresh attendant frequency, and/or customer prepackaging such as Bento boxes or delivery, pick-up or drop-off.

## **Student Employment Opportunities**

Your catering team includes as many UMW students as possible. The catering environment is ideal for students, because much of the work is in the evening and scheduling is flexible. In addition to the convenience of working on campus, joining your catering team offers student employees a unique view of UMW's role in the community – both as host and fundraiser. They bring an invaluable, fresh look to every event and endear our team to event guests.

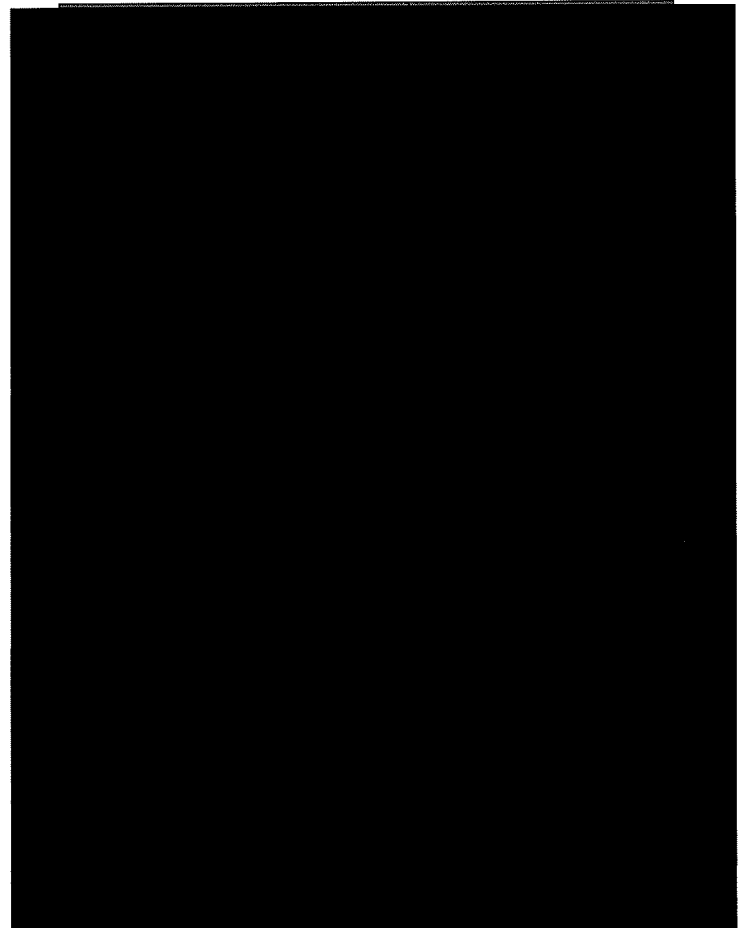
## Customer Feedback is Essential

Customer feedback is our most essential tool for quality assurance. We have a multifaceted approach to hear directly from customers about their catering experience, including:

- **Event drop-off cards** with a number to text to are provided so customers can reach out to us with comments, or if immediate needs arise.
- **Invoice surveys** measure accuracy of billing and efficiency of the overall sales process by asking five basic questions. The goal is to ensure satisfaction with price and service on the part of both client and attendees.
- **Annual catering surveys** offer opportunities to gather comprehensive feedback. Customers rate areas such as customer service in sales, event service, overall customer satisfaction, invoicing, food quality, timeliness and appearance of set-ups.
- **Catering client expectations meetings** are held annually between the catering director and key catering clients. These meetings outline opportunities and goals for the future.
- **MyDtxt** allows for instant customer feedback on any event.

*h. Propose pricing on a per cover basis for a minimum number of covers. Additionally, please show the calculations involved in determining the per person cost for a smaller number of covers than the minimum quoted above. Catering price renewal will be due to University of Mary Washington by no later than November 1<sup>st</sup> for the following July through June fiscal year annually. Submit the average per cover prices of each of the following: i. Continental breakfast ii. Hot, served breakfast iii. Cold, served luncheon iv. Hot, served luncheon v. Simple cocktail and hors d'oeuvre reception vi. Cold, served dinner vii. Hot, served dinner viii. Full Dinner Buffet ix. Conference meals and breaks*

## Average Catering Price





*i. Offeror is to provide a breakdown of what customers will be charged for additional items including, but not limited to: i. Table Linens ii. Additional Wait Staff iii. Flowers iv. Decorations/Themes v. Please note that the current contract does not allow delivery charges except to the Stafford campus. University of Mary Washington wishes to keep that provision intact.*

*k. Offeror shall compute pricing to account for the costs of goods, labor, operating supplies and other appropriate expenses. Pricing must reflect the Profit and Loss Catering structure of this RFP.*

Itemized projected sales can be found in the completed financial worksheet in the Appendix.

*l. Itemize projected sales on the forms provided in Attachment C.*

Itemized projected sales can be found in the completed worksheet in the Appendix.

*m. The Contractor shall be responsible for timely clean up after all catered events (defined as within one hour of event ending). Provide a plan to ensure that there is a timely and thorough clean up after all events to keep the University's facilities clean. Clean up shall include removal of all serveware and trash from the premises.*

*j. Specify a catering program applicable to five tiers of customers: i. Presidential: Major high end campus events: ranging from large (Reunion) to small (Banquets, Buffets, etc.) ii. Casual iii. Day to day delivery iv. Pick-up service v. Student groups*

As our partners at UMW are aware, our catering options and menus outlined above are customizable to fit the needs of any function and accommodate any type of customer. Clients with complex events, timelines, or dignitaries in attendance are encouraged to plan an event consultation with the catering director and chef. Please see our various catering menus in the Appendix.

## Catering Standards for Flawless Execution

Clear, detailed operations standards are the foundation for every successful UMW event. The systems and training that happen behind the scenes have the biggest impact on the customer experience, and we are diligent in maintaining consistent adherence to our established standards.

*n. Indicate which three or more major credit cards will be accepted by the Contractor. An annual marketing plan for this venue should be provided as part of the proposal. Specific attention should be paid to meeting the goals of the University.*

Sodexo catering accept cash, checks and the following credit cards: AMEX, VISA, MC and Discover.

A successful catering program goes far beyond diverse menus and stylized service selections. A concerted marketing and promotional effort further develops its reach, ensuring attainment of its fullest potential as a revenue generator. Toward that goal, we:

- Encourage students and budget-conscious staff and faculty to utilize the FLAVOURS program
- Offer recipes supported by our deep recipe database
- Introduce seasonal catering offerings aimed at meeting the needs of various customer segments, including holiday bakery, seasonal menus for special events and individualized tastings and promotions for UMW's frequent customers
- Market additional products and services, such as event planning, floral arranging, entertainment coordination and tailgate-party packages
- Promote online ordering through our web-based CaterTrax tool
- Hold Annual Catering Showcases for current and future customers to introduce new menu items; new and cutting-edge items are showcased at this event with ideas for every event, from extravagant dinners to coffee breaks
- Host annual luncheons for current customers to network with key players and educate our clients
- Invite UMW staff, whether or not they are current catering customers, to sample something new and discuss successes and challenges facing the department. These two-way communication events help create awareness of catering packages and events.

These concepts are highlighted in the sample annual marketing plan, which you will find in the Appendix.

# Marketing and Merchandising

## 8. Marketing & Merchandising: (Refer to the Statement of needs for requirements)

a. Describe the roles that make up your company's marketing team- specific to individuals who would be responsible for UMW Dining and Catering- and what tasks they are responsible for. Include corporate, regional, and local support if applicable.

Our comprehensive approach to marketing for UMW Dining is filled with exciting campaigns, programs, promotions and innovations to enhance the dining experience for your students. Built on a foundation of excellent food, our tactics are designed to stimulate students' senses, while offering them daily opportunities to truly engage with dining in a way that enhances their academic journey and University of Mary Washington experience.

The University Dining team and Marketing Manager Rose Benedict will get full support from our **Growth & Consumer Experience Marketing Team**.

Led by Senior Director of Marketing Julie Pfeifer, the team consists of over 20 senior-level marketing professionals, based all around the country and is optimized to align resources in critical areas of support that include:

GROWTH	ENGAGEMENT	COMMUNICATION	GRAPHIC DESIGN
<b>Lead: Rich Blanchard</b> <i>Director of Marketing</i>	<b>Lead: Dave Trombetta</b> <i>Senior Marketing Manager</i>	<b>Lead: Nikki Partee</b> <i>Senior Marketing Manager</i>	<b>Lead: Kelly Caruso</b> <i>Senior Design Manager</i>
Supporting organic revenue growth including voluntary meal plan sales, new product and program activations and new account openings	Supporting student engagement, experiential learning, training and development for unit-based marketing personnel, and customer service training	Supporting digital communication tools, client and consumer communication plans and best-practice sharing	Supporting all accounts with creation of digital and print branding, communication, and advertising assets

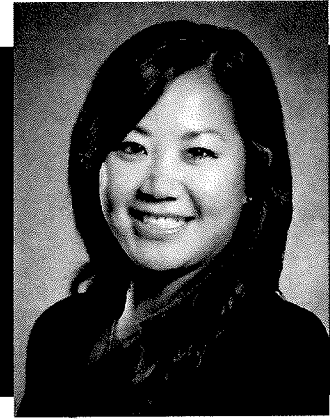
These teams set strategies in alignment with the UMW campus mission to *aspire*. The strategies will promote student success, and create pathways to engagement and connection. As your partner, we will continue to make the University Dining experience a highlight of the student life journey.



The future is yours

## **Julie Pfeifer, Senior Director of Marketing**

With 20 years of experience in hospitality sales, operations management, event consulting, recruiting and customer relations, Julie will continue to offer UMW her unique blend of expertise in overseeing diverse marketing programming.



*b. UMW is committed to providing its students, faculty, staff, and guests with a high-quality dining experience and considers quality, creativity and variety to be key elements of this philosophy. Please provide examples of the types of marketing (offline and online), campaigns, and promotional programs your company would implement at UMW including specific information for each component of UMW Dining. These include:*

- i. Meal plans*
- ii. Dining Area cash sales*
- iii. Declining balance accounts*
- iv. Catering services*
- v. UMW employee meal plans*

# **GROWTH TACTICS AND PROGRAMS**

Our ability to drive sales for University Dining are rooted in our ability to integrate retail and resident dining locations into a seamless and intuitive dining journey that fully promotes value in meal plan participation. Whether we are promoting meal plans or using tactics to motivate traffic to dining locations, our approach is strategic and results are measured through a variety of means that include meal plan participants and capture rate, overall retail revenue and check average, transaction counts, and loyalty reward Everyday app users.

## **Meal Plans**

Promoting the value and flexibility of meal plans is an important step to achieving growth and satisfaction at the University of Mary Washington, and plays an important role in student recruitment, retention and fostering a sense of community. Our strategic year-round approach to selling meal plans will incorporate tactics specifically targeting all relevant campus demographics. The following pages provide a snapshot of how we will integrate voluntary meal plans' (VMP) sales tactics into a social media story.





## Retail Tactics

The University Dining team has created an engaged community by understanding the University of Mary Washington guests and their needs. Increasing student satisfaction by crafting a retail strategy based on brand trends and consumer experience has been and will continue to be the goal in our growth strategy at UMW.

## Happy Hours

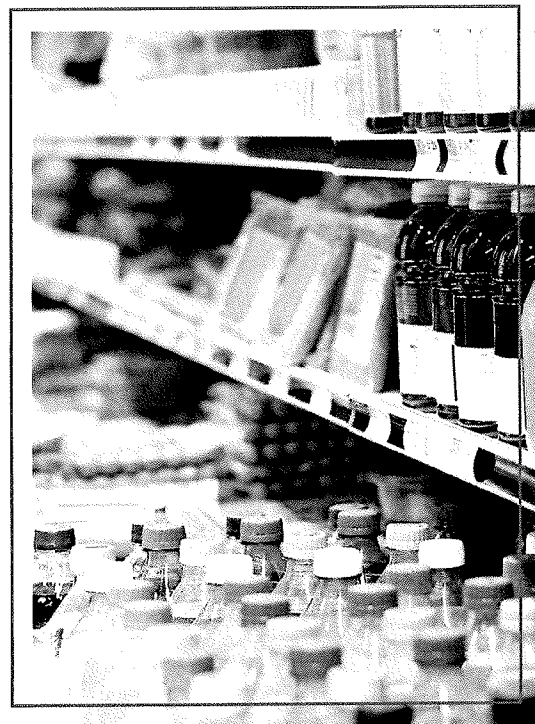
Each of our Retail Dining Restaurants has set Happy Hours that offer students special discounts or offers that they can't get at other times. The hours are "progressive," with each location starting at different times of the day. The University Dining team crafted these hours with students in mind, allowing them to take advantage of the specials at some point during their day!

## Food in Five

Navigating a campus can be a challenge for new students, faculty, staff and visitors. Our Food in Five program will help UMW community members navigate dining offers by highlighting dining destinations located within a 5-minute walk of where they are on campus. This campaign will be heavily promoted during orientation, move-in-days and throughout the first two weeks of each semester.

## Everyday Dining App Loyalty Programs

Everyday's loyalty program rewards guests for purchases and incentivizes them to try new and featured products. Research shows that guests who participate in a restaurant's loyalty program visit more often, spending twice as much as those who do not. Everyday's loyalty program will create a sense of belonging with University Dining guests, as they receive exclusive rewards, discounts, and customized messages. For every dollar spent, they accrue rewards that can be applied to future purchases, showing them how much we value their loyalty. Engagement is further created with personalized offers for their birthday, or just as a nice surprise.



**FOOD IN FIVE**  
five minutes to your next meal

 **everyday**

**EARN \$5**

**CREDIT AFTER YOUR FIRST TWO PURCHASES OF \$5 OR MORE\***

			
Rewards for every dollar you spend	Extra rewards for Mindful featured items	Receive Birthday Rewards	Get Exclusive Offers

everyday.todexo.com

**Download it Now!**

\$5 pre-tax, initial download only.

## Kiwibot Subscriptions

# kiwibot

The future is here! With Kiwibot a hot meal or refreshing beverage is never out of reach, as these cute robots will bring whatever you are craving right to where you are! Our special subscription packages will offer UMW guests four plans to save money on delivery fees. Subscriptions offer great value and can be included as a meal plan add-on or purchased a la carte.

## Virtual Dining Concepts

University of Mary Washington students will be able to place orders through the Everyday app to receive orders from our Virtual Dining Concepts ghost kitchen. Delivered by our Kiwibot robots, UMW students will get to experience trendy menu favorites from recognized brands such as MrBeast Burgers, Mariah's Cookies and Pardon My Cheesesteak.

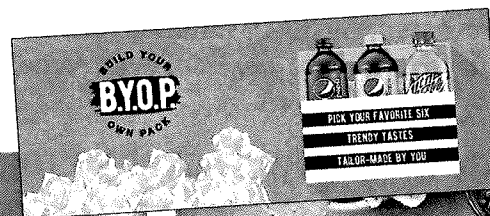
## Quench (Unlimited Beverage Refills)

Integrated into the Everyday dining app, Quench is a loyalty program that allows guests unlimited coffee, tea, and fountain beverage refills across campus. Meal plan holders will automatically be enrolled in this program and other UMW community members can purchase a monthly subscription.



## B.Y.O.P (Build Your Own Pack)

B.Y.O.P (Build Your Own Pack) gives UMW students the ability to choose an assortment of their favorite beverages at a discounted price. With the ability to carry out in a convenient 6-pack, students will be coming back time and again to take advantage of this deal, whether it is for themselves or to share with friends. B.Y.O.P. is available in The Market at The Eagles Nest.



## Buy Now Snack Later

Buy Now Snack Later is as simple as it sounds. Through this fun campaign, we will encourage UMW guests to stock up on snacks as they check out. We feature student favorites and new on-trend snacks at point of service locations for easy add-on purchases. We also train our cashiers in suggestive selling techniques through our Customer Experience program to help encourage guests to Buy Now and Snack Later.



## Red Eye: Fuel for Finals

Red Eye Fuel for Finals is all about making sure UMW students are getting the energy they need for those late nights that always accompany studying for finals. At the end of each semester, on the second night of finals week, University Dining hosts an event with donut holes and hot chocolate, giving the students the fuel needed to continue their studies throughout the night!

## Limited-time offers

Limited-time offers help keep our menus fresh and drive traffic so our guests can try the latest and greatest specials.

## Simply to Go

The Simply to Go program offers

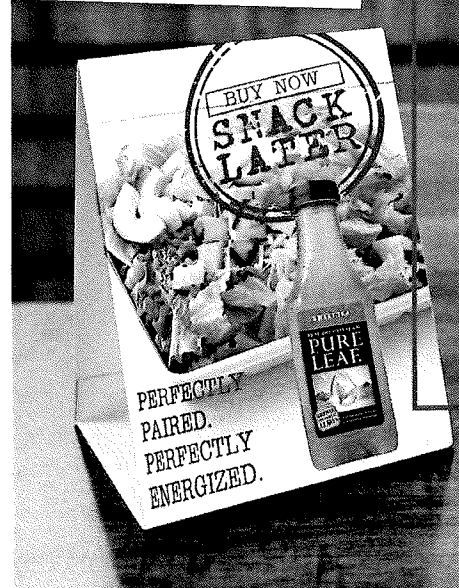
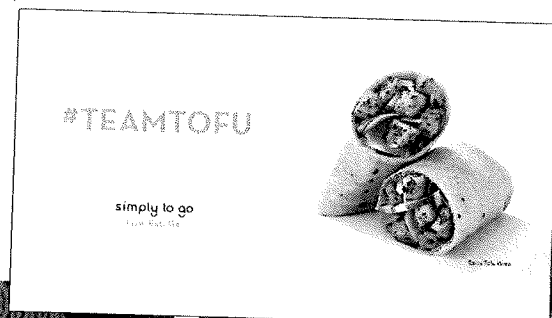
plenty of variety for

UMW students on the go and we are excited to bring this back to campus this Spring!

Our limited-time options include trendy and healthy offers that include sandwiches, wraps, salads, and snacking options such as our bento-style Adventure Boxes that encourage healthy and energizing snacking.

And the packaging is 100% compostable!

simply to go

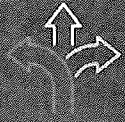




## Reheatables at The Market

These great complete meals are available in the refrigerated case at The Market. Guests can grab one of these meals, take it back to their residence hall, and then heat it up whenever they are ready to eat dinner. This has also been a great option for students who have late evening classes or team practices.

With our alternate proposal, students will have access to the 24/7 NANO market where they can still access all their favorite to-go meals, just with more flexibility.



## On-trend Featured Snacking and Beverage Offers

Our featured snacking and beverage campaigns bring special attention to new product offers from Pepsi, Frito-Lay and new upcoming brands with great stories to tell around sustainability and the company founders. Samples of our featured products include Safe+Fair Birthday Cake Drizzled Popcorn, Hu Salty Dark Chocolate Snacking Gems, Funyuns Flamin' Hot, La Columbe Cold Brew Ice Coffee and Nitro Pepsi Draft Cola.

## Holidays to Go

Our immensely popular Holidays to Go program offers take-home desserts for students or family celebrations and parties during the holiday season. It gives UMW guests the opportunity to skip the baking and let the University Dining team take care of it.

