

# A CUSTOM FOODSERVICE PROPOSAL

Spirit To **Serve.**  
Innovation To **Lead.**

PRESENTED BY CHARTWELLS

January 7, 2015

Sarah J. Steinnerd - Purchasing Manager  
Southeast Missouri State University  
One University Plaza, Mail Stop 2035  
Cape Girardeau, MO 63701  
RE: 5730 Dining Services

Dear Sarah and Committee Members,

For 15 years, Chartwells has enjoyed an incredibly rewarding partnership with Southeast Missouri State University. Because of the environment of mutual trust and integrity, your willingness to be open to new ideas, and your desire to challenge us to be better at what we do, we are a much better organization today than we were when we began our relationship.

For this reason:

- Chartwells views Southeast Missouri State University as one of the most important clients among a list of highly respected higher education organizations.
- We took very seriously your objective in this RFP process to provide high quality and nutritional foodservices that drive customer satisfaction while providing the maximum financial return to the University.
- Our proposal includes initiatives based on what is important to all key stakeholders who provided the foundation as well as looked to the future with Southeast Missouri State University's vision, values and community service.
- Through the vision we have created, Southeast Missouri State University will be able to embrace the legacy of the past while inventing the future ahead a program that enhances social, living, and academic environment of the University.

With our extensive knowledge of Southeast Missouri State University and strong dedicated team in place, we are prepared to move forward with what we strongly believe is the best solution for you as an organization. We will continue to bring the highest quality in people, food, service, and innovation to Southeast Missouri State University for as long as we have the privilege of serving you. Our proposal is flexible and we as always will continue to partner with you on all any recommendations. Chartwells has great momentum executing numerous key initiatives that are important to Southeast Missouri State University achieving your goal of providing excellent quality and service at a reasonable price. In addition, we are excited about starting various additional new initiatives. We are eager to continue our partnership with Southeast Missouri State University, collaborating with students, facility and staff in providing high quality products, programs and services. We look forward to accomplishing more great things together.

Sincerely,

Steve Sweeney  
President & CEO

Lisa McEuen  
Exec. Vice President

Nadeem Zafar  
Regional Vice President

Rafael Conde  
District Manager



This proposal is valid for 90 days after its presentation and/or delivery to you.

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# Required Documents





Interchange Corporate Center  
450 Plymouth Road, Suite 400  
Plymouth Meeting, PA. 19462-1644  
Ph. (610) 832-8240

**BID BOND**

Bond Number: Bid Bond

KNOW ALL MEN BY THESE PRESENTS, that we Compass Group USA, Inc. By and Through Its Chartwells Division  
2400 Yorkmont Rd., Charlotte, NC 28 217-4511, as principal (the "Principal"),  
and **LIBERTY MUTUAL INSURANCE COMPANY**, a Massachusetts stock insurance company, as surety (the  
"Surety"), are held and firmly bound unto Southeast Missouri State University  
One University Plaza, Cape Girardeau, MO 63701, as obligee (the "Obligee"), in  
the penal sum of Ten Thousand Dollars and 00/100  
Dollars (\$10,000.00),  
for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our  
heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for: Food Services; RFP No. 5730

NOW, THEREFORE, if the Obligee shall accept the bid of the Principal within the period specified therein, or, if no  
period be specified, within sixty (60) days after opening, and the Principal shall enter into a contract with the Obligee  
in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or  
contract documents, or in the event of the failure of the Principal to enter into such contract and give such bond or  
bonds, if the Principal shall pay to the Obligee the difference in money not to exceed the penal sum hereof between  
the amount specified in said bid and such larger amount for which the Obligee may in good faith contract with  
another party to perform the work covered by said bid, then this obligation shall be null and void; otherwise to remain  
in full force and effect. In no event shall the liability hereunder exceed the penal sum thereof.

PROVIDED AND SUBJECT TO THE CONDITION PRECEDENT, that any claim by Obligee under this bond must  
be submitted in writing by registered mail, to the attention of the Surety Law Department at the address above,  
within 120 days of the date of this bond. Any suit under this bond must be instituted before the expiration of one  
(1) year from the date of this bond. If the provisions of this paragraph are void or prohibited by law, the minimum  
period of limitation available to sureties as a defense in the jurisdiction of the suit shall apply.

DATED as of this 8th day of January, 2015

WITNESS / ATTEST

Haley Hartmann

Compass Group USA, Inc. By and Through Its Chartwells Division  
(Principal)

By: [Signature] (Seal)

Name: Daniel Thomas  
Title: Vice President & Treasurer

**LIBERTY MUTUAL INSURANCE COMPANY**  
(Surety)

By: [Signature]  
Donna K. Ashley Attorney-in-Fact





**THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.**

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Certificate No. 6686018

American Fire and Casualty Company  
The Ohio Casualty Insurance Company

Liberty Mutual Insurance Company  
West American Insurance Company

**POWER OF ATTORNEY**

KNOWN ALL PERSONS BY THESE PRESENTS: That American Fire & Casualty Company and The Ohio Casualty Insurance Company are corporations duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Angela D. Ramsey; Donna K. Ashley; G Timothy Wilkerson; Jennifer C. Hoehn; John D. Leak, III; John F. Thomas; Wendy E. Lahm; William J. Quinn

all of the city of Charlotte, state of NC each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 19th day of August, 2014.



American Fire and Casualty Company  
The Ohio Casualty Insurance Company  
Liberty Mutual Insurance Company  
West American Insurance Company

By: David M. Carey  
David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss  
COUNTY OF MONTGOMERY

On this 19th day of August, 2014, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of American Fire and Casualty Company, Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.



Notarial Seal  
Teresa Pastella, Notary Public  
Plymouth Twp., Montgomery County  
My Commission Expires March 28, 2017  
Member, Pennsylvania Association of Notaries

By: Teresa Pastella  
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

**ARTICLE IV – OFFICERS – Section 12. Power of Attorney.** Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

**ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings.** Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

**Certificate of Designation –** The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

**Authorization –** By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Gregory W. Davenport, the undersigned, Assistant Secretary, of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies, I this 8 day of Jan., 2015.



By: Gregory W. Davenport  
Gregory W. Davenport, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.



Wells Fargo  
Insurance Services USA, Inc.  
6100 Fairview Road, Suite 800 (28210)  
Post Office Box 220748  
Charlotte, NC 28222

Tel: 704 366 8834  
Toll Free: 800 868 8834

December 23, 2014

Southeast Missouri State University  
One University Plaza  
Cape Girardeau, MO 63701

**RE: Compass Group USA, Inc. By and Through Its Chartwells Division**

To Whom It May Concern:

We are writing to you at the request of **Compass Group USA, Inc. By and Through Its Chartwells Division**. This principal has or is about to submit a proposal for Bid for:

**Dining Services RFP 5730**

If a contract for this work is awarded to **Compass Group USA, Inc. By and Through Its Chartwells Division** the **Liberty Mutual Insurance Company** a surety licensed to conduct business in **WI** has agreed to act as surety on the bond as specified in the bid proposal. A copy of the bond form to be used is attached.

Please let us know if you need anything further in this regard.

Sincerely,

A handwritten signature in blue ink that reads "Donna K. Ashley".

Donna K. Ashley  
Attorney-In-Fact

Together we'll go far







# REQUEST FOR PROPOSAL

## SOUTHEAST MISSOURI STATE UNIVERSITY

**RFP NO:** 5730  
DINING SERVICES

**DATE:** NOVEMBER 25, 2014

**BUYER:** SARAH J. STEINNERD  
PURCHASING MANAGER

**EMAIL:** ssteinnerd@semo.edu

**PHONE:** (573) 651-2588

For USPS/FedEx/UPS, etc.  
Proposals must be mailed to:  
Purchasing Department  
Southeast Missouri State University  
One University Plaza, Mail Stop 2035  
Cape Girardeau, MO 63701

OR delivered by offeror to:  
Purchasing Department  
Dearmont Residence Hall, East Wing  
Normal Avenue  
Cape Girardeau, MO 63701

**PROPOSAL MUST BE RECEIVED NO LATER THAN:**

**DATE:** JANUARY 8, 2015

**TIME:** 3:30 P.M.

The notice of award is made subject to availability and appropriation of funds as specified in the Request for Proposal, and the selection of the offeror is made in accordance with all applicable public procurement laws.

### MUST BE SIGNED TO BE VALID

The offeror hereby agrees to furnish items and/or services, at the firm, fixed prices quoted, pursuant to all requirements and specifications contained herein, upon either the receipt of an authorized purchase order from the Purchasing Department or when this document is countersigned by the Purchasing Department as a binding contract, and further agrees that the language of this document shall govern in the event of a conflict with his or her proposal.

AUTHORIZED SIGNATURE 		PRINTED NAME/TITLE Steven M. Sweeney, President & CEO	
COMPANY NAME Compass Group USA, Inc., by and through its Chartwells Division			CURRENT DATE 12/17/14
MAILING ADDRESS 3 International Drive			TELEPHONE NUMBER/EXT.
CITY Rye Brook	STATE NY	ZIP CODE 10573	
CONTACT PERSON Nadeem Zafar	CONTACT PERSON EMAIL ADDRESS nadeem.zafar@compass-usa.com		FACSIMILE NUMBER
DELIVERY DATE: _____ DAYS ARO. FOB DESTINATION      PROMPT PAYMENT TERMS: _____% _____ DAYS NET _____ DAYS			
NOTICE OF AWARD (SOUTHEAST MISSOURI STATE UNIVERSITY USE ONLY)			
AUTHORIZED SIGNATURE FOR SOUTHEAST MISSOURI STATE UNIVERSITY			DATE



# REQUEST FOR PROPOSAL

## SOUTHEAST MISSOURI STATE UNIVERSITY

**RFP NO:** 5730 AMENDMENT #1  
DINING SERVICES

**DATE:** DECEMBER 23, 2014

**BUYER:** SARAH J. STEINNERD  
PURCHASING MANAGER

**PHONE:** (573) 651-2588

For USPS/FedEx/UPS, etc.  
Proposals must be mailed to:  
Purchasing Department  
Southeast Missouri State University  
One University Plaza, Mail Stop 2035  
Cape Girardeau, MO 63701

OR delivered by offeror to:  
Purchasing Department  
Dearmont Residence Hall, East Wing  
Normal Avenue  
Cape Girardeau, MO 63701

**PROPOSAL MUST BE RECEIVED NO LATER THAN:**

**DATE:** JANUARY 8, 2015

**TIME:** 3:30 P.M.

The notice of award is made subject to availability and appropriation of funds as specified in the Request for Proposal, and the selection of the offeror is made in accordance with all applicable public procurement laws.

**MUST BE SIGNED TO BE VALID**

The offeror hereby agrees to furnish items and/or services, at the firm, fixed prices quoted, pursuant to all requirements and specifications contained herein, upon either the receipt of an authorized purchase order from the Purchasing Department or when this document is countersigned by the Purchasing Department as a binding contract, and further agrees that the language of this document shall govern in the event of a conflict with his or her proposal.

AUTHORIZED SIGNATURE 		PRINTED NAME/TITLE Steven M. Sweeney, President & CEO	
COMPANY NAME Compass Group USA, Inc., by and through its Chartwells Division		CURRENT DATE 1/6/15	
MAILING ADDRESS 3 International Drive		TELEPHONE NUMBER/EXT. 417-483-1278	
CITY Rye Brook	STATE NY	ZIP CODE 10573	
CONTACT PERSON Nadeem Zafar	CONTACT PERSON EMAIL ADDRESS nadeem.zafar@compass-usa.com		FACSIMILE NUMBER
DELIVERY DATE: _____ DAYS ARO, FOB DESTINATION		PROMPT PAYMENT TERMS: _____% _____ DAYS NET _____ DAYS	

NOTICE OF AWARD (SOUTHEAST MISSOURI STATE UNIVERSITY USE ONLY)

AUTHORIZED SIGNATURE FOR SOUTHEAST MISSOURI STATE UNIVERSITY	DATE
--------------------------------------------------------------	------

SOUTHEAST MISSOURI STATE UNIVERSITY  
DINING SERVICES  
REQUEST FOR PROPOSAL 5730

AMENDMENT #1

The offeror is hereby notified that Request for Proposal 5730 is clarified as follows.

1. RFP closing date and time remain the same.
2. All terms and conditions of Request for Proposal 5730 remain the same.

-----  
Page 5, paragraph 2

Question: How many beds does the University currently have within the current residential halls?

*Answer: The University residence halls have a standard usable capacity of 3,167 and a design capacity of 3,598. For operational, budget, and student housing assignments the University utilized the usable capacity.*

Question: What are the residential enrollment targets for the next five years?

*Answer: The University's residential enrollment target is to be at 93% average occupancy, or 2,945 residential system, for the housing system.*

Question: What was the freshman housing enrollment for fall 2014?

*Answer: The freshmen housing enrollment for fall 2014 was 1,542.*

Question: Will you provide the past four years history of residence hall enrollment and describe any future plans for residence hall remodel and construction expansion?

*Answer: The previous occupancy rates for the residence halls, based upon the average annual residence hall occupancy, are as follows: FY11 2,765 residents; FY12 2,821 residents; FY13 2,797 residents; FY14 2,753 residents; FY15 2,833 residents (projected).*

*The University is currently considering a small (fewer than 80 beds) project of Greek chapters houses. These houses, if built, would be on the north end of campus and would for upper class students who would not be required to be on the meal plan. Other renovation work planned for the next five years involves mechanical system upgrades and minor surface renovations of various residence halls.*

Page 5, paragraph 3

Question: What has stimulated the university to review its current Food Services program?

*Answer: This question was responded to at the pre-proposal conference on 12/10/2014. The University's President has decided to retire effective June 30, 2015. It was decided to conclude the choosing of a new Dining Services contractor before his departure.*

Question: Will you consider providing access to campus leadership and/or committee members so that we can better understand desired outcomes from this process?

*Answer: Not at this time.*

Question: Could an organized opportunity be arranged for proposing companies to meet with students/student groups to better understand their perceptions as related to campus dining?

*Answer: This is not an option that can be provided, however, summary information on student perception is being provided via this amendment.*

Page 6, paragraph 7

Question: What date was the last major renovation of any of the eateries?

Answer:

1. *Towers Café – Summer 2013 - Renovation included the following items:*
  - a. *Installed drop ceiling*
  - b. *Installed 2 offices – one for manager and dietician*
  - c. *Installed dish return screen*
  - d. *Installed check-in station and gate*
  - e. *Expanded seating capacity*
2. *Rowdy's – 2006*
  - a. *Complete renovation to how it appears today.*
3. *Redhawks Market opened in Fall 2007 (refreshed entire space – expanded Market to include the two concept areas in the back of the Market; renamed Redhawks Market in spring 2008)*
4. *Skylight Terrace opened Fall 2001 (no substantial renovations other than one section of carpet and door relocation in 2009)*
5. *South Dining Room – opened Fall 2011 (main area August; addition in October, Grill Nation concept rotated, renovated beverage area in back, added back gate and refreshed signage and paint throughout)*
6. *Starbucks – opened Fall 2011 (no renovations)*
7. *Subway at Scully – January/February 2012*

Page 8, paragraph 6.1

Question: Will you provide a three-year trend of the uncollected debt?

Answer: *For fiscal year 2014 (July 1, 2013 through June 20, 2014), the total uncollected debt was \$8,336.*

Page 16, paragraph 21

What were the unused declining balance (flex) dollars at the end of the Spring 2014 semester?

Answer: *Southeast does not have this information as it is only held by Chartwells, the current dining services contractor.*

Page 17, paragraph 24

Question: Please provide the current Pepsi contract and pricing.

Answer: *As the Pepsi contract does not pertain to Dining Services, a copy will be made available for a fee.*

Page 23, paragraph 5

Question: Please provide a copy of the current franchise agreements.

Answer: *Southeast is not a party to the franchise agreements. Therefore, a copy is not available.*

Page 31, paragraph 8

Question: How many students are currently employed by the contractor, in what positions, and what are the rates of pay?

Answer: *Southeast does not have any information regarding students employed by the current contractor.*

Question: Can you please provide an employee seniority list, by location with their current rates of pay, years of service and their medical plan enrollment status, i.e. single, single + 1 or family.

Answer: *Information cannot be provided as the employees are not University employees.*



Question: Does the University wish to have Dining Services offer student employment? If so would the employment be on a work study or as a contractor employee?

*Answer: The University strongly believes in having our students work for the dining services contractor. However, we are not able to offer this as a work study program as the students must be seen as a contractor employee.*

Question: Are there any special requirements for student workers?

*Answer: The student is an employee of the contractor and therefore no additional University imposed rules or obligations are applicable. For reference, the University does limit on campus students working for the University to no more than 20 hours per week during the academic year when classes are in session.*

Page 32, paragraph 19

Question: Are the contractor's current employees protected under a union agreement? If so, please provide a copy of the agreement and/or a union contract. Are there currently any labor unions on campus? Are the current hourly associates represented under a collective bargaining agreement? If so, can you provide us with a copy of the agreement?

*Answer: The current fulltime hourly associates are represented by a collective bargaining agreement through Teamsters Local 600. The University is not a party to any union agreement between the Dining Services contractor and employees. Therefore, a copy is not available.*

Page 36, paragraph 17

Question: What are the telephone charges for the last academic year?

*Answer: For the current calendar year, the telecomm charges are as follows:*

*Phone line access: \$7,258*

*Long distance charges: \$9,736*

Page 48, paragraph 1

Question: The RFP requests 20 copies. Are there 20 persons on the Evaluation Committee? Will you provide a list of the Committee Members responsible for the decision making process?

*Answer: All evaluation information remains confidential until the RFP is closed (cancelled or awarded).*

Question: Is there a consultant that is associated with or handling the RFP process?

*Answer: No.*

Page 6, paragraph 9

Question: Can you provide a copy of the results from the most recent student satisfaction survey? Are there any existing/previous Customer Satisfaction Survey results, either conducted by University Administration, Student groups, or a consultant to better understand student preferences on retail brands, hours, meal plans, etc.?

*Answer: See Attachment 1A.*

Question: Do you use a Mystery Shopper program? Can you share the results of the Mystery Shopper evaluations from last year?

*Answer: The University does not maintain a mystery shopper program and therefore does not have any evaluation information to share.*

Page 10, paragraph 16

Question: The RFP calls for "12 or more" free declining meal plans for Residence Life Professionals. Is this number expected to increase?

*Answer: The number would increase if Southeast adds a new residence hall.*

Page 10, paragraph 17

Question: Who is responsible for recycling charges?

Answer: *The contractor must take the recycle materials to a central location at each building where there is a food service operation. The materials are then removed by the University.*

Page 27, paragraph 15

Question: How many liquor licenses are currently required for operation? Who owns the liquor license?

Answer: *The liquor license is currently owned by the current food service provider, Chartwells. Cost and the process for securing a license can be found at: <http://www.cityofcapegirardeau.org/Cape-Girardeau-Liquor-License.aspx>. Only one liquor license is required for this operation.*

Page 51, paragraph 7.11

Question: Are there any strategic plans or renovations being planned? If so, are there any Engineering (CAT) drawings? If so, would it be possible to receive a copy?

Answer: *There are not currently any major renovations or strategic plan for these venues being developed.*

Page 34, paragraph 1

Question: If a change was to occur in Food Services, what equipment, smallwares, LED monitors and signage would leave the University?

Answer:

*At the Towers, Rowdy's, St. Vincent's Commons venues the following equipment would leave the University:*

- a. *F'Real Machine and cooler*
- b. *A metal sign/display/shelving rack at Towers*
- c. *A metal sign/display/shelving unit and a You First Bulletin board at River Campus*
- d. *Bread Machine for Gluten Free Bread*
- e. *If the new Food Service Company did not want to continue with existing brands, the following would go away in Rowdy's:*
  - a) *Good Humor Ice Cream Cooler*
  - b) *Red Bull Cooler*
  - c) *Core-Mark Candy Display*
  - d) *Frito-lay Chip Display*

*At the University Center and Subway*

- f. *The LED tv in the market between Rotations and Bean's*
- g. *The signage for Bean's, Rotations, Grill Nation, SONO, Wild Green's*
- h. *Whirlpool dorm size fridge that the milk is in at Grill Nation*
- i. *Delfield Prep Table at Rotations*
- j. *Hatco Countertop Heat Tray at Hearthstone*
- k. *The smoker on the dock*
- l. *The outdoor gas grill currently stored in the 2nd floor service stairwell*
- m. *All catering small wares purchased within the last 36 months*
- n. *Waring Commercial Drink Mixer located at SONO for use with Dippin'Dot's*

*Proprietary Property of the Franchises if they are not renewed:*

- o. *Chick'Fil'A minus the startline refrigerated beverage dispenser which is UC property and the Duke pull out holding system which is UC property*
- p. *Dippin'Dot's two display freezers and two storage freezers*
- q. *Pepsi fountains, minus ice machines, and coolers*
- r. *Coke coolers*
- s. *Subway*

- t. Starbucks & We Proudly Serve minus the espresso machine which was purchased as part of the original Beanery project

Question: Will you provide us the current commission rate being paid to the school by the incumbent?  
 Answer: See Attachment 1B.

Question: Please provide a retail price list by location?  
 Answer: Retail pricing was provided at the pre-proposal conference and does not differ by location. All retail pricing is consistent across all retail venues.

Question: What are the hours of operation and dining locations for all terms?  
 Answer: Hours of operation were provided at the pre-proposal conference.

Question: What is the current Summer Hours of Operation for all dining locations?  
 Answer: Summer hours of operation were provided at the pre-proposal conference.

Question: What are the meal plan rates charged to the University by the current contractor? What is the current daily rate paid to the contractor?

Answer: Rates charged to the University are as follows

19 meal plan and \$116 in flex dollars	\$10.64 per day or \$2,404.93 per academic year
15 meal plan and \$140 in flex dollars	\$9.74 per day or \$2,200.79 per academic year
10 meal plan and \$160 in flex dollars	\$8.60 per day or 41,943.31 per academic year
5 meal plan and \$270 in flex dollars	\$7.51 per day or \$1,697.94 per academic year

Question: What is the average decrease in student board count per plan from fall semester to Spring Semester? What is the current capture rate (participation) per plan?

Answer: The below table outlines the decrease from fall to spring in meal contracts

	FY09	FY10	FY11	FY12	FY13	FY14	Average
Avg FA	2697	2769	2994	3044	3020	3024	
Avg SP	2457	2552	2743	2748	2736	3051	
Drop	240	217	250	296	284	-27	210

Question: Will you provide an annual revenue breakdown by venue/location for each of the current operations on campus by revenue type (cash, DB, credit) for the 2013 and 2014 fiscal years?

Answer: The University does not maintain this information.

Question: Will you provide a copy of the 2013-2014 year-end dining services P&L operating statements?

Answer: The University does not maintain this information.

Question: What was the fall 2014 number of meal plan participants?

Answer: For the fall 2014 semester, there were 3,166 meal plan participants.

Question: What was the spring 2014 number of meal plan participants?

Answer: For the spring 2014 semester, there were 3,036 meal plan participants.

Question: What were the reported Meal equivalency meals served by dining location for spring 2014?

Answer: The University does not maintain this information.

Question: What license, fees, card charges should be factored in the contractor expenses?

*Answer: The University does not maintain this information.*

Page 38, paragraph 10

Question: Who is responsible for trash?

*Answer: The University has responsibility for trash. The contractor must place all trash in the dumpster adjacent to the building. The University manages the removal and costs for the dumpsters.*

Page 9, paragraph 13

Question: What is the expected menu for the all campus picnic that is provided at no cost for 3000 during opening?

*Answer: Picnic menu refers to BBQ chicken breasts, vegetarian lasagna, hamburger patties, nachos (chips and cheese sauce), chips, pasta salad, veggie tray and ranch, burger accessories (lettuce, pickles, cheese, tomatoes) and condiments, buns for chicken/burgers, soda, water, and paper products.*

Page 9, paragraph 14

Question: How many parents and family participate in the 50% off meals during move in?

*Answer: There are approximately 160 parents each August who participate in the move in meal. Over the past three years this number has ranged from 142 to 176 parents on move in day.*

Page 11, paragraph 20

Question: How many attend the complimentary late night breakfast during finals each semester? Do faculty and staff assist with serving this event?

*Answer: The breakfast is served at two locations, Towers and the University Center (UC). Count is presented below. University staff and administration assist with the serving at this event.*

*Fall 2013: Towers 805 customers, 755 UC customers*

*Spring 2013: Towers 890 customers, 850 UC customers*

Page 15, paragraph 10

Question: Is there a need for kosher or halal meals?

*Answer: There is not a large demand for these types of meals, however, there are limited requests for these meals on occasion. No separate kosher or halal kitchen is required to be maintained.*

Page 16, paragraph 21

Question: How many flex dollars have been left at the end of the academic year over the past 3 years?

*Answer: The University does not maintain this information.*

Page 17, paragraph 27

Question: How many board days are scheduled for the 2015-16 school year?

*Answer: 226 meal days are currently planned for the 2015-2016 academic year.*

Page 18, paragraph 27.3

Question: Can you please provide details about the University Center Buffet Events - At least once a week the contractor shall provide an all-you-can-eat buffet style dinner meal for Board Plan students dining at the UC?

*Answer: Endless Plate is an "all you care to eat" dining experience in the University Center for students who typically only have a retail experience. The menu is based around a theme, for example Italian night, or Tailgating. The Endless Plate is provided once a week to provide residential students a more traditional board style meal.*



Page 25

Question: Please provide the current catering manual with pricing.

Answer: *Details on this can be found at <https://semo.catertrax.com/>*

Page 25, paragraph 1.1.3

Question: What is the Universities expected minimum guaranteed commission?

Answer: *There is no required minimum guaranteed commission for the RFP document; however, any proposed minimum guarantee will have these catered events as noted in page 25, item 1.1.3. applied to this amount. Absent a minimum guarantee, no commission for these catered events are paid to the contractor. In the 2012 amendment between the University and Chartwells, the minimum guaranteed commission level was set at \$234,000 annually.*

Page 26, paragraph 11

Question: Last year's catering sales by month?

Answer: *The University does not maintain this information.*

Page 35, paragraph 9.2

Question: Is the current CBord system owned by Chartwells? What version is it and is it PCI compliant?

Answer: *The current CBord System is owned and maintained by Chartwells. The version being used is 3.3.1.*

Page 35, paragraph 10

Question: Does the current contractor maintain a delivery vehicle?

Answer: *The current contractor does have delivery vehicles. No additional information is available.*

Page 53, paragraph 12

Question: Is the University agreeable to accepting a bid bond in lieu of the security deposit?

Answer: *Yes. However, RFP 5730 must be specified on the bid bond.*

Page 57, Section 3

Question: How many students are on the summer meal plan? What is the conference schedule for the summer with anticipated counts? Is a tentative camp schedule available for 2015? Is last year's schedule available?

Answer: *See Attachment 1C.*

Question: Last year's summer camp/conference sales by month?

Answer: *See Attachment 1D.*

Page 58, paragraph 4

Question: Please provide all sales information for the periods of August 2013 through July 2014 and August 2012 through July 2013 for all locations, venues, and services indicated. Please also include the dining and catering sales for the past two years by food, alcohol, and service charges at the Show Me Center, Convocation Center, and River Campus Cultural Arts Center and any other venues and/or services not noted.

Answer: *See Attachment 1D.*

Page 59, Football

Question: Please provide a copy of the existing agreement and number of participants.

*Answer: Each summer the Football team and the current contractor meet to develop menu and meal schedules for the team. There is not an agreement that covers each year as the needs change based upon practice schedule, off campus meals, and NCAA policy on meals and snacks.*

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The following questions have also been received and are being worked. It is anticipated that the information will be provided and issued via an Amendment on or before December 29, 2014.

Page 42, paragraph 5 – Meal Count Report

Question: Please provide the reports for August 2013 through July 2014. Can you provide customer counts by location by meal period?

*Answer: Information still being collected.*

---

*To acknowledge receipt of this amendment, the offeror should complete, sign, and return with the proposal response.*

SOUTHEAST MISSOURI STATE UNIVERSITY  
DINING SERVICES  
REQUEST FOR PROPOSAL 5730

ATTACHMENT 1A

Can you provide a copy of the results from the most recent student satisfaction survey? Are there any existing/previous Customer Satisfaction Survey results, either conducted by University Administration, Student groups, or a consultant to better understand student preferences on retail brands, hours, meal plans, etc.?

Information from Graduating student Survey can be found








at [http://www.semo.edu/pdf/IR\\_GradStudSurveySummary\\_2014.pdf](http://www.semo.edu/pdf/IR_GradStudSurveySummary_2014.pdf) (Question 19) Other survey

information from the same survey going back more than a decade can be found

at [http://www.semo.edu/ir/inst\\_surveys.html](http://www.semo.edu/ir/inst_surveys.html)

Information from 2012 EBI survey of residence hall students:

Scale: (1) Very dissatisfied,(2) Moderately dissatisfied,(3) Slightly dissatisfied,(4) Neutral,(5) Slightly satisfied,(6) Moderately satisfied,(7) Very satisfied, Not applicable

Q060. Dining Services - How satisfied are you with the: Quality of food	N = 383 Std Dev = 1.74	Mean = 3.93 
Q061. Dining Services - How satisfied are you with the: Cleanliness of dining area	N = 383 Std Dev = 1.45	Mean = 5.33 
Q062. Dining Services - How satisfied are you with the: Dining environment	N = 383 Std Dev = 1.47	Mean = 5.33 
Q063. Dining Services - How satisfied are you with the: Service provided by dining service staff	N = 381 Std Dev = 1.56	Mean = 5.55 
Q064. Dining Services - How satisfied are you with the: Dining service hours	N = 383 Std Dev = 1.89	Mean = 4.07 
Q065. Dining Services - How satisfied are you with the: Variety of the dining plan options	N = 380 Std Dev = 1.96	Mean = 4.22 
Q066. Dining Services - How satisfied are you with the: Value of your dining plan	N = 383 Std Dev = 1.95	Mean = 3.89 

SOUTHEAST MISSOURI STATE UNIVERSITY  
DINING SERVICES  
REQUEST FOR PROPOSAL 5730

ATTACHMENT 1B

Location/Type	Commission
Towers Cafe Casual meals	9%
Cottonwood	9%
Rowdy's	
- Meals	9%
- Convenience Store	9%
University Center/Skylight Terrace	
- Meals (excluding board Plan)	9%
- Convenience Store	9%
The Beanery	9%
Kent Library Coffee Cafe	9%
River Campus Cafe	9%
Scully Cafe	9%
Catering:	
President's Office	0%
Show Me Center	15%
Show-Me Center Commission to location of predominant production	2%
- Show-Me Center Alcohol Sales	30%
- University Affiliated	5%
- Off Campus Groups (served on campus)	15%
-Off Campus Groups (served off campus)	10%
Summer Camps/Conferences	10%
Redbucks (regardless of location of use)	9%
Additional Flex (regardless of location of use)	9%

SOUTHEAST MISSOURI STATE UNIVERSITY  
DINING SERVICES  
REQUEST FOR PROPOSAL 5730

ATTACHMENT 1C

How many students are on the summer meal plan? What is the conference schedule for the summer with anticipated counts? Is a tentative camp schedule available for 2015? Is last year's schedule available?

Camp 2014 Schedule	Commuters	Overnight	Total Participants	Bed Nights	Participation Days
Acting Camp	3	8	11	40	66
ASC St. Louis Internship Mini Conference		43	43	43	86
Boys & Girls Club of St. Charles County		14	14	14	28
Chamber Music Institute	16	6	22	28	130
Football Day Camps	206		206		206
Girls Go Green	2	18	20	42	80
Gymnastics Camps	190		190		190
HOBYS Missouri, Inc.		175	175	404	579
Kaufmann Scholars 1		25	25	25	50
Kaufmann Scholars 2		31	31	31	62
MBB Team	115		115		230
Men's Basketball Skill Camp	75		75		225
NCA Cheer I		148	148	453	601
NCA Dance	2	170	172	518	696
NCA II	32	157	189	481	766
NCA III	47	50	97	107	298
Percussion Camp	9	3	12	9	48
Redhawks Kids Football Camp	21	35	56	35	112
Robotics Design	4	5	9	25	54
UCA Cheer I		241	241	738	979
UCA Cheer II	1	247	248	754	1005
UCA Dance		162	162	481	643
VB Skills I	7	30	37	60	111
VB Skills II	5	32	37	64	111
VB Skills III	3	32	35	64	105
VB Skills IV	11	28	39	56	117
VB Team Camp		67	67	134	201
Vocal Boot Camp	7	13	20	62	117
WBB Elite	13	31	44	31	88
WBB Skill	34		34		102
WBB Team	62	116	178	116	356
Wyman Center I		39	39	39	78
Wyman Center II & BBBS		73	73	73	146
<b>Total</b>	<b>865</b>	<b>1999</b>	<b>2864</b>	<b>4927</b>	<b>8666</b>
Camp Redhawk 1	5	32	37	96	148
Camp Redhawk 2	5	52	57	156	228
Camp Redhawk 3	5	70	75	210	300
Camp Redhawk 4	5	69	74	207	296

Summer 2015 Projected Schedule



Date	Camp Name	Estimated total #
<b>June</b>		
1-5	Redhawks Kids Camp	
5-6	Men's Basketball Team Camp	200
5-7	HOBV	200
7-10	Camp Redhawk	100
8-10	Men's Basketball Individual Skill	45/25
8-12	Redhawks Kids Camp	
10-13	NCA Cheer Camp	250
10-13	NDA Dance Camp	150
14-17	Universal Cheerleaders Association	300
14-17	Camp Redhawk	100
14-20	Girls Go Green	25
15-19	Redhawks Kids Camp	
15-19	Horizons & Little Horizons	
15-20	Percussion	20
15-20	Vocal Arts	24
15-20	Theater/Acting	40
15-20	Robotics	20
18-21	Universal Dance Association	225
20	Soccer College ID Clinic	
21-24	Camp Redhawk	100
22-26	Horizons & Little Horizons	
22-24	Women's Basketball Individual Camp	55
22-26	Redhawks Kids Camp	
26-27	Women's Basketball Team Camp	210
26-27	St. James AME Church Camp	100
28-29	Women's Basketball Elite Camp	40
<b>July</b>		
6-9	Universal Cheerleaders Association	290
6-10	Horizons & Little Horizons	
6-10	Redhawks Kids Camp	
10-12	NCA 3 day camp	300
12-14	Volleyball Camp: Middle School	70
12-15	Camp Redhawk	100
13-17	Redhawks Kids Camp	
13-18	Chamber Music	24
14-16	Volleyball Camp: High School	70
16-18	Volleyball Camp: Team	100
19-21	Volleyball Camp: Beginner	70
19-22	Camp Redhawk	100
20-24	Redhawks Kids Camp	
21-24	NCA Regular 4 day Camp	250
26-29	Camp Redhawk	100
26-29	Soccer High School Boys Camp	

27-31	Redhawks Kids Camp	
30-8/1	Gymnastics Camp	30-60
<b>August</b>		
1	Soccer College ID Camp	

ATTACHMENT 10 - Sales as reported to the University  
August 2012-July 2013 and August 2013-July 2014

	UC Charges			River Campus					Catering (University Affiliated)					Catering (President's Office & non commission)					Res Hall		Res Hall		Res Hall	
	UC Cash Sales	Sales (incl Subway)	Sunday Brunch	SMC	Kent Sales	Campus	Redbucks	Catering (Nontax On Campus)	Catering (Nontax Off Campus)	Catering (taxable On Campus)	Catering (taxable Off Campus)	Catering (President's Office & non commission)	Cash	Rowdy's	Redbucks	Cottonwood	Charges	Camps						
Aug-2012	20,286.49	1,483.27	84.72	3,323.25	638.00	1,021.34	8,776.26	40,405.70	649.19	0.00	2,073.65	1,220.03	2,065.05	1,907.11	2,845.24	10,546.56	12,498.95	733.36	23,840.81					
Sep-2012	40,036.98	775.74	2,102.83	9,440.00	1,923.00	2,034.33	40,982.93	20,518.13	293.75	0.00	263.19	527.76	648.09	3,216.45	6,105.47	18,245.65	10,603.94	2,935.27	0.00					
Oct-2012	39,920.93	594.98	100.00	7,513.75	2,917.00	3,764.00	43,629.66	34,488.95	5,789.10	0.00	0.00	4,345.76	2,063.52	3,095.00	7,720.26	17,879.16	0.00	6,103.29	0.00					
Nov-2012	35,066.68	482.07	130.00	0.00	1,546.16	3,744.00	33,792.39	27,272.91	0.00	200.00	613.60	-527.76	32.45	3,927.00	6,595.91	13,498.90	20,578.28	8,263.75	0.00					
Dec-2012	18,020.20	67.42	109.00	431.50	1,402.00	972.00	15,355.62	9,967.70	0.00	0.00	0.00	0.00	100.00	1,222.00	3,288.82	5,717.14	7,555.25	1,236.01	0.00					
Jan-2013	24,701.40	186.06	29.00	31,582.97	542.00	1,831.00	19,536.43	20,238.43	1,624.10	667.50	0.00	0.00	572.56	2,191.00	2,283.96	9,792.25	9,567.35	1,307.58	0.00					
Feb-2013	41,156.90	788.21	76.00	2,328.13	1,727.00	3,466.00	35,294.89	30,604.82	3,307.25	0.00	1,470.50	170.50	2,988.07	3,529.00	5,491.63	13,460.00	8,573.76	6,569.99	0.00					
Mar-2013	35,814.75	2,315.43	29.00	5,980.00	1,026.17	4,074.00	25,280.93	21,779.79	149.00	0.00	0.00	0.00	2,313.88	2,566.00	4,961.61	8,686.88	9,808.68	2,346.47	0.00					
Apr-2013	50,919.43	1,351.83	220.00	3,895.00	1,919.00	3,336.00	32,771.42	42,077.18	31,092.65	0.00	781.73	0.00	1,690.56	3,336.00	7,109.29	10,567.68	9,865.60	6,533.96	0.00					
May-2013	21,703.37	2,026.77	48.00	2,614.00	727.00	695.00	10,103.78	23,921.71	1,524.66	100.00	1,368.10	0.00	4,606.84	1,258.00	2,174.46	2,619.78	8,810.95	564.46	0.00					
Jun-2013	10,936.83	3,346.90	0.00	-251.21	0.00	0.00	1,238.38	23,431.15	969.00	0.00	0.00	0.00	4,473.14	0.00	0.00	0.00	9,490.51	0.00	74,901.75					
Jul-2013	9,655.20	1,503.41	0.00	0.00	0.00	0.00	682.66	13,250.75	0.00	0.00	0.00	409.35	969.18	0.00	0.00	0.00	13,798.95	300.90	24,612.25					
<b>August 2012 through July 2013</b>	<b>348,219.16</b>	<b>14,922.09</b>	<b>2,928.55</b>	<b>66,857.39</b>	<b>14,367.33</b>	<b>24,937.67</b>	<b>267,445.35</b>	<b>307,957.22</b>	<b>45,398.70</b>	<b>967.50</b>	<b>6,570.77</b>	<b>6,145.64</b>	<b>22,523.34</b>	<b>26,247.56</b>	<b>48,576.65</b>	<b>111,014.00</b>	<b>121,152.22</b>	<b>36,895.04</b>	<b>123,354.81</b>					
Aug-2013	20,409.36	5,142.09	0.00	4,603.98	0.00	877.58	9,613.22	32,747.34	0.00	0.00	2,864.83	4,626.32	1,669.28	2,350.00	1,710.06	4,365.23	11,411.16	72.20	31,808.33					
Sep-2013	64,373.58	4,796.33	142.00	0.00	0.00	3,515.32	43,801.27	22,137.71	35.93	0.00	3,614.43	261.44	594.52	7,705.00	5,959.98	18,433.29	9,587.55	2,702.70	949.59					
Oct-2013	67,035.57	2,808.29	870.00	1,620.00	0.00	4,323.63	53,092.32	38,544.67	604.25	0.00	35.00	0.00	1,982.50	6,767.00	7,290.09	16,680.94	9,579.27	8,551.15	143.01					
Nov-2013	59,647.85	2,654.13	110.00	984.86	0.00	3,818.97	39,274.61	35,573.60	677.25	329.37	243.00	1,335.75	9,204.44	5,214.65	7,550.96	13,791.02	8,902.33	7,762.20	0.00					
Dec-2013	40,695.23	920.74	34.00	423.55	0.00	2,377.46	25,554.05	9,881.46	782.60	0.00	2,291.75	0.00	2,176.50	3,504.00	6,684.44	8,490.15	10,177.89	656.00	0.00					
Jan-2014	26,391.39	1,500.36	127.00	21,494.19	0.00	1,764.96	17,729.00	27,753.61	2,013.25	0.00	2,665.51	0.00	1,125.00	1,843.00	1,268.75	5,166.83	12,153.58	0.00	0.00					
Feb-2014	48,305.28	2,375.57	33.00	0.00	0.00	3,233.89	32,351.22	30,394.45	3,890.00	0.00	1,796.70	0.00	291.53	4,296.00	5,369.46	12,645.07	12,359.37	8,416.00	0.00					
Mar-2014	48,162.77	3,477.70	59.12	6,508.00	0.00	3,390.65	29,031.84	25,891.18	1,722.50	0.00	512.75	225.00	1,140.63	4,775.00	7,112.17	10,796.98	13,108.29	2,381.30	0.00					
Apr-2014	62,712.51	1,759.60	17.00	4,365.00	0.00	4,519.40	33,022.23	41,774.00	3,564.75	0.00	654.23	0.00	1,206.78	5,351.00	7,949.83	10,436.34	12,733.17	6,326.20	0.00					
May-2014	33,321.87	3,314.91	106.00	0.00	0.00	1,853.19	13,309.96	35,751.87	13,364.75	534.50	1,574.20	1,553.50	4,729.23	2,170.00	4,142.06	3,993.99	12,191.99	2,271.90	1,752.35					
Jun-2014	8,321.60	8,411.80	0.00	8,835.00	0.00	1,126.85	1,790.47	31,396.15	-4,236.00	0.00	250.00	2,175.00	3,253.71	1,276.11	0.00	6,712.5	11,902.58	258.91	47,443.99					
Jul-2014	8,204.91	2,086.88	0.00	0.00	0.00	0.00	-280.71	13,847.98	230.00	0.00	840.00	0.00	625.60	2,109.66	0.00	1,165.84	11,023.58	101.50	34,355.19					
<b>August 2013 through July 2014</b>	<b>487,581.92</b>	<b>39,248.40</b>	<b>1,498.12</b>	<b>48,834.58</b>	<b>0.00</b>	<b>30,801.90</b>	<b>298,289.48</b>	<b>345,694.02</b>	<b>22,649.28</b>	<b>863.87</b>	<b>17,342.40</b>	<b>10,177.01</b>	<b>27,999.72</b>	<b>47,361.42</b>	<b>55,037.80</b>	<b>106,636.93</b>	<b>135,130.76</b>	<b>39,500.06</b>	<b>116,166.44</b>					





# REQUEST FOR PROPOSAL

## SOUTHEAST MISSOURI STATE UNIVERSITY

**RFP NO:** 5730 AMENDMENT #2  
DINING SERVICES

**DATE:** DECEMBER 29, 2014

**BUYER:** SARAH J. STEINNERD  
PURCHASING MANAGER

**PHONE:** (573) 651-2588

**PROPOSAL MUST BE RECEIVED NO LATER THAN:**

**DATE:** EXTENDED TO JANUARY 12, 2015

**TIME:** 3:30 P.M.

For USPS/FedEx/UPS, etc.  
Proposals must be mailed to:  
Purchasing Department  
Southeast Missouri State University  
One University Plaza, Mail Stop 2035  
Cape Girardeau, MO 63701

OR delivered by offeror to:  
Purchasing Department  
Dearmont Residence Hall, East Wing  
Normal Avenue  
Cape Girardeau, MO 63701

The notice of award is made subject to availability and appropriation of funds as specified in the Request for Proposal, and the selection of the offeror is made in accordance with all applicable public procurement laws.

**MUST BE SIGNED TO BE VALID**

The offeror hereby agrees to furnish items and/or services, at the firm, fixed prices quoted, pursuant to all requirements and specifications contained herein, upon either the receipt of an authorized purchase order from the Purchasing Department or when this document is countersigned by the Purchasing Department as a binding contract, and further agrees that the language of this document shall govern in the event of a conflict with his or her proposal.

AUTHORIZED SIGNATURE 		PRINTED NAME/TITLE Steven M. Sweeney, President & CEO	
COMPANY NAME Compass Group USA, Inc., by and through its Chartwells Division		CURRENT DATE 1/6/15	
MAILING ADDRESS 3 International Drive		TELEPHONE NUMBER/EXT. 417-483-1278	
CITY Rye Brook	STATE NY	ZIP CODE 10573	
CONTACT PERSON Nadeem Zafar	CONTACT PERSON EMAIL ADDRESS nadeem.zafar@compass-usa.com		FACSIMILE NUMBER
DELIVERY DATE: _____ DAYS ARO. FOB DESTINATION		PROMPT PAYMENT TERMS: _____ % _____ DAYS NET _____ DAYS	

NOTICE OF AWARD (SOUTHEAST MISSOURI STATE UNIVERSITY USE ONLY)

AUTHORIZED SIGNATURE FOR SOUTHEAST MISSOURI STATE UNIVERSITY	DATE
--------------------------------------------------------------	------

SOUTHEAST MISSOURI STATE UNIVERSITY  
DINING SERVICES  
REQUEST FOR PROPOSAL 5730

AMENDMENT #2

The offeror is hereby notified that Request for Proposal 5730 is hereby amended as follows.

1. RFP closing date is hereby extended to January 12, 2015.
2. RFP closing time remains the same.
3. All other terms and conditions of Request for Proposal 5730 remain the same.

-----

The following questions have been received and are being worked. It is anticipated that the information will be provided via an Amendment on or before January 5, 2015.

Page 42, paragraph 5 – Meal Count Report

Question: Please provide the reports for August 2013 through July 2014. Can you provide customer counts by location by meal period?

Answer: *Information still being collected.*

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*To acknowledge receipt of this amendment, the offeror should complete, sign, and return with the proposal response.*



# REQUEST FOR PROPOSAL

## SOUTHEAST MISSOURI STATE UNIVERSITY

**RFP NO:** 5730 AMENDMENT #3  
DINING SERVICES

**DATE:** JANUARY 5, 2015

**BUYER:** SARAH J. STEINNERD  
PURCHASING MANAGER

**PHONE:** (573) 651-2588

**PROPOSAL MUST BE RECEIVED NO LATER THAN:**

**DATE:** JANUARY 12, 2015

**TIME:** 3:30 P.M.

For USPS/FedEx/UPS, etc.  
Proposals must be mailed to:  
Purchasing Department  
Southeast Missouri State University  
One University Plaza, Mail Stop 2035  
Cape Girardeau, MO 63701

OR delivered by offeror to:  
Purchasing Department  
Dearmont Residence Hall, East Wing  
Normal Avenue  
Cape Girardeau, MO 63701

The notice of award is made subject to availability and appropriation of funds as specified in the Request for Proposal, and the selection of the offeror is made in accordance with all applicable public procurement laws.

**MUST BE SIGNED TO BE VALID**

The offeror hereby agrees to furnish items and/or services, at the firm, fixed prices quoted, pursuant to all requirements and specifications contained herein, upon either the receipt of an authorized purchase order from the Purchasing Department or when this document is countersigned by the Purchasing Department as a binding contract, and further agrees that the language of this document shall govern in the event of a conflict with his or her proposal.

AUTHORIZED SIGNATURE 		PRINTED NAME/TITLE Steven M. Sweeney, President & CEO	
COMPANY NAME Compass Group USA, Inc., by and through its Chartwells Division		CURRENT DATE 1/6/15	
MAILING ADDRESS 3 International Drive		TELEPHONE NUMBER/EXT. 417-483-1278	
CITY Rye Brook	STATE NY	ZIP CODE 10573	
CONTACT PERSON Nadeem Zafar	CONTACT PERSON EMAIL ADDRESS nadeem.zafar@compass-usa.com		FACSIMILE NUMBER
DELIVERY DATE: _____ DAYS ARO, FOB DESTINATION		PROMPT PAYMENT TERMS: ___% ___ DAYS NET ___ DAYS	
NOTICE OF AWARD (SOUTHEAST MISSOURI STATE UNIVERSITY USE ONLY)			
AUTHORIZED SIGNATURE FOR SOUTHEAST MISSOURI STATE UNIVERSITY			DATE

SOUTHEAST MISSOURI STATE UNIVERSITY  
DINING SERVICES  
REQUEST FOR PROPOSAL 5730

AMENDMENT #3

*To acknowledge receipt of this amendment, the offeror should complete, sign, and return with the proposal response.*

-----

The offeror is hereby notified that Request for Proposal 5730 is clarified as follows.

1. RFP closing date is confirmed as January 12, 2015.
  2. RFP closing time remains the same.
  3. All other terms and conditions of Request for Proposal 5730 remain the same.
- 

Page 42, paragraph 5 – Meal Count Report

Question: Please provide the reports for August 2013 through July 2014. Can you provide customer counts by location by meal period?

*Answer: See Attachment 3A.*

Question: Can you please provide a breakdown of the enrollment in the meal plans for 2012-13 and 2013-14?

*Answer:*

<i>Annual Average Meal Plan</i>	<i>2013-2014</i>	<i>2012-2013</i>
<i>19 meal plan</i>	<i>303</i>	<i>124</i>
<i>15 meal plan</i>	<i>639</i>	<i>667</i>
<i>10 meal plan</i>	<i>1834</i>	<i>1835</i>
<i>5 meal plan</i>	<i>252</i>	<i>250</i>
<i>Total</i>	<i>3,028</i>	<i>2,876</i>

Question: Please confirm that all student residents must choose a meal plan and what is the default plan if they do not choose.

*Answer: The 15-meal plan is the default meal plan for any student who does not choose one. This is a very rare occurrence as the online housing and meal plan contract a student completes requires a student to select a meal plan before their contact can be processed.*

The last page of Amendment 1, Attachment 1D:

Question: This report does not include meal plan sales, correct?

*Answer: This report does not reflect payments from the University to the contractor for meal plans, which are paid from the student to the University. The University in turns makes payment to the contractor weekly based on a contractor submitted invoice.*

*Total payment from the University to the contractor for meal plans during the fiscal year.*

<i>Board Plan</i>	<i>2013-2014</i>	<i>2012-2013</i>
<i>Academic Year</i>	<i>\$6,191,885</i>	<i>\$5,713,494</i>

<i>Summer Board Plan</i>	<i>\$48,993</i>	<i>\$55,383.47</i>
<i>Total</i>	<i>\$6,240,879</i>	<i>\$5,768,877</i>

Question: How many residents are at the River campus?

*Answer: There are 127 students living at the River Campus and more than 500 additional students faculty, and staff who have classes/work at the River Campus.*

Question: Please explain Cottonwood sales.

*Answer: Cottonwood sales are those sales to Cottonwood, a mental health facility located on property owned by the University and leased to the Missouri Department of Mental Health to provide a residential program designed to meet the emotional and mental health needs of children and adolescents (ages 6-17) who meet the criteria for severe emotional disturbance. Cottonwood serves children throughout the State who have severe emotional disturbance as well as those children dually diagnosed with emotional disturbance and mental retardation (taken from Cottonwood website). The facility is being transitioned to a private non-for profit beginning January 5, 2015. After January 5 the facility will be operated by the Community Caring Council and will be limited to a 16 bed residential facility. The current contractor provides meal service, prepared in the Towers Dining kitchen and driven to Cottonwood, which is less than a quarter mile from the Towers Complex. The contract, including menu, prices, and level of service for these meals is held between the contractor and Cottonwood.*

*Details on Cottonwood:*

*<http://dmh.mo.gov/cottonwood/>*

*Details on Transition to Community Caring Council*

*<http://www.semissourian.com/story/2149726.html>*

*The sales noted on the attachment reflect the sales to Cottonwood for meal service to the children being provided services through the Missouri Department of Mental Health.*

Question: UC Cash, Charge and Redbucks sales: Does this include all UC sales for Redhawk Market, Skylight Terrace and Starbucks?

*Answer: UC sales include all areas in the University Center (Redhawk Market, Skylight, Terrace, and Starbucks) as well as Scully Café (Subway and We Proudly Serve) and Houck's Place. The reports were furnished by the contractor and do not provide a breakdown.*

Question: The Residence Hall cash, Redbucks and charge sales: Are these sales for Towers?

*Answer: Yes*

Question: Charges sales: is this credit card sales?

*Answer: These are mostly departmental charges for meals at Towers related to the Faculty Friday program.*

Question: Where on the spreadsheet are the sales for Houck's Place and Scully Café?

*Answer: These sales are included in UC sales. The reports were furnished by the contractor and do not provide a breakdown by specific location.*

Question: Are the sales included on the attachment Total sales for all dining service operations on campus?

*Answer: There are billings for some items for which no commission is paid to the University by Chartwells, therefore specific sales are not reported as no commission is paid to the University. Examples of these include linens and food items not processed in Chartwells kitchens and liquor billed to the University Foundation. Chartwells also bills the University for food service supplies at times and these are not included as sales on the report.*



Month	Week	Redhawks Market	Olives	Wheat Street	Subway	Starbucks	Rowdy's	St. Vincent's Commons	Scully-We Proudly Serve	Retail Meals	Towers (Board)	Weekly Totals	Monthly Total Meals
Aug-13	Week 1	21	0	0	29	27	0	0	0	77	0	77	37828
	Week 2	0	0	0	23	19	0	0	0	42	0	42	
	Week 3	794	105	92	300	93	519	0	9	1912	1329	3241	
	Week 4	8719	1677	497	2037	893	4151	240	179	18393	11395	29788	
	Week 5	1165	286	49	305	202	516	33	52	2608	2072	4680	
Sep-13	Week 1	5180	921	326	1442	667	2596	243	152	11527	6598	18125	115673
	Week 2	8368	1667	445	2414	1163	4521	319	310	19207	10027	29234	
	Week 3	8287	1633	389	2448	1253	4454	347	364	19175	9366	28541	
	Week 4	8227	1467	420	2483	1297	4229	398	332	18853	8638	27491	
	Week 5	3636	715	163	938	531	1956	125	116	8180	4102	12282	
Oct-13	Week 1	4601	713	208	1585	743	2174	285	216	10525	4174	14699	114566
	Week 2	8094	1495	431	2501	1320	4431	374	313	18959	8603	27562	
	Week 3	6486	1158	271	2051	1272	3547	252	318	15355	7490	22845	
	Week 4	6536	980	284	2312	1099	3317	351	308	15187	6334	21521	
	Week 5	8208	1490	321	2633	1311	4690	379	399	19431	8508	27939	
Nov-13	Week 1	8525	1096	436	3031	1359	4521	394	427	19789	8586	28375	100444
	Week 2	8738	1445	410	2556	1401	4490	372	401	19813	8746	28559	
	Week 3	8064	1492	420	2528	1459	4598	410	399	19370	8461	27831	
	Week 4	4238	1017	138	1242	925	2794	199	224	10777	4902	15679	
Dec-13	Week 1	5934	984	386	1929	1091	3522	334	310	14490	5794	20284	75276
	Week 2	7822	1674	415	2321	1243	4859	382	381	19097	9037	28134	
	Week 3	8206	1487	430	2300	1428	4658	166	289	18964	7343	26307	
	Week 4	201	0	0	66	96	0	0	4	367	184	551	
	Week 5	0	0	0	0	0	0	0	0	0	0	0	
Jan-14	Week 1	0	0	0	0	0	0	0	0	0	0	0	49126
	Week 2	0	0	0	0	0	0	0	0	0	0	0	
	Week 3	0	0	0	0	0	0	0	0	0	0	0	
	Week 4	5426	724	327	1564	629	2684	195	206	11755	5479	17234	
	Week 5	9609	1724	584	3068	1314	5389	419	440	22547	9345	31892	
Feb-14	Week 1	5275	1444	273	879	657	3887	132	174	12721	7412	20133	99643
	Week 2	7550	1564	432	2128	1086	4473	332	330	17895	7411	25306	
	Week 3	7726	1302	445	2462	1191	4250	384	425	18185	8036	26221	
	Week 4	8092	1330	416	2067	1253	4092	413	423	18086	6421	24507	
	Week 5	1163	149	37	375	206	584	33	83	2630	846	3476	
Mar-14	Week 1	5001	944	368	1564	879	3894	249	263	13162	6903	20065	80640
	Week 2	7881	1344	465	2578	1464	4559	366	463	19120	7247	26367	
	Week 3	667	56	33	208	176	261	28	82	1511	509	2020	
	Week 4	6156	881	437	2131	1061	3270	330	350	14616	4914	19530	
	Week 5	3580	798	162	1011	555	2257	118	158	8639	4019	12658	
Apr-14	Week 1	4492	592	387	1653	874	2031	269	294	10592	3570	14162	107684
	Week 2	7875	1298	521	2648	1437	4313	401	455	18948	7165	26113	
	Week 3	7780	1104	454	2571	1507	4313	362	469	18560	7191	25751	
	Week 4	6326	786	524	2211	1203	2928	331	343	14652	5441	20093	
	Week 5	6641	1061	427	2171	1252	3479	272	339	15642	5923	21565	
May-14	Week 1	9583	1466	664	3155	1967	4827	417	509	22588	7983	30571	57702
	Week 2	7893	1186	511	2296	1728	4187	157	337	18295	7454	25749	
	Week 3	361	0	0	81	203	0	0	0	645	228	873	
	Week 4	207	0	0	103	83	0	0	0	393	0	393	
	Week 5	72	0	0	19	25	0	0	0	116	0	116	
Jun-14	Week 1	189	0	0	70	82	0	0	0	341	0	341	2409
	Week 2	266	0	0	110	91	0	0	0	467	0	467	
	Week 3	365	0	0	127	100	0	0	0	592	0	592	
	Week 4	496	0	0	144	103	0	0	0	743	0	743	
	Week 5	191	0	0	38	37	0	0	0	266	0	266	
Jul-14	Week 1	171	0	0	86	55	0	0	0	312	0	312	2852
	Week 2	331	0	0	136	131	0	0	0	598	0	598	
	Week 3	402	0	0	126	140	0	0	0	668	0	668	
	Week 4	402	0	0	137	118	0	0	0	657	0	657	
	Week 5	340	0	0	131	146	0	0	0	617	0	617	
		252559	43255	13998	77522	42645	136221	10811	11646	588657	255186	843843	843843

Retail meals include totals from Redhawks Market, Olives, Wheat Street, Subway, Starbucks, Rowdy's, St. Vincent's Commons, and WPS

Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA) and INA Section 274A.

- If the contractor is found to be in violation of this requirement or the applicable state, federal and local laws and regulations, and if the State of Missouri has reasonable cause to believe that the contractor has knowingly employed individuals who are not eligible to work in the United States, the University shall have the right to cancel the contract immediately without penalty or recourse and suspend or debar the contractor from doing business with the University. The University may also withhold up to twenty-five percent of the total amount due to the contractor.
- The contractor agrees to fully cooperate with any audit or investigation from federal, state or local law enforcement agencies.

In addition, the contractor shall maintain enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services included herein.

Compass Group USA, Inc., by and through its Chartwells Division

\_\_\_\_\_  
Company Name

  
\_\_\_\_\_  
Signature/Date

Steven M. Sweeney, President & CEO

## ATTACHMENT 5 MINORITY VENDOR INFORMATION

In order to identify information requested by the Office of Administration, Division of Purchasing, please complete the following by placing a check mark in the appropriate box next to the classification which best represents your business. Completion of the following information does not affect purchase order/contract award.

### BUSINESS TYPE

- |                                                               |                                                                          |
|---------------------------------------------------------------|--------------------------------------------------------------------------|
| <input type="checkbox"/> A. Small, Minority, Missouri         | <input type="checkbox"/> F. Large, Non-Minority, Missouri                |
| <input type="checkbox"/> B. Small, Non-Minority, Missouri     | <input type="checkbox"/> G. Large, Minority, Non-Missouri                |
| <input type="checkbox"/> C. Small, Minority, Non-Missouri     | <input checked="" type="checkbox"/> H. Large, Non-Minority, Non-Missouri |
| <input type="checkbox"/> D. Small, Non-Minority, Non-Missouri | <input type="checkbox"/> I. Female-Owned Business                        |
| <input type="checkbox"/> E. Large, Minority Missouri          | <input type="checkbox"/> J. Unable to Classify                           |

**SMALL:** An organization with less than 500 employees.

**LARGE:** An organization with greater than 500 employees.

**MINORITY:**

An organization that has been (1) certified socially and economically disadvantaged by the Small Business Administration, (2) certified as a minority business enterprise by a state or federal agency, or (3) is an independent business concern that is 51% owned and controlled by a minority group member including:

- a. Black American
- b. Hispanic American with origins from Puerto Rico, Mexico, Cuba, South or Central America
- c. Native Indian, Eskimo, or Native Hawaiian
- d. Asian Pacific American with origins from Japan, China, the Philippines, Vietnam, Korea, Samoa, Guam, the U.S. Trust Territories of the Pacific, northern Marianas, Laos, Cambodia, Taiwan, or the Indian Subcontinent

**NON-MINORITY:**

An organization that does not satisfy the criteria listed above for Minority.

**MISSOURI:**

An organization whose state of incorporation is in Missouri, or if not incorporated whose principal place of business is in Missouri.

**NON-MISSOURI:**

An organization whose state of incorporation is not in Missouri, or if not incorporated whose principal place of business is located outside Missouri.

*For example:* An organization having 50 employees, owned by a Black American, and whose General Mailing Address is Tampa, Florida would be classified as follows: Small, Minority, Non-Missouri.



**ATTACHMENT 6**  
**MISSOURI SERVICE-DISABLED VETERAN BUSINESS PREFERENCE**

Pursuant to 34.074 RSMo, Southeast Missouri State University has a goal of awarding three (3) percent of all contracts for the performance of any job or service to service-disabled veteran businesses (see below for definitions included in 34.074 RSMo) either doing business as Missouri firms, corporations, or individuals; or which maintain Missouri offices or places of business, when the quality of performance promised is equal or better and the price quoted is the same or less or whenever competing bids, in their entirety, are comparable.

Definitions:

**Service-Disabled Veteran** is defined as any individual who is disabled as certified by the appropriate federal agency responsible for the administration of veterans' affairs.

**Service-Disabled Veteran Business** is defined as a business concern:

- a. not less than fifty-one (51) percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than fifty-one (51) percent of the stock of which is owned by one or more service-disabled veterans; and
- b. the management and daily business operations of which are controlled by one or more service-disabled veterans.

If a bidder meets the definitions of a service-disabled veteran and a service-disabled veteran business as defined in 34.074 RSMo and is either doing business as a Missouri firm, corporation, or individual; or maintains a Missouri office or place of business, the bidder **must** provide the following with the bid in order to receive the Missouri service-disabled veteran business preference over a non-Missouri service-disabled veteran business when the quality of performance promised is equal or better and the price quoted is the same or less or whenever competing bids, in their entirety, are comparable:

- a. a copy of a letter from the Department of Veterans Affairs (VA), or a copy of the bidder's discharge paper (DD Form 214, Certificate of Release or Discharge from Active Duty) from the branch of service the bidder was in, stating that the bidder has a service-connected disability rating ranging from 0 to 100% disability; and
- b. a completed copy of this attachment

(NOTE: For ease of evaluation, please attach copy of the above-referenced letter from the VA or a copy of the bidder's discharge paper to this Attachment.)

By signing below, I certify that I meet the definitions of a service-disabled veteran and a service-disabled veteran business as defined in 34.074 RSMo and that I am either doing business as a Missouri firm, corporation, or individual; or maintain Missouri offices or places of business at the location(s) listed below.

\_\_\_\_\_  
Service-Disabled Veteran's Name  
(Please Print)

\_\_\_\_\_  
Service-Disabled Veteran Business Name

\_\_\_\_\_  
Service-Disabled Veteran's Signature

\_\_\_\_\_  
Missouri Address of Service-Disabled Veteran Business

**ATTACHMENT 7**  
**BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,**  
**AND AFFIDAVIT OF WORK AUTHORIZATION**

**BUSINESS ENTITY CERTIFICATION:**

The bidder must certify their current business status by completing either Box A or Box B on this Attachment.

**BOX A:** To be completed by a non-business entity as defined below.

**BOX B:** To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at [http://www.dhs.gov/xprevprot/programs/gc\\_1185221678150.shtm](http://www.dhs.gov/xprevprot/programs/gc_1185221678150.shtm).

**Business entity**, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit. The term "business entity" shall not include a self-employed individual with no employees or entities utilizing the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

Note: Regarding governmental entities, business entity includes Missouri schools, Missouri universities, out of state agencies, out of state schools, out of state universities, and political subdivisions. A business entity does not include Missouri state agencies and federal government entities.

**BOX A – CURRENTLY NOT A BUSINESS ENTITY**

I certify that \_\_\_\_\_ (Company/Individual Name) **DOES NOT CURRENTLY MEET** the definition of a business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo as stated above, because: (check the applicable business status that applies below)

- I am a self-employed individual with no employees; **OR**
- The company that I represent utilizes the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if \_\_\_\_\_ (Company/Individual Name) is awarded a contract for the services requested herein under \_\_\_\_\_ (IFB/RFP/RFQ number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then, prior to the performance of any services as a business entity, \_\_\_\_\_ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide Southeast Missouri State University with all documentation required in Box B of this attachment.

\_\_\_\_\_  
Authorized Representative's Name  
(Please Print)

\_\_\_\_\_  
Authorized Representative's Signature

\_\_\_\_\_  
Company Name (if applicable)

\_\_\_\_\_  
Date

**ATTACHMENT 7 continued**

**BOX B – CURRENT BUSINESS ENTITY STATUS**

Compass Group USA, Inc., by and through  
I certify that its Chartwells Division (Business Entity Name) **MEETS** the definition of a business  
entity as defined in section 285.525, RSMo pertaining to section 285.530.

Steven M. Sweeney, President & CEO

Authorized Business Entity  
Representative's Name


(Please Print)

Compass Group USA, Inc., by and through  
its Chartwells Division

Business Entity Name

steve.sweeney@compass-usa.com

E-Mail Address

  
Authorized Business Entity  
Representative's Signature

Date

12/17/14

As a business entity, the bidder/offeree/contractor must perform/provide each of the following. The bidder/offeree/contractor should check each to verify completion/submission of all of the following:

- Enroll and participate in the E-Verify federal work authorization program (Website: [http://www.dhs.gov/xprevprot/programs/gc\\_1185221678150.shtm](http://www.dhs.gov/xprevprot/programs/gc_1185221678150.shtm); Phone: 888-464-4218; Email: [e-verify@dhs.gov](mailto:e-verify@dhs.gov)) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND
- Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the bidder's/offeree's name and the MOU signature page completed and signed, at minimum, by the bidder/offeree and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the bidder's/offeree's name and company ID, then no additional pages of the MOU must be submitted.; AND
- Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Attachment.





Company ID Number: 19959  
Client Company ID Number: 511250

The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer, the E-Verify Employer Agent and DHS respectively.

If you have any questions, contact E-Verify at 1-888-464-4218.

Approved by:

<b>Employer - COMPASS Group</b>	
Richard J. Rossetti	Assistant Secretary
Name (Please Type or Print)	Title
<i>[Signature]</i>	5/13/12
Signature	Date
<b>E-Verify Employer Agent - TALX Corporation</b>	
Melissa Gross	
Name (Please Type or Print)	Title
<i>[Signature]</i>	02/27/2012
Signature	Date
<b>Department of Homeland Security - Verification Division</b>	
Name (Please Type or Print)	Title
Signature	Date

**Information Required**  
**For the E-Verify Employer Agent Program**  
Information relating to your Company



**Company ID Number: 19959**  
**Client Company ID Number: 511250**

The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer, the E-Verify Employer Agent and DHS respectively.

If you have any questions, contact E-Verify at 1-888-464-4218.

**Approved by:**

**Employer Compass Group**

_____ Name (Please Type or Print)	_____ Title
_____ Signature	_____ Date

**E-Verify Employer Agent TALX Corporation**

<b>Melissa Gross</b>	_____
_____ Name (Please Type or Print)	_____ Title
<i>Electronically Signed</i>	<b>02/27/2012</b>
_____ Signature	_____ Date

**Department of Homeland Security – Verification Division**

<b>USCIS Verification Division</b>	_____
_____ Name (Please Type or Print)	_____ Title
<i>Electronically Signed</i>	<b>03/13/2012</b>
_____ Signature	_____ Date

**Information Required  
 For the E-Verify E-Verify Employer Agent Program**

**Information relating to your Company:**

\_\_\_\_\_





Company ID Number: 19959  
Client Company ID Number: 511250

Company Name: Compass Group

Company Facility Address: 2400 Yorkmont Road

Charlotte, NC 28217

County or Parish: MECKLENBURG

Employer Identification

Number: 561874931

North American Industry  
Classification Systems

Code: 722

Administrator: \_\_\_\_\_

Number of Employees: 10,000 and over

**ATTACHMENT 7 continued**

**AFFIDAVIT OF WORK AUTHORIZATION:**

The bidder/offeror who meets the section 285.525, RSMo definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now Steven M. Sweeney (Name of Business Entity Authorized Representative) as President & CEO (Position/Title) first being duly sworn on my oath, affirm Compass Group USA, Inc., by and through its Chartwells Division (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the University for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that Compass Group USA, Inc., by and through its Chartwells Division (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided to the contract(s) for the duration of the contract(s), if awarded.

*In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)*

  
Authorized Representative's Signature

Steven M. Sweeney  
Printed Name

President & CEO  
Title

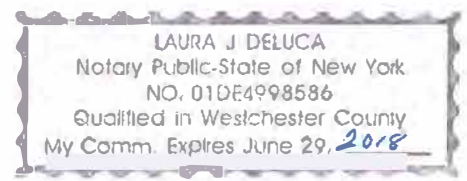
12/17/14  
Date

steve.sweeney@compass-usa.com  
E-Mail Address

Subscribed and sworn to before me this 17<sup>th</sup> of DECEMBER 2014. I am  
(DAY) (MONTH, YEAR)  
commissioned as a notary public within the County of Westchester, State of  
(NAME OF COUNTY)  
New York, and my commission expires on 6/29/2018.  
(NAME OF STATE) (DATE)

  
Signature of Notary

12/17/14  
Date



# Executive Summary



# The Value of our Partnership

Chartwells is very honored and proud of our 15-year alliance with Southeast Missouri State University and the mutually beneficial results realized during our tenure. Throughout our partnership we have worked diligently to ensure that everything we do is focused on what is important to you, so we may collectively best meet the needs of your students. Understanding that the campus is about to focus on a new direction, we are excited about this opportunity to showcase the value we can deliver, both with a fiscally responsible and compelling offer, as well as delivering a program with constant innovation, flexibility and creativity to all those who touch the services we provide. We are eager to continue to build an even stronger and more effective partnership with you through targeted strategies to best meet your needs.

## What Is Important to You – Our Foundation

As dedicated strategic business partners, Southeast Missouri State University and Chartwells share a history of mutual goals, cost efficiencies and outstanding service. Our proposal to you is in recognition of our partnership and in appreciation of your trust in us to continuously evolve and mold our services to what is important to you.

- Resident dining program that provides healthy, authentic and ethnically diverse food options
- Meal plan variety and flexibility to provide value and choices for students
- Retail program to include continued expansion of national and Chartwells brands
- On-site management team complete with professional, innovative leaders
- Price value that provides a robust financial package including return to the University, capital funds and attractive pricing for Southeast Missouri State University students
- Catering management and resources to meet your growing needs

Our alignment with Southeast Missouri State University's goals is of utmost importance to us to effectively address what is important to you. We are committed to provide services that assist in attracting and retaining students through our robust dining services program and support the students, faculty, staff and the Southeast Missouri State University community.

Most importantly, we trust that our offer provides you with unequivocally compelling reasons to continue our partnership. Chartwells' vision for Southeast Missouri State University resident dining program is grounded in market research and a keen understanding of what student's value. Our resident dining plan is based on research using Campus Labs (our mobile survey partner), Chartwells' exclusive Neighborhoods™ market research tool, and focus groups with key markets. Furthermore, our ongoing study of industry and campus trends, demographic data, and an understanding of current generations support the development of our residential dining plan.



- Resident Dining Program
- Towers Vision 20/20 including a transparent culinary program that blends the kitchen and service areas into one seamless modern restaurant experience offering students a clear view of their food – from prep and production to finishing and delivery
  - Transformation of Houch’s Place to “All-you-care-to-eat” resident dining location on South Campus
  - A continued focus on health and wellness
  - International student focus including culinary solutions that meet their unique expectations
- Meal Plan Variety and Flexibility
- Expanded service hours including nights and weekends for both retail and resident dining locations
  - Additional All You Care To Eat resident dining option to ensure variety and flexibility for meal plan participants
  - Stay on the forefront of industry trends and share our findings with you so we can adapt our program as necessary
- Retail Program
- Expansion of national brand including the addition of Panda Express in the Skylight Terrace and Subway in Scully
  - Refresh of national brand concepts including an expansion of Chick-fil-A to full service and Papa John’s upgrade
  - Refresh of Rotations, Hearthstone and Wild Greens to include concept upgrades and expansion of the overall layout and design
  - Our mobile truck will meet the demands of campus in different locations, is highly mobile and customizable. This solution can be used for concessions and other campus events
- On-site Management Team
- Continue the direction of our new management team in building strong relationships with administration, students and key organizations.
  - Steven Cooper quickly embraced and immersed himself in Southeast Missouri State University and has become a trusted partner. Under his leadership he has built many relationships and implemented several impactful changes to the benefit of the SEMO community.
  - Kelley Wilkins will continue to ensure we are highly focused on all catering events at all times. Kelley brings new innovation and trends and will continue to set events at Southeast Missouri State to the highest standards through her eye for detail and strong focus on customer service.
  - Carlos De Jesus brings over ten year’s executive chef experience which adds a higher level of culinary presence on campus
  - Additionally, we are excited to introduce Nadeem Zafar, Chartwells regional vice president, as our new leader of our team moving forward. His depth of experience and can-do attitude will be an invaluable asset for Southeast Missouri State University.

Price Value Relationship

- Our proposal freezes the daily board rate in Year 1
- Capital investment focused on new retail concepts and upgrading Towers dining facilitates with the addition of an all you care to eat facility in the Houch's dining facility

Catering

- Catering price freeze Year 1
- New catering guides customized to the specific needs of Southeast Missouri State University students, faculty and staff
- Continue to enhance the catering experience by with seasoned professionals
- Catertrax enhancement to improve the overall website image and upload new menus
- Commitment to student catering options, enhanced consistency, professionalism and training

# Our Offer

Our partnership with Southeast Missouri State University is built on trust, open and honest communications, and compromise, which produces the best results – Chartwells will never lose sight of why we are here. Our commitment and passion for Southeast Missouri State University runs deep, as evidenced in our shared goals. To accomplish this, it takes a strong financial commitment from a partner who is as focused on delivering excellence as you are. Our solution-based offer draws on our knowledge of Southeast Missouri State University and is based on what is important to you. To demonstrate our commitment, we are proposing a very aggressive, flexible and fiscally responsible plan. Every facet of our offer is customized and designed to be innovative, best in class and sustainable over time and supports your vision of the future needs of the growing campus of Southeast Missouri State University.

## **\$26,486,569 Contract Value for Southeast Missouri State University**

- **\$12,746,569 in Meal Plan Override**

- Savings is based on our proposed board rates for Year 1 and 3.5 percent increase in board rates for Years 2-9.

- **\$6,575,000 Capital Investment for Program Enhancements, Renovation and New Retail Locations**

- \$2,600,000 to renovate and expand our retail services in University Center
  - o Transform the Skylight Cafe to a full service Panda Express.
  - o Expand current Chick-fil-A to full service concept offering expanded menu selections
  - o Remodeling of kitchen, dish room and loading dock areas. Proposal includes equipment, new walk-in coolers, freezers, hood, fire suppression and finishes and A/E fees.
  - o Refresh Papa John's to ensure students are receiving a high quality pizza each time they order.
- \$750,000 Merick Hall Houch's Place Transformation
  - o Convert program to All You Care to Eat Balanced Kitchen resident dining concept
- \$2,625,000 Towers Remodel
  - o Kitchen equipment upgrades and blend of kitchen and serving areas into one seamless modern restaurant experience.
  - o Rowdy's – Refresh including new seating, sound system and TVs
- \$350,000 for Scully Subway expansion and relocation of We Proudly Serve Starbucks
- \$250,000 in program enhancements including food truck and River Campus and outdoor pavilion to be used as a student hangout as well as a cool event space.

## **\$500,000 Unrestricted Signing Bonus**

- \$50,000 per year payable at the execution of each option

## **\$2,950,000 Guaranteed Commissions**

Year 1	\$250,000
Year 2	\$260,000
Year 3	\$270,000
Year 4	\$280,000
Year 5	\$290,000
Year 6	\$300,000
Year 7	\$310,000
Year 8	\$320,000
Year 9	\$330,000
Year 10	\$340,000

**\$350,000 for Unencumbered Catering Fund**

- To be used for Cooperdome breakfast and Thanksgiving and holiday luncheons
- \$100,000 additional catering funds over the contract term

**\$190,000 Scholarships, Internships, Donations**

- \$150,000 additional in scholarship over contract term
- \$5,000 for hospitality program scholarship
- \$175,000 Chartwells will fully fund two or three on-campus paid scholarships in the areas of marketing and dietetics and hospitality management
- \$10,000 for new president inauguration ceremony

# Foundation of Our Partnership

## Past Performance is a Great Predictor of Future Results

In partnership with Southeast Missouri State University, our joint efforts consistently generate key results which positively impact your students' satisfaction. Some key highlights of our mutual success are:

- Introduction of Chartwells' Balanced U program and Webtrition menu management system to meet the increasing number of students seeking healthier lifestyles and nutrition information for the products that we serve
- Introduction of allergen cooler in Towers Café, menu options and signage for students with diverse dietary needs including vegetarian, vegan, gluten-free and tree-nut-free. Additionally the launch of nutrition tours, counseling and eating guides made available those students looking to identify options quickly.
- Opening of a full-service Starbucks in the University Center
- Opening of Subway and We Proudly Serve Starbucks in Scully
- Remodel of University Center Redhawks Market to include the introduction of Papa John's, the addition of seating area behind Redhawks Market and renovation of the south dining room
- Opening of River Campus' St. Vincent's Commons and Merick Hall's Houch's Place
- Renovation of Geronimo's to Rowdy's, introduction of convenience items
- Addition of registered dietitian position to Chartwells Southeast Missouri State University management team
- Catered grand re-opening of the Copper Dome and Academic Hall



# A Focus on Being Well

As your long-term strategic partner, we clearly understand how important it is to continue our focus on providing taste-tempting healthy food options. Our wellness platform includes the latest research on healthful eating, an understanding of behavioral change in food consumption and incorporates our understanding of the long-term eating behaviors. Laura Vollink, our full-time dietitian will continue to ensure a strong focus on health and wellness in all programs. We consistently look for opportunities to make a difference in the lives of the students, faculty and staff at Southeast Missouri State University through our commitment to nutrition and healthy eating. We are proud of our collective efforts to make this world a better place.

## Our Commitment

We believe that the health of our ecosystem is directly connected to the health of our communities and people who live in them. Acting responsibly is part of our company DNA, and we are committed to offering policies and solutions that are both immediately visible and sustainable over the long term. In support of that position, we are committed to:

1. Buying local products to support family farms
2. Serving seafood that comes from sustainable sources
3. Promoting certified humane cage-free eggs
4. Purchasing poultry produced without the routine use of human antibiotics
5. Providing milk and yogurt that is free of artificial growth hormones
6. Implementing waste reduction practices to minimize environmental impact
7. Offering packaging made from renewable resources
8. Featuring socially and ecologically certified coffee
9. Providing a large variety of healthful options including eliminating artificial trans-fat and reducing sodium
10. Offering educational tools that encourage our customers to make healthier choices

# Veteran and International Student Programs

Through discussions with key University administrators, we know that Southeast Missouri State University has supplemented recruitment and support programs for both veterans and international students. Collectively veterans and international students represent a significant user group of the dining services program. We propose a partnership with Southeast Missouri State University to support both programs.

International Students are represented by over 1,000 students from 50 different countries. Currently over 120 international students are part of the Southeast Missouri State University Chartwells team. We will continue to support student employment at all levels. All our associates have an opportunity to consider Compass Group as a professional career and we promote these opportunities thru our internship programs, training and resource network team. Additionally we work with the international student group and support them with monthly cultural events. We've been working with the University's international center to help with ensuring the dietary needs for the international students are met. As a result, our menus now include more vegetarian, kosher and Halal options.

Starting in the 2015-2016 academic year, we propose partnering with the theater department along with the international center to support an annual end-of-year banquet for the international students. Our executive chef Carlos will work with each group to deliver authentic cultural cuisines along with our catering department support to execute a world class banquet. We are committing an annual \$3,000 sponsorship for this event.

For military and veterans we propose partnering through these steps:

- Chartwells will create an internship program targeting veterans that will provide real life experiences. This structured program will allow veterans to work in a variety of different fields including human resources, accounting, marketing, management and culinary.
- We will guarantee four participants each academic year working at least 20 hours and offer one full-time paid internship

# Why Chartwells

Chartwells is proud of our relationship with Southeast Missouri State University and because of our partnership, together we have grown the programs and people over the past ten years resulting in many great milestones. Chartwells will continue to work closely with you to continue to enhance the international student experience, knowing our services provide many connections that are unique. We will continue to drive innovations, introduce best practices and work diligently to achieve the objectives that are most important to you.

We are committed to achieving the outcomes that we outlined in this offer. Chartwells is confident that our vision for the future, coupled with our commitment to working collaboratively with Southeast Missouri State University will bring continued success to your campus community. You have the dedication of the entire Compass Group and Chartwells organizations that we will keep the communications path clear – we will listen and then act in your best interests. We understand what is important to Southeast Missouri State University and believe in complete transparency. Our clients tell us we stand apart from our competition with our cultural awareness, innovation and entrepreneurial spirit, flexible programs, comprehensive training and superior quality.

## Benefits for Southeast Missouri State University

- Ensured financial stability. Our financial package is built on our knowledge and track record at Southeast Missouri State University.
- A stable management team and workforce is dedicated to providing excellent customer service and provides Southeast Missouri State with continuity without a costly learning curve of another provider.
- Chartwells guarantees you NO transition pain or risk and can deliver on our vision plan immediately without delay.
- Proven high student administration and faculty satisfaction results.
- Proven catering expertise.
- Specialization – Chartwells is focused solely on higher education foodservice.
- Commitment from our senior management team.

As we have learned through this RFP process, in the near future the SEMO campus will undergo a rebranding exercise. We too have some very exciting news to share as well – in the coming months Chartwells will also undergo a rebranding exercise with the introduction of:

*Healthy minds and bodies are the path to a healthy future.*

More than a logo and tagline, this is a strategic response to the shifting needs of our clients and students. With Generation Z knocking on our doors our generational research shows us that we will see significant shifts in dining expectations and habits. An expectation that will result in dining environments gathering spaces where students come together to eat, learn and connect. We also know we will need to support a generation that is being described a less-active in their fight against obesity. This is a fight we cannot allow this generation to lose.

As we move through 2015 more information will be sent to our valued partners such as SEMO. Our go to market and media strategies will be energetic, impactful and will be shared in the near future.

# General Overview and Legal Exceptions





# Definitions, Introduction, Information, General Overview and Pre-Proposal Conference

Compass Group and Chartwells thanks Southeast Missouri State University for the opportunity to respond to the Request for Proposal #5730 – Dining Services. We value our long-standing partnership and thank you for the opportunity of providing you a comprehensive dining service program in accordance with the terms and conditions set forth in the Request for Proposal and Amendments. Our team has reviewed the RFP in its entirety and is proud to submit our response.

To facilitate your evaluation, Chartwells has organized our proposal to respond to each paragraph of the RFP, utilizing the same numbering arrangement for each item, as requested in the Offerer's Information #2. As requested:

- Our proposal is constructed to mirror the Table of Contents on page 2 of the RFP.
- We acknowledge and accept all definitions as outlined on pages 3-4 as accurate. These definitions were utilized in formulating our response.
- We acknowledge and accept the Introduction, Background Information, and General Overview as outlined on pages 5-6. The statistical information in #2 in preparing our response.
- Chartwells accepts and complies with all Pre-proposal Conference points, as outlined on page 7.

# Legal Exceptions

Chartwells respectfully submits the following exceptions to Southeast Missouri State University's Request for Proposal No. 5730 - Dining Services:

1. **RFP page 1; RFP page 12, Section 2; RFP page 23, Section 3; RFP page 26, Section 12; RFP page 43, Sections 1.1, 1.2 and 1.3; RFP page 48, Section 4.1; RFP page 49, Section 4.6; and RFP page 54, first paragraph.** We request that price increases be governed by the following:

Board rates and prices for other products and services will increase in each subsequent year by an amount to be negotiated, taking into account population, hours of operation, other conditions, labor costs (including but not limited to benefits and insurance costs), product costs, fuel costs, federal, state and local tax structure, any change in federal, state or local law including regulatory or legislative mandates, any other levy or tax that impacts Chartwells' services, and variances between operating conditions as described by University prior to execution of the Agreement between the parties and actual operating conditions during the term of the Agreement, including without limitation student population, maintenance expenses and utility costs. Changes in board rates and prices shall be not less than the greater of the increase in the Employment Cost Index, Private Industry, Compensation, Not Seasonally Adjusted – CIU201000000000A ("ECI") or the Consumer Price Index – Food Away From Home over the prior year. It is further agreed that with respect to national brands, pricing will be competitive with prices available in the community outside University's campus, and price adjustments to such items will be permitted during the academic year.

2. **RFP page 12, Section 1, first paragraph.** We request that the second sentence of this section be replaced by the following:

University accepts that Chartwells or its parent company, Compass Group USA, Inc. ("Compass") may receive volume, trade or cash discounts for items purchased as part of doing business at University and that those discounts will accrue to Chartwells and/or Compass and will not be credited back to University. University understands that certain charges reflected on the Profit and Loss statement are based on a portion of overall company expenses.

3. **RFP page 14, Section 5; and RFP page 35, Section 9.** We request that the following be added:

In connection with the services being provided under the Agreement, Chartwells may need to operate certain information technology systems not owned by University ("Non-University Systems"), which may need to interface with or connect to University's networks or information technology systems ("University Systems"). Chartwells shall be responsible for all Non-University Systems, and University shall be solely responsible for University Systems, including taking the necessary security and privacy protections as are reasonable under the circumstances. If Chartwells serves as the merchant-of-record for any credit or debit card transactions in connection with any of the services provided under the Agreement, then Chartwells will be responsible for complying with all applicable laws, regulations and payment card industry data security standards related to the protection of cardholder data ("Data Protection Rules"). If Non-University Systems interface with or connect to University Systems, then University agrees to implement forthwith upon request from Chartwells, at its own expense, the changes to University Systems that Chartwells reasonably requests and believes

are necessary or prudent to ensure Chartwells' compliance with the Data Protection Rules. University will promptly provide Chartwells with written notice of any change to its policies pertaining to University Systems, or change in configuration of University Systems, in order that Chartwells may assess the impact of such change upon the security of Non-University Systems. Each party shall indemnify, defend and hold harmless the other party from all claims, liabilities, damages and costs (including reasonable lawyer's fees) to the extent caused by the indemnifying party's failure to comply with its obligations in this section.

4. **RFP page 30, Section 1; and TAC Section 20.** We request that the following be added:

University and Chartwells shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that University and Chartwells take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.

5. **RFP page 31, Sections 5 and 6.** We request that the following be added to the end of each of these sections:

The foregoing provision shall not apply to employee resignations or terminations.

6. **RFP page 31, Section 9; and RFP page 44, Section 3.** We request that the following be added at the end of the third sentence of each of these sections:

caused by any negligent act or omission of Chartwells or any willful misconduct of Chartwells.

7. **RFP page 33.** We request that the following be added:

Neither party shall during the term of the Agreement or for one (1) year thereafter solicit to hire, hire or contract with either party's employees who manage any services or who manage any employee or any other highly compensated employees, or any persons who were so employed by the other party, whether at University's premises or at any other facility operated by the other party ("Managerial Employees"), at any time within one (1) year prior to the termination or expiration of the Agreement, nor will University permit Managerial Employees of Chartwells to be employed on University's premises, for a period of one (1) year subsequent to the termination or expiration of the Agreement (unless such employees were formerly employees of University) whether as an individual or as owner, partner, majority stockholder, director, officer or employee of a food service provider ("One-year Non-solicitation"). In the event of any breach of such One-year Non-solicitation, the breaching party shall pay and the injured party shall accept an amount equal to twice the annual salary of the relevant employee as liquidated damages.

A flat charge of 40 percent of gross payroll will be charged by Chartwells to University to cover payroll taxes and employee benefit costs. Such costs include medical plans, life insurance, FICA, FUI, SUI, Workers' Compensation insurance, state disability insurance, 401(k) and payroll and benefit plan preparation and processing, and costs imposed due changes in any federal, state or local law including regulatory or legislative mandates, and legal costs. This rate may change as benefit, tax and other associated costs change.

8. **RFP page 35, Section 10.** We request that the word “negligent” be added before the word “operation” in the second sentence of this section.
9. **RFP pages 40-41, Section 1-3; RFP page 49, Section 4.3; and RFP page 51, Section 7.11.** We request that our current investments continue to be governed by the terms and conditions set forth in our current agreement, as amended, including amortization and paying of unamortized amounts upon termination or expiration. We request that any future investments be governed by similar terms and conditions, as follows:

Chartwells will fund an investment in University’s dining service program to fund capital improvements to University’s premises to facilitate the dining service program, in a total sum not to exceed six million five hundred seventy five thousand (\$6,575,000) (the “Investment”). The Investment will be disbursed on a schedule as agreed by Chartwells and University. The Investment will be amortized on a straight line basis from June 1, 2015 through May 31, 2025. University shall hold title to items funded by the Investment. If the Agreement expires or is terminated for any reason prior to the full amortization of the Investment, University is liable for and promises to pay to Chartwells the unamortized portion of the Investment immediately upon expiration or termination.

10. **RFP page 45, Section 11.** We request that the first and second sentences of this section be deleted and replaced with the following:

To the fullest extent permitted by law, each party shall indemnify, defend and hold the other harmless from any and all losses, damages or expenses, including reasonable attorneys’ fees, arising out of or resulting from claims or actions for bodily injury, death, sickness, property damage or other injury or damage caused by any negligent act or omission of such party, any willful misconduct of such party, or any breach by such party of its obligations under the Agreement.

The right of a party (the “Indemnified Party”) to indemnification under the Agreement shall be conditioned upon the following: prompt written notice to the party obligated to provide indemnification (the “Indemnifying Party”) of any claim, action or demand for which indemnity is claimed; control of the investigation, preparation, defense and settlement thereof by the Indemnifying Party; and such reasonable cooperation by the Indemnified Party, at the Indemnifying Party’s request and expense, in the defense of the claim. The Indemnified Party shall have the right to participate in the defense of a claim with counsel of Indemnifying Party’s choice and at its expense. The Indemnifying Party shall not, without the prior written consent of the Indemnified Party (which shall not be unreasonably withheld), settle, compromise or consent to the entry of any judgment that imposes any liability upon the Indemnified Party.

Additionally, we request that the third sentence of this section be deleted and replaced with the following:

Chartwells agrees to have in effect, throughout the duration of the Agreement, liability insurance coverage for the operations of the contractor in the sum of not less than \$2,000,000 per occurrence/aggregate.

11. **RFP page 45, Section 13.** We request that this section be deleted and replaced with the following:

In the course of providing services under the Agreement, the parties may be exposed to trade secrets or other confidential or proprietary information and materials of the other party which includes, but is not limited to, menus, recipes, signage, food service surveys and studies, management guide-lines, procedures, operating manuals and software, all of which shall be identified as confidential



(“Confidential Information”). The parties agree to hold in confidence and not to disclose any Confidential Information during the term of the Agreement and for two (2) years after-ward, except that the parties may use or disclose Confidential Information: (a) to its employees and affiliates or others to the extent necessary to render any service under the Agreement, provided that the other party is first notified of the information that will be provided to any party outside of the Agreement and provided further that such information is disclosed only after such party is required to maintain it in confidence as required hereunder; (b) to the extent expressly authorized by either party; (c) to the extent that at the time of disclosure, such Confidential Information is in the public domain, or after disclosure, enters the public domain other than by breach of the terms of the Agreement; (d) that is in the possession of either party at the time of disclosure and is not acquired directly or indirectly from the other party; (e) that is subsequently received on a non-confidential basis from a third party having a right to provide such information; or (f) as required by order during the course of a judicial or regulatory proceeding or as required by a government authority. The parties agree not to photocopy or otherwise duplicate any Confidential Information without the express written consent of the other party. Each party’s Confidential Information shall remain the exclusive property of the party and shall be returned to the other party upon termination or expiration of the Agreement. In the event of any breach of this provision, the parties shall be entitled to equitable relief, in addition to all other remedies otherwise available to it at law. This provision shall survive the termination or expiration of the Agreement.

In the event University receives a request or notice to produce the Agreement or any amendments hereto, Chartwells’ proposal to University, or information provided by Chartwells and marked as confidential, proprietary, or trade secret, University shall (i) assert the confidential nature of the information to be disclosed, (ii) use reasonable efforts to obtain confidential treatment for any information so disclosed, including without limitation cooperating with Chartwells in asserting grounds to seek such confidential treatment, (iii) immediately notify Chartwells in writing of the requirement, order, or request to disclose in advance of such disclosure in order to afford Chartwells the opportunity to determine whether the requested information is protected from disclosure and to assist in University’s efforts to obtain confidential treatment of such Confidential Information and to enable Chartwells to contest disclosure if allowable, (iv) absent a non-appealable final order, decree or judgment of any court or governmental body having competent jurisdiction to the contrary, refrain from releasing Chartwells’ information until at least seven (7) business days after University shall have provided Chartwells with advance written notice of such requirement, order, or request to disclose, so that Chartwells may take reasonable steps to preclude such disclosure, it being specifically understood that such notice must be provided not only upon University’s receipt of a requirement, order, or request to disclose, but also upon the receipt of any appealable order, decree or judgment of any court or governmental body having competent jurisdiction directing the release of such information.

12. **TAC Sections 16(a) and 16(b).** We request that these sections be deleted and replaced with the following:
  - a. Either party may terminate the Agreement by providing notice of termination in writing sixty (60) days prior to the proposed termination date.
  - b. If either party shall refuse, fail or be unable to perform or observe any of the terms or conditions of the Agreement for any reason other than excused performance reasons stated in the Agreement, the party claiming such failure shall give the other party a written notice of such breach. If the failure has not been corrected within thirty (30) days from such notice (or, with respect to default in payment, within ten (10) days from such notice), the non-breaching party may terminate the Agreement effective ten (10) days after the end of said period.

13. **TAC Section 19.** We request that the following be added at the end of this section:

caused by any negligent act or omission of the contractor or any willful misconduct of the contractor





# Scope of Work



***Section 1 - The contractor shall provide the minimum dining services as specified herein for Southeast Missouri State University, in accordance with the terms and conditions of this Request for Proposal document. However, the contractor is encouraged to provide, if desired, additional services or programs over and above the minimum contractual requirements, as mutually agreed upon.***

As your committed partner, Chartwells has not only met the minimum dining service terms and conditions of this Request for Proposal, we are proud we consistently exceed the requirements by presenting our enhanced services and programming vision plan for your consideration.

***2. The contractor shall have the exclusive right to operate, as an independent business venture, in the dining locations at the University, subject to the requirements set forth in this Request for Proposal.***

Chartwells understands and will continue to comply with this requirement.

***3. The kitchen facilities will be provided by the University. No food or other unapproved items prepared on University premises shall be removed from the dining locations for serving at other locations without the express knowledge and consent of the University.***

Chartwells understands and will continue to comply with this requirement.

***4. The University shall have the right to use the dining areas as deemed necessary for various events and activities. The University will be responsible for the appropriate set-up and clean-up for such events and activities.***

Chartwells understands and will continue to comply with this requirement.

***5. The contractor shall operate on the contractor's credit and shall furnish all food and beverage items served in the dining locations at the contractor's expense. Likewise, the cost of all non-food supply items required for the dining services operation shall be borne by the contractor. All incoming shipments of food or supplies shall be addressed to the contractor in care of the University. Under no circumstances shall contractor shipments be made or invoiced to the University.***

Chartwells understands and will continue to comply with this requirement.

***6. Fee collection for Board Plan patrons is performed by the University. Fee collection for non-Board Plan patrons is performed by the contractor except as the University deems necessary. Both the University and the Contractor serve as purchase locations for Redbucks. University students and employees may charge Redbucks to their University account. The University will apply the charge to the account.***

Chartwells understands and will continue to comply with this requirement.



**6.1 The University reserves the right to charge back to the contractors any “uncollected debt” issued on behalf of the contractor.**

Chartwells understands and will continue to comply with this requirement.

**7. The contractor shall comply with all Missouri Revenue Acts in existence at the time of contract award and those which may come into existence during the effective period of the contract, regardless of residence, whether foreign corporation or otherwise.**

Chartwells understands and will continue to comply with this requirement.

**8. The contractor shall collect appropriate sales tax from contract patrons and remit such tax to the State of Missouri, in accordance with RSMo Section 34.040.6, RSMo Chapter 144, and all other applicable statutes or regulations.**

Chartwells understands and will continue to comply with this requirement.

**9. Dining locations may be officially closed on the following days: Memorial Day and July 4th (unless contracted with a summer camp); Thanksgiving Day and the following Friday, and Saturday; and Christmas Eve through New Year’s Day. All other days of the year will require at least some foodservice areas to be open and in full operation. The Contract Administrator and the contractor shall mutually agree upon reduced services during University interim periods.**

Chartwells will continue to consistently provide effective service throughout the school year. We commit to provide modified service hours during non academic periods once approved by the University prior to each break.

***10. The contractor shall agree and understand that from time to time there may be University or University-related activities which may require catering (such as the Copperdome Breakfast, Thanksgiving Luncheon, etc). For such activities, the contractor shall provide a minimum of \$25,000 per year meal allowances. For such activities, the University will waive its commission. Designation of events for these funds shall be made by the University President or designee.***

Chartwells offers \$350,000 over the life of the contract, or \$35,000 annually, to Southeast Missouri State University to fund catering activities on campus.

Recognizing the keen importance of events throughout the year on campus, Chartwells is committed to continuing our support of Southeast Missouri State University activities such as the Copperdome breakfast, Thanksgiving luncheon, and catering annually a breakfast for University alumnus during homecoming week. This prestigious event gives Southeast Missouri State University graduates the opportunity to visit their alma mater, converse with their former classmates and watch their peers receive recognition during the Distinguished Service Awards. The attendees at this event are comprised of Southeast Missouri University graduates who have used their education and experiences to make a difference in their community and around the country.

In addition, Chartwells provides a traditional Thanksgiving meal to about 500 Southeast Missouri State University staff before the University closes for Thanksgiving break. Our executive chef puts together a menu specifically for this event that includes specialty items such as sage corn bread stuffing, and caramelized sweet potato pie along with the traditional roast turkey, fresh mashed potatoes, and pumpkin pie.

Chartwells will also sponsor an inaugural dinner to help celebrate the installation of the new president at Southeast Missouri State University. With the menu handcrafted by our executive chef and service executed flawlessly by our catering department and members of our management team, this event, up to \$10,000 in value, will welcome your new president to the value of the University's partnership with Chartwells.

***11. Given the mutual benefits of attracting new students, the contractor must work with the University to provide meals for recruitment activities. For recruitment activities sponsored in Towers Café the rate for any meal shall be 70% of the standard/casual meal rate. The University will waive its commission on these meals. The same rate charged for recruitment activities will be charged to the University in support of the University Faculty Friday program. The Faculty Friday program is limited to Towers Café.***

To help provide prospective students with a positive dining experience in Towers Café, Chartwells will continue to provide University recruitment activities with meal service at 70% of the standard/casual meal rate. These activities, including Show-Me Days, Admissions' group tours and more, offer students and their families an idea of the many flexible menu offerings provided in residential dining and an opportunity to address any potential dietary concerns.

Faculty members at Southeast Missouri State University are invited to dine in Towers Café for lunch each Friday throughout the semester. This meal offers both students and faculty members the chance to interact and network. This program will also continue to be provided at 70 percent of the standard/casual meal rate.

***12. The contractor must provide campus dining services for a variety of summer sessions, including summer school and summer camps. Food quality, food options, menu rotations, and level of service shall be consistent with the food quality and level of service throughout the academic year.***

Chartwells will continue to provide summer service by working with the University, as well as each individual group, to provide the style of service and customized menu desired and that fits well within their budget. Additionally, will continue to offer meal plans for students attending summer session and for those remaining on campus during this intercession.

***13. The contractor shall provide at no charge an opening week community picnic for the local community, faculty, staff, and students at the start of each fall semester. This includes food, beverages, and paper products. An estimated 3,000 community, faculty, staff, and students participate in the picnic. Menu and other arrangements for the picnic shall be arranged through the Contract Administrator. Note the cost for this picnic shall not be counted in the required University-related meal allowance noted in paragraph 12, above.***

Chartwells is proud to be a part of the annual Welcome Back Picnic at the Show Me Center. Along with representation from local businesses, university departments and student organizations, Chartwells provides a free tailgate meal serving any student, faculty, staff, or community member participating in the picnic. Hamburgers, barbecue chicken, and cheese nachos are just a few of the student favorites featured at this all-you-care-to-eat picnic. We look forward to annually providing this special event at no cost to Southeast Missouri State University.

***14. Parents and family members are invited to dine compliments of the University and the contractor, for lunch in Towers Café while assisting new students with residence hall move-in, typically a one-day event held the Thursday before fall semester classes begin. The contractor shall maintain a count of complimentary diners and the University and the contractor shall equally share the expense of this event.***

A complimentary lunch will continue to be offered at Towers Café to parents and family members assisting with move-in day on the Thursday prior to the start of the fall semester. This meal provides a chance to for family members and their student to take a break from the hard work and refuel with a balanced meal. Students will be able to utilize their meal plan while Chartwells will maintain a count of the complimentary diners. The expense of the event will continue to be equally shared by Chartwells and the University.

***15. As requested by the University, the contractor shall provide the Contract Administrator up to fourteen (14) declining balance meal passes per semester. Each meal pass shall be usable for any number of menu items in any location during the year, for the individual which possesses the meal pass. The purpose of the meal pass is to allow University employees to evaluate the quality of the contractor's food and service. The University is responsible for reviewing meal pass recipients at least annually. Each meal pass recipient shall receive an allotment of \$125 flex dollars per month. No commission is to be paid from these 14 meal passes.***

Chartwells will continue to provide declining balance meal passes per semester, to be awarded to University employees, along with \$125 flex per month. This partnership allows university employees the opportunity to help assess dining services and make suggestions based on an alternate point of view. Suggestions may be made to the University and reviewed with the Chartwells team to help make improvements where necessary. Chartwells agrees to provide 14 meals passes and understands there will be no commissions paid on these passes.

***16. The contractor shall provide members of the residence life professional and graduate live-in staff (12 individuals currently) with the standard Board Plan, including any flex dollars standard with the plans. The standard Board Plan is defined as the meal plan most commonly chosen by board students or as agreed to by the Contract Administrator. These meal plans provide regular opportunities for evaluation of the dining services program. No commission is to be paid for any flex dollars associated with these meal plans.***

Residence life professionals and graduate live-in staff, including hall directors, will continue to receive meals through the standard board plan, or plan most commonly chosen by students. These meals allow the opportunity for these individuals to dine with their residents as well as help evaluate food and service provided by Chartwells.

***17. The University emphasizes responsible recycling efforts. The contractor must comply with all applicable recycling statutes, laws, policies, and University procedures.***

We are committed to conducting our business in a way that is as environmentally friendly as possible. Our Environmental Policy and Guidelines include standards on waste reduction, recycling, as and conservation of water and energy to continuously improve operational efficiencies. Chartwells' Balanced U Sustainability approach addresses four major areas of sustainable and socially responsible business practices: Eat Green, Build Green, Run Green, and Return Green. Return Green places an emphasis on ensuring we are sustainably returning materials to the environment when possible. We will continue to break down boxes and recycle corrugated cardboard by utilizing the recycling dumpsters on campus. Chartwells will implement a recycling program for paper, plastic, aluminum and glass (especially in our retail locations where such products are sold) while working closely with the Sustainability Committee on campus. Additionally Chartwells is currently looking into opportunities to partner with the campus greenhouse to compost as much food and paper waste as possible.

**18. At a minimum, the contractor must provide the following hours of service during the fall and spring semesters in the location specified:**

**18.1 Towers Café**

Throughout our partnership, Chartwells has continuously modified our hours of service to best serve the students, faculty and staff of Southeast Missouri State University. We recommend the follow service hours for the Towers Café:

**Monday-Friday:**

Full Breakfast 7:00 a.m. - 10:00 a.m.

Continental Breakfast 10:00 a.m. - 11:00 a.m.

Lunch 11:00 a.m. - 1:30 p.m.

Snack 1:30 p.m. - 5:00 p.m.

Dinner 5:00 p.m. - 8:00 p.m.

**Saturday and Sunday:**

Brunch 10:00 a.m. - 2:00 p.m.

Dinner 5:00 p.m. - 8:00 p.m.

**18.2 University Center (Redhawks Market)**

**Monday-Friday:** Continuous operation 7 a.m. through 8 p.m.

**Saturday and Sunday:**

Brunch 10:00 a.m. - 2:00 p.m.

Dinner 5:00 p.m. - 8:00 p.m.

Chartwells will comply with the Redhawks Market service hours. Café Court offers a wide selection of choices in one location and is a favorite eating place for both residential and commuter students. Item 7.1 of the Proposed Method Performance section provides detail staffing charts aligned with the required hours of service.

**18.3 University Center (Skylight Terrace)**

**Monday-Friday:** 11:00 a.m. - 8:00 p.m.

**Saturday:** Closed

**Sunday:** Closed

Chartwells will comply with the Skylight Terrace hours. This location is a favorite place to experience a relaxing, social, and atmosphere! Item 7.1 of the Proposed Method Performance section provides detail staffing charts aligned with the required hours of service.



#### **18.4 Rowdy's and Houck's Place**

Monday-Friday: 11 a.m. through midnight

Saturday & Sunday: 4 p.m. through midnight

The University offers Rowdy's and Houck's Place as themed restaurant/grab-and-go alternative in the Towers Complex and Merick Hall. Our style of service reflects standard fast food and healthy alternatives. Chartwells will comply with the required service hours. Rowdy's offers the "late-night" dining experience and offers students with the ability to purchase convenience store items. Item 7.1 of the Proposed Method Performance section provides detail staffing charts for both Rowdy's and Houck's aligned with the required hours of service.

#### **18.5 Scully Café (Subway and We Proudly Serve coffee)**

The University offers Scully Café as a full service Subway restaurant. In addition a coffee cart concept where "We Proudly Serve" coffee is served. The venue provides services to both board and retail customers. Based on the success of Subway and Starbucks We Proudly Serve, we recommend the follow service hours for the Scully Café:

Monday-Friday (Starbucks): 7:30 a.m. through 10:00 p.m.

Monday-Friday (Subway): 10:00 a.m. through 10:00 p.m.

Saturday 10:00 a.m. through 4:00 p.m.

Sunday: Closed

#### **18.6 St. Vincent's Commons**

**Monday-Friday:** Continuous operation 7 a.m. through 8 p.m.

**Saturday and Sunday:**

Brunch 10:00 a.m. - 2:00 p.m.

Dinner 4:30 p.m. - 8:00 p.m.

#### **18.7 Starbucks at the University Center**

Starbucks at the University Center is one of our busiest and most successful brands. We propose expanding service hours until 11:00 p.m. Monday through Thursday and from 4:00 p.m. to 11:00 p.m. on Sunday.

Sunday 4:00 p.m. to 11:00 p.m.

Monday-Thursday 7:00 a.m. – 11:00 p.m.

Friday 7:00 a.m. – 7:00 p.m.

Saturday - Closed

#### **19. At a minimum, the contractor must provide the following hours for use of value exchange: Breakfast: 7:00 a.m. through 10:45 a.m., Lunch: 10:46 a.m. through 4:00 p.m., and Dinner: 4:01 p.m. through 8:00 p.m.**

Chartwells will comply with the posted value exchange hours. Value Exchange is convenient because there are no additional coupons or cards required to take advantage of it. We have received favorable students feedback on the ability to simply use their Student ID card. Flex Dollars are available as well if students exceed their Value Exchange amount.

***20. The contractor must provide one complimentary late night breakfast per location (Towers Café and University Center) on the Monday evening of final exam week during the fall and spring semesters. This breakfast is open to all current students, and not limited to just students on an active Board Plan.***

The arrival of finals week may mean late night studying for students. To ensure the studios are well-fed, Chartwells provides a late night breakfast on Monday from 9:30 p.m. to 11:00 p.m. in the Towers and the Redhawks Market. Students can feast on scrambled eggs, biscuits and gravy, breakfast potatoes, sausage, french toast sticks, and pastries or opt for a healthier spread of pineapple, strawberries, melons, and bananas. In addition, students are able to interact with members of Southeast's administration team who help serve the students and make this late night breakfast a real event. But why stop at Monday? Students are studying all week and need the energy to help boost their brain power! On Tuesday night from 9:30 p.m. to 11:00 p.m. we offer a pizza and pasta extravaganza in the Towers and the Redhawks Market with an assortment of pizza, pasta, breadsticks, and tossed salad. On Wednesday night, from 9:30 p.m. to 11:00 p.m. we offer late night desserts set up around campus including ice cream, cookies, cupcakes, Rice Krispie treats, fruit, and more.

***21. Hours of operation modified for break periods such as spring break, fall break, winter and all holiday breaks must be presented by the Contractor to the University for approval prior to the start of the semester during which the break period(s) falls.***

Chartwells commits to providing recommended hours of operation prior to the start of each semester.

***22. Summer hours of operation must be presented by the Contractor to the University for approval 60 days prior to the start of the summer semester. Summer operations must provide for meal service in both Towers Café and the University Center to support the dining needs of board plan students, students enrolled for the summer sessions, camp participants, and University personnel. Every effort is made to combine Board student meals and summer camp meals into one venue, however; because of camp schedules and facility needs this cannot be guaranteed. On select occasions, such as camps hosted and staying at the River Campus, meal service during the length of the camp shall be served at the River Campus.***

Chartwells understands the importance of supplying service during the summer months in the Towers Cafe and University Center. Chartwells commits to providing recommended hours of operation 60 days prior to the start of the summer semester.

# Food Specifications and Procurement



***Section 1 - The contractor shall procure and pay for, on the University's behalf, all food and food supplies utilized under the contract. In the course of such procurement, the contractor shall take advantage of all trade discounts and credits and credit them against the purchase price of the food and food supplies. Preference should be given to Southeast Missouri suppliers, Missouri suppliers, and minority- and woman-owned suppliers wherever practical. As requested, the contractor must provide to the Contract Administrator a list of all minority- and woman-owned suppliers and dollar amounts spent with those suppliers.***

Through Foodbuy, Compass and Chartwells has a very active supplier diversity program to source business opportunities with capable small, minority, women, disabled, and veteran owned businesses that meet the supplier qualification requirements of Foodbuy and its committed customers. We track all expenditures and joint revenue generated from our diversified suppliers. We ensure that M/WBE business owners are treated fairly in the qualification, proposal and contracting process and provide information and support to all Foodbuy customers relative to the availability of qualified M/WBE suppliers.

Compass Group and Foodbuy robustly support Missouri and minority and women owned suppliers. In 2014, Chartwells at Southeast Missouri State University purchased \$82,677.24 from minority- and women-owned suppliers. Additionally, over the course of the contract Chartwells purchases approximately \$450,000 of goods and services annually from Missouri suppliers for Southeast Missouri State University. This equates to 25 percent of total purchases annually. Please note statement provided in the Legal Exceptions, item 2 located in the Introduction, Background Information and General Overview section.



## Missouri Based and MWO Vendors

Vendor Name (Missouri)	Market Category Name	Annual Spend
Ameripride Services - BEMIDJI	Linens	\$9,223.72
BakeMark USA Inc.	Bakery	\$1,433.60
BBJ Rentals	General Rental	\$852.14
Cape Restaurant Supply	Smallwares	\$19.70
Chick-Fil-A 30349	Broadliner - Branded Concepts	\$439.86
COCA-COLA CCE Central States	Cold Beverage	\$23,938.37
Core-Mark Leitchfield	C-Store	\$9,546.16
Dippin Dots Ice Cream 38159	Dairy	\$1,169.78
Earth Grain 60673	Bakery	\$9,396.49
Express Employment Pro	Temp Staffing	\$8,455.35
Farmer Bros. Co. - CITY OF INDUSTRY	Hot Beverage	\$2,325.58
Ford Hotel Supply Company - Supply America	Smallwares	\$4,634.26
Frito-Lay Sales	Snacks	\$6,762.17
Garda CL Southwest Inc., 130 60689	Armored Car - Security	\$884.69
Good Source Solutions, Inc.	Opportunity Buys	\$9,106.85
Heartland Food Products	Bakery	\$2,608.23
Kohl field Beverage	Cold Beverage	\$122.00
MBM31193	Broadliner - Branded Concepts	\$41,231.71
National Food Group	Opportunity Buys	\$29,450.19
NewChef Fashion	Uniforms	\$3,896.84
Office Max CT	Office Supplies	\$2,185.03
Ole Tyme Produce	Produce	\$87,236.78
Oobe	Uniforms	\$480.61
Pepsi Bottling Group	Cold Beverage	\$29,663.66
Pepsi Marion	Cold Beverage	\$49,885.55
Prairie Farms Dairy	Dairy	\$5,274.32
R.W. Smith & Company - Supply America	Smallwares	\$869.52
RC Bottling Corp. 47728	Cold Beverage	\$1,345.50
Rental Land	General Rental	\$437.84
Schnucks Markets 63195	Broadliner	\$3,942.46
Shoes for Crews LLC	Uniforms	\$1,339.85
Starbucks Coffee Company	Hot Beverage	\$68,625.30
Starbucks Coffee Company	Hot Beverage	\$12,602.39
Tropical Nut & Fruits	Snacks	\$3,324.36
Visual Graphics System	Printers	\$659.20
OLE TYME PRODUCE	Produce, Fresh All Categories	\$67,888.56
BIOSELECT INC	Distributor, Retail	\$14,788.68
<b>TOTAL</b>		<b>\$516,047.00</b>

***Section 2 - The contractor shall comply with the minimum food portions specified herein, and shall affect control and uniformity through group employee training sessions. The University shall be informed of these training sessions in advance so that a representative of the University may attend. The contractor may request permission to adjust portion sizes. Food cost changes occurring due to conditions beyond the control of either party shall be the basis for sale price and/or portion size adjustments. The contractor shall provide the University with data supporting the change being recommended. The University shall determine price and/or portion changes.***

To help ensure consistency with minimum food portions offered, Chartwells will continue to offer training to associates prior to the start of each semester. Our dietitian, Laura Vollink, RD LD, will continue to conduct training to communicate the importance of proper portion sizing in both retail and residential dining. This training ensures associates understand the connection between portion size, nutrition information and pricing. Full- and part-time associates are trained specifically on proper portioning of the menu items at each of their respective stations. Any university representative is welcomed to attend orientation as well as any subsequent training sessions. We will also continue to share menu rotations and portion guides with university representatives prior to the start of each semester. Webtrition is Chartwells' proprietary menu design software. This tool helps our team provide nutritional information including portion sizes to our customer through the Dine on Campus website and other digital technology. We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

***Section 3 - The contractor shall prepare and serve nutritionally balanced selections and adhere to United States Department of Agriculture recommendations. The USDA recommends "individuals consume a variety of nutrient-dense foods and beverages within and among the basic food groups while choosing foods that limit the intake of saturated and trans fats, cholesterol, added sugars, and salt."***

Chartwells' comprehensive nutrition and sustainability program, Balanced U, helps align our dining selections offered on campus with the three major goals for Americans in the United States Department of Agriculture's Dietary Guidelines for Americans, 2010. These goals advise Americans to balance calories with physical activity to manage weight, consume more of certain foods and nutrients such as fruits, vegetables, whole grains, fat-free and low-fat dairy products, and seafood, and consume fewer foods with sodium (salt), saturated fats, trans fats, cholesterol, added sugars, and refined grains ([www.health.gov/dietaryguidelines/2010](http://www.health.gov/dietaryguidelines/2010)).

Balanced U is used to help ensure healthier foods are being offered on campus and educates students on how to make healthier choices by providing the tools to do so. Nutrition information is available for all of our recipes and is offered for students in a variety of ways including line identifiers, our [dineoncampus.com/SEMO](http://dineoncampus.com/SEMO) website, and through Chartwells' partnership with MyFitnessPal. This information helps guide students to make informed choices at either the point of purchase or before they even enter our dining locations.

Along with the nutrition information, icons are available to help students make even more informed choices; these icons include identifying whether an option is vegetarian, vegan, or balanced. A menu item that is identified as balanced provides a go-to beacon for students looking for healthier options because the dish has nutrient limits set on calories, fat, saturated fat, cholesterol, and sodium per portion size.

Along with making students aware of the nutrition content of our foods, Balanced U's stealth health initiative also helps integrate healthier foods into the recipes that we are already using. Some examples of stealth health include cooking with low-fat dairy, using low-sodium canned tomato products, incorporating more fresh and frozen fruits and vegetables, and adding more whole grains to the menu.

The nutrition information and stealth health, along with our elimination of trans fat and MSG containing foods helps students quickly identify foods that are in compliance with USDA recommendations.

Webtrition, Chartwells' proprietary web-based recipe and menu management system, provides Chartwells' managers with tools to effectively manage production and menus. It also provides nutritional information to our guests. Chartwells' master chef reviews all new recipe submissions to evaluate the recipe for culinary accuracy. Next Chartwells' director of nutrition reviews them to evaluate nutrient analysis accuracy and monitor for thresholds of key nutrients. Nutrient information in Webtrition is calculated using the USDA database, manufacturer information and lab analysis, if necessary.

By using Webtrition as a tool to analyze nutrient information as well as a tool to build menu cycles, menu engineering helps ensure healthy options are available in accordance with USDA standards and Chartwells Culinary Standards.

# Culinary Standards

## BREAKFAST PASTRIES, BAGEL BAR & CEREALS

<b>Pastries</b>	2 types <i>Sm./med. schools</i> 3 types <i>Large schools</i>	Freshly baked doughnuts, pastries, tea breads, coffee cakes, etc.	Low-fat yogurt loaf breads
<i>Comments:</i>	<i>Baked fresh daily. Rotate a whole grain or Wellness recipe bread. Include regional favorites.</i>		
<b>Muffins</b>	2 types	Corn, bran or blueberry Also offer seasonal muffins	1 Low-fat muffin
<i>Comments:</i>	<i>Offer muffins warm.</i>		
<b>Bagels</b>	4 varieties	.5 per person, freshly baked	Whole grain option available daily
<i>Comments:</i>	<i>Offer bagels warm, pre-slice or place with a safety bread slicer.</i>		
<b>Breads</b>	3 types	100% Whole grain daily grain, rye, cinnamon raisin, made-without-gluten, etc.	100% Whole grain daily
<i>Comments:</i>	<i>Fresh bread.</i>		
<b>English muffins</b>	1 each	Plain or whole wheat	
<b>Kaiser roll</b>	Optional		
<b>Butter (unsalted)</b>	2 types	Allow to soften or whip	Smart Balance or Promise PC's
<b>Cream cheese</b>	2 types	1 Plain, 1 flavored (cinnamon-walnut, scallion, veg., etc.)	Low-fat cream cheese
<b>Peanut butter</b>	1		
<b>Jams, jellies, preserves</b>	2 types <i>Sm./med. schools</i> 3 types <i>Large schools</i>	Grape, strawberry, orange, marmalade, etc.	Fruit-juice sweetened jelly (Poland)
<b>Cold cereal</b>	6 types	4 assorted	1 High-fiber (granola, shredded wheat, Kashi) 1 Low-sugar (Cheerios, corn flakes, Special K)
<i>Comments:</i>	<i>High fiber is or more per serving. Low sugar is or less per serving.</i>		
<b>Hot cereal</b>	1 type	Cream of Wheat, oatmeal, farina, grits, etc.	
<b>Standard toppings</b>	4	Cinnamon, raisins, brown sugar, granola	Honey, real maple syrup
<b>Dried toppings</b>	2-3	Walnuts, pecans, sunflower seeds, cranberries, dried fruits	

## BREAKFAST BEVERAGES

Coffee & decaf	1 each	Discard grounds immediately after coffee and brewing. Brew fresh every 30 min.	
Comments:	<i>Pura Vida/Sol Café preferred.</i>		
Regular & herbal tea	2 types	1 Regular/1 decaf.	Offer green tea/herbal
Iced tea	1 type	Seasonal flavors	Offer unsweetened
Hot chocolate		Machine whipped	
Soda, dispensed	5 types	Assorted flavors	1 Diet soda
Comments:	<i>Power Drink, optional.</i>		

## BREAKFAST BEVERAGE CONDIMENTS

Sugar, Equal, Sweet’N Low, Splenda	3 types	P.C. or bulk poured from a dispenser	
Comments:	<i>Stirrers for coffee, coffee drip tray, and canister for refuse.</i>		
Milk, skim & chocolate milk	1 each	2% milk, bulk dispenser	rBGH-free milk
Comments:	<i>For coffee!</i>		
Half and Half	Optional		rBGH-free milk
Comments:	<i>For coffee!</i>		
Orange juice & juices	3 types	Orange plus 2 additional	
Comments:	<i>Tomato, apple, grape, cranberry, grapefruit or other.</i>		
Non-carbonated beverage water	2 types	Fruit punch, orange drink, Crystal Light	
Comments:	<i>Use bag in the box whenever possible. Consider adding Chartwells Hydrate Program.</i>		
Lemon, fresh		Freshly cut wedges	
Comments:	<i>165 count</i>		



## BREAKFAST FRESH FRUIT BAR

<b>Seasonal Fruits</b>	4 types	Must be fully ripened. Pineapple, melon, strawberries, citrus, etc. Market will dictate availability; check with produce vendor.	Local and organic when in season and cost possible (confirm with chef effectiveness).
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*Comments:* Cut fruit into bite-size pieces; arrange in bowls on crushed ice. No rind should be left on the wedges. No canned fruits.

<b>Hand Fruits</b>	3 types	Apple, navel orange, bananas (clipped), plus one seasonal hand fruit
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*Comments:* Follow QA procedures – Section 4.35. All raw fruits & vegetables must be washed (in water), including melons.

<b>Toppings</b>	3 types	Low-fat cottage cheese and yogurt	Organic yogurt
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<b>Dry Toppings</b>	2 types	Wheat germ, raisins, granola trail mix or sunflower seeds
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## BREAKFAST HOT FOOD

<b>Eggs, Cage Free</b>	All	Broken ready pasteurized eggs for scrambled and omelets. Whole eggs for eggs to order.	Cage-free eggs used in all preparations.
<i>Comments: If fried eggs are requested, the yolks must be fully cooked.</i>			
<b>Egg Whites or Egg Beaters</b>	1		Available daily
<b>Omelet Toppings</b>	2 types: Cheese 2 types: Other	American, Swiss or cheddar Mushrooms, ham, onions peppers, spinach, tomatoes	Low-fat cheese
<i>Comments: Cheese should be 1oz. max.</i>			
<b>Specialty</b>	1	Pancakes, waffles, French toast, hot breakfast special	Whole-wheat option for pancakes
<i>Comments: Displayed in 1-1/4 inch deep pans.</i>			
<b>Syrup</b>	1	Hot pancake syrup. Warm topping (apple, blueberry, strawberry, etc.)	Sugar-free syrup
<i>Comments: Pure maple syrup when possible.</i>			
<b>Breakfast Meats</b>	1	Bacon, sausage links or patties, ham, corned beef hash, scrapple	Turkey bacon or sausage, low-salt ham
<i>Comments: 3 slices bacon. 1.5 oz. other breakfast meats.</i>			
<b>Breakfast Potatoes</b>	1	Home fries, lyonnaise, O'Brien, tater tots, hash browns (patties or loose), etc.	

## DELI STATION

<b>Deli Meats</b>	4 types	Bologna, salami, smoked or boiled ham, turkey breast, smoked or peppered turkey, roast beef	Grilled or roasted vegetables, deli special should be a Wellness selection, once per week
<i>Comments:</i>	<i>Deli meats sliced fresh, sliced thin, fluffed. (Do not purchase sliced deli meats.) All roast beef and roast turkey should be roasted in-house.</i>		
<b>Deli Salads</b>	3	Chicken, tuna, egg, hummus	Hummus
<i>Comments:</i>	<i>Tuna must be tongol or albacore. Display in Space Save containers. Chicken salad made from random chicken breast.</i>		
<b>Lettuce</b>	1	Shredded lettuce, green leaf, romaine	
<b>Tomato</b>	1	Sliced	
<i>Comments:</i>	<i>Vine ripened when in seasoned or ripe plum tomatoes.</i>		
<b>Cheese</b>	3-4 types	American, Swiss, provolone, Muenster, cheddar, Jack	Alpine Swiss
<b>Bread</b>	3 types	white, whole grain, wheat,	Whole grain, 100% whole wheat, rye, pumpernickel, marble light breads.
<i>Comments:</i>	<i>Fresh daily.</i>		
<b>Specialty Bread</b>	2 types <i>Sm./med. schools</i> 3 types <i>Large schools</i>	Pita, kaiser, baguette, club rolls, wraps, bagels, pretzel rolls	Made-without-gluten wraps or rolls, organic wraps
<i>Comments:</i>	<i>Fresh daily.</i>		
<b>Accompaniments</b>	All	Sliced onions, pickle spears, carrot sticks	
<b>Condiments</b>	4	Mayonnaise, mustard, honey mustard, oil & vinegar, hot sauce	Lite mayonnaise, hummus
<b>Peanut Butter</b>	1	Creamy or chunky	
<b>Jelly</b>	1	Grape	Fruit juice preserves
<b>Special Spread</b>	1 type	Pesto, red pepper mayonnaise, etc.	
<b>Side Salad</b>	1 type	Grain, potato salad, cole slaw, macaroni	

## SALAD BAR

**Salad Greens** 2 types Iceberg, romaine, green or iceberg, romaine, green or arugula, endive, watercress, etc. Organic mesclun. Local greens when possible and in season

*Comments:* All greens should be washed twice and dried in salad spinner. Pre-washed should be washed once.

**Salad Dressing\*** 4 types *Sm./med. schools* Blue cheese, Italian (oil base), ranch, French, Thousand Island, etc. Fat-free/low-fat organic dressing  
6 types *Large schools*

*Comments:* Consider implementing Dress Up Your Dressings Program by Kraft for more variety.

**Oil & Vinegars\*** 5 Olive oil blend, EVO, canola, balsamic, red wine vinegar, cider, champagne, sherry, etc.

**Composed Salads\*** 4 types *Sm./med. schools* Blue cheese, Italian (oil base), ranch, French, Thousand Island, etc. Roasted or grilled vegetables edamame (waste-less salad program)  
6 types *Large schools*

**Crudites\*** Ripe cherry or grape tomatoes, carrots, cucumbers, beets, peppers, broccoli, celery, red onions, garbanzo beans, kidney beans, mushrooms, squash, radishes, olives, tofu, pepperoncini peppers, cauliflower, scallions

*Comments:* 70% of salad bar toppings must be fresh seasonal produce. No canned fruits or vegetables.

**Proteins\*** 1-2 types Shredded cheeses, tuna, hard-boiled eggs, julienned chicken, beef, turkey, shrimp, etc.

*Comments:* No frozen sea legs.

**Toppings\*** 1-2 types Croutons, bacon bits, Parmesan cheese, raisins

*Comments:* Croutons must be made in house. Must use real bacon bits.

**Optional Toppings\*** Sunflower seeds, bagel or pita chips, nuts, dried fruits

*Comments:* Pita chips and bagel chips must be made in house.

**Condiments\*** All Peanut butter, jelly, cream cheese, low-fat cottage cheese, low-fat plain yogurt, granola, butter, margarine, ketchup, mayonnaise, mustard, relish, tartar sauce, A. I. steak sauce, Tabasco sauce

*Comments:* Bulk ketchup, mayonnaise and mustard should be purchased. All sauce bottles must be clean and full before every service.

\* Required Daily

## DINNER ENTRÉES

<b>Beef or Chicken</b>	1 Choice of beef or chicken  1 solid protein or 1 extended entrée	Beef or chicken Poultry – double Cryovac	When offering two entrées, one should always be a Balanced U Wellness option. Offer chutneys and relishes as an alternative to gravy.
<i>Comments:</i>	<i>All entrees should be homemade. One entrée should be vegetarian. Batch cook maximum 75 portions. Display in full 1-1/4 inch deep pans.</i>		
<b>Fish</b>	1 per week		Bake, grill, poach or boil as much as possible. Offer chutneys and relishes as an alternative to heavy sauces.
<i>Comments:</i>	<i>Menu according to price. Never use sea legs or artificial crab meat in any hot food preparation. Utilize sustainable seafood. Display in full 1-1/4 inch deep pans.</i>		
<b>Vegetarian</b>	1 entrée daily	Terre Ve program	
<i>Comments:</i>	<i>Display in full 1-1/4 inch deep pans.</i>		
<b>Pasta</b>	Daily if applicable		Offer Barilla Plus whole wheat pasta as a healthy alternative. Label accordingly.
<i>Comments:</i>	<i>Offer freshly baked bread.</i>		
<b>Sauces</b>	When applicable	Prepare from scratch	
<i>Comments:</i>	<i>No instant gravies or sauces. Do not use corn starch with the exception of oriental dishes. Natural ingredients to thicken gravies and sauces.</i>		
<b>Starches</b>	1 to 2	Alternate between rice, potato, pasta, legumes, grains and breads	Offer brown rice, whole grains, quinoa, wild rice, etc.
<i>Comments:</i>	<i>Items should complement entrées. No instant mashed potatoes.</i>		
<b>Vegetables</b>	2 – 1 Balanced U	One should be a green vegetable.	One should be steamed.
<i>Comments:</i>	<i>Vegetable should always be fresh and in season.</i>		



## DESSERTS

<b>Hand Fruit</b>	4 types	Seasonal apple, navel oranges, bananas, plus one monthly seasonal	Fruit salad
<i>Comments:</i>	<i>Apples 120 ct., navel oranges 113. Check local pricing for best size/value. No canned fruit.</i>		
<b>Jello</b>	1	Alternate with fruit-based Jello	Low-fat or sugar-free
<b>Pudding</b>	1	Prepared daily	
<i>Comments:</i>	<i>Rice puddings, parfaits, homemade hot dessert.</i>		
<b>Ice Cream</b>	2 types <i>Sm./med. schools</i> 4 types <i>Large schools</i>	Vanilla, chocolate, strawberry, one special flavor	
<b>Soft-Serve Yogurt</b>	Optional		
<i>Comments:</i>	<i>Can offer hard pack yogurt.</i>		
<b>Baked Goods</b>	2	Freshly baked cookies, bars, cakes, pies	
<i>Comments:</i>	<i>Rotate offerings daily. Items offered should be different for lunch and dinner. Mini cuts should be offered.</i>		
<b>Dry Toppings</b>	2	Wheat germ, raisins, granola, trail mix, sunflower seeds, etc.	
<b>Wet Toppings</b>	2	Strawberries, pineapples, cherries, raspberries, etc.	
<b>Low-Fat Plain Yogurt</b>	1	Plain, low-fat	
<i>Comments:</i>	<i>Identify with signage. Bulk, 5 lb. tubs.</i>		

## PIZZA STATION

<b>Pizza</b>	I	Cheese	Whole-wheat pie crust. Offer no-cheese pizza pies.
<i>Comments:</i>	<i>Fresh or raw frozen dough balls only. No pre-made pie shells. Pizza sauce must be prepared on premise (see recipe in Webtrition).</i>		
<b>Vegetarian Pizza</b>	I type	Broccoli, roasted pepper, plum tomato, grilled vegetable, mushroom, etc.	
<b>Meat Pizza Pie</b>	I type	Sausage, pepperoni, meatball, etc.	
<b>Specialty Pie</b>	Optional	Flat bread pizza, calzones, stromboli, stuffed pizza, garlic knots	
<b>Toppings</b>	All	Crushed red pepper, grated Parmesan cheese, dry oregano, granulated garlic, Tabasco sauce	
<i>Comments:</i>	<i>Worcestershire sauce is optional.</i>		

## GRILL STATION

Comments: *Batch cook. Never hold burgers in water.*  
 Comments: *Spice rubs for fish.*  
 Comments: *Offer spice rubs for french fries.*

*Sm./med. schools, large schools.*

## SOUP STATION

<b>Soup</b>	2 types	1 clear broth, 1 thickened purée, cream, chowder, bisque or legume soup	If two soups are menued daily, one must fit the Balanced U criteria. If one soup is menued daily, it must be a Wellness Balanced U soup, twice per week.
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Comments: *Do not thicken soup with arrowroot or corn starch (only for Wellness soups and/or Asian soups). Ensure that all soup offerings contrast in thickness and color. Friday's soup offering must include a vegetarian or seafood-based soup. Do not cook pasta in soups – add during service time. Signage should include type of stock used in recipe.*

<b>Accompaniments</b>	2	Dinner rolls, crackers, bread sticks, croutons, oyster crackers, tortilla strips
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<b>Toppings</b>	Optional	Shredded cheese, sour cream, chives
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## PASTA STATION

<b>Pasta</b>	1	Barilla dry pasta	Barilla Plus whole-wheat pasta.
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<b>Sauce</b>	2 types	Marinara, pesto cream, alfredo, puttanesca, meat sauce, primavera, etc.	One sauce should be vegetarian.
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Comments: *Sauces should be made from scratch.*

<b>Toppings</b>	All	Crushed red pepper flakes, Parmesan cheese, dry oregano
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<b>Bread</b>	Optional	Garlic knots, garlic bread, focaccia, etc.
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**Section 4 - It is expected that the contractor will serve hot food *HOT* and cold food *COLD*. The contractor must utilize progressive cooking, staggering cooking so that relatively small amounts become ready for serving to ensure consistent quality and availability throughout the mealtime hours.**

To ensure that hot foods are served hot and cold foods are held cold, Chartwells will continue to batch cook in all of our kitchens. This means that foods are prepped before service and then prepared as needed throughout the meal service. This maintains product freshness throughout the meal period.

Regular maintenance of hot wells and the utilization of heat lamps keep hot food at the proper temperatures. Utilization of smaller serving vessels on the line ensure that fresh product is being served. Regular maintenance of cooling units safeguard all cold foods are kept at the proper temperatures. Temperature logs on all food will continue to be kept on file for 12 months.

**Section 5 - All food and supplies purchased shall be in conformance with the specified minimum United States Standards for Grades. In the absence of grade labeling, the contractor shall provide the University with packers' labeling codes or industry accepted grade equivalent standard to verify the minimum grades specified are being provided. The University shall periodically, or as deemed necessary, inspect the contractor's inventory of food and supplies to determine that purchase standards are maintained.**

**5.1 Grade minimum for food items shall be:**

- a. **Meat - USDA No. 2 for pork or USDA choice for beef, veal, and lamb, cut to I.M.P. specifications.**
- b. **Seafood - US Grade A, certified.**
- c. **Poultry - US Grade A.**
- d. **Eggs - US Grade A medium size.**
- e. **Pure ground beef - USDA choice or better, not to exceed 18% to 22% fat.**
- f. **Fruits - US Fancy.**
- g. **Vegetables - US Extra Fancy or Grade A as applicable.**
- h. **Dairy products - USDA Grade A where applicable.**

**5.2 Cheeses - The contractor shall use natural, low fat products whenever possible. Natural, low fat processed cheeses may be used for cooking purposes.**

**5.3 Meat Cuts - All meat cuts shall be in accordance with USDA I.M.P. specifications. These grades are intended as minimum standards only, and the contractor is encouraged to exceed these minimums whenever possible. All other food stuffs not included in the above categories shall be of comparable quality.**

**5.4 Whole Grains – The contractor shall provide whole grain options during all meal times in primary dining locations.**

**5.5 Contractors shall provide menu options that reflect the diverse needs of vegetarian, vegan, gluten-free and tree nut allergy diets.**

Chartwells agrees and will continue to comply with requirements in section 5. Sample menus can be found in the Proposed Method of Performance Section.

# Food Allergens Management

Protecting our food-allergic customers is important to all levels of the Chartwells organization. As a result, we have developed a robust food allergens management program that models the suggested practices for the foodservice industry outlined by Food Allergy Research & Education, the leading food allergy advocacy group in the United States.

Our Allergens Management Program, which places special emphasis on the eight major allergens recognized in the U.S., is designed to assist the food allergic consumer to make informed food choices each time they visit one of our cafés. The program includes the following components:

- Using our Food Allergens and Celiac Disease online training course, all managers are trained on food allergens, gluten intolerance and celiac disease, handling your students' questions about these issues, control of allergen cross-contact, and how to work with food allergic customers.
- Each unit manager is responsible to identify "food allergy experts" for each shift and each business day to handle inquiries from food allergic customers. These "experts" are also trained using our Food Allergens and Celiac Disease online training course.
- Hourly associates receive special training on food allergies, including how to respond to questions from food allergic customers.
- Unit managers are responsible for posting allergen awareness signage in their operation, including a kitchen sign with important information for associates, and a service area sign that advises food allergic customers to contact a manager with food ingredient questions.
- Managers and chefs are asked to enhance the names of menu items that include any of the eight major allergens where the allergen would not commonly be associated with the menu item.

# Dining Services Requirements





Southeast Missouri State University and Chartwells work collaboratively to make the dining program best-in-class. Our commitment to innovation, customization and collaboration are designed to meet your student retention and growth goals.

Over the past 10 years, Foodservice Director John Jenkins has led the charge of our residential program. From our implementation of Chartwells' Pulse on Dining and Balance U programs to our focus on technology and social media, Southeast Missouri State University's dining program offers students their favorite foods in an enjoyable, dynamic environment. Our commitment to education includes food-preparation classes, culinary competitions and learning resources that provide guidance for insight into making healthier food choices. In 2006, our first registered dietitian joined our management team making Southeast Missouri State University the only school in the state to have a RD on staff.

Our current RD, Laura Vollink, has led the introduction of our Balanced U program in 2010, the Bready program in 2011, and the Allergen Cooler in Towers in 2014. Laura offers nutrition counseling to help students find reliable health and nutrition information for their busy lives, into different aspects of the dining program. Additionally she works with students who have food allergies to improve efforts to provide dining options at all locations for those with dietary restrictions.

Over the past ten years, Chartwells introduced the Dine On Campus website platform and App on Campus that offer daily menus and nutrition information to students, faculty and staff. This website helps the Southeast Missouri State University students make better dining choices by putting the information at their fingertips. Our social media presence has also grown exponentially, connecting us to the campus community like never before. Sites like Facebook and Twitter allow us to respond in real time, improving customer service, and informing the campus of special menus, limited time offers and fun events that are going on.

All of these efforts have added value to the University's programming for current students and has helped encourage prospective students to join Southeast Missouri State University.

***1. The University requires all single non-commuting freshmen and sophomore students to live on campus, unless otherwise approved by the University. All students who live on campus are required to participate in one of the approved Board Plans.***

Chartwells understands the significant role an innovative, high-quality dining program plays in Southeast Missouri State University's ability to recruit and retain students and to build a stronger, more dynamic campus community. Our primary mission is to offer students their favorite foods in an enjoyable environment. With resident dining, in particular, it is vital that the experience be dynamic. Steven and the on-site team are committed to continue to provide resident dining program that embrace local, regional, national and international favorites, superior guest service and exciting themed events. Chartwells' approach fosters a sense of community, utilizes food to celebrate diversity, and draws on the resident dining environment to educate students about the benefits of a well-balanced diet. Our 15 years on campus coupled with Chartwells' customer-focused campus research and student surveys, we had developed and customized our dining solution for Southeast Missouri State University. We fully understand the needs and wants of the Southeast Missouri State University student and have designed our meal plan solution around their feedback. With approximately 3,000 students living on the Southeast Missouri State University campus, offering meal plan options that students are satisfied with is extremely important. Chartwells will continue to offer a variety of meal plans to the students, staff and faculty of Southeast Missouri State University. All resident students including freshman and sophomores can choose for a meal plans featuring a weekly balance of meals and flex dollars.

***2. Commuter students and University faculty and staff may participate in any of the Board Plans.***

Over the 15-year partnership, Southeast Missouri State University and Chartwells have worked together to provide commuter student and staff Board Plan options. Many Southeast Missouri State University students purchase Redbucks or meal plans and bring their off-campus friends to eat with them in our resident dining locations. Redbucks is specifically designed for commuter students, faculty and staff who want the convenience of dining on campus without the hassle of carrying cash. Redbucks is a true success story as every year more and more students enroll in the program. This is a true testament that the program provides the convenience as well as the bonus the commuter students, faculty and staff are looking for!

***3. The contractor shall agree and understand that meal plans with certain groups are negotiated independently. Currently, approximately 18 students from Sigma Nu Fraternity, which occupies the Shivelbine house, participate in a modified meal plan and utilize campus dining locations.***

Steven Cooper and the Chartwells team are proud of our relationship with the Greek community. We partner with Greek Life to offer promotional activities, games and entertainment to bring students in these organizations together as a chance to interact on campus. We target our marketing efforts to the Greek Life with flyers and discount programs to encourage them to purchase meal plans and Redbucks.

***4. The University and the contractor agree and understand that for any residential or commuter student enrolled in a Board Plan, extenuating circumstances can occur. The University reserves the right to review each situation on a case-by-case basis and change or discontinue or reduce the student's Board Plan if deemed appropriate for that particular situation.***

Chartwells understands and will continue to comply with this requirement.

***5. The contractor shall provide to the University the method, including the type of software used, for managing Board and other meal plan patrons. The contractor shall maintain the software and any required hardware for the effective management of the Board and other meal plans. The contractor is responsible for the setup, operation, interfacing and overall management of Board and meal plans through the contractor's software. The University will assist, through a mutually agreed upon process, with meal plan changes. It shall be the responsibility of the contractor to invoice the University on a weekly basis based upon the number of Board Plan patrons authorized for that week. Reports used for the invoicing of the Board Plan patrons shall be the responsibility of the contractor and will be verified by the University when the weekly invoice is processed.***

Chartwells will continue to partner with CBORD® and Micros register system to manage the board meal plans and other meal plans at Southeast Missouri State.

The CBORD® Odyssey system allows Chartwells to effectively manage meal plan delivery to the University community. CBORD® has partnered with Chartwells at Southeast Missouri State for over 10 years and has a good track record running effective meal plan access systems.

Micros register are a reliable register system that communicates with CBORD® at the point of sale to deliver quick and reliable service to our patrons.

These systems are operated from our on campus central office and are supported by both CBORD® and Micros support personnel by remote connection to fix and issues that may arise during the operation of the system.

Please note Legal Exceptions, item 3 located in the Introduction, Background Information and General Overview section.

***6. Full and limited serving hours and locations within the minimum specified continuous operating hours shall be mutually agreed upon by the University and the contractor. However, the University shall have final approval over all serving hours.***

Throughout our partnership, Chartwells has continuously modified our hours of service to best serve the students, faculty and staff of Southeast Missouri State University. Our recommended service hours for all locations are presented in the Scope of Work section, item 18. We will continue to work with the University for final approval on all service hours.

*7. The contractor shall prepare and serve nutritionally balanced selections, including healthy vegetarian and low- or non-fat entrees and side dishes. Style of service shall be determined by the Contract Administrator. A vegetarian, vegan, gluten-free and tree nut allergy options must be available to patrons at all times.*

## **Culinary Standards**

Chartwells understands and will continue to comply with this requirement. To help ensure that our dining selections at Southeast Missouri State University provide ample options for students seeking a variety of dietary needs and preferences, Chartwells culinary standards provide a guide to help engineer a menu that meets as many of these needs as possible. Some of the initiatives specifically implemented on Southeast Missouri State University's campus include:

Healthy menu options offered at each culinary platform at each meal period, designated through Chartwells' Balanced U program including the identification of healthy options and implementation of back of the house stealth health initiatives.

**Reduced sodium.** We use low-sodium canned tomato products and rely on herbs and spices to flavor our dishes rather than salt.

**Reduced saturated fat.** We use and offer lower-fat dairy products, offer smaller portions of meats, and use only olive or canola oil in all cooking preparations to reduce saturated fat, unless butter is absolutely required. We offer made to order egg-whites at breakfast in Towers Café.

**More reduced-calorie options.** We offer calorie-free beverages, including the fruit flavored water at the hydration station at Towers Café as well as freshly brewed tea. In residential dining we encourage students to adhere to smaller portions by using appropriately portioned serving utensils and training our associates to serve appropriate portions.

**Increased fruits and vegetables.** Based on the culinary standards, in Towers Café we make sure that there are at least three hand fruits available all day and four cut fruits at breakfast, with a fruit salad available at each subsequent meal period. A steamed vegetable is offered at lunch and dinner.

**Increased whole grains.** More whole grain breads, pastas, and rice are available to choose from at all locations. We will continue to introduce new whole grains for students to incorporate into their diet such as quinoa which has been offered on the deli bar at Towers Café and incorporated into salads in the Outtakes program.

**Trans-fat and MSG free.** As an organization, Chartwells has implemented purchasing guidelines to help achieve these stealth health initiatives. This includes the removal of all ingredients that contain trans fat. We were the first foodservice company to address this issues and no longer use any fats or oils in our food preparation that contain trans fats, and we don't purchase any items to serve students that contain trans fast, including pies, cakes, breads, sauce or the like. MSG has also been eliminated from our dining facilities.



A minimum of one vegetarian entrée (rotating vegan) is available at each meal period in residential dining with static vegetarian and vegan options available daily (soups, salad bar, Trattoria, etc.). Vegan options are available daily in retail dining. These options will continue to be identified through Chartwells' Balanced U program and outlined in eating guides for each location on campus.

Avoiding Gluten? One of the ways that we are providing proactive service to our students, specifically with gluten-allergies, is through our Avoiding Gluten? program across campus. In all of our Outtakes coolers in our retail locations, Bready products are available for purchase, currently including chocolate cake and banana bread. The Bready machine, used by Chartwells on Southeast Missouri State's campus for three years, allows us to offer freshly baked breads, cakes, and pizza dough made without gluten containing ingredients in a closed system to help reduce the risk of cross-contamination. To expand on options being offered in our retail locations, Chartwells provides premade sandwiches and offer other prepackaged items for grab and go. In our residential dining, Towers Café, Chartwells offers an Avoiding Gluten? station that provides a go-to location for students with a gluten allergy. This station features Bready products, Udi's bagels, Chex cereals, and other items such as yogurt, fruit, peanut butter, sandwich fixings, and more that are kept in a designated cooler to help reduce the risk for cross-contamination. Also available at this station are a clearly labeled and designated toaster and waffle iron for use with our Bready and Udi's products only.

To communicate these Avoiding Gluten? options to students, eating guides are available at Towers Café and the Redhawks market and outline where and how a student can access food.

To help provide meals to students with any other dietary needs, including tree nut allergies, Chartwells registered dietitian will continue to be available to answer any questions about options on campus and make sure that Chartwells on Southeast Missouri State University's campus is able to provide a balanced option at each meal period to students with any dietary need.

All members of the management have attended Compass Groups' Food Allergy and Celiac Disease training and will continue to keep up their certifications annually. A resident food allergy specialist is designated at each location to field any questions about ingredients, production, and serving of a menu item to help ensure our customer's safety.

***7.1 The contractor will provide nutritional information for all items served in any dining venues. Nutritional information shall be provided at the point of sale or serving line. In addition menus, to include nutritional information, shall be available online.***

Chartwells understands and will continue to comply with this requirement. An increasing number of students are seeking nutrition information for the products that we serve. To help provide this information to students, Webtrition, Chartwells' web-based menu management system, allows us to customize recipes and analyze the nutritional quality of the food, based on our ingredients. Webtrition generates basic nutrition information for each recipe used and is available to be accessed by students at both point of purchase as well as online.

In our residential dining location, Towers Café, line identifiers are printed directly from Webtrition. These communication pieces offer nutrition information immediately next to their respective menu item. For items consistently available in the dining hall, nutrition information can be found in frames or window clings at each station including the deli bar, salad bar and continental area.

At our retail locations, calorie counts can be found on all menu boards with consistent items. At rotating options such as Hearthstone in the Redhawks Market and the Kitchen in St. Vincent's Commons, line identifiers are printed from Webtrition. Having nutrition information available at the point of purchase allows our customers to make informed decisions when purchasing products.

The nutritional information for our menu items can also be found online through our Dine on Campus website. This website provides links to our daily menus with access to all nutritional information, allowing students to plan their menus before even entering the dining hall. The Dine on Campus site also provides the capability to calculate nutrition information based on menu items served in the dining halls; students can look at the nutrition information for a single menu item or build their meal to calculate the entire meal. Students are also able to check menus and nutritional information directly on their smart phones through a free downloadable application, App on Campus.

The popular online nutrition and exercise tracking tool, MyFitnessPal, provides another avenue for students to search for our nutritional information. All Chartwells recipes in Webtrition are linked into MyFitnessPal's database of recipes. This allows MyFitnessPal users the ability to add specific menu items from our dining halls to their personal profiles helping to reach their weight and health goals.

**8. At each meal, at all locations, the contractor must clearly designate which entrees are low- or non-fat or are otherwise healthy alternatives. In addition, the contractor must have available for patrons detailed nutritional information including, but not limited to, total calories, calories from fat, fat grams, percentage of calories from fat, sodium content, and carbohydrate grams for all items at every meal. If requested by a patron, the contractor must provide more extensive nutritional information.**

Chartwells understands and will continue to comply with this requirement. We provide Southeast Missouri State University students with nutritional information for all menu items in a variety of ways. Although the nutritional information visible to students may be limited to calories, fat, protein, carbohydrates, fiber and sodium, a complete nutritional analysis of any menu item is available upon request.

Nutritional information provided for our menu items is accompanied by icons that help quickly identify options that students may be looking for including balanced, sustainable, vegetarian, and vegan.

**Balanced:** The balanced icon identifies foods as a better for your choice for a healthier diet. Nutrient limits are placed on a menu item per portion size including limited calories, fat, saturated fat, cholesterol, and sodium.

**Sustainable:** Sustainable choices contain ingredients that are aligned with our company's sustainability policies. These can include chicken with reduced antibiotics, cage-free shell eggs, organic products, local products or sustainable seafood.

**Vegetarian:** Vegetarian choices do not contain animal products, with the exception of eggs, dairy and honey.

**Vegan:** Vegan choices do not contain any animal products, including honey, dairy or eggs.

To help educate students about their meal choices, explanations of the icons can be found on table toppers, bulletin boards at Towers and Redhawks Market, on all nutritional eating guides, on our Dine on Campus website, and more.

***9. When a conflict due to class schedule, job, illness, or University-sponsored event causes a Board Plan student to miss a regularly scheduled meal, the contractor must provide a “take out” meal or other such arrangement for the student when requested at least one day in advance.***

Chartwells understands and will continue to comply with this requirement. Take-out meals are available to students participating in the Board Plan. Students complete a meal request form at least 24 hours in advance and a member of the Chartwells staff will deliver one box per individual per meal period requested. These take out meals consist of a protein, starch, vegetable, fruit and beverage to provide a nutritionally balanced meal. One meal will be deducted from the student’s meal plan upon receipt of a box. To meet the needs of varying schedules, menu items included will be shelf stable and easily stored and prepared with student access to a refrigerator and microwave.

***10. The contractor must offer menus which cater to a variety of lifestyles. The menus must be designed to provide all the necessary vitamins, nutrients, etc., required by individuals who are especially concerned with healthful eating and/or required to conform to a specific diet due to a rigorous athletic training schedule, performing arts, religious or cultural beliefs, or other conditions.***

Chartwells will continue to comply with this requirement. Chartwells understands the importance of providing flexible dining offerings and working with Southeast Missouri State University to ensure meals are provided for students with specific dietary requirements due to rigorous athletic training schedules, performing arts, religious or cultural beliefs, or other specialty meals.

Our menus at Towers Café and St. Vincent's Commons are designed to meet Chartwells' culinary standards to make sure that students with a variety of needs can easily find options on campus. Menus are engineered to provide whole muscle meats, steamed vegetables, steamed rice, and a generous offering of fresh fruit and vegetable options, along with other student favorites. To make sure that students can find an entrée that fits their needs, we will continue to offer several different meat choices at each meal as well as at least one vegetarian entrée. With the addition of the Mongolian Grill to Towers Café, more made-to-order vegetarian options will be available as well.

We know that students participating in athletics, enrolled in performing arts, or have hectic schedules due to any number of circumstances may not be able to access food during traditional meal periods. Continuous hours at both Towers Café and St. Vincent's Commons allows students with varying schedules the opportunity to access meals, utilizing their meal plans, anytime between 7:00 a.m. and 8 p.m. Monday through Friday and 10:00 a.m. to 2:00 p.m. and 4:30 p.m. to 8:00 p.m. on Saturdays and Sundays.

To further meet the needs of our student athlete population, Chartwells has created the Balanced U Athletic Program. This program will be a new component of our already existing Balanced U program, just with a little more specific focus on our athletes. Some of the components of this program include:

## Balanced Coaches Summer Seminar

A yearly summer seminar will be held for athletic coaches here at Southeast Missouri State University and will be taught by Chartwells' registered dietitian, Laura Vollink, RD LD. Coaches and trainers are usually the primary source of information when it comes to nutrition so it is important for coaches to know what good nutrition is, why it is important, and what resources they have on campus. To help understand and provide for the needs of athletes in dining, the campus dining director will be in attendance. The following topics will be covered during the seminar:

- Statistics of importance of nutrition
- Success stories and testimonials on how nutrition has impacted their athletic performance
- Nutrition resources that coaches have access to on campus
- Eating disorders in the athletic community and how to identify and approach student athletes
- If lunch is served, the meal will consist of examples of what athletes should be eating
- Plate for plate comparison of good vs. bad nutrition
- Informational packet for use after seminar, will include resource list, general nutrition brochure, statistics page, marketing package for each locker room (designed and implemented by dietetic and marketing interns)

In addition to this summer seminar, a yearly competition will be held for athletic teams where monthly challenges will result in points, and at the end of the year, a catered party for the winning team. Each month the challenge will change based on the monthly Balanced U focus, and each team will get points for the percentage of their group that completes the challenge. Bonus points will be awarded to any team that takes advantage of athletic pack-outs.

## Athletic Pack-Outs

Pack-outs are available through our resident dining program. For example, if a team of 10 is traveling for 2-4 days, we can provide a pack-out that will have provide enough balanced meals to supply athletes with the nutrition they need before a big game, helping



the entire team avoid on-the-road temptations at the drive-thru window. To increase the availability of nutrients in the pack-out, food will be sourced local whenever possible, and to align with the Balanced U sustainability initiatives, all disposable packaging sent with pack-outs will be recyclable/ biodegradable.

One meal per each meal provided will be deducted from student athletes with a meal plan. The athletic team is responsible for covering the remainder of the cost.

An example of a meal for lunch would be enough bread, turkey, cheese, and condiments to make sandwiches, baked chips, fruit, water bottles and Gatorade. Granola bars and fruit would be provided for snack. Breakfast options would include bagels with peanut butter/cream cheese, cut fruit, yogurt, and more.

### **Balanced Athlete Pre-Season Seminar**

Because nutrition requirements and recommendations differ for from team to team, each sports team would have the opportunity for Laura to conduct a pre-season seminar.

The following topics will be covered during the seminar:

- Sports specific nutrition
- How to use the Balanced U program to make educated decisions in the dining halls
- Explanation of the yearly competition, and how to report their progress to their coaches
- Success stories & testimonials on how nutrition has impacted their athletic performance
- Healthy snack demonstration

### **Balanced Athlete Off-Season Seminar**

Off-season seminars are also available for each sports team in order to make sure that good nutrition is still a focus while they may be training or even taking a break. These seminars would be an opportunity for Laura to present on a topic that is important to the coach and/ or the team. It may be an issue the team is dealing with or has a special interest in. Cooking classes, group counseling, or one-on-one counseling sessions may also be incorporated.

Chartwells wants to give Southeast Missouri State University a competitive edge when it comes to athletics. We want nutrition to be an important but easy part of that winning equation.

***11. When requested by the University, the contractor shall provide a tray of food suitable for an ill student, to be taken from the dining area to the ill student's room. The contractor shall provide the process by which a student can choose from a variety of meal options in the event their meal must be served to them in their room or other location.***

Chartwells understands and will continue to comply with this requirement. Sick meals are available to students participating in the Board Plan. Students may complete a sick meal request form at least 24 hours in advance and a member of the Chartwells staff will deliver one box per individual per meal period requested. One meal is deducted from the student's meal plan upon receipt of a box. Boxes are adjusted to accommodate the needs of an ill individual, for example a takeout box for a student with flu-like symptoms may include clear liquids and foods that are well-tolerated. To meet the needs of varying schedules, menu items included will be shelf stable and easily stored and prepared with student access to a refrigerator and microwave.

***12. The contractor shall provide any medically necessary special diets when prescribed by a medical physician and approved by the University. If the cost of the special diets exceeds actual contract costs, the University and the contractor shall agree upon additional charges.***

Chartwells understands and will continue to comply with this requirement. Students with medically necessary diets will continue to be accommodated in all dining areas. These students are able and encouraged to meet with the on-campus Chartwells' registered dietitian, Laura Vollink RD LD, to discuss options available on campus. Laura will continue to be an ongoing source of support for students looking for options within a specific food allergy or dietary requirement and continue to work with the Office of Resident Life to be a resource for dietary questions from students on a meal plan.

***13. The contractor may be requested to provide wing/floor/hall/house/student organization dinners which may or may not be eaten in the dining area and where the entree selection may or may not be from the menu of that day. Participating Board Plan patrons will use their meal cards for full or partial credit depending on the entree selection. The value of the meal credit shall be equal to the rate charged to cash/credit patrons at the relevant venue. The contractor shall also provide necessary equipment for food items to service wing/floor/hall/house/student organization dinners or other events held outside of the dining area. Serving equipment can be disposable and shall not be charged as an additional cost to the wing/floor/hall/house/student organization.***

Chartwells understands and will continue to comply with this requirement. Chartwells will, upon request, provide meals to organizations when needed. Chartwells' current 'pack-out' method will continue through our residential dining program. The organization must complete and submit the pack-out form with 48 hours of the requested event and may choose from items listed on the form or may specialize the menu to better coordinate with the event with assistance provided from Towers Executive Chef, Terrance McKean. All materials needed for the meal, including necessary disposable serving equipment, will be provided by Chartwells. A list of participating students and their SO numbers is to be provided to Chartwells and one meal will be deducted from the students' meal plan for the meal served.

***14. The contractor shall agree and understand that early arrival students, those students arriving before the scheduled opening of the residence halls, occurs two times per year--in August for approximately 14 days and in January for approximately 5 days. The contractor shall provide meals to all pre-approved individuals who return early to campus for training, band practice, etc. The contractor shall charge the appropriate department the regular Board Plan rates.***

Meals will continue to be available, through Chartwells residential dining, to those students arriving before the scheduled opening of residence halls in both the fall and spring semester. Before the start of the fall semester, students identified through certain groups such as the Office of Residence Life, sports teams, and others will be counted and each respective department charged the regular board rate. Cash prices will be available for those not with an identified group. The same offer will be available to those students returning early before the start of the spring semester.

***15. The University shall have free access to any and all records of recipes or production sheets, product specifications, and quantities of food issued to each foodservice facility to determine the portions specified are in compliance.***

Chartwells understands and will continue to comply with this requirement.

***16. All the foods must be garnished when practical. Serving lines are to be well-stocked throughout the entire service. The last contract patron must be offered the same quality, quantity and range of choices as that offered to the first contract patron.***

All food items are garnished appropriately with edible garnish. We will continue our “Garnishing Cycle” program in all areas on campus. Garnishes are related to the dish in color, size and texture. An example of this is a pan of General Tsao’s Chicken is garnished with broccoli in the center with whole red arbol chilies. Since arbol chilies are used in the recipe it is appropriate to garnish this dish with these products. Also, historically General Tsao’s is served with broccoli so this would be considered an appropriate garnish. Our chef’s will continue to batch cook products to the needs of the operation to ensure that every customer receives the quality product. Under Chef Carlos’ guidance, the food production team uses scaled recipes from Webtrition. This tool provides historical data so our team knows exact amounts and portions to prepare for the meal.

***17. Any food appearing discolored, misshapen, under/over cooked, not being held at its proper serving temperature or not in proper state of freshness shall be removed from the serving line. The general foodservice industry guide “if you are not willing to purchase a product yourself, it shall not be displayed for customer purchase” must be employed. Appropriate wrappings for foods are to be used as needed. Care should be taken to ensure that the wrappings are both attractive and serviceable.***

Chartwells understands and will continue to comply with this requirement. Chartwells will continue to implement the following procedures and practices:

- HACCP logs will continue to be used to control and monitor proper temperatures throughout service
- Pre-Service meetings will continue to be held to inform and coach staff on quality control, taste testing, and presentation of food
- Chef Carlos will continue to work with vendors to procure appropriate packaging that is attractive and usable.
- We will continue to procure packing that is sustainable and biodegradable

***18. Display and serving areas shall be clean, orderly and attractive at all times. Quality and appearance of food shall be observed by the unit manager prior to the start of peak traffic of each serving period, and as frequently thereafter as necessary for the duration of the serving period. Any spillage or soil spots, including in condiments, shall be removed promptly from the counter, steam table pans and general serving area. Salads and other pre-dished items shall be frequently replenished or regrouped to prevent a sparse or messy counter appearance. Excessive re-dishing should be avoided. Partially used, broken, or spilled items shall be removed from the area promptly. Food serving areas are to be well stocked throughout the posted serving hours. Serving areas shall be adequately and attractively decorated at all times with seasonal displays. Specifically, the Towers and St. Vincent’s Commons dish returns must be kept clean and presentable at all times with consistent and frequent (every 5 minutes) staff attention.***

Chartwells will continue to comply with this requirement. Our managers hold pre-service meetings inform and coach staff on cleanliness. Our managers are visible during peak dining hours talking with students and guests and ensuring food quality and appearance meet our standards. Cleaning checklists from the Compass Quality Assurance manual provide guidelines and standards for daily, weekly and monthly cleaning. Cleanliness of dish returns is included in associates workflows to ensure that these areas are checked frequently or every five minutes

Our food production team ensures there is no re-dishing of any items and all products are in new pan, vessels or containers. Prepackaged items are checked regularly to ensure all products are stocked and available.

***19. Service problems should be anticipated and resolved immediately if at all possible. The contractor's management staff shall review problems on a daily basis and discuss with supervisory staff to react immediately. Several examples of problem indicators are: lines excessively long for sustained periods of time; bottlenecks causing gaps in the line; delay in production; products which are difficult to serve; out of beverages, condiments, etc.; shortages of trays, napkins, silverware, glasses, etc.***

Chartwells understands and will continue to comply with this requirement.

***20. Meals, menus and hours for the summer programs, as well as the locations of the meals, will be based on the needs of the summer programs and must be approved by the University.***

We continuously work with Southeast Missouri's conference staff, to identify ways we can support you in order to ensure a successful summer program. We will continue to work together to develop menus and hours of operation that be suit your program. Conference groups need flexibility in service hours. Experience tells us that serving multiple groups at the same time in the same facility can be challenging. With planning, constant communication and the correct serving style, we guarantee satisfied customers. Our guest schedule doesn't always match prescribed hours of operation, therefore we are prepared to adapt our labor schedule and provide the service when its convenient for the customer.

***21. For residential students utilizing Board Plans which include declining balance (flex) dollars, the contractor must allow students to carry over unused dollars included in said meal plans from the fall to the spring semester. However, residential students shall not be allowed to carry over unused dollars included in said meal plans from the spring to the summer or fall semesters. The University will split the value of unused dollar with the contractor on a 50%/50% basis.***

Chartwells will continue to allow flex dollars to roll over from fall to spring semester for all resident students utilizing board plans which include flex dollars. However, residential students shall not be allowed to carry over unused dollars included in board plans from the spring to the summer or fall semesters. Chartwells will continue to split the value of unused flex dollars with Southeast Missouri State University on a 50/50 percent basis. If an alternative meal plan is chosen, the above rules shall be reconsidered for necessity.

***22. Any student, including residential students on Board Plans, may purchase Redbucks at any time. The purchasing of Redbucks is not a substitute for the Board Plan required of all students living on campus. Redbucks customers shall be allowed to carry over unused Redbucks from semester to semester, for the life of the contract. If and when a new contractor is awarded the campus dining services contract, any unused declining balance dollars will transfer to the new contractor. The contractor must pay the University the commission on the sale of Redbucks at the time of sale.***

Chartwells will continue allow any student, including residential students on board plans, to purchase Redbucks at any time. The purchasing of Redbucks is not a substitute from the board plan required of all students living on campus. Redbucks customers will continue to be allowed to carry over unused Redbucks from semester to semester for the life of the contract.

***22.1 Offeror's are encouraged to consider block meal plans or other meal plans that allow greater access to meals and do not place limits on the number of meals that can be used at any one meal time.***

Over 3,000 Southeast Missouri State University students enjoy the benefits of on-campus meal plans. To offer students maximum variety we offer students traditional meals per week plans that include dining dollars for maximum purchasing power. We offer various types of meal plans throughout our portfolio of 250 colleges and universities and agree to continue to work with Southeast Missouri State University to provide flexible meal plan offerings. We provide more detail in the Proposed Method of Performance section, item 7.3.



***23. Any individual who has purchased a Board Plan may purchase food items in specified retail services operations (University Center Redhawks Market, University Center Skylight Terrace, Rowdy's, Scully Café, St. Vincent's Commons, and Starbucks) utilizing a value exchange credit. The contractor shall allow the credit price shown on the Pricing Page to be used toward the purchase of the food items. The credit price shown must be substantially sufficient to allow the purchase of the specially priced meals as described in the retail services section. Use of value exchange credit at nationally branded concepts in these locations is required. In the event the menu rates substantially change, the contractor shall make corresponding adjustments in the value exchange rates to maintain the level of purchasing power. Any increase in annual retail pricing will be matched by an increase in value exchange to ensure the same value exchange purchasing ability. Credits shall not be cumulative and shall be usable only for the meal and day presented.***

Chartwells is proposing the following meal rates for value exchange in the retail location.

Breakfast: \$4.35

Lunch: \$6.65

Dinner \$6.65

We also understand that as price increases are approved by the University, Chartwells will increase the meal rate values to ensure that the value of the exchange is not reduced and the purchasing power remains that the same level.

**24. The contractor shall maintain the current appropriations and mix of fountain and bottled beverages available in all dining and retail locations. The contractors shall provide the same mix of Pepsi-Cola and Coke beverage products at all campus dining venues, except those governed by an agreement between Pepsi-Cola Bottling Company and the University. The following locations are Pepsi-Cola exclusive, Houck's Place at Merick Hall and the River Campus, including St. Vincent's Commons.**

Chartwells will maintain the current appropriation and mix of fountain and bottled beverages in all dining locations. Further, Chartwells understands that there are certain locations that Pepsi exclusive location and will adhere to those exclusivity.

**25. For all contract patrons who do not exit the Towers Café dining area during scheduled hours of operation, the contractor shall ensure that unlimited servings are available on all food and beverage items, with the exception of specific premium entrees.**

As we have done in the past, Chartwells will continue to serve all you care to eat at Towers Café. With Chartwells renovation plans and our exhibition cooking, our Towers Café will be the focal point of the resident dining location. More detail can be found in the proposed Method of Performance section, item 7.2.

**26. In Towers Café the minimum number of full service meals shall be breakfast, lunch and dinner Monday through Friday; brunch and dinner on Saturday; and brunch and dinner on Sunday. The contractor must submit cycle menus to the University for approval no less than 30 days before the beginning of each semester.**

Chartwells understands that we are required to serve breakfast, lunch and dinner from Monday-Friday and brunch and dinner on Saturday and Sunday. With our new continues service proposal at Towers Café, we believe that will increase the use of Towers Café along with the options available to our customers. Chartwells will submit menu cycles for University approval 30 days prior to the beginning of each semester.



***26.1 Saturday and Sunday brunch is not required to consist of an entire weekday breakfast and lunch menu, but shall consist of a reasonable representation of items from weekday breakfast and lunch menus.***

Chartwells will work with our culinary team, our dietician and the student body of the University to make sure that we have the right mix of breakfast and lunch menu items on weekends to ensure the highest customer satisfaction. Brunch service on Saturday and Sunday will continue to serve a combination of both breakfast and lunch menu items to satisfy students looking for either or both options. Also included with the hot breakfast and lunch options will be an assortment of fresh cut fruit, made-to-order omelets, a carving station, salad and deli bars, soups, desserts, and more.

***27. The contractor must provide the following minimum programs and special meals for Board Plan students. The cost of these programs must be included in the price of the daily Board Plan rate. The contractor is invited to suggest additions to these minimum requirements, the cost of which should also be included in the daily Board Plan rate. The contractor must not schedule special meals and programs on a Friday, Saturday, or Sunday without the prior approval of the University. The contractor must submit cycle menus to the University for approval no less than 30 days before the beginning of each semester.***

Chartwells will continue to provide programs and special meals for board plan students. These programs will be included in the cost of the daily board plan rate. Chartwells has designed a programming calendar packed with activities and events that take place at least once a week from day one. Chartwells will continue to work hand in hand with student leaders, residential hall leaders and other Southeast Missouri University personnel to ensure the events' success. We have provided a annual marketing strategy for the residential dining program in the Marketing section, item 10. We will continue to hold events during the peak periods; events will not be held on Friday, Saturday or Sunday without prior approval of the University, and menu cycles will be submitted to the University for approval no less than 30 days before the beginning of each semester.





***27.1 Towers Café Premium Night: At least twice each month the contractor shall provide a “premium night” in Towers Café, which must feature at least two premium entrees as approved by the Contract Administrator. In addition to the two premium entrees, the contractor must serve a third entree which shall have unlimited seconds. Linens for tables are not required for tables for premium night services; however, they are for any buffet or serving tables.***

Three times per month, Chartwells will provide a premium night in resident dining facilities. Each facility, consisting of Towers Café, St. Vincent’s Commons at River Campus, and Merick Hall will host one premium night each during the month. There will be two premium entrées and a third entrée, which will allow unlimited seconds. Please reference the Marketing section, item 10 for a sample event schedule for the semester and sample calendar.

***27.2 Theme/International Meal: At least once each month the contractor shall provide a minimum of one other special theme meal in Towers Café, St. Vincent’s Commons, and the University Center. Theme meals may feature international cuisine, center around a special theme or holiday, or some other mutually agreed upon criteria. Theme meals must include a menu perceived to be upscale as agreed upon between the University and the contractor.***

Chartwells will continue to provide a number of special theme meals (monotony breakers) at Towers Café, St. Vincent’s Commons at River Campus, and Merick Hall All-you-care-to-eat dining facilities each month according to our corporate standards. These include programs such as Balanced U, Your Region Your World, Featured Events, International Student Nights, and premium nights. We have provided a sample event schedule for the semester and sample calendar in the marketing section, item 10.



**27.3 University Center Buffet Events: At least once a week the contractor shall provide an all-you-can-eat buffet style dinner meal for Board Plan students dining at the UC.**

Chartwells does and will continue to provide an all-you-care-to-eat style buffet at the University Center for board plan students. This is a popular program for student on south campus. As an alternative, Chartwells proposed transforming Houck's place into a residential, all-you-care-to-eat facility for board students living on the South side of campus.

**27.4 Towers Café Monotony Breaker: At least once each week the contractor must provide monotony breakers. Monotony breakers may include "Make Your Own Sundaes", Baked Potato Bar, Taco Bar, Breakfast Buffets, Caesar Salads, etc.**

Towers Café, St. Vincent's Commons at River Campus, and Merick Hall's resident dining facilities will provide a create-your-own themed station that will change weekly and be available during the lunch and dinner meal periods. Please reference the Marketing and Proposed Method of Performance sections for a sample events schedule, sample create-your-own bar schedule, and sample calendar

**27.5 Late Night Breakfast Event: The contractor must provide one midnight breakfast in Towers Café and the University Center on the Monday evening of final exam week during the fall and spring semesters.**

Chartwells provides a late night breakfast in conjunction with the University every Monday of finals week taking place in both the fall and spring semesters. From 9:30 p.m. to 11:00 p.m., students can feast on scrambled eggs, biscuits and gravy, breakfast potatoes, sausage, french toast sticks, and pastries or opt for a healthier spread of pineapple, strawberries, melons, and bananas. Students are able to interact with members of Southeast's administration team who help serve the students and make this late night breakfast an event to remember.

But why stop at Monday? Tuesday night from 9:30 p.m. to 11:00 p.m. we will offer a pizza and pasta extravaganza at Towers and the Redhawks Market with an assortment of pizza, pasta, breadsticks, and tossed salad. Wednesday night from 9:30 p.m. to 11:00 p.m. we would like to offer late night desserts set up around campus including ice cream, cookies, cupcakes, Rice Krispie treats, fruit, and more. Students are studying all week and need the energy to help boost their brain power!





# Board Plan Menu Specifications





# Board Plan Menu Specifications

## ***1. Menu Plan: The contractor shall operate the menu plan for contract meal plan requirements:***

***1.1 The contractor shall operate the menu plan for contract patrons on the basis of a minimum of a five (5) week menu cycle. The contractor must submit cycle menus to the University for approval no less than 30 days before the beginning of each semester. The University reserves the right to renegotiate minimum menu specifications on a yearly basis.***

Chartwells will continue to offer a five-week residential dining menu cycle menu. At least 30 days before the start of each semester, Chartwells will continue to provide our updated and enhanced for the upcoming semester.

***1.2 The contractor must adequately plan each meal so as to ensure that the specified entree items to be served are available throughout the entire serving period.***

Utilizing our web-based menu management system, Webtrition, each meal is forecasted, planned and produced to ensure that the menu items served at Towers Café are available for students throughout each entire meal period.

***1.3 The contractor must offer low fat, low cholesterol and a healthy vegetarian entree option at each meal.***

Chartwells will continue to offer low-fat, low-cholesterol and healthy vegetarian entrée options at each meal. These options will continue to be identified through our Balanced U program by providing nutrition information for each menu item along with icons identifying whether an item is vegan, vegetarian, or balanced.





***1.4 Peanut butter and jelly, cereal and bagels, cream cheese and similar spreads, must be available at all meals.***

Peanut butter and jelly, cereal, bagels, breads, cream cheese, specialty cream cheese spread, and more will continue to be offered throughout the period of continuous service at Towers Café.

***1.5 Sauces, cream, sugar, and appropriate sugar substitutes shall always be available next to coffee cups; ice shall be available next to fountain drinks; and whipped butter shall be available next to breads.***

Chartwells will continue to provide sugar, sugar substitutes, cream and sauces at the coffee station. Ice will continue to be provided through the automatic dispensers of the fountain soda machines. Whipped butter will continue to be available next to breads on the continental station.

***2. Meal Pattern: Minimum menu pattern requirements are as follows:***

Chartwells will continue to meet the minimum menu pattern requirements by maintaining of Chartwells Culinary Standards. Our residential dining guidelines for each station ensures that our students have a variety of offerings that are flexible to their dietary needs and preferences. Our Culinary Standards are included in the Food Specifications and Procurement section.



# Retail Sales





***1. The contractor shall continually suggest new ideas and methods for the provision of foodservices which are a benchmark for the industry. The contractor must design, and submit for approval at least 60 days before the beginning of each semester, comprehensive menus and proposed cash prices and portions for each concept. Concept changes which will require significant facility changes or equipment investment must be proposed for approval in a reasonable timeframe which allow the University to consider the changes. All changes, regardless of scope, must have prior approval of the Contract Administrator.***

Chartwells understands and will continue to comply with this requirement.

***2. The contractor shall return a percentage commission of all retail sales from cash or charge purchases for all University-related non-board sales (gross sales less applicable sales tax). The percentage commission shall be as specified on the Pricing Page of the Request for Proposal. Commission shall be paid to the area of predominant production.***

Chartwells is pleased to offer \$250,000 in guaranteed annual commissions. Please see the pricing section, item 4 for details.

***3. In the event the contractor wishes to increase or change prices for cash operations and catering menus, the contractor must submit the requested change in writing to the University at least sixty (60) days prior to the requested effective date of the price increase. The contractor shall provide the University with data supporting changes being recommended. The contractor must obtain the approval of the University before implementing any price increases; the University shall have final approval over any and all price increases.***

Chartwells will continue to provide pricing changes in writing to the University 60 days prior to the requested effective date. In addition, we request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

***4. The contractor will have exclusive rights to retail sales as determined by the University. The contractor will be given the first option to initiate new foodservice concepts that are recommended by the University. Should the contractor waive the opportunity to initiate such services, the University has the option to solicit alternative vendors.***

Chartwells understands and will continue to comply with this requirement.







**5. The contractor is encouraged to consider national branded food options available as part of the retail sales portion of the foodservice operation and available as a meal value exchange. The University requires the contractor to continue to offer Chick-fil-A at University Center Redhawks Market, Starbucks in the University Center, and Subway at Scully Cafe as national branded food option. In addition, special consideration to a second Subway concept at Rowdy's or second sandwich line at Scully should be considered. The locations of these venues shall remain as they presently are, unless agreed upon by the University.**

Chartwells understands and will comply with this requirement. We are proud of our ability to bring national brands to Southeast Missouri State University. Through our strong partnership we collectively have successfully launched Subway, Chick-fil-A, Papa John's and Starbucks over the past 15 years. Southeast Missouri State University's student feedback has been overwhelmingly positive resulting in these locations being our most popular retail outlets.

Staff and faculty enjoy having these national brands popularity and value as a solid marketing tool to recruit new students. Sales have progressively increased each year at every branded location. Both Starbucks and Subway are the busiest franchises in the Cape Girardeau area, serving an average of 1,735 customers daily. (Starbucks: 812 and Subway: 923). In the Proposed Method of Performance section we provide our proposed enhancements to our Starbucks and Papa John's concepts, the expansion of both Subway and Chick-fil-A and the addition of a Panda Express Gourmet Chinese Food concept in the University Center.

**5.1 Commission payments/royalties paid to national brands is the sole responsibility of the contractor. The University is not a partner to commission/royalty relationships between the contractor and national brands.**

Chartwells understands and will continue to comply with this requirement. Southeast Missouri State will not be charged any brand fees, royalties or charges for any national brand Compass Group concepts on campus.

**6. There is a limited convenience store (C-stores) operating on campus, in the Towers complex (Rowdy's).**

**6.1 Revenue generated in a C-store must be tracked separately from food items sold as meal value plan exchange eligible.**

Chartwells will continue to comply with these requirements. Our managers utilize a detailed sales-tracking and analysis process for each of our retail concepts.

7. Each concept in a retail sales location must provide a minimum of three meal and beverage, other than water, combinations equal to or less than the value exchange rate for lunch and dinner at each retail concept in all retail venues on campus. Signage at each retail location must clearly reflect the value exchange options. Signage must be consistent at all retail sales locations.

Chartwells will continue to provide several meal exchange options that are equal to or less than the lunch and dinner value exchange rate at each retail venue on campus. Examples are as follows:



#### Subway

Three-inch egg and cheese flatbread, Minute Maid® orange juice and fresh-baked cookie - \$4.30

Six-inch BLT with combo - \$6.56

Six-inch spicy Italian combo - \$6.56



#### Chick-fil-A

Chicken sandwich meal - \$6.09

Eight-count nugget meal - \$6.09

Chicken sandwich, fudge nut brownie, fresh-squeezed lemonade - \$6.23

#### Rowdy's

Chicken sandwich with #2 combo - \$6.45

1/4 lb cheeseburger with #1 combo - \$6.58

Grilled cheese with #1 combo - \$6.42



#### Papa John's

Cheese pizza with large fountain drink - \$6.54

Sausage pizza with large fountain drink - \$6.54

Pepperoni pizza with large fountain drink - \$6.54



#### Grill Nation

Two eggs made-to-order with a breakfast combo - \$3.84

Single cheeseburger with #2 combo - \$6.75

No Other Like This Veggie Burger with #2 combo - \$6.75

**8. To provide relative value for campus customers, prices charged in dining areas shall approximate prices of comparable products sold in other retail units in similar establishments in the geographic area.**

Chartwells understands and will continue to comply with this requirement. To ensure we are competitively priced with the local marketplace and to continue to provide ongoing value for our customers, Chartwells conducts an annual price comparison of nearby retail establishments to ensure the prices we charge are approximate for comparable products sold in other nearby retail units. We will continue to provide this analysis with the University each year.

Additionally Compass Group conducts an annual internal survey, reviewing price and portion data as part of a confidential 1,000-unit, interactive database that allows our management team to compare your selling prices with other similar accounts. These comparisons are informative and relevant in our mutually beneficial decision-making process.





# Catering





We are a company focused on great customer and client service. The only way we can continue to be successful is by carefully listening to our customers and clients. We increase their satisfaction and loyalty by acting on this information quickly. Our team is committed to exceeding each Southeast Missouri State University guest's expectations. Healthy, fresh and tasty foods influence the image of any events. Chef Carlos takes pride in creating nutritionally balanced and innovative menus, ideal for the season and customized to Southeast Missouri State University's palate. Chartwells' approach to catering is continually evolving. By incorporating consumer trends, sustainability initiatives, healthy options and technology, we continue to deliver catering events resulting in complete guest satisfaction.

Faculty, staff and students appreciate the convenience of having a great catering service right on campus. We know the tastes, budgets, work habits, needs and of our customers and hit the right chord for every occasion, whether it's an on-site lunch for six or an elegant fund-raising dinner for hundreds. Freshly made pastries, mini sandwiches, entrée salads and more are attractively presented in signature trays and individual boxes, served by staff specially trained in the art of delivering a great meal without derailing the customer's meeting. While we know that approximately 80 percent of the Southeast Missouri State University's requests are for casual catering – continental breakfasts, salads, sandwiches, desserts and beverages, our catering department is always prepared to work directly with our customers to plan large events. Food quality and planning are only half of the picture. The other keys to successful catering are timing and accuracy. Our on-site team is supported by a sophisticated ordering and follow-up system designed to ensure that each event is served on time and that all aspects, down to the smallest details are fulfilled.

We've partnered with Southeast Missouri State University for all types of events including a communitywide picnic for 3,000 guests and more formal events such as board meeting. Our partnership with the Southeast Missouri State Speakers Series on campus has allowed Chartwells the opportunity to prepare high-end meals for a number of celebrities and government officials including familiar names like Jillian Michaels, Anderson Cooper, Michelle Kwan, Jeff Corwin, John Legend, Colin Powell, Cal Ripken Jr. and Bill Nye. We are honored to have been a part of the programming that has brought these names to the Southeast campus, and we look forward to the names that are yet to visit the area with the Speaker's Series.







## Catering Requirements

*Section 1 - Catering at the University is an extremely large, complex, and important operation. The contractor will have exclusive catering rights in the University Center and all University- or Foundation-owned facilities and properties, and must accomplish all catering in a professional, upscale manner. No food or drink will be allowed in the University Center except that provided by the contractor, except as provided for herein, or unless approved by the Contract Administrator or designee.*

*1.1 Catering at the Show-Me Center and River Campus Cultural Arts Center and Convocation Center is non-exclusive.*

Chartwells understands and will continue to comply with this requirement.

*1.1.1 Outside catering firms must pay the University 15% of their sales for catered events at the River Campus Cultural Arts Center and Convocation Center.*

Chartwells understands and will continue to comply with this requirement.

*1.1.2 Outside catering firms must pay the University 15% of their sales for catered events at the Show Me Center*

Chartwells understands and will continue to comply with this requirement.

*1.1.3 Payments for outside catering at the Show Me Center, River Campus Cultural Arts Center and Convocation Center shall be applied to the contractor's minimum guaranteed commission.*

Chartwells understands and will continue to comply with this requirement.

*Section 2 - Food and beverage service for all University-sponsored functions such as banquets, private parties, receptions, refreshment service, conferences, workshops, or other special events shall be provided as requested of the contractor.*

Chartwells understands and will continue to comply with this requirement.

***Section 3 - The University shall control the space commitment and scheduling of all events. The contractor shall consult with the individual or department requesting catering service to coordinate the menu and details of services, and advise on effective program arrangements.***

Chartwells will continue to control the space commitment of all events. Our catering director, Kelley Wilkins, meets with the scheduling and event services director to coordinate upcoming events. Additionally, Kelley continuously follows up with our clients and customers to confirm event details.

***Section 4 - The contractor may refuse to cater a University-sponsored event or to supply a product in the retail cash sales operation only with written permission from the Contract Administrator. The contractor must give the University adequate written notice of its intent to refuse. In such an event, the University has the right to contract with an alternate vendor.***

Chartwells understands and will continue to comply with this requirement.

***Section 5 - All catered events will be set for 5% plus the final guaranteed number, which must be established no later than three days prior to the event. The contractor may invoice the customer for the guaranteed number or actual plates served, whichever is greater.***

Chartwells exceeds this requirement by preparing 10 percent in addition to the final guaranteed number of guests attending the event to accommodate late arrivals and last minute adjustments.

***Section 6 - The contractor shall develop a range of catering options from full service to customer pickup, with commensurate amenities and price ranges. Cost sensitive catering packages attractive to students and student groups shall be made available. An up-to-date on-campus comprehensive catering guide, which includes a University pricing structure, shall be made available upon request. Any pricing featured on the contractor's website must be honored.***

Chartwells understands and will comply with this requirement. Chartwells does not embrace a “one size fits all” approach to catering. To consistently create special events that impress catering guests, our catering team will continue to offer a wide range of choices and apply out-of-the-box creativity to menus, decor and service styles. Chartwells’ multitiered approach to campus catering offers three distinct menus including In Your Space offering food and beverage at a reasonable cost. Our most popular tier is In Any Event which offers served and buffet style meals. In Any Event represents the widest range of possibilities in terms of menu, service style and décor. Next is our In Style package where Chef Carlos creates a custom menu for the event. Lastly our Meeting Well™ package is designed to offer health conscious guests a series of menu packages endorsed by the American Cancer Society. Meeting Well emphasizes proper portions as well as gentle stretching exercises to incorporate into meetings to help refresh attendees.





**Section 7 - The contractor shall ensure that all full service catered functions (banquets, receptions, etc.) include:**

**7.1 Linen tablecloths and napkins.**

**7.2 Full china service, including glasses and flatware.**

**7.3 Catering personnel attired in appropriate uniforms and nametags.**

**7.4 A supervisor on duty. In addition, the sponsor of the catered event will receive the name and telephone contact information of a catering contact for immediate service if necessary (e.g ice is low, coffee/ice water runs out, silverware spillage, etc.).**

**7.5 A confirmation call the afternoon prior to or the morning of the event to verify final arrangements.**

**7.6 A plan for removal of catering equipment and items from meetings rooms or other locations upon completion of the catered event.**

Chartwells agrees and will continue to comply with all items listed in section 7.

**Section 8 - The contractor shall ensure that all budget service catering functions include:**

**8.1 Quality disposable plates, napkins, cups, and silverware.**

**8.2 Upon request and for a nominal fee, plastic table coverings (round and rectangular)**

**8.3 Catering personnel attired in appropriate uniforms and nametags.**

**8.4 A supervisor on duty. In addition, the sponsor of the catered event will receive the name and telephone contact information of a catering contact for immediate service if necessary (e.g ice is low, coffee/ice water runs out, silverware spillage, etc.).**

**8.5 A confirmation call the afternoon prior to or the morning of the event to verify final arrangements.**

Chartwells agrees and will continue to comply with all items listed in section 8.





***Section 9 - The contractor may rent linen supplies and assist all catering customers in the rental or purchase of centerpieces and decorative items. The contractor's invoice to the customer must indicate such items as direct line item charges.***

Chartwells understands and will continue to comply with this requirement. Chartwells' catering professionals are trained in the art of tasteful catering décor and food presentation. Colors, textures, floral arrangements and elaborate ice carvings can be combined to transform any event from the mundane to the magical. Currently we include such items as line item charges.

***Section 10 - The contractor shall be responsible for invoicing and handling of billings. All billing and collection procedures shall be approved by the University. All catering cash receipts and accompanying verification cash reports shall be the responsibility of the contractor.***

We will continue to comply with this requirement. Our dedicated catering website provides information about catering services and enables guests to view sample menus, plan events and even submit booking requests. All electronic bookings are confirmed via telephone within one business day. Catering promotions and special events will continue to be posted on our website.

***Section 11 - The contractor shall return a percentage commission of all catering sales (gross sales less applicable sales tax). The percentage commission shall be as specified on the Pricing Page of the Request for Proposal. Commission shall be paid to the area of predominant production.***

Chartwells will continue to provide the university commissions on catering sales. Commission details can be found in the Pricing Page, section 4.

***Section 12 - In the event the contractor wishes to increase or change prices for cash operations and catering menus, the contractor must submit the requested change in writing to the University at least sixty (60) days prior to the requested effective date of the price increase. The contractor shall provide the University with data supporting changes being recommended. The contractor must obtain the approval of the University before implementing any price increases; the University shall have final approval over any and all price increases.***

We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

***Section 13 - The contractor shall be solely responsible for unpaid accounts other than University sponsored events.***

Chartwells understands and will continue to comply with this requirement.



***14. The contractor shall make special dietary plates available for all catered events.***

Chartwells will continue to provide catering services individualized to best meet the desires of our customer. To accommodate nutritional concerns at any catered event, Chartwells registered dietitian, Laura Vollink, RD LD, works in cooperation with the client, culinary staff, and catering department to create a menu tailored to specific dietary needs or food allergies of the attending guests.

***Section 15 - Approximately 5% of on-campus catered events will include the service of alcoholic beverages. All events of this nature require the written approval of the President, except with the Show Me Center, according to procedures established by the Contract Administrator. The contractor is expected to obtain and maintain a liquor license at the River Campus throughout the life of the contract, and maintain appropriate insurance coverage for this purpose. Only the liquor licensee may purchase and receive payment for the alcohol.***

Chartwells understands and will continue to comply with this requirement.

***15.1 Alcohol catering in the Show-Me Center is subject to the policies and procedures approved by the Show-Me Center.***

Chartwells understands and will continue to comply with this requirement.

***Section 16 -Catering staff, both professional and support, shall be fully trained in the proper etiquette involving all facets of serving and public relations.***

Chartwells understands and will continue to comply with this requirement. We accept the challenge of delivering high quality and creative menus. Our staff receives ongoing on-the-job training as well as support from our regional chef and corporate resources. Each team member signs the 100% Service Guarantee as a commitment to first-class guest service.



# Marketing





Chartwells marketing on Southeast Missouri State University's campus has been ever evolving and responsive to the needs of campus. By creating a great relationship with the campus community by truly listening and continually enhancing the dining program with meaningful and dynamic direction. All marketing efforts have been made in the interest of increasing the value of the Southeast experience.

There have been landmark changes at Southeast Missouri State over the duration of our partnership, and the marketing department has been there to ensure that the dining program keeps pace with the ever-changing and growing campus community. Examples of this growth include the transition of Capaha Cash to Redbucks, and Geronimo's to Rowdy's when the University changed their mascot from the Indians to the Redhawks.

Without our marketing department, the implementation of programs like Cooking 101, Balanced U, and Eat Local would not have been as successful.

Most recently we have started an marketing internship program in partnership with the Harrison College of Business to offer two internships each year that allow students to implement the skills they've learned in the classroom in a real-world setting, which has the potential to lead to job offers within Chartwells after graduation.

The marketing program has remained cutting edge with social media growth in recent years, using these outlets to openly communicate with today's Southeast students. This includes the Dine On Campus site, which offers daily menu and nutrition information, which was most recently expanded into App On Campus, which offers the same information, right from a smartphone.



**1. Marketing is primarily a function of the contractor. Successful marketing will insure maximum revenues to both parties.**

Chartwells understands and will comply with this requirement.

**2. The contractor will be responsible for the design, development, and cost of the promotional materials, including marketing for special events (Dinner and a Show at the River Campus) describing and marketing dining services. The Contract Administrator will have final approval overall marketing materials.**

Chartwells shall continue to be responsible for the design, development, and cost of the promotional materials. This will include marketing for special events that describes and markets dining services.

The Chartwells' marketing team has one primary focus: effective marketing and communications to improve the dining program's profitability. Our professionally trained, highly experienced marketers and foodservice- branding experts understand the challenges faced by a campus dining program.

Chartwells has a fully integrated marketing department at Southeast Missouri State University, which consists of Marketing Director Shayna Arndt, a seasoned professional with three years of marketing experience with Chartwells. Additionally, we have worked closely with the Southeast Missouri State to implement a marketing internship program that allows students to participate in a paid internship while receiving course credit through the business program (class code MK471). Chartwells hires two students each year. Southeast Missouri State interns assist Shayna and the dining team with increasing guest retention, and increasing market share. This internship offers students real-world, hands-on experience that may result in a career opportunity with Compass Group upon graduation.



*My commitment to the Chartwells marketing program and to Southeast Missouri State has been strengthened and supported by the wonderful students, faculty, staff, and fellow Chartwells teammates with whom I have come to know and develop friendships with. Since joining the dining team and becoming part of the campus community, I have been given the opportunity to expand my horizons by growing as an individual and as a marketing professional. I enjoy being a part of the Southeast campus, and I am truly looking forward to all of the things we will accomplish in the future, and make the campus community "Proud to be a Redhawk".*

*- Shayna Arndt, marketing director*





***3. The contractor will develop and publish consistent with University schedule, a student information brochure for distribution to students accepted for the fall semester. This information shall be included in any mailing to incoming residential Board Plan students and must include information on meal plan usage and the value of the meal plan. In addition, the contractor will develop and publish consistent with University schedule, a faculty and staff brochure for distribution.***

Chartwells will continue to comply with this requirement. Annually, incoming freshmen receive a brochure that explains dining options and meal plan usage. Chartwells newly launched Eat Well.Spend Less marketing campaign messaging was designed to respond to our student, staff and faculty's desire for eating well and enjoying value. The creative imagery in the campaign reflects two of our college guests' favorite brands – Apple and Whole Foods! Fresh, natural ingredients are joined by bold visuals of consumer-facing technology. This brochure includes a map of all dining location on Southeast Missouri State's campus, an in-depth explanation of meal plans, and a detailed list of location's offerings and programming. Faculty and staff also receive a brochure that offers meal plan/Redbucks information, a campus map with a list of all dining locations on campus, as well as a detailed list of each location's offerings as part of the Eat Well.Spend Less program. These brochures are developed and published consistently with the Southeast Missouri State University schedule.

# Resident Student Brochure

MARKETING



DineOnCampus.com/semo

#eatwellspendless

Faculty and Staff

Chartwells

**Eat Well. Spend Less.**  
dineoncampus.com/semo



1700 Green Center Road, Ste. 43701  
Corydon, MO 64589



an born pain



**National Brands**  
At Southeast Missouri State University, we are proud to feature some of the most popular national brands in the country.

## Redbucks

### Eat Well. Spend Less.

A simple swipe saves time, money and your wallet. With each swipe of your card, your purchase amount is deducted from your total Redbucks balance.

Redbucks offer diverse and healthy food options at a fraction of the cost. Savings range from \$1 to \$62.50.

You Pay	Bonus	Your Redbucks Total
\$500	+	\$62.50
\$100	+	\$12.50
\$100	+	\$12.50
\$100	+	\$12.50
\$100	+	\$12.50
\$75	+	\$9.38
\$50	+	\$6.25

\*You don't want to dine alone, invite a friend! The more you dine, the more you can save!

Redbucks are designed for personalized meal planning and are accepted at all participating locations. Bonus dollars are not cash and are not added to your account.

\*The program is subject to change without notice. © 2017 Chartwells. All rights reserved.

## Benefit

- Save on sales tax
- Save your parking space!
- Free bonus dollars!
- Payroll deduction available!
- Never expire!
- Don't need cash!

## Dining Locations

**Tower Café**  
Located in the University Center, Tower Café offers a variety of food options including pizza, burgers, and salads. Open from 11:00 AM to 10:00 PM.

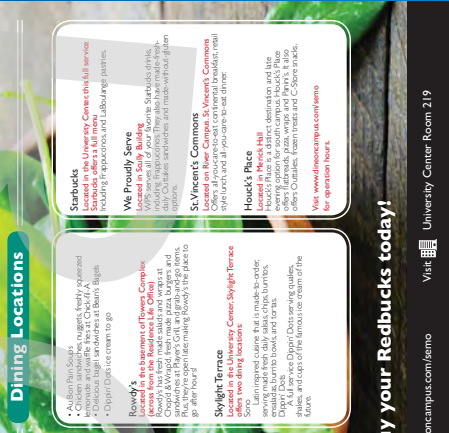
**Redhawks Market**  
Located in the University Center, Redhawks Market offers a variety of food options including pizza, burgers, and salads. Open from 11:00 AM to 10:00 PM.

**Starbucks**  
Located in the University Center, Starbucks offers a variety of coffee and food options. Open from 6:00 AM to 10:00 PM.

**McPurdy's**  
Located in the University Center, McPurdy's offers a variety of food options including pizza, burgers, and salads. Open from 11:00 AM to 10:00 PM.

**St. Vincent's Commons**  
Located in the University Center, St. Vincent's Commons offers a variety of food options including pizza, burgers, and salads. Open from 11:00 AM to 10:00 PM.

**Houck's Place**  
Located in the University Center, Houck's Place offers a variety of food options including pizza, burgers, and salads. Open from 11:00 AM to 10:00 PM.



Buy your Redbucks today!

Online [www.dineoncampus.com/semo](http://www.dineoncampus.com/semo)

Visit [www.semo.edu](http://www.semo.edu) University Center Room 219

Download App on Campus from iTunes or Google Play today

\*The branded concepts proposed herein are for illustrative purposes only and may not be available for use at this particular site. While every effort will be made to obtain the rights to operate the aforementioned concepts, our ability to do so shall be subject to approval by the brand owner. In the event we do not receive such approval, alternative concepts will be presented and mutually approved.



***4. The contractor must design, publish, and distribute a monthly dining services calendar identifying special events, premium entree nights, and food specials in residential and retail dining locations for all meal times and days. The calendar must be displayed online and prominently at all residential and retail dining locations. This information shall be provided to the campus at minimum of seven days prior to the beginning of each month.***

Chartwells will continue to comply with this requirement. Calendars are published and distributed monthly to promote both residential and retail special events.

Our communication and marketing efforts focus on building campus awareness of Southeast Missouri State University's dining and retail programs. In addition to monthly calendars, our marketing team led by Shayna Arndt, utilizes various communication campaigns to ensure we reach every Southeast Missouri State university student including:

- Campus dining map available in hard copy and on the internet to illustrate all campus dining locations
- Printed marketing collateral (posters, table tents, fliers) to get the message across in a variety of ways
- Press releases to inform the campus of dining program events
- Balanced U is communicated in residential dining operations, including stealth health and monthly wellness educational subjects for students
- Direct-mail campaigns, as needed, to target parents and students, particularly to promote meal plans
- Resident hall postings to communicate dining services menus and events
- Calendar-of-events newsletter with coupons are distributed at each dining location, posted on our Dine On Campus website and posted on social media channels

Additional information regarding special events, premium entree nights, and food specials in residential and retail dining locations is included in section 10.



# September

www.dineoncampus.com/semo

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<p>5</p> <p><b>Create-Your-Own Fruit Kabobs &amp; Dip</b> Monday-Friday @ Towers, River Campus, and Merick</p>		<p>1</p> <p><b>Cooking 101 Fruit Pizza</b> with Chef Carlos 2pm @ Towers <b>Your Region Your World</b> Dinner @ Merick</p>	<p>2</p> <p><b>Balanced U Look Good Feel Good</b> Breakfast @ River Campus <b>International Student Feature</b> Dinner @ Towers</p>	<p>3</p> <p><b>Balanced U Look Good Feel Good</b> Breakfast @ Merick <b>Sustainability 101 National Eat Local Month</b> <b>Farmer's Market Favorites</b> Lunch @ Towers</p>	<p>4</p> <p><b>Your Region Your World</b> Lunch @ Towers</p>	
<p>6</p> <p><b>Create-Your-Own Whoopee Pies</b> Monday-Friday @ Towers, River Campus, and Merick</p>	<p>7</p> <p><b>Labor Day No Classes</b></p>	<p>8</p> <p><b>Featured Event - A'Hoy Matey Pirate Feast</b> Lunch @ Merick</p>	<p>9</p> <p><b>Sustainability 101 National Eat Local Month</b> <b>Farmer's Market Favorites</b> Dinner @ River Campus</p>	<p>10</p> <p><b>Balanced U Look Good Feel Good</b> Breakfast @ Towers</p>	<p>11</p> <p><b>Ask the RD</b> Lunch @ Merick</p>	<p>12</p>
<p>13</p> <p><b>Create-Your-Own Yogurt Parfait Bar</b> Monday-Friday @ Towers, River Campus, and Merick</p>	<p>14</p> <p><b>Premium Night @ Towers</b></p>	<p>15</p> <p><b>Sustainability 101 National Eat Local Month</b> <b>Farmer's Market Favorites</b> Lunch @ Merick</p>	<p>16</p> <p><b>Your Region Your World</b> Dinner @ River Campus</p>	<p>17</p> <p><b>Cooking 101 Local Trail Mix</b> with Laura Volland RD LD 11:30am @ River Campus</p>	<p>18</p> <p><b>Ask the RD</b> Lunch @ Towers</p>	<p>19</p>
<p>20</p> <p><b>Create-Your-Own Italian Soda Bar</b> Monday-Friday @ Towers, River Campus, and Merick</p>	<p>21</p> <p><b>Premium Night @ River Campus</b></p>	<p>22</p> <p><b>Featured Event When Life Gives You Lemons</b> Lunch @ Towers</p>	<p>23</p> <p><b>Cooking 101 Homemade Guacamole</b> with Chef Terrace 4:00pm @ Merick</p>	<p>24</p> <p><b>Evening with the Directors</b> Dinner @ Towers</p>	<p>25</p> <p><b>Ask the RD</b> Lunch @ River Campus</p>	<p>26</p>
<p>27</p> <p><b>Create-Your-Own Caramel Apples</b> Monday-Friday @ Towers, River Campus, and Merick</p>	<p>28</p> <p><b>Premium Night @ Merick</b></p>	<p>29</p> <p><b>Iron Chef Competition @ Merick</b></p>	<p>30</p> <p><b>Athlete Appreciation Night Football</b> Dinner @ Towers</p>			

## Retail Promotions and Limited Time Offers

<b>August</b>		
GrillNation	Breakfast Burrito	For on-the-go members of the campus community, sit-down breakfasts are a time constrained luxury. Today's students, faculty and staff demand portable, convenient breakfast options that can be eaten at a desk or in a car.
Sono	Cinnamon Churros	Cinnamon Churros with chipotle espresso chocolate sauce. Hot, sweet and crunchy Mexican street food dessert
Dietitian's Recommended Dish	Balanced U – Energy & Power	
<b>September</b>		
All Retail	Eat Local	Eat Local is an annual campaign centered around serving local produce at Chop'd & Wrap'd Rowdy's. It is designed to promote awareness as well as drive sales based on the rising trend in eat local initiatives across the country. Local produce is fresher, tastes better, supports your community and is better for the environment. The campaign begins in September, during the traditional harvest season, and runs throughout the year.
Breakfast	Fruit n' yogurt parfaits	Yoplait ParfaitPro® can allow you to meet the booming demand for fresh-made parfaits.
GrillNation	Game Day	Gear up for the return of football season in Rowdy's by offering game day grub to your customers, drawing attention and creating excitement around this unique promotion. Help your customers kick off college and NFL football with this exciting promotion featuring game day cuisine such as hoagies, sandwiches, chili fries, sausages, sliders and wings. Pair these delicious dishes with refreshing bottled beverages.
Sono	Chili Rubbed Steak Tacos	Chili rubbed steak tacos with avocado lime salsa
Outtakes	Blueberry and Poppy seed Chicken Salad	Poppy seed crusted chicken with blueberries, spinach, bacon and almonds
Rowdy's	Game Day	Gear up for the return of football season in Rowdy's by offering game day grub to your customers, drawing attention and creating excitement around this unique promotion. Help your customers kick off college and NFL football with this exciting promotion featuring game day cuisine such as hoagies, sandwiches, chili fries, sausages, sliders and wings. Pair these delicious dishes with refreshing bottled beverages.
Dietitian's Recommended Dish	Balanced U – Energy & Power	

<b>October</b>		
Breakfast	Healthy Start	Are Southeast students Getting Off to a Healthy Start? No matter how many times we've heard that breakfast is the most important meal of the day, many of us still don't give breakfast much thought. Instead of serving fast food over healthy, let's make our breakfast offerings live up to their potential.
GrillNation	Double Onion Burger	Crispy Onion strings and sautéed onions with spicy ketchup, lettuce, tomato and pepper jack cheese.
Sono	Black Bean and Zucchini Quesadillas	Zucchini, black beans, and cheddar cheese with Mexican spices in a warm whole wheat tortilla
Outtakes	Artichoke Mozzarella and Salami Sandwich	Salami, Mozzarella, Tomatoes and basil in a ciabatta roll with parmesan artichoke spread.
Rowdy's	Breast Cancer Awareness	What better way to support the cause than by supporting the sale Tropicana, Trop50 and Quaker Oatmeal Rowdy's!
Dietitian's Recommended Dish	Balanced U – Healing & Immunity	
<b>November</b>		
Breakfast	Totally Oatsome	Oatmeal is totally oatsome! This holiday season, transform oatmeal from dull to delightful. This traditional breakfast favorite can be topped with fresh or dried fruit, nuts and spices to create a heart healthy breakfast or can be used as a healthy and tasty ingredient for delicious muffins, pancakes and snack bars. Add whole grains to your breakfast and snack offerings with an inexpensive oat that customers recognize as healthful. Oatmeal is low in fat and high in fiber, which may help lower cholesterol, reduce the risk of heart disease and type 2 diabetes, help control weight and contains a wide array of vitamins, minerals and antioxidants.
GrillNation	A natural combination	Mushrooms, with their rich umami quality, are the perfect ingredient to blend and swap with meat, without loss of texture or flavor. Combine mushrooms and meat in recipes to bring another serving of vegetables to the plate, add volume to meals, and extend portions. Lighten up family favorites like burgers, by replacing a portion of the ground meat with mushrooms. Finely chopped mushrooms look similar and blend seamlessly with meat, so classics can be healthier without losing taste or satisfying texture. With mushrooms, the possibilities are endless no



		matter how you dice them.
Sono	Mexican Tilapia with Jicama Slaw and Black Beans	Tilapia seasoned with Mexican spices and cooked with Monterrey jack cheese and jicama slaw in a spinach tortilla.
Outtakes	Classic Cuban Sandwich	Black forest ham, sliced pork loin, dill pickles, mustard and Swiss cheese on focaccia.
Rowdy's	Tempura Asparagus	Tempura Asparagus with garlic aioli sauce
Dietitian's Recommended Dish	Balanced U – Brain Boosters	
<b>December</b>		
Breakfast	Breakfast all Day	Break the rules by serving breakfast all day! This year expand your breakfast offerings into other day parts and find creative ways to reinvent classic morning comfort cuisine to boost transactions and check averages throughout the day.
GrillNation	Breakfast all day	See above.
Outtakes	Zucchini Pancakes	Pan fried shredded zucchini and quinoa patty with Greek yogurt cucumber sauce.
Rowdy's	Three cheese grilled cheese	Cheddar, mozzarella and Swiss cheese with fresh basil and sliced tomatoes between Texas toast.
Dietitian's Recommended Dish	Balanced U – Reduce Stress & Feel Good	





5. The contractor must design, publish, and distribute semi-annually marketing materials to promote the sale of discount dollars, "Redbucks". This promotional piece will be included in the first fall billing statement mailed to enrolled students, at the cost of the contractor. "Cost" in this circumstance describes the amount said inclusion adds to the cost of the mailing.

Chartwells understands and will comply with this requirement. Biannually, Southeast Missouri State University commuter students receive a brochure that promotes the sale of Redbucks. The brochure is part of the Eat Well. Spend Less. Campaign includes a campus map of all dining locations, a detailed list of each location's offerings, all details about Redbucks and how commuter students can benefit from adding Redbucks to their university accounts.



**Chartwells**  
Southeast Missouri State University  
One University Plaza, 9th Floor  
Cape Girardeau, MO 63701  
636.337.2546  
chartwells@smsu.edu

**Eat Well. Spend Less.**  
dineoncampus.com/smsu

### Redbucks

Redbucks are the exciting dollar meal plan that gets on your Redbucks account. Each time you purchase a Redbucks meal plan, you are credited with a certain amount of money on your Redbucks account. This money can be used at any dining location on campus. Redbucks come with bonus dollars (the more you buy, the bigger your bonus).

**You Pay**

800	+	\$1.00	=	<b>Your Redbucks Total</b>
600	+	\$7.50	=	\$8.50
400	+	\$4.50	=	\$5.50
350	+	\$3.85	=	\$4.40
300	+	\$3.00	=	\$3.85
250	+	\$2.25	=	\$3.00
200	+	\$1.50	=	\$2.25
150	+	\$0.75	=	\$1.50
100	+	\$0.50	=	\$1.00

**Bonus Dollars**  
Redbucks are designed for personalized meal planning and are accepted at all dining locations. Purchase a plan and get FREE bonus dollars added to your account. Bonus dollars are added to your account on the day you purchase your plan.

**Benefits**

- Save on sales tax!
- Save your parking space!
- Free bonus dollars!
- Don't need cash!

### Dining Locations

**Townes Cafe**  
• Breakfast, lunch, and dinner  
• Coffee, pastries, and more  
• Open Mon-Fri 7am-3pm, Sat-Sun 8am-2pm

**Rowdy's**  
• Breakfast, lunch, and dinner  
• Coffee, pastries, and more  
• Open Mon-Fri 7am-3pm, Sat-Sun 8am-2pm

**Starbucks**  
• Breakfast, lunch, and dinner  
• Coffee, pastries, and more  
• Open Mon-Fri 7am-3pm, Sat-Sun 8am-2pm

### Buy your Redbucks today!

Online [www.dineoncampus.com/smsu](http://www.dineoncampus.com/smsu) | Visit [www.dineoncampus.com/smsu](http://www.dineoncampus.com/smsu) | University Center Room 219

### National Brands

At Southeast Missouri State University, we are proud to feature some of the most popular national brands in the country!





Download App on Campus from iTunes or Google Play today

**6. The dining program offered by the contractor supports the University's efforts to encourage healthy student lifestyles. The contractor will have in place an innovative nutrition awareness program. At a minimum, the program must include portion size education, nutritional information for menu items regularly available in residential and retail areas, and nutrition programming in residence halls upon request. This educational program must be a multimedia effort including, but not limited to, online and print media.**

Chartwells understands and will continue to comply with this requirement. To promote healthy eating and lifestyle habits, Chartwells developed Balanced U, a certifying and labeling system that helps our guests make informed nutritional choices. We believe that every student should learn to eat and live in a positive, healthful and balanced way. Balanced U is Chartwells' way of bringing these principles to life for our students and providing them with the tools to make educated decisions that could positively impact their health and well-being both now and in the future.

Healthy food may be defined by a set of nutritional criteria established by the USDA, but our extensive industry and campus research indicates that students don't always use these markers to evaluate the nutritional qualities of food. Healthy means something different to almost every student. Some look for low fat, low calorie or low cholesterol. Others determine whether food is healthy based on where it originated or how it was produced. Many students incorporate certain foods into their diets because of perceived benefits of energy-producing, muscle building, fat-burning and more. To meet these expectations, Chartwells at Southeast Missouri State University will continue to offer students information and education, allowing them to determine what is healthy for their lifestyle.

There are three main components to the program to help offer healthy options to students including icons, monthly subjects, and stealth health.

Chartwells at Southeast Missouri State University strives to provide nutritional information for all menu items in both residential and retail dining a variety of ways. Although the nutritional information visible to students may be limited to calories, fat, protein, carbohydrates, fiber and sodium, complete nutritional analysis of any menu item is available upon request.



Nutritional information provided for our menu items is accompanied by icons that help quickly identify options that students may be looking for including balanced, sustainable, vegetarian, and vegan.

**Balanced:** The balanced icon identifies foods as a better for your choice for a healthier diet. Nutrient limits are placed on a menu item per portion size including limited calories, fat, saturated fat, cholesterol, and sodium.

**Sustainable:** Sustainable choices contain ingredients that are aligned with our company’s sustainability policies. These can include chicken with reduced antibiotics, cage-free shell eggs, organic products, local products or sustainable seafood.

**Vegetarian:** Vegetarian choices do not contain animal products, with the exception of eggs, dairy and honey.

**Vegan:** Vegan choices do not contain any animal products, including honey, dairy or eggs.

In residential dining, nutrition information and icons can be found on line identifiers next to menu items. In retail dining, calorie information and icons can be found directly on menu boards.

To help educate students about their meal choices, explanations of the icons can be found on table toppers, bulletin boards at Towers and Redhawks Market, on nutritional eating guides in each location on campus, on our Dine on Campus website, and more.



**BALANCED**

These foods are limited in calories, fat, saturated fat, cholesterol and sodium. Eating these food choices more often will help you feel energetic and healthy.

**SUSTAINABLE**

Foods purchased or produced in a sustainable manner. This may include reduced anti biotic chicken, cage free shell eggs, sustainable seafood, organic foods or locally produced foods.

**VEGETARIAN**

Foods that do not contain animal products except dairy or eggs.

**VEGAN**

Foods that do not contain any animal derived products at all including honey, dairy or eggs.

<p><b>Apple Cinnamon Scone</b></p> <p>SERVING SIZE: 1/2 ea</p> <p>Calories 200</p> <p>Total Fat (g) 10</p> <p>Total Carb (g) 26</p> <p>Protein (g) 2</p>	<p><b>Apple Pancakes</b></p> <p>SERVING SIZE: 3 ea</p> <p>Calories 200</p> <p>Total Fat (g) 3</p> <p>Total Carb (g) 35</p> <p>Protein (g) 7</p>
<p><b>Bacon</b></p> <p>SERVING SIZE: 2 slice</p> <p>Calories 110</p> <p>Total Fat (g) 9</p> <p>Total Carb (g) 0</p> <p>Protein (g) 8</p>	<p><b>Belgian Waffles</b></p> <p>SERVING SIZE: 1 ea</p> <p>Calories 140</p> <p>Total Fat (g) 4</p> <p>Total Carb (g) 22</p> <p>Protein (g) 3</p>
<p><b>Biscuit</b></p> <p>SERVING SIZE: 1 ea</p> <p>Calories 210</p> <p>Total Fat (g) 9</p> <p>Total Carb (g) 27</p> <p>Protein (g) 4</p>	<p><b>Blueberry Muffin</b></p> <p>SERVING SIZE: 1 ea</p> <p>Calories 180</p> <p>Total Fat (g) 4.5</p> <p>Total Carb (g) 31</p> <p>Protein (g) 2</p>
<p><b>Blueberry Pancakes</b></p> <p>SERVING SIZE: 3 ea</p> <p>Calories 200</p> <p>Total Fat (g) 2</p> <p>Total Carb (g) 33</p> <p>Protein (g) 7</p>	<p><b>Blueberry Scone</b></p> <p>SERVING SIZE: 1/2 ea</p> <p>Calories 200</p> <p>Total Fat (g) 10</p> <p>Total Carb (g) 26</p> <p>Protein (g) 2</p>



# Monthly Subjects

To help students understand how food plays a positive role in short and long-term health, Balanced U offers monthly educational resources that feature topics relevant to students and guides students to make healthy food choices in the dining halls.

Promoting these themes to students, Chartwells will continue to highlight healthy foods through signage and sampling at 'Ask the RD' events, offer a healthy breakfast event to kick off the start of the month, and coordinate bulletin boards, newsletters, handouts, and other communication materials with monthly nutrition tips.



Let us help you make healthier choices! Balanced U is a program designed to help you do just that through highlighting healthy foods, providing nutrition information, and creating foods in the healthiest ways possible. Each month has a special focus on functional food topics of interest to help you make informed choices for a healthy lifestyle.



Whether you are trying to maintain weight, lose weight, or just eat healthier, this 'Balanced' icon is a quick visual identifier for foods with a balance of nutrients to portion size.

Foods identified with this label must not exceed these nutrient limits:

Per Serving:	Entrée	Side Dish
Calories	500	300
Fat	15g	10g
Saturated Fat	5g	5g
Cholesterol	100mg	50mg
Sodium	800mg	400mg



**Chartwells**  
Eat · Learn · Live

**Healthy Eating at  
Tower's Café**



A handy guide to identify healthy dining options at Towers Café

For more information, please contact:

**Laura Vollink, RD, LD**  
Chartwells Resident Dietitian  
nutrition@semo.edu  
573-651-5145  
@SEMOdiningRD  
Redhawkdish.blogspot.com





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**Entrées**

Our Market Carvery offers a 'Balanced' entrée at each meal, over half of overall options being 'Balanced.' Avoid fried foods and cream based sauces.

Hamburgers offered at the grill are made from 80/20 ground beef.

Create your own deli sandwich with our low-sodium sliced turkey breast, low-fat provolone cheese, tomatoes, lettuce, and low-fat mayo or mustard on whole wheat bread or sub roll.

At Trattoria, top your pasta with spinach, onions, bell peppers, and mushrooms sautéed to order.

At least one vegetarian meal is offered each meal and Carbon Footprint Mondays offer a vegetarian concept at the theme meal.

**Sides**

Look for the 'Balanced' icon to identify healthy sides. These can include brown rice, baked sweet potatoes, whole wheat pasta, and others. Make sure that you take into account recommended portion sizes!

Whole grain salads can be found at the Terre Ve station such as quinoa, Mediterranean grain salad, and tabbouleh.

**Vegetables**

At least two vegetables are offered at each meal on the Market Carvery, one being a steamed vegetable. Other steamed vegetables may be available within our theme meal concept.

Our salad bar offers 4 types of lettuce including spinach and mixed greens. Raw vegetables on the salad bar include carrots, cherry tomatoes, celery, mushrooms, cucumbers, as well as a number of other toppings. Choose oil and vinegar or Italian dressing to dip your veggies or top off your salad.

**EAT**  
Nourish the Body

Eat regular meals throughout the day to keep your metabolism stimulated. Be sure to eat a variety of foods and stay within recommended portion sizes.

**LEARN**  
Stimulate the Mind

Educational pieces set up around the Café show how eating certain foods can benefit your overall health and wellbeing.

Nutrition information provided for all of our foods both on-line and on-site will help you make informed choices.

**LIVE**  
Enhance the Quality of Life

Efforts to help the environment include going trayless, reducing plate waste, and composting in partnership with our campus greenhouse.

Help Chartwells become green by signing up for our reusable to go box program.

More information at [www.dineoncampus.com/semo/sustainability](http://www.dineoncampus.com/semo/sustainability)

**Snacks**

Try our house-made hummus available daily at the deli with some crudites from the salad bar.

Apples, oranges, pears, and bananas are offered daily on rotation as well as fruit salad.

**Desserts**

Substitute a calorie-laden brownie for our house-blended specialty cream cheeses, such as cinnamon nut or strawberry, generously spread on an apple.

Both low-fat yogurt and fruit salad are available at all meals and a half cup of our soft-serve ice cream is only 110 calories!



**Beverages**

Skip the sugary sodas and sports drinks and opt for Aqua Fresca. Aqua Fresca includes fresh-cut citrus fruits and herbs soaked in ice cold water. Enjoy the flavor without the calories!

Other healthier drink options include freshly brewed unsweetened tea, 100% orange juice, 100% apple juice, and skim milk. Even the chocolate milk is 1%!

Zero calorie hot beverages included an assortment of herbal teas, regular coffee, and decaffeinated coffee.



MARKETING

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## Guide to Eating Healthy at Redhawks Market



A handy guide to identify healthy dining options at Redhawks Café in the University Center.



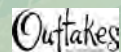
- Use the 'balanced' icon as a guide for healthier items.
- Pair fresh vegetables, an Outtakes salad or veggie fries as your side option.
- Remove the skin from chicken to save 11 grams of fat per serving.
- Build your meal to look like MyPlate.gov (1/2 fruits & veggies, 1/4 grain, 1/4 protein).



- Build your own ensalada, rice bowl, or corn tacos.
- Fill with chili lime chicken, beef taco meat, or mushrooms & roasted garlic
- Top with cilantro brown rice, black beans, lettuce, tomatoes, fresh cilantro, and fresh house-made salsa for a healthy meal full of flavor.
- Use the calories on the menu board to help build your ideal meal.
- Portion control by choosing a 1/2 entrée (Mitad)



**The Hill:** toss your pasta in aglio olio and sautéed vegetables to receive heart healthy monounsaturated fats and a dose of veggies!  
**Am-Asian:** choose brown rice when offered and incorporate fresh vegetables.  
**Twisted BBQ:** try the lean beef brisket with a side of summer squash and white bean sauté.



- Salads include Wheat Berry Salad with Oranges and Pepita Pea Salad
- Entrees include Turkey and Sundried Tomato Sandwich, and Roasted Veggie Wrap with Tomato Pesto
- Side items include quinoa Asian slaw, sugar free jello and pudding, fruit cups, hummus, hard boiled eggs, veggie fries,

## EAT

Nourish the Body

Eat regular meals throughout the day to keep your metabolism stimulated. Be sure to eat a variety of foods and stay within recommended portion sizes.

## LEARN

Stimulate the Mind

Educational pieces set up around the Café show how eating certain foods can benefit your overall health and wellbeing.

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## LIVE

Enhance the Quality of Life

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- Choose lower calorie bagel options such as The Vegan, Cosa Nostra, and Turkey TexiCali.
- Pair your bagel with a fruit cup.
- Use the calories on the menu board to help build your bagel.



- Enjoy our lean 80/20 ground beef.
- Ask for your burger on a whole grain bun, whole grain bread or in a lettuce wrap.
- Save calories on your condiments! Choose low calorie options like mustard, lettuce, onion & tomato.
- Pile the veggies high for a low cal option with more nutrients!
- Instead of fries or chips, make a combo with a piece of fruit, fruit cup, veggie fries, or a steamed vegetable from Hearthstone.
- Try a MorningStar black bean burger for a delicious meatless option.



- Go easy on the salad dressings, an extra tablespoon of ranch can add 75 calories and 8 g of fat. Ask for dressings on the side and dip your fork in before each bite!
- Choose vinaigrettes over creamy dressings
- Choose darker and brighter vegetables in your salad such as spinach, spring mix, tomatoes, the more colors in your salad, the more nutrients included!



- Try a garden fresh pizza with portabella mushrooms, onions, green peppers & tomatoes.



- Order the Chargrill sandwich instead of the original to save 140 calories and 13 grams of fat!
- Round out your meal with a fruit cup instead of fries





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Cholesterol	100mg	50mg
Sodium	800mg	400mg



Foods that do not contain any poultry, pork, beef, seafood, or fish. These foods may contain eggs or dairy.



These foods do not contain any animal products at all. This includes: honey, eggs, dairy, chicken, beef, seafood, or pork products.



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nutrition@semo.edu

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@SEMOfiningRD

Redhawkdish.blogspot.com



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Guide to eating MyPlate.gov at Towers Café



A handy guide to sticking to My Plate dining options at Towers Café.

MARKETING

### FRUITS

Apples, oranges, pears, and bananas are offered daily on rotation

#### Breakfast

Pineapple, cantaloupe, honeydew daily

Oranges, grapefruit, grapes, watermelon on rotation

#### Lunch & Dinner

Fresh fruit salad available on salad bar and Terre Ve

Keep your eyes open for special promotions such as fruit and yogurt bars for more options!



### VEGETABLES

Four types of lettuce including spinach and spring mix can be found on the salad bar

Top your salad with raw vegetables such as broccoli, celery, carrots, baby tomatoes, and cucumber offered daily

Two types of vegetables, including steamed vegetables are offered every day at the Market Carvery

Top your pasta with mushrooms, spinach, bell pepper, and onion sautéed to order at Trattoria

Take the MyPlate.gov challenge! Make your first plate at Towers Café look like MyPlate.gov.



- Make 1/2 of your plate fruits and veggies. The more colors on your plate, the more nutrients!
- Make 1/4 of you plate grains. Half of the grains you eat throughout the day should be whole such as brown rice, whole wheat bread, and oatmeal.
- Make 1/4 of your plate lean proteins. Vary your sources of protein to include beef, poultry, pork, fish, nuts, and beans.
- Don't forget the dairy! Choose low or non-fat dairy to receive the benefits without the extra fat.
- If the food does not fall into one of these categories it is probably full of empty calories (high number of calories, low amount of nutrients) and should be eaten sparingly.

### DAIRY

Skim milk, 1% chocolate Low-fat yogurt at Terre Ve

Low-fat provolone at the deli bar

Low-fat cheese is used in all baked dishes

### GRAINS

Whole wheat pasta is available at Trattoria

Whole wheat bread and bagels can be found at our deli and breakfast bars

Brown rice is on rotation in our theme menu

Whole grain salads can be found at the Terre Ve such as Mediterranean Grain Salad and quinoa

### PROTEIN

Choose lean turkey, ham, chicken salad, tuna or egg salad, and hummus from our deli bar

Our hamburgers are 80/20

Seasoned chicken breast, roast pork loin, and other lean meats offered on rotation at the Market Carvery— avoid anything fried!

Vegetarian sources of protein rotate on the salad bar including chickpeas, black beans, tofu, kidney beans, and boiled egg

Look for Registered Dietitian Laura Vollink's Ask the RD and Stealth Health booths throughout the semester to learn more and ask questions!

Check out the events section at [www.dineoncampus.com/semo](http://www.dineoncampus.com/semo) to find Laura's next event!





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**AVOIDING GLUTEN?** 

We offer menu items that have been prepared without gluten containing ingredients.

To identify these options, look for items labeled or ask to speak with the chef or manager. Please note that our menu items are not gluten free because we prepare and handle products containing gluten in our kitchens.



For more information, please contact:

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## Avoiding Gluten at Tower's Café



**AVOIDING GLUTEN?**

A handy guide to identify options at Towers Café that are made without gluten containing ingredients



An exciting addition to the variety of options made without gluten containing ingredients at Chartwells on Southeast's campus is Bready.

Bready is specifically designed to serve people with celiac disease and gluten sensitivity by providing gourmet bread and cake mixes that are free of gluten. These mixes use a combination of tapioca flour, garfava flour, sorghum flour, rice flour, and other gluten-free ingredients to create 'home-made' products in a closed system. This means that because the mixes come pre-packaged and the whole kneading, rising and baking process takes place within the Bready machine, there is less room for cross-contamination errors.



Some of the breads that can be made by Bready include:

- White bread
- Hamburger buns
- Pizza crust
- Chocolate cake
- Apple spice cake
- Banana bread

Bready has exponentially increased the variety options available to students on campus as part of their meal plan through Chartwells.

### How to access food from the Avoiding Gluten? program:

1. Enter Towers Café through a swipe of your meal card.
2. Identify your options. Look for the Avoiding Gluten? station. The cooler contains Bready products, sandwich fixings, and prepared salads, while our continental options include peanut butter and jelly as well as cereals and fruit. Hot entrée option will be posted on the YouFirst board.
3. Ask an associate behind the main line to access hot food that is being held in a separate warmer.
4. When interacting with an associate, please let them know you have a food allergy so that they can take the proper steps to avoid cross-contamination.
5. Enjoy!
6. Contact Chartwells registered dietitian, Laura Vollink, for any questions, concerns or feedback at nutrition@semo.edu or 573-651-5145. Laura will gladly send you the semester schedule for main entrée options as well as keep you up to date with new additions and opportunities to our Avoiding Gluten? program.



### What options are there at Towers?

#### Main Entrees

An alternate menu is created each semester based upon foods that are naturally made without gluten containing ingredients. Portions of these foods are set aside and available for students upon request.

#### Hamburgers

Bready burger buns are available in the Avoiding Gluten? cooler to create a burger, cheeseburger, or deli sandwich of your choice. At the grill, our French fries are do not contain gluten but are not held in a gluten free environment.

#### Sandwiches

Bready sandwich bread and sandwich toppings can be found in the Avoiding Gluten? cooler. Turkey, ham, cheese, and toppings will be available as well as peanut butter and jelly!

#### Pizza

Bready pizza crust is par baked and ready to top and cook when you arrive at Towers. Toppings can include cheese, pepperoni, veggies, and more. It takes 5-10 minutes to bake but the fresh pizza is worth the wait! Grab a pizza from the cooler and take it to the pizza station.

#### Desserts

Chocolate cake, banana bread, and apple spice cake are available on rotation in the Avoiding Gluten? cooler. Our vanilla soft-serve ice cream is made without gluten containing ingredients as well!

#### Other Options

Hand fruit, fruit salads, and salad bar options are available daily. Cereals such as Rice Chex can be found in the Avoiding Gluten? station.

For more options, please reference the weekly guide on the YouFirst board next to the Menutainment station or contact Laura Vollink RD LD.





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**The following icons identify foods as vegetarian or vegan:**



These foods do not contain any animal products at all. This includes: honey, eggs, dairy, chicken, beef, seafood, or pork products.



Foods that do not contain any poultry, pork, beef, seafood, or fish. These foods may contain eggs or dairy.



**For more information, please contact:**

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nutrition@semo.edu

573-651-5145

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Redhawkdish.blogspot.com



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**Meatless Eating at Tower's Café**



*A handy guide to identify healthy meatless dining options at Towers Café*

MARKETING

**Thinking about becoming vegetarian or vegan?**

Make sure you eat smart and plan ahead to ensure your body is getting all of the nutrients it needs.

By way of excluding some or all animal products from the diet, a vegetarian diet is naturally lower in total fat, saturated fat, and cholesterol, but can still be unhealthy if too many calories are consumed or essential nutrient levels are not being met. Careful planning needs to be considered when excluding any kinds of foods from a diet.

Some nutrients of concern specific to consuming a vegetarian diet include:

- Protein
- Calcium
- Zinc
- Iron
- Vitamin B-12

For more information on why these nutrients are important and how to make sure you are getting enough of them, visit our website at

[www.dineoncampus.com/semo](http://www.dineoncampus.com/semo)

**Daily Vegetarian Options**

- Vegetarian entrée\* & steamed vegetable can be found at the Eat Learn Live station next to the grill.  
\*50% of these entrée options are vegan!
- Twirl your fork around some pasta with either marinara or alfredo, available at Trattoria. Spinach, mushrooms, bell peppers and onions sautéed to order.
- Trattoria also offers cheese pizza, vegetable pizza, and cheese bread (or request a special veggie combo of your choice!) Look for our cinnamon bread at lunch on Tuesdays and Thursdays.
- Top your salad with one of the vegetarian proteins found every day on the salad bar including black beans, chick peas, kidney beans, tofu, and boiled egg. Enjoy our 4 different kinds of lettuce and 6+ different kinds of raw vegetables.
- Don't forget to check out the vegetarian soup at the salad bar (vegan soups on rotation just follow the labels!)
- Stop by the deli bar to build your own house made hummus\* or egg salad sandwich. Complete your sandwich with three different cheese options and toppings such as tomato, lettuce, cucumber, banana pepper, olives, cucumbers, and others.  
\*the hummus is always vegan!
- Also on rotation at the deli bar, spruce up your sandwich with deli spreads such as pimento cream cheese, roasted red pepper spread, and avocado cilantro spread.
- At the Terre Ve station cold composed salads can round out your meal. Try our Mediterranean grain salad, pesto pasta, Italian vegetables, fruit salads, and quinoa salad, and more.
- Low fat yogurt, PB & J sandwiches, waffles, fruit, and cereal are available during all service hours.

**Be Creative!**

- Keep your eyes open for extra options! For example, at a chicken fajita bar you will find tortillas, refried beans, and Spanish rice top it off with shredded cheddar and jalapenos for a delicious vegetarian meal!
- Dip your crudités from the salad bar in our house made vegan hummus.
- Spread our house made specialty cream cheese spread on an apple for a sweet dessert.
- In the evenings, our Menutainment menu may offer vegetarian options. At this action station, a stir fry or tossed pasta can be made without meat by your request!
- Look for vegetarian options rotating through the grill station such as grilled cheese, cheese nachos, French toast sticks, and others.



Help us honor the Meatless Monday movement at the theme station every Monday at Lunch. Options you may find include a baked potato bar, pasta bar, falafel bar, or pancake bar!





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## Guide to Eating Vegetarian at Redhawks Market



A handy guide to identify vegetarian dining options at Redhawk Café in the University Center.

## Thinking about becoming vegetarian or vegan?

Make sure you eat smart and plan ahead to ensure your body is getting all of the nutrients it needs.

By way of excluding some or all animal products from the diet, a vegetarian diet is naturally lower in total fat, saturated fat, and cholesterol, but can still be unhealthy if too many calories are consumed or essential nutrient levels are not being met. Careful planning needs to be considered when excluding any kinds of foods from a diet.

Some nutrients of concern specific to consuming a vegetarian diet include:

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- Calcium
- Zinc
- Iron
- Vitamin B-12

For more information on why these nutrients are important and how to make sure you are getting enough of them, visit our website at [www.dineoncampus.com/semo](http://www.dineoncampus.com/semo)



- Grilled cheese are available with several different cheese options.
- Add some toppings, such as jalapenos, grilled onions and Player's Sauce, before it is grilled to spice up the flavor
- Morning Star black bean burgers are available



**The Hill:** Three types of pasta sauces include Aglio e Olio, marinara, or alfredo can be tossed with veggies and served with a side of garlic bread.

**Twisted BBQ:** Try the Portobello mushroom entrée with cornbread and summer squash & white bean sauté.

**Am Asian:** White, brown, or jasmine rice can be paired with stir fry veggies.

**Meltdown:** Choose from an assortment of cheeses and toppings including brie, smoked gouda, tomatoes, artichoke, and avocados to build your grown up grilled cheese.



- Top a bagel with any different spread for a snack
- Try 'The Vegan' bagel which includes spinach, roasted red peppers, hummus, cucumbers, tofu, and Roma tomato.
- Add a fruit cup to complete your meal.



- Follow the icons to choose a vegetarian entrée (look for rotating vegan entrees as well!)
- Two veggie choices and 2 starch choices are also available to complete your meal



- Both the Greek Salad and Chef Em Salad are vegetarian.
- 'Go Wild' and build your own salad
- Choose a vegetarian protein and up to 6 toppings from a wide variety of vegetables.



- Choose from a burrito, rice bowl, tacos, or en salada filled with mushroom and roasted garlic.
- Top your pick with cilantro brown rice, pinto beans, black beans, queso fresca, 4 different types of salsa, guacamole, tomato, onion, lettuce and fresh cilantro.
- Choose a few or choose all!

Try the fried plantains for dessert



- Cheese pizza, veggie pizza, and breadsticks with marinara will fill you up.
- A vegetarian soup is offered daily on rotation.





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### AVOIDING GLUTEN?



We offer menu items that have been prepared without gluten containing ingredients.

To identify these options, look for items labeled or ask to speak with the chef or manager. Please note that our menu items are not gluten free because we prepare and handle products containing gluten in our kitchens.



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## Avoiding Gluten at the Redhawks Market



### AVOIDING GLUTEN?

A handy guide to identify options at the Redhawks Market that are made without gluten containing ingredients



An exciting addition to the variety of options made without gluten containing ingredients at Chartwells on Southeast's campus is Bready.

Bready is specifically designed to serve people with celiac disease and gluten sensitivity by providing gourmet bread and cake mixes that are free of gluten. These mixes use a combination of tapioca flour, garfava flour, sorghum flour, rice flour, and other gluten-free ingredients to create 'home-made' products in a closed system. This means that because the mixes come pre-packaged and the whole kneading, rising and baking process takes place within the Bready machine, there is less room for cross-contamination errors.



Some of the breads that can be made by Bready include:

- White bread
- Hamburger buns
- Pizza crust
- Chocolate cake
- Apple spice cake
- Banana bread

Bready has exponentially increased the variety options available to students on campus as part of their meal plan through Chartwells.

### What options are there at the University Center?

#### SoNo

Everything at our new Latin concept SONO is made without gluten containing ingredients (except the flour tortillas). Please still remind our staff that you have a food allergy so they can take the proper steps to avoid cross-contamination with the tortillas.

#### Wild Greens

Order any salad that sounds good, just forego the croutons. Make sure to let the staff know you have a food allergy so they can use a clean and sanitized bowl to toss your salad. Dressings without gluten containing ingredients include raspberry vinaigrette, Italian, and olive oil & vinegar.

#### Rotations

**Twisted BBQ:** Try our shredded pork, beef brisket, or Portobello mushroom entrée with a side of summer squash and white bean sauté.

**The Hill:** Request our Made-Without-Gluten pasta topped with sausage, aglio olio or marinara and sautéed vegetables.

#### Chick-fil-A

Grilled chicken, French fries and fruit cup are all Made-Without-Gluten but keep in mind that they are not held in a gluten free environment. Chick-fil-A salads are also Made-Without-Gluten as well as all Chick-fil-A salad dressings!

#### GrillNation

Enjoy a hamburger or deli grill on a freshly made bun from our Bready machine, available upon request.

#### Outtakes

Turkey or ham and cheese sandwiches are available in the Outtakes cooler. These items will be labeled with our Avoiding Gluten? label. Fruit cups, veggie trays and pre-made salads (without croutons) are also available in the Outtakes cooler.



### Please Remember:

1. When interacting with an associate, please let them know you have a gluten allergy so that they can take the proper steps to avoid cross-contamination.
2. Contact Chartwells registered dietitian Laura Vollink for any questions, concerns or feedback concerning eating Made-Without-Gluten on campus at nutrition@semo.edu or 573-651-5145. Laura will gladly help you navigate your Made-Without-Gluten options as well as keep you up to date with new Made-Without-Gluten additions and opportunities.



## Stealth Health

Stealth health is Chartwells' back of the house initiative to integrate healthier foods right into the recipes that we are already using. Through vendor partnerships we can ensure access to products that align with our objective to offer healthy products in our dining halls. Some of the ways that stealth health is incorporated into our menus include the reduction of sodium through low-sodium canned tomato products and the use of herbs and spices in dishes instead of added salt, cooking with low-fat dairy to reduce overall calorie and fat content, incorporating more fresh and frozen fruits and vegetables throughout the dining halls, and increasing the amount of whole grain offerings. Chartwells registered dietitian, Laura Vollink, RD LD, helps ensure that these company standards are being met and is continuously looking for more innovative ways to incorporate healthier items into our menus.



## Registered Dietitian

Chartwells' registered dietitian, Laura Vollink RD LD, will continue to provide innovative ways to communicate the Balanced U program to students on Southeast Missouri State University's campus. This includes ensuring nutrition information and icons are available for student use, staying up to date with monthly subject communication material, and sharing stealth health initiatives with our client and students. By listening to student feedback on campus nutrition initiatives, Laura is able to provide education pieces specific to the needs of our campus through displays and/or written response.

Laura will also continue to provide nutrition education online through her blog ([www.redhawkdish.blogspot.com](http://www.redhawkdish.blogspot.com)), Twitter (@SEM0diningRD), and will develop an Instagram and Pinterest site to share recipes and nutrition information on.

Residence hall and event services programming will continue to be available upon request. Laura will continue to work with residence assistants to plan programs on a variety of health and nutrition topics to increase students' knowledge and interest in nutrition and eating healthy on campus.

***7. Signage in all retail dining areas shall reflect, with consistency, the offering of menu combo options available as a direct meal value exchange. The price of the combo may exceed the published meal value exchange rate, but where indicated, will be sold to a meal plan student as a meal value exchange.***

Chartwells will continue to ensure that signage in all retail areas reflects, with consistency, the offerings of menu combo options available as a direct value meal exchange. In addition, a meal plan eating guide will continue to be offered at all retail locations to guide students through each location's meal exchange offerings.



**8. The contractor will encourage customer feedback through periodic surveys of all dining service operations, use of online evaluations, participation in a student advisory committee, and by managers and supervisors mingling and conversing with the customers. Feedback received by the Contractor through these instruments will be provided to the University upon request.**

Chartwells understands and will comply with this requirement. Chartwells encourages continuous customer feedback through periodic surveys using online evaluations once per semester, participation in the student advisory committee, evening with the directors, and yearly On-Sight Insight focus groups.

## On-Sight Insights

On-Site Insights was developed by Euresit in 2011 and has been successfully adopted by Chartwells and other Compass Group sectors at over 700 locations and over 30,000 guests have been involved.

On-Sight Insights has been successful because focus groups are more than simply getting a group of people together in a room to ask them a few questions about their dining experience. To get valuable and meaningful information, On-site Insights focus groups are conducted by neutral, skilled facilitators who use a comprehensive eight-step process and are trained to obtain in-depth information about factors that really drive the campus community's behaviors.

There is no point listening to your customers if you don't do anything with the information. With On-Sight Insights the facilitator works directly with the account management team to discuss the sessions' findings and to create an action plan together. It is important that our customers and clients know that we are listening to them and then doing something about it, so our top 10 action items are always clearly communicated to them in our Southeast Missouri State University dining locations and the impact is measured.

# ON-SITE INSIGHTS

MARKETING

## Evening with the Director

As part of the campus community, we want students who eat in the dining facilities to be comfortable with the dining team, which is why Chartwells offers Evening with the Director dinners once per month. Each dinner will be held at a different location (rotating between Towers, River Campus and Merick), and has three to four members of the dining team hosting for students to come dine with them and ask any questions they may have, and find out what is coming up in dining events.



**9. The contractor will maintain an up-to-date website on the contractor's domain. The University will link to the contractor's website and will provide hosting service for the contractor's website. At a minimum, the website will include meal plans, value exchange rates, dining locations and hours of operations, upcoming promotional events, accurate menus, managerial contacts for each dining location, customer feedback option, online evaluation of dining experience, catering menus and pricing, and nutritional information for foods regularly served as part of the five-week menu cycle.**

Chartwells understands and will continue to comply with this requirement. Chartwells provides and maintains an up-to-date website under the Dine On Campus platform. The website includes meal plan information, Redbucks purchasing, value exchange rates, dining locations, hours of operation, upcoming promotional events (listed on the homepage and in calendar format), accurate menus through the Webtrition program, dining team contact information, customer feedback option, nutritional information, photos of past events, sustainability information, and Balanced U programming information. Catering menus and pricing are available through the Catertrax platform, and have a live link through the Dine On Campus site. Updated menus with nutrition information, specials and events are also available through App On Campus, which is a free download through the Apple App Store and Google Play Store. Links to the dining service's social media outlets are also listed on Dine On Campus. These links include Facebook, Twitter (consisting of two accounts, one for dining services and one for Chartwells registered dietitian, Laura Vollink RD LD) and Instagram. These platforms are used to inform, interact and engage with guests.

These sites are live and currently being used to communicate with the campus community, and can be found at the following urls.

[www.facebook.com/southeastdining](http://www.facebook.com/southeastdining)

[www.twitter.com/southeastdining](http://www.twitter.com/southeastdining)

[www.twitter.com/SEMOdiningRD](http://www.twitter.com/SEMOdiningRD)

[www.instagram.com/southeastdining](http://www.instagram.com/southeastdining)



**10. The contractor must design and implement an annual marketing strategy to encourage participation in the residential dining program. Residential marketing efforts must include branded-quality signage at all venues (i.e. salad bar, cereal station, pizzeria, etc.), multimedia and consistent promotion of premium nights and special events, student involvement in menu development, and printed monthly menus.**

## Our Marketing Plan to Build Participation

The marketing plan is fundamental to Chartwells' overall business strategy for Southeast Missouri State University, and it is built around a process that consists of seven key elements.

- 1. Understand.** We learn as much as we can about our target markets on campus through a comprehensive research process. This includes information about their lifestyles, routines and priorities. We take what's important to students, faculty, staff, parents and administrators, combined with the campus' strategic plan, and blend this with emerging consumer trends, culinary innovations and industry insights. This forms the foundation of the marketing plan.
- 2. Segment.** Chartwells uses the marketing plan to effectively segment, target and position products and services to markets on campus. This includes traditional residential dining and/or retail, satellite operations, convenience stores, catering, and additional channels as needed.
- 3. Promote.** We develop core products, prices and promotions that will be complemented by unique products and services.
- 4. Communicate.** Numerous traditional and virtual channels will be used to ensure that we are optimizing communication to each target market across campus.
- 5. Innovate.** The retail marketing plan focuses on upselling, cross-selling and utilizing channels outside of the dining location's four walls in order to expand our reach to current and prospective guests.
- 6. Measure.** Ongoing measurement of all marketing efforts ensures we are achieving meaningful results and enables us to identify potential areas of concern and quickly address them.
- 7. Continuously Improve.** The final element includes an ongoing evaluation of marketing successes and opportunities that are used as part of our commitment to continuous improvement.

### VALUE TO YOU

- Increase guest satisfaction
- Build participation
- Increase sales
- Grow Southeast Missouri State University's dining program

## Marketing and Communication Tactics

Chartwells will continue our communication and marketing efforts to focus on building campus awareness of Oakland's dining programs and services.

The following general communication tactics are utilized:

- Information booth presentations to students and parents at new and prospective student orientations.  
*Timing: During orientation.*
- Campus dining map available in hard copy and on the Internet to illustrate all campus dining locations.  
*Timing: Printed and posted before the start of the school year and updated as needed.*
- Partnership with campus departments to communicate via word of mouth through student dining ambassadors.

### HOW WE MEASURE OUR SUCCESS

Measurement: Increase in usage of your campus dining venues

Key Metrics:

- Patron count
- Year on year sales
- Meal plan participation



*Timing: Throughout the school year.*

- Printed marketing collateral (posters, table tents, fliers) to get the message across in a variety of ways.

*Timing: Throughout the school year.*

- Press releases to inform the campus of dining program events.

*Timing: A press release schedule and media distribution list will be developed prior to the start of each semester.*

- Balanced U is clearly communicated in residential dining operations, including stealth health and monthly wellness educational subjects for students.

*Timing: Monthly.*

- Direct-mail campaigns, as needed, to target parents and students, particularly to promote meal plans.

*Timing: At least once per semester.*

- Resident hall postings to communicate dining services menus and events.

*Timing: Monthly.*

- Calendar-of-events newsletter with coupons will be distributed at each dining location, posted on our Dine On Campus website and posted on social media channels.

*Timing: Monthly.*

- Eat Well. Spend Less. is used to market meal plan options to both mandatory resident and voluntary commuter students and faculty/staff.

*Timing: Developed once per year.*

## Social Media Tactics



- Our DineOnCampus.com dining services website links from the campus' own site to host all campus dining information, such as menus, nutritional information, hours of service and more. *Timing: Ongoing.*



- Social media and web marketing to inform, interact and engage with guests, including, but not limited to: Chartwells' proprietary Dine On Campus site, App On Campus, Facebook, blogs and Twitter. *Timing: Ongoing.*



- Non-traditional media, such as sidewalk signs, chalking the sidewalk, outdoor A-frame signs, garage sale-style signs on bulletin boards, etc. *Timing: Ongoing as needed per the promotion or event.*



- A Facebook dining services page will be used to interact with and engage guests while sharing information about dining events and advertising specials and promotions. *Timing: Ongoing.*

### HOW WE MEASURE OUR SUCCESS

Measurement: Increase in usage of the campus dining social media sites

Key Metrics:

- Page views for dineoncampus website
- Followers on social media sites
- Likes, retweets, and comments



## Building Community on Campus

Chartwells strives to enhance Southeast Missouri State University's sense of community by developing a residential dining program that becomes an integral part of a student's daily life.

Working in partnership with Southeast Missouri State University, Chartwells continuously focus on key action items to enhance the sense of community on campus:

- Participation in key campus events. These include First Step, Show Me Days, Homecoming, Family Weekend, Commencement and health fairs. We work closely with student organizations to participate in fund raising events.
- Design a dining room where students want to hang out using a combination of seating styles such as tall tables and chairs and individual seating options. The variety of seating styles encourages students to interact with the dining room in ways that fit their individual needs and interests.
- Feature interactive culinary events such as our Infusions Featured Events, reflecting current food trends and pop culture. These are excellent ways to bring students and faculty together.
- Encourage floor parties so floormates can interact with each other by working with the RAs in each resident hall. We provide deals on food and beverages for these parties.
- Work with Campus Life once a semester to help sponsor a themed party on campus. This allows students to come together, relax and have a great time.

### HOW WE MEASURE OUR SUCCESS

Measurement: Increase in positive perception of Chartwells on Southeast Missouri State University's campus

Key Metrics:

- Biannual guest satisfaction scores
- Participation in Chartwells special events and directors meetings
- Usage of student organizations for catered events
- Guest comment cards and feedback received through [dineoncampus](#) website

## Residential Dining

Chartwells treats our Southeast Missouri State University students as paying guests – which is what they are. We provide them with abundant choices and a voice in their dining program.

As a partner with Southeast Missouri State University, it is our responsibility to do all we can to ensure an outstanding residential dining experience to support you with ongoing recruiting and retention efforts.

## Strategic Objectives

- Increase student satisfaction through seasonal promotions, themed events and specials that create excitement, interaction and campus pride.
- Enhance the campus' sense of community by developing a residential dining program that becomes an integral part of a student's daily life.
- Promote a healthy lifestyle, provide nutritional education to the campus community, and offer a variety of healthy food options.
- Offer a variety of high-quality food throughout the location.

### VALUE TO YOU

- Strengthen recruiting and retention efforts
- Enhance the campus' sense of community
- Boost overall dining profits by increasing revenue from voluntary meal plan and cash-at-the-door guests
- Support a vibrant residential campus







## Marketing Efforts to Target Resident Students

- Develop an incentive program targeting this market and get students engaged in the on-campus dining program.  
*Timing: Beginning of each semester.*
- Develop and print a brochure with targeted messages.  
*Timing: Brochures developed at the beginning of the summer.*
- Orientations: An information table at orientation events to sell meal plans and respond to student/parent questions about dining on campus.  
*Timing: Throughout the summer.*
- Develop a dining services newsletter providing parents with information about dining services, events, meal plans and special programs such as gift baskets, cakes, goodies, etc. The newsletter is posted at [DineOnCampus.com](http://DineOnCampus.com) and distributed as an email blast to subscribers.  
*Timing: Once a month.*
- Develop and print point-of-sale materials to be placed in the dining facility, communicating available meal plans.  
*Timing: Beginning of the year.*
- Use social media channels (e.g., Facebook and Twitter) to communicate upcoming dining events, important information, specials and more.  
*Timing: Throughout the year.*

### HOW WE MEASURE OUR SUCCESS

Measurement: Increase in meal plan participation and overall number plan holders year on year

#### Key Metrics:

- Meal plan participation usage per week
- Reduction in attrition of plans from fall to spring
- Increased in Dining Dollars purchases as an addition to their meal plan



Adding interest and excitement to Southeast Missouri State University campus dining through ongoing promotions, themed events and activities increases student satisfaction in the program. In guest loyalty surveys and focus groups, students at our campuses tell us monotony breakers and themed meals are often some of their most memorable dining experiences. To maintain excitement and alleviate boredom from the resident dining experience, Chartwells conducts a series of special events called “Featured Events.” Featured events reflect current food trends, pop culture, and the seasons. Our teams transform the dining space through decorations, merchandising, modified food delivery (special stations or service areas), creative menus, and event appropriate activities.

We have and will continue to design a programming calendar packed with activities and events that take place at least once a week from day one. It is Chartwells’ intention to work hand-in-hand with student leaders, residential hall leaders and other Southeast Missouri States University personnel to ensure the events’ success.

### **International Student Theme Meal**

Chartwells celebrates diversity every day, and can spread the spirit of that mission throughout campus by partnering with a different international student group each month, and hosting an authentic meal in one of the all-you-care-to-eat dining centers.

This event will feature traditional cuisine and décor from the specific country of the chosen group, as well as fun games that the students representing the can play with students coming to dine at the event.

### **Athlete Appreciation Night**

Chartwells recognizes the importance of athletic programs on the Southeast Missouri State campus, and would like to recognize a different athletic team each month in Towers with an athlete appreciation night. The meal will include a menu designed by Registered Dietitian Laura Vollink RD LD and our executive chefs that will be delicious as well as have specific health benefits for that specific sports team; as well as a private seating section, and a drawing for \$25 in Redbucks for those athletes who attend.







### **Ask the RD**

We not only care about feeding the students, but about their well being as growing young adults. Three times per month Chartwells registered dietitian, Laura Vollink, RD LD will host a booth where students can ask nutrition questions, sample items that relate to the monthly Balanced U program theme, and learn about wellness programs on campus. Laura has successfully implemented nutrition counseling and assisted on-campus departments with weight-loss competitions, nutritional information campaigns, and other nutritional-based since joining the Southeast Missouri State team in 2010.

### **Engage in 8**

Chartwells has partnered with the Engage in 8 program in the past year, and will continue this partnership by offering Cooking 101 classes, meet and greets with the dining team, and cooking expos for those Freshmen participating in this 8 week program.

### **Athletic Talks**

By providing nutritional guidance and a well balanced program that will help student athletes thrive, those students will be more likely to stay on campus and on a meal plan throughout their academic career.

### **Campus Garden, Greenhouse and Farm**

Partnering with Southeast Missouri State University to create a greener future for the campus is important to the dining service team, and any effort dining can make to help with campus efforts will support the campus community in it's continuous growth. Composting from all dining locations will be donated to the Charles Nemanick Alternative Agriculture Garden and the Charles Hutson Horticulture Greenhouse on a regular basis. Residential dining facilities will purchase and use as much produce as possible from these two locations, which will reduce the amount spent on outside produce, which will help two-fold by giving funds back to university programming and encouraging students to eat local.



## Themed Events

Eat programs expand student culinary palates through interactive and exploratory food preparation methods. Eat is comprised of three different programs that encourage students to interact with our chefs.

- **Featured Events** – These events enhance the culinary ambiance of the foodservice with the impression of a fine-dining experience. Chefs can expand or put into practice their culinary creativity or use our recommended menus to impress diners for elegant entertaining. Examples of monthly Infusions events include Mardi Gras dinners, National Nutrition Month and Earth Day.
- **Your Region, Your World** – This educational, yet fun monotony breaker gives students the opportunity to explore cuisines in different areas of the United States with Your Region, and different countries with Your World. Authentic recipes from countries including Thailand, Ireland, and regions of the U.S. such as the Pacific Northwest are used for these events to encourage the students of Southeast Missouri State to try new things and educate them about other regions and countries.
- **Create-Your-Own Feature-** See Weekly CYO Bar Document
- **Premium Night** – This monotony breaker offers students a break from their usual cuisine by serving an upscale menu that would normally be seen at a high end catering event, or five-star restaurant.

Learn programs encourage positive lifestyle habits while building community awareness through group activities. Learn is comprised of three different programs that encourage positive lifestyle habits while building community awareness through group activities.

- **Dining Etiquette 101** - As students prepare to move into the working world either through internships, fellowships, or their first job interview, they will often be required to interact with their peers over a meal or a cup of coffee. Chartwells wants to ensure that Southeast Missouri State grads are comfortable and knowledgeable during these interactions by hosting an annual seminar that all juniors and seniors are invited to. Dining Etiquette 101 is aimed at creating a comfortable environment for students to practice proper etiquette, and arm them with the tools to be successful at situations they will face in real life, including interview dinners and networking events.





- **Balanced U** – Balanced U was developed to help today’s students find reliable health and nutrition information for their busy lives. The Balanced U subjects provide information relevant for activities and interests of young adults across the country and include Power and Energy, Healing and Immunity, Brain Boosting, Metabolism Boosting and more. These events place an emphasis on health tips and lifestyle choices.
- **Cooking 101** – The Cooking 101 program has been successfully implemented at Southeast Missouri State as a pilot program, and will be expanded to at least three classes per month, with each class being held at a different location. The Cooking 101 series offers free cooking classes to students that teach a range of skills; including healthy, delicious recipes taught by the campus dietitian, Laura Vollink RD LD, recipes that are easily made in the residence halls, and technical skills taught by our executive chefs. Students are taught recipes using step-by-step instructions and hands-on experience as they are guided through the class at a casual pace. Once the class is completed, students are able to take home the recipe that they’ve made, as well as recipe cards and are welcome to stay after the class to refine their skills with one-on-one assistance from the Laura or one of the executive chefs.
- **Sustainability 101** – Chartwells recognizes that the foodservice industry is facing rapid demand for services that have a meaningful sense of environmental and social responsibility. Study after study consistently reinforces that the American consumer is embracing “sustainable” values into their daily lifestyle. The origin of food, how and where it is produced should be top of mind for our guests and our clients as they walk into our cafes. Sustainability plays a major role in the Balanced U program, and each month will have a different sustainability focus that follows national sustainability efforts (such as eat local month) and initiatives on campus (this includes farmers markets and donations to local food banks).

Live programs engage students and showcase the unique ways food brings people and communities together

- **Iron Chef** – This annual competition is held to encourage a sense of community and friendly competition for students, as well as give them something fun to do outside of class, whether they are participating, or cheering on their favorite group. Students create their own teams of three to five to enter the contest. Each team is given a dish or theme - decided yearly - the tools and ingredients they’ll need, and Chartwells team member to assist them, and a time limit. The winning team is determined by a group of judges: the executive chef, president of the university, and a guest judge. The winning group receives medals, \$25 each in Redbucks, and recognition as campus champions.



## Sample Semester Resident Dining Event Calendar

August		
Watermelon Eating Contest	Annual contest where students can win flex	Towers
Evening with the Director	Come meet and greet with the dining team	Towers, Merick, River Campus
Cooking 101	Phyllo cups with Chef Terrance	Towers
September		
Your Region, Your World	Foods from Brazil	Towers, Merick
Featured Event	When Life Gives You Lemons...	Towers
Weekly Create-Your-Own Bar	Fruit Kabobs & Dip, Whoopee Pies, Yogurt Parfait, Italian Soda	Towers, River Campus, Merick
Featured Event	International Student Feature	Towers
Balanced U Feature	Look Good, Feel Good Foods	Towers, Merick, River Campus
Iron Chef Competition	Local Food Basket/ sustainability challenge	Merick
Featured Event	A'hoi Matey – Pirate Feast	Merick
Cooking 101	Fruit Pizza with Chef Carlos	Towers
Cooking 101	Local Trail Mix with Laura Vollink RD LD	River Campus
Cooking 101	Homemade Guacamole with Chef Terrance	Merick
Sustainability 101	Summer Farmer's Market Favorites – National Eat Local Month	Towers, River Campus, Merick
Premium Night	Gourmet Tailgating	Merick, River Campus, Towers
Evening with the Director	Featuring the Resident District Manager and Retail director	Towers
Athlete Appreciation Night	Featured Team: Football	Towers
Ask the RD	Students will come visit with Laura Vollink RD LD and sample Look Good Feel Good Foods	Towers, River Campus, Merick
October		
Featured Event	Christopher Columbus Day featuring Flatbread Pizzas	River Campus
Featured Event	World Vegetarian Celebration	River Campus, Towers, Merick
Weekly CYO Bar	Caramel Apples, Dark Chocolate Fondue, Popcorn, S'mores	Towers, River Campus, Merick
Featured Event	Zombie Fright Fest	Towers, Merick
Featured Event	International Student Feature	Merick
Balanced U Feature	Metabolism Boosting Foods	Towers, River Campus, Merick
Your Region, Your World	Oktoberfest	Towers, Merick
Cooking 101	Fair Trade Coffee Pork Rub with Chef Carlos	Merick
Cooking 101	Homemade Apple Butter with Chef Terrance	Towers
Cooking 101	Fruit Salsa and homemade pita chips with Laura Volink RD LD	River Campus

Sustainability 101	Fair Trade Coffee/Cocoa Bar	Merick, Towers, River Campus
Evening with the Director	Featuring the Dietitian	River Campus
Athlete Appreciation Night	Featuring: Baseball	Towers
Stone Slab Ice Cream Night	Create your own stone slab ice cream	Towers
Premium Night	Squash Ravioli and other fall favorites.	Towers, River Campus, Merick
Ask the RD	Students will come visit with Laura Vollink RD LD and sample Metabolism Foods	Towers, River Campus, Merick
<b>November</b>		
Featured Event	National French Toast Day	Towers, River Campus, Merick
Featured Event	70s Disco Night	Towers, Merick
Featured Event	Great Pumpkin	Towers, River Campus
Weekly CYO Bar	Trail Mix, Tea, Salsa & Guacamole, Cookie Decorating	Towers, River Campus, Merick
Cooking 101	Homemade meatballs	Towers
Cooking 101	Homemade Pizza	Merick
Dining Etiquette Class	100 Students are invited to attend our semi-annual Dining Etiquette class	River Campus
Cooking 101	Homemade Cranberry Stuffing	River Campus
Balanced U Feature	Stress Reducing Foods	Towers, River Campus, Merick
Your Region, Your World	Foods of Lebanon	Towers, Merick
Sustainability 101	How we can change the world – Hampton Creek & Philanthropic Flex	River Campus, Towers, Merick
Evening with the Director	Featuring the Resident Dining Director	Merick
Featured Event	International Student Feature	River Campus
Athlete Appreciation Night	Featuring: Soccer	Towers
Premium Night	Steak and Shrimp	Towers, River Campus, Merick
Ask the RD	Students will come visit with Laura Vollink RD LD and sample Stress Reducing Foods	Towers, River Campus, Merick
<b>December</b>		
Featured Event	Cajun Christmas featuring Carved Meats and Hand Tossed Shrimp	Towers, River Campus, Merick
Featured Event	International Student Feature	Towers
Featured Event	Sushi Night	Towers, River Campus, Merick
Weekly CYO Bar	Nutella Dipping Bar, Gourmet Hot Chocolate, Gingerbread Men	Towers, River Campus, Merick
Balanced U Feature	Brain Boosting Foods	Towers, River Campus, Merick

Your Region, Your World	Holiday Dining in Little Italy	Towers, Merick
Cooking 101	Not your grandmother's fruit cake	Towers
Sustainability 101	Gingerbread house building contest – group competition (RHA,SGA, etc), each group will have a charity, campus will vote, and winner will have food donated to the charity of their choice	Towers
Evening with the Directors	Featuring all campus chefs	River Campus
Athlete Appreciation Night	Featuring: Basketball	Towers
Premium Night	High End Holiday	Towers, River Campus, Merick
Ask the RD	Students will come visit with Laura Vollink RD LD and sample Brain Boosting Foods	Towers, River Campus, Merick



**11. The contractor must design and implement an annual marketing strategy to encourage usage of retail dining program. Retail marketing efforts must include branded-quality signage at all venues (i.e. salad bar, cereal station, pizzeria, etc.), multimedia and consistent promotion of special events and promotional items.**

## Retail Dining

Many commuter/non-traditional students, faculty and staff prefer dining on campus because of the convenience. Additionally, retail locations attract many residential students who want a different dining experience during the week. Retail dining is also an opportunity to increase revenue on campus. There are three ways to increase retail dining sales: attract new guests, increase purchase frequency, or increase check average. Chartwells is committed to developing a retail program and marketing plan that targets all three.

### Strategies

- Increase revenue in campus retail operations through new and enhanced dining concepts and locations.
- Increase participation in retail operations through valuable products/services, competitive pricing and targeted promotions.

### HOW WE MEASURE OUR SUCCESS

Measurement: Increase in usage of the retail dining venues on your campus

Key Metrics:

- Patron counts
- Voluntary meal plan purchases
- Year on year sales
- Guest satisfaction scores

### VALUE TO YOU

- Increases convenience of on-campus dining
- Raises guests' perception of value
- Increases retail sales and revenue





## Breakfast Burrito

For on-the-go members of the campus community, sit-down breakfasts are a time-constrained luxury. Today's students, faculty and staff demand portable, convenient breakfast options that can be eaten at a desk or in a car.

## Eat Local

Eat Local is an annual campaign centered around serving local produce in retail locations on Southeast Missouri State's campus. It is designed to promote awareness as well as drive sales based on the rising trend in eat local initiatives across the country. Local produce is fresher, tastes better, supports your community and is better for the environment. The campaign begins in September, during the traditional harvest season, and runs throughout the year.



## Fruit N' Yogurt Parfaits

Yoplait ParfaitPro® can allow you to meet the booming demand for fresh-made parfaits.

## Game Day

Gear up for the return of football season in Rowdy's and Grill Nation by offering game day grub to Southeast Missouri State students, drawing attention and creating excitement around this unique promotion. Help your students kick off college and NFL football with this exciting promotion featuring game day cuisine such as hoagies, sandwiches, chili fries, sausages, sliders and wings. Pair these delicious dishes with refreshing bottled beverages.

## Breast Cancer Awareness

Are Southeast students Getting Off to a Healthy Start? No matter how many times we've heard that breakfast is the most important meal of the day, many of us still don't give breakfast much thought. Instead of serving fast food over healthy, let's make our breakfast offerings live up to their potential.

## Healthy Start

Are Southeast students Getting Off to a Healthy Start? No matter how many times we've heard that breakfast is the most important meal of the day, many of us still don't give breakfast much thought. Instead of serving fast food over healthy, let's make our breakfast offerings live up to their potential.

## Breakfast All Day

Break the rules by serving breakfast all day! This year expand your breakfast offerings into other day parts at Grill Nation and find creative ways to reinvent classic morning comfort cuisine to boost transactions and check averages throughout the day.

## A Natural Combination

Mushrooms, with their rich umami quality, are the perfect ingredient to blend and swap with meat, without loss of texture or flavor.

Combine mushrooms and meat in recipes to bring another serving of vegetables to the plate, add volume to meals, and extend portions. Lighten up family favorites like burgers, by replacing a portion of the ground meat with mushrooms. Finely chopped mushrooms look similar and blend seamlessly with meat, so classics can be healthier without losing taste or satisfying texture. With mushrooms, the possibilities are endless no matter how you dice them.



## Totally Oatsome

Oatmeal is totally oatsome! This holiday season, transform oatmeal from dull to delightful. This traditional breakfast favorite can be topped with fresh or dried fruit, nuts and spices to create a heart healthy breakfast or can be used as a healthy and tasty ingredient for delicious muffins, pancakes and snack bars.

Add whole grains to your breakfast and snack offerings with an inexpensive oat that customers recognize as healthful. Oatmeal is low in fat and high in fiber, which may help lower cholesterol, reduce the risk of heart disease and type 2 diabetes, help control weight and contains a wide array of vitamins, minerals and antioxidants.

## Dietitian's Recommended Balanced U Meal

Each month will have a recommended dish for Chartwells registered dietitian, Laura Vollink RD LD that fits into that month's Balanced U theme. Balanced U was developed to help today's students find reliable health and nutrition information for their busy lives. The Balanced U subjects provide information relevant for activities and interests of young adults across the country and include Power and Energy, Healing and Immunity, Brain Boosting, Metabolism Boosting and more

## Sono

Sono's special offerings will include dishes that represent an array of Latin cuisine. These include dishes like Mexican tilapia with jicama slaw and black beans, black bean and zucchini quesadillas, and cinnamon churros

## Outtakes

Outtakes specials will include a monthly feature that is both delicious and easy to eat on the go, including items such as blueberry and poppy seed chicken salad, artichoke mozzarella and salami sandwich, a classic Cuban sandwich, and zucchini pancakes.

# September Retail Specials



**CHILI MARGARITA STEAK TACO**  
WITH AVOCADO LIME SALSA

@ Sono in Redhawks Market



**EAT LOCAL**  
KNOW THE STORY OF YOUR FOOD.  
#eatlocalnow

@ All Retail Locations



**GAMEDAY**

UPGRADE YOUR GAME DAY MEAL WITH AN ICE COLD BEVERAGE!

@ GrillNation & Rowdy's



**Fruit & Yogurt Parfait**

@ Breakfast in Redhawks Market



**Blueberry AND Poppy Seed**

@ Outtakes



**Energy of POWER**

Dietitian's Recommended Meal @ Chop'd & Wrap'd





@SoutheastDining

[www.dineoncampus.com/semo](http://www.dineoncampus.com/semo)



***12. The contractor must prepare a “Monthly Client Report” for the Contract Administrator. Such should include any changes in organizational structure, personnel, or general information such as accolades, complaints, special achievements, special projects, marketing information, sales and financial information, student disciplinary concerns, and other relevant information.***

Chartwells' culture is steeped in the mindset of continuous improvement, raising the bar, and a management style that is proactive rather than reactive. We attribute our success to, among other things, a well-developed and systematic approach to our quality assurance process and continuous improvement. This approach ensures Southeast Missouri State University is operating at peak quality and service daily.

Just because we are service industry professionals doesn't mean we don't deliver something tangible beyond the food we serve. Each day we have the opportunity to build something that is very visible and bound to reward our effort: a great customer and client experience.





## Key Performance Metrics and Strategy for Measurement and Reporting

Sales, participation, and customer feedback are key performance metrics we include in our continuous quality improvement program we will present to you each month.

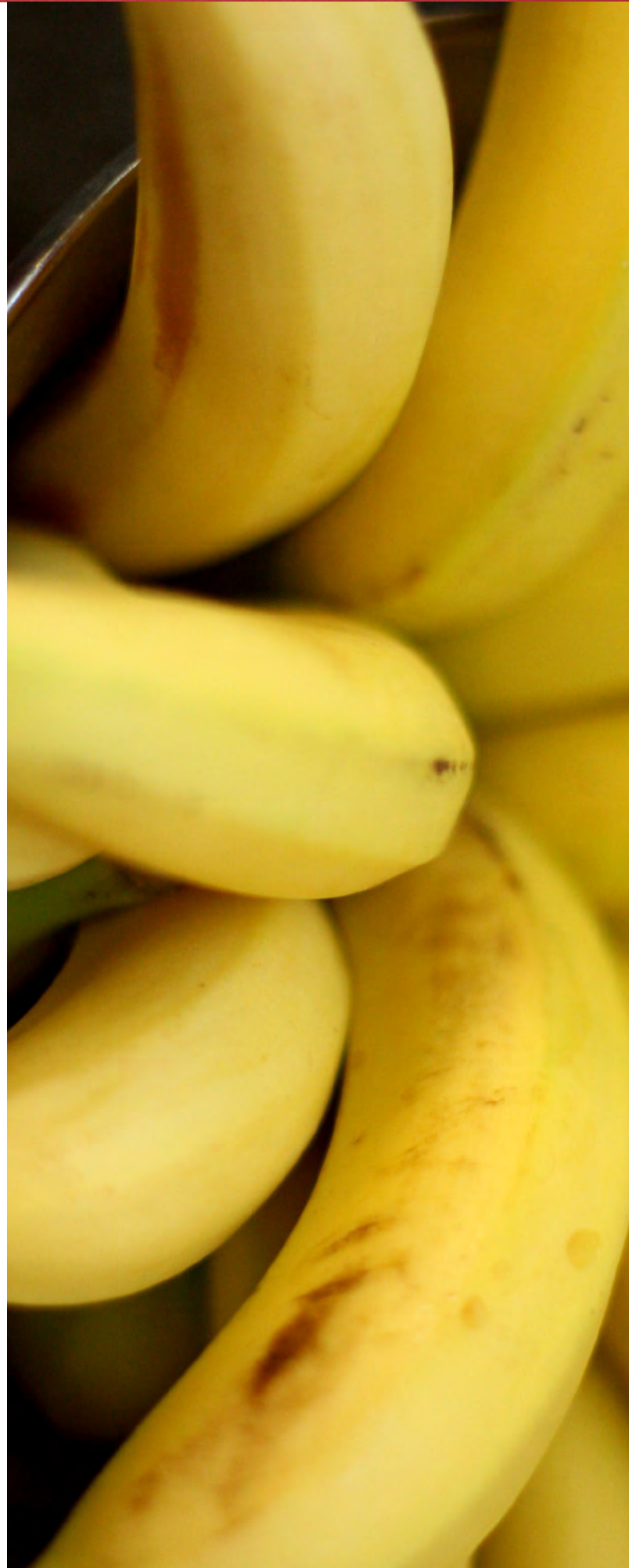
The key metrics we assign to the campus program include:

- Top-line sales
- Student participation
- Check averages
- Daypart sales
- Menu and product mix
- Food cost
- Labor cost
- Customer satisfaction scores
- Client satisfaction scores
- Customer comments
- Upcoming marketing promotions
- Special projects and their timelines
- Upcoming trainings

## Measuring Success

It is vitally important for us to measure the results of your dining program and regularly evaluate the results.

This process ensures we are creating measurable benefits and enables us to proactively identify potential areas of opportunity and stay ahead of any developing situations. Chartwells has recently launched MyCampusMetrics to track, measure and report our key performance metrics.



# Contractor's Management and Personnel





While Chartwells is in the foodservice business, our people are clearly the heart of our business. We do everything in our power to ensure that our associates enjoy their work and are proud to be employed by Chartwells. These sentiments are reflected in the high level of service that Chartwells associates provide to our guests. From a student associate to an executive chef to the CEO, the team who represent Chartwells at Southeast Missouri State University share one essential quality: an unwavering desire to give each guest the outstanding level of service they deserve.

RDM Steven Cooper and the on-site team values our associates, and strives to continually recognize, train, promote and encourage associates to go above and beyond, and embody the YouFirst attitude every day, every meal, with every guest. YouFirst is a Chartwells program that encompasses several components designed to provide a work environment for our associates that inspires passion, engagement and loyalty. By valuing all levels of associates for their contributions, every associate at every account becomes responsible for delivering value to our guests. To make our YouFirst strategy a success, we maintain a series of initiatives that:

- Empower associates/managers with more personal responsibility for the service they deliver every day.
- Offer associates/managers a voice in business decisions that directly affect their working environment.
- Provide professional development in the form of knowledge and skills associates need to deliver outstanding service for our guests.

At Southeast Missouri State, we have done exceptionally well with this philosophy; for three consecutive years the account won National Account of the Year through the Chartwells Be-A-Star competition. This friendly contest considers the over 250 Chartwells accounts in North America in several aspects, and chooses one from each region as a winner, and then from those finalists, a National Account of the Year recipient is chosen.

Chartwells Southeast Missouri State University has had other successes too; Brenda Wren, was chosen as Chartwells Associate of the Year in 2007. This distinctive honor is given to one person per year, and is chosen from a pool of regional winners. Brenda was chosen because of her will to do and spirit to serve in light of her battle with cancer, and her ability to create a positive atmosphere wherever she went.





We are proud of the success story of several of our management team as several began their career with Chartwells as student workers here at Southeast Missouri State University. Chartwells actively recruits student associates who show a strong interest in becoming student managers, and we encourage our most dedicated student managers to consider joining Chartwells after they graduate. We recognize that bright, motivated, well-trained managers are essential to our continued growth. Retail Director, Matt Ludwig, Foodservice Director John Jenkins, and Laura Vollink RD LD each started their career as student workers. Matt started as a cashier in Rowdy's while going to school at Southeast Missouri State; he then transitioned to supervisor, assistant director of catering, assistant director of retail, and finally became the retail director. John came to the campus in 1976 as student and member of the football team. He began working for university dining in 1997, and started his career with Chartwells when our partnership began in 1999. He started as a sous chef, and was promoted to kitchen manager, and then to director of residential dining in 2005. Laura began as a student in 2006, and after interning with Chartwells through the Southeast dietetics program, became the campus dietitian in 2010.

There have been others who got their start at Southeast Missouri State University and have gone on to work in the Chartwells. Nadeem Zafar began as a Southeast Missouri State student, and a student supervisor at Geronimo's; he is now the regional vice president of the mid-central region, which includes Southeast Missouri State. Stacey Shaw, who started as the marketing director in 1999, and now works for Business Excellence, the marketing sector of Compass Group, as the Core Centers For Excellence Director.

Chartwells values our associates, and has created an environment that encourages learning and growth which has led to numerous successful professionals that have their proud beginnings on the Southeast Missouri State Campus.



***Section 1 - The contractor shall not discriminate on the basis of race, religion, color, sex, age, national origin, handicap, veteran status, as defined by applicable governmental law, in the recruitment, selection, training, utilization, promotion, termination, or other employment related activities. In addition, the contractor affirms that it is an equal opportunity employer***

Chartwells Dining Services, as a matter of policy, does not discriminate against any associate or applicant for employment because of race, color, religion, sex, national origin, age, disability, sexual orientation, or status as a disabled or Vietnam-era veteran. This policy of non-discrimination shall be applicable to matters of hiring, upgrading, promotions, transfers, layoffs, terminations, rates of pay, selection for training, recruitment and recruitment advertising. The company maintains an affirmative action program to implement our EEOC policy. Additionally please note statement provided in Legal Exceptions, item 4 located in the Introduction, Background Information and General Overview section.

Additionally please note statement provided in Legal Exceptions, item 4 located in the Introduction, Background Information and General Overview section.

## The Role of the Management Team

Our regional management team plays a dynamic role on your campus. Supporting the local team is key to our partnership's success. We are a diverse, international foodservice company, but all of our business in education is local and personal. We never lose sight of the fact that we are in the "people business," and we operate each location with that in mind.

### **Nadeem Zafar – Regional Vice President**

It is Nadeem Zafar's responsibility to ensure that the Mid Central region is meeting the needs of its guests and clients in all locations. Nadeem has the ability to ensure that the appropriate support from our vast global resources is available each and every day to the unit managers in the field. In addition to the Chartwells support teams, Nadeem proudly directs a regional network of entrepreneurial dining professionals, including regional directors, district managers, chefs, marketing managers and directors of dining services.

Nadeem understands the intricacies of the operation of your dining services program and is on the forefront of where the higher education dining service industry is heading. Nadeem is responsible for all contractual matters involving your account. Nadeem is a graduate of Southeast Missouri State University and earned a B.S. in Hospitality & management and a B.S. in Chemistry



### **Rafael Conde – District Manager**

Rafael Conde has been your district manager for the past six years. He has been and will continue to be Chartwells' primary conduit to the campus, our management team and you. Regular visits will include meeting with our local team, the students and campus administrators. After the visit, Rafael confers with our local team, taking action and providing guidance, as necessary.

The valuable time that Rafael spends on campus gives Steven and his team, students and clients the added services of an experienced dining service professional. You will remain in very good hands with a team that knows Southeast Missouri State University and what is important to you. A team that delivers on your expectations in short order versus a long learning curve.



## Management Support Services

### Additional Key Regional Management Team Members

Nadeem and Rafael are supported by two additional key staff positions on the Mid Central Regional management team: Lori Liming, Regional Marketing Manager and Chef Brian Mansfield. Both of these positions are keenly focused on ensuring healthy, dynamic and fun foodservice programs are consistently delivered in the Mid Central Region.

#### Lori Liming – Regional Marketing Director

Lori assists the local team with bringing innovation to their campus through new program implementations. In addition, Lori will help the campus with communicating the progress of the campus's initiatives through marketing and other key forms of communication, such as social media. Lori has nine years of higher education experience with Chartwells. She earned her MBA from Linderwood University. Lori has been involved in a number of roles in campus dining, including, retail, campus marketing and most recently as the regional marketing director. Lori has led the development of a multifaceted social media campaign which emphasized a culture of connectivity and engagement for dining services that expanded beyond the traditional dining hall. She communicates trends and market research with the field and is currently located in Chicago, Illinois.



#### Brian Mansfield – Regional Executive Chef

Brian is a three-time graduate of Johnson & Wales University with Degrees in Culinary Arts, Foodservice Management and Foodservice Education. A native of New Jersey, Brian learned the art of cooking from his mother. As a young boy, he spent countless hours in the kitchen watching, learning and helping to prepare meals for his family of six. While studying at J&W, Brian was introduced to Master Chef George Karousos of the world-class Sea Fare Inn in Portsmouth, Rhode Island. Under George's tutelage, Brian learned the art of fine dining, the importance of food history and the practicalities of business ownership. Brian rose to the level of Chef de Cuisine before his thirst for knowledge took him to The Capital Grille in Providence, Rhode Island. Brian held positions of increasing responsibility and in 2008 joined the Newport Restaurant Group as the corporate executive chef. In that role, Brian oversaw the professional development of all chefs and sous chefs at the company's culinary and hospitality operations. In 2013 Brian was promoted to Director of Purchasing and Culinary Administration. He spent time supporting the culinary teams and transform the Procurement programs for the 15 unit restaurant group. Brian joined Chartwells in 2014 and is a great addition to the Mid Central region.





## Local Team Members

As required in section 2.1, Steven Cooper is our full-time on-site resident district manager with full authority to work with the University in creating and maintaining a high quality service-oriented food program.

As required in section 2.2, Carlos F. De Jesus is our full-time on-site executive chef who is certified by the American Culinary Federation. Carlos developed a passion for creating gourmet dishes while working in several high profile five-star restaurants across the country. Carlos loves to be creative and challenge his culinary skills, looking for new ways to integrate fresh product, culinary tradition, and modern flair into his dishes. His creativity and expertise make him one of our greatest assets for Southeast Missouri State University.

As required in section 2.3, Shayna Arndt is our full-time on-site marketing manager. Shayna is in charge of top line sales initiatives, monotony breakers and events in resident dining, managing the Dine on Campus website, and all of the social media pages (including Facebook, Twitter, Instagram, YouTube, and Pinterest). Shayna's drive, creativity and connection with students ensure success of each campaign and special event. Shayna began with Chartwells as a marketing intern while completing a bachelors of science in marketing with an emphasis in advertising & promotion degree at Missouri State University in Springfield, Missouri.





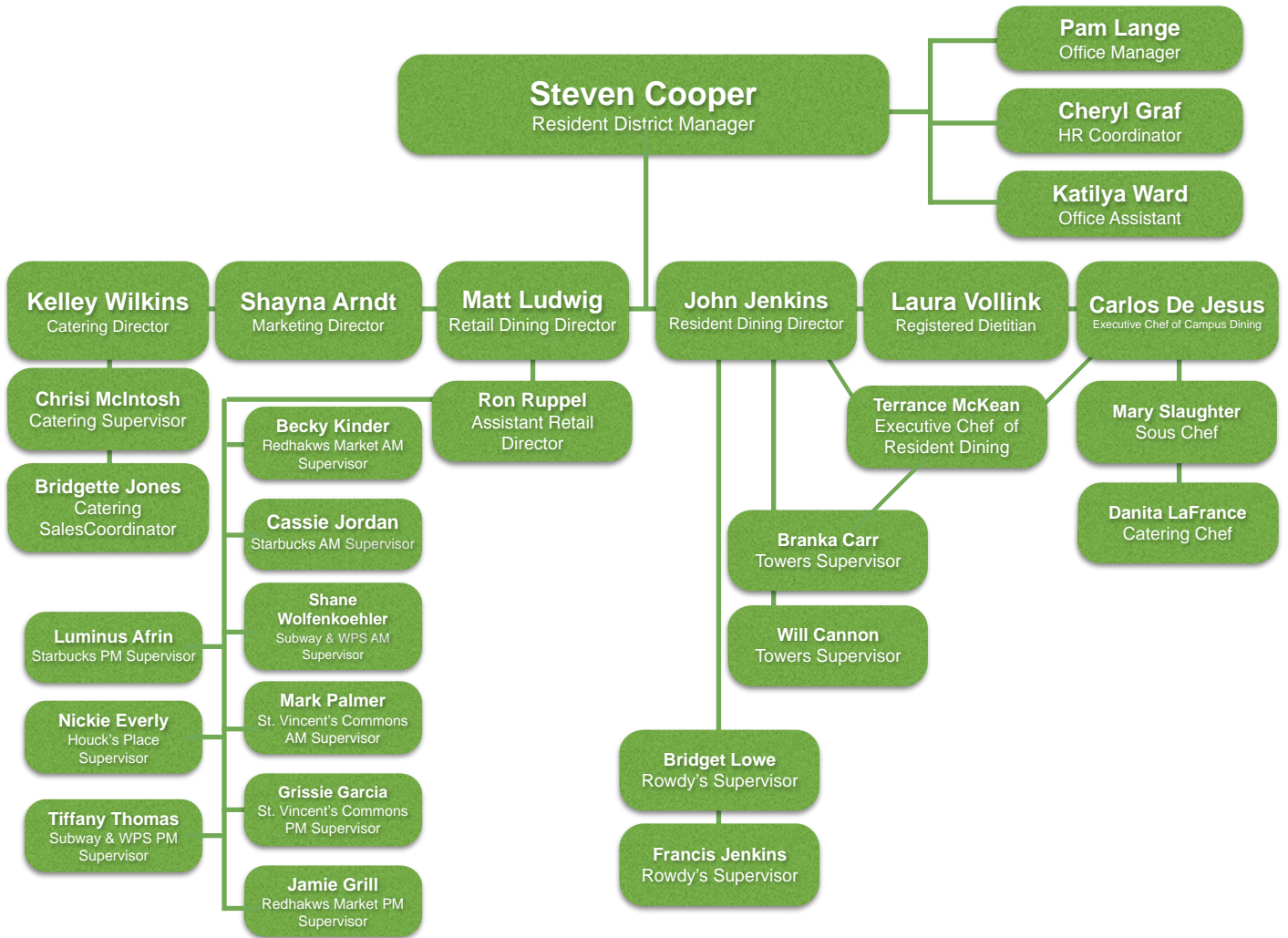
As required in section 2.4 Matt Ludwig is our full-time on-site director of retail dining. Matt's background, expertise and team spirit has positioned our retail operations to continuously excel. Matt oversees all operations in all retail locations and is revered as a strong leader among his team. Matt started as a student worker with Chartwells, completed a bachelor's degree in human resource management from Southeast Missouri State University, and quickly rose through the ranks to become Director of Retail Dining.

As required in section 2.5, John Jenkins is our full-time on-site director of resident dining. John has a true commitment to ensuring complete student satisfaction. With more than seventeen years of professional cooking and kitchen management experience, John operates Towers Café efficiently and effectively while adhering to company culinary standards and leading the team to provide high-quality food.

As required in section 2.6, Kelley Wilkins is our full-time on-site director of catering. Kelley's vision for creating a perfect event helps provide guests with an unforgettable dining experience. Flawless presentation, friendly customer service, and overall organization of events are key components to Kelley's success and guest satisfaction. With over 9 years of experience in catering, Kelley received her bachelors of science in food and nutrition from Southern Illinois University-Carbondale, then starting with Chartwells as a catering supervisor.

As required in section 2.7, Laura Vollink is our full-time registered dietitian. Laura is in charge of all nutritional programming on campus and strives to make health and wellness an integral part of daily foodservice operations. Using her nutrition expertise, Laura helps students with special dietary needs find options on campus and provides guidance to students through interactive Ask the RD booths, Balanced U initiatives, and through personal counseling. Laura started with Chartwells as a dietetic intern in 2010 and officially joined the team after graduating with a bachelors of science in nutrition from Southeast Missouri State University and passing her Registered Dietitian (RD) exam.





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# **R E S U M E O F**

## **STEVEN S. COOPER**

Tunnel Hill, Georgia



### **EXPERIENCE**

#### **Chartwells, Regional Office 4/13 – Present**

*Resident District Manager*

- Ensure regional goals and budgetary requirements are met by working directly with district managers and unit directors
- Research, report and correct any quality assurance issues regarding customer service and everyday operations
- Provide leadership and direct mentoring to four accounts:
  - ◊ Illinois College – \$2.2 million – residential and retail dining – 1,000 students on meal plans
  - ◊ Anderson University – \$4.1 million – residential and retail dining – 1,200 students on meal plans
  - ◊ Lamar University – \$7.2 million – residential and retail – serving more than 12,000 students
  - ◊ Oakland University – \$8 million – residential, catering, and retail – serving more than 20,000 students
- Seek out and source creative solutions to enhance the overall campus aesthetics to drive top-line revenue
- Provide leadership to a team of 29 salaried directors and managers located at accounts throughout the region. Work directly with on-campus teams to develop their imaging plan and budgets
- Oversee special projects to enhance operational challenges within individual campuses
- Manage support operations within accounts in the central region
- Support additional regional initiatives directed by the regional vice president
- Assist accounts in development and rollout of their four-tier catering guides and merchandising collateral

#### **ARAMARK/University Of Tennessee Chattanooga (UTC), Chattanooga, Tennessee**

**8/2009 – 10/2012**

*Operations Director, Dining Services*

- Maintained annual P&L budget of \$10.5 million with \$6.0 million in retail, \$3.0 million in residential and \$1.5 million in catering/concessions
- Implemented a new residential dining program from all retail with \$3.5 million in growth alone after new renovations to retail
- Led the transition team in the renovations of the new retail and residential dining – \$5 million
- Maintained all concession contracts with university and nonprofit organizations
- Planned, directed and controlled all foodservice operations in seven multi-unit locations
- Maintained all licenses for all restaurants: Chick-fil-A, Subway, Quiznos, Java City, Moe's and AFC
- Implemented a new Topio's (pizza concept)
- Implemented a new burger brand (Grill Works)
- Managed 10 department managers with 244 hourly employees
- Assisted managers with target areas and creating their individual Career Management Process (CMP)
- Created and directed managers in educational and safety meetings for all full-time and student staff
- Refreshed Subway image to brand standards
- Directed supervisors on how to train students to take leadership roles
- Worked with UTC satiability coordinator and clients

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Steven S. Cooper

## **ARAMARK/Georgia Southwestern State University, Americus, Georgia**

**11/2007 – 8/2009**

### *Director, Dining Services*

- Maintained annual P&L budget of \$1.7 million in three multi-unit locations
- Increased meal plans sold by 14 percent over prior year
- Increased meal memberships by 26 percent overall from prior year
- Exceeded overall annual budget through increased sales of 15 percent, labor savings of 27 percent
- Retooled retail with an increase of sales of 30 percent
- Developed a new catering guide, increased sales 10 percent
- Planned, directed and controlled all foodservice operations, which included off-site country club food and alcohol
- Met all operational and financial goals
- Implemented training, supervised and scheduled all staffing and maintained a balance in labor costs
- Completed quarterly client reports with details
- Implemented safety standards and guidelines
- Worked with and developed assistant foodservices director in order to maintain GSW and ARAMARK standards
- Implemented a new Java City coffee shop
- Managed three department managers
- Directed supervisors on how to train ARAMARK employees and students to take leadership roles
- Developed and created student menus based on cost effectiveness, students' tastes and overall presentation of menus
- Maintained all costs within the projected monthly budget
- Assisted managers with target areas and creating their individual Career Management Process (CMP)
- Created and directed managers in educational and safety meetings for all full-time and student staff
- Developed positions within the organization to further serve community

## **ARAMARK/Berry College, Rome, Georgia**

**6/2005 – 11/2007**

### *Director, Dining Services/Executive Chef*

- Maintained annual P&L budget of \$4.5 million in five multi-unit locations
- Assumed the role of director (Berry College) and worked with office manager to finalize weekly financials
- Oversaw all food/nutrition for day care and K-12 on Berry campus
- Implemented hot bowl and sushi concept
- Directed five department managers
- Trained new managers on ARAMARK employee and student scheduling using budgets, current sales trends and student availability as contributing factors
- Directed supervisors on how to train students to take leadership roles
- Developed and created student menus based on cost effectiveness, students' tastes and overall presentation of menus
- Assisted catering manager in developing a new catering guide and student catering guide
- Assisted managers with target areas and creating their individual Career Management Process (CMP)
- Created and directed managers in educational and safety meetings for all full-time and student staff



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Steven S. Cooper

## **ARAMARK/Abraham Baldwin Agricultural College (ABAC), Tifton, Georgia**

**8/2004 – 6/2005**

*Director, Dining Services*

- Maintained annual fee budget of \$1.1 million in two multi-unit locations
- Planned, directed and controlled all foodservice operations
- Met all operational and financial goals
- Created and maintained annual budgets
- Implemented training, supervised and scheduled all staffing and maintained a balance in labor costs
- Completed quarterly client reports with details
- Implemented safety standards and guidelines
- Worked with and developed assistant foodservices director in order to maintain ABAC and ARAMARK standards
- Exceeded overall annual budget through increased sales, labor savings

## **Morrison Management Specialists/Hamilton Medical Center, Dalton, Georgia**

**10/2002 – 5/2004**

*Assistant Director, Food and Nutrition/Executive Chef*

- Maintained annual fee budget of \$3.5 million in three multi-unit locations
- Managed and conducted training sessions for a staff of 55, including seven supervisors, clinical dietitians, diet aids and department secretary
- Planned, directed, organized and oversaw development of all dietary services, cafeteria, vending and relation restaurant, as well as hospital special events and off-premise events
- Approved purchases of food and nutrition department
- Maintained/balanced the \$3.2 million budget, creating savings of \$72,000 for 2004 fiscal budget and a break-even point in 2003

## **Burk – Daugherty, Inc. dba Antiques and Tea**

**4/2002 – 9/2002**

*General Manager/Executive Chef*

- Ordered food, wine and beverage products; maintained appropriate food costs
- Managed, hired, trained and scheduled staff of more than 35, maintained payroll and employee personnel records
- Analyzed daily/monthly cash flow reports, completed accounts payable reports
- Performed duties of the executive chef through menu planning and food costs, food presentation, staff training and equipment purchase

## **Gourmet Day Café, Dalton, Georgia**

**5/2001 – 2/2002**

- Assumed responsibility of a general manager maintaining daily and monthly sales records, monthly expenses, employee files, scheduling, payroll and safety measures
- Client meetings, planned menus, staffing, décor and design for on- and off-premises catered events
- As executive chef, analyzed food costs, created and planned all menus for the restaurant and catering events, ordered food, ensured kitchen equipment was maintained properly

## **Dalton Utilities, Dalton, Georgia**

**12/1993 – 5/2001**

*Senior System Analyst/Project Manager*

- Implemented four new financial packages using Oracle Systems running on an NT platform including purchase order, payroll, inventory, and Lotus Notes Meeting/Scheduling with integrated job costing functions for each system
- Supervised data entry functions and stayed within budget/time restraints to successfully complete all project implementation/training

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Steven S. Cooper

## *Network Administrator/Lotus Notes Administrator*

- Configured and setup NT server and workstations
- Performed extensive end user training to implement Lotus system after installing and debugging network problems
- Consistently brought projects in on time and under budget

## *Computer Operations/Programmer*

- Directed multimillion-dollar monthly mass production billing
- Batch fed all financial data into proper general ledger accounts

## *Billing Clerk*

- Completed daily billing functions of \$500,000/month on 12 cost centers for approximately 7,000 customers
- Reviewed historical data for accuracy and completeness, then made adjustments if needed
- Maintained zero error rates for all pre- and post-audit reports prior to billing
- Identified/isolated selected items for use in accounting procedure

## **EDUCATION**

### **The Art Institute of Atlanta**

**2000 - 2002**

Culinary Cuisine and Hospitality Management

### **Dalton State College**

**1999 - 2000**

Business Administration

### **Chattanooga State Technical College**

**1998 - 1999**

Business Administration

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## RESUME OF

### CARLOS F. DE JESUS

Saint Louis, Missouri



#### SUMMARY

Motivated self-starter with a passion for the foodservice/service industry. Affinity and drive to rise to the top – aspire to be a director of facilities/operations. Committed to clients' success.

#### EXPERIENCE

##### Compass Group/Chartwells, Cape Girardeau, Missouri

2014 – Present

*Executive Chef, Campus Dining*

- At Southeast Missouri State University, oversee all catering, food cost, menu planning/implementation, labor relations, staff scheduling, ordering, inventory, receiving, and employee/HR relations for a \$10 million operation consisting of six fully operational, multiservice facilities including branded concepts (Subway, Papa John's, Starbucks and Chick-fil-A)
- Manage more than 100 union and non-union employees

##### Sodexo, Greater Saint Louis, Missouri Area/Belleville, Illinois

2011 – 2014

Multiservice Account: Food and Housekeeping

*Executive Chef/Food Operations (Retail, Catering and Production)*

- At Saint Elizabeth Hospital, oversee food production, retail and catering for a 300-plus bed facility with a 30-bed behavioral health/rehab unit. \$1.5 million in yearly retail sales and an At Your Request menu with an average daily census of 130-150 patients.
- Rebuilding Catering/Physician Recruitment Dining
- Worked with outpatient nutrition counselor on Sodexo Mindful program and menu construction
- Food cost control/waste management/inventory control
- Worked/ordered with GFS, Coca Cola, Pepsi, Mid-west, Olde Tyme Produce, Brinks, Garda and minority vendors
- Directly manage over 50 to 60 employees
- Passed all state and regulatory inspections
- Double Gold on Joint Commission in 2013

##### Sodexo, Port Charlotte, Florida

2010 – 2011

*Executive Chef/Food Operations (Retail, Catering and Production)*

- At Fawcett Memorial Hospital, oversaw food production, retail and catering in the 240-bed facility, which served 500-plus employees daily, along with an EFY menu with an average daily census of 100 to 235 patients.
- NSF audit was gold at 100 percent (sanitation/third-party audit)
- Worked in financially driven HCA Hospital with No. 1 in our division in finances for 2010
- Food cost reduction/waste management/hourly productivity
- FMS subject matter expert
- Zero deficiencies in state audits
- Worked and ordered with Sysco, Coca Cola Fresh Point, and E-Sysco
- Successfully Launched Sodexo 2011 retail menu and FMS implementation
- Directly managed 34 union employees

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Carlos F. De Jesus

## **Sodexo, South Boston, Virginia**

**2009 – 2010**

Multiservice Account: Food and Housekeeping

*Chef Manager promoted to Executive Chef/Food Operations*

- At Halifax Regional Hospital, oversaw food production and catering departments for 192-bed facility, which served over 700 employees daily, along with running an AYR menu with an average daily census of 90 to 110 patients.
- NSF audit was gold at 100 percent
- Department managed budget of \$1.4 million in sales
- Worked and ordered with Sysco, Produce source, and market connection
- Familiar with SMG
- Upscale doctors lounge and catering
- FMS subject matter expert for the southwest region
- Skilled with AYR format, Gold check standards, and Better by design
- Worked with food drives, Stop Hunger Campaign
- Successfully launched Sodexo 2009 retail menu and FMS implementation
- Retained over 90 percent of the outsourced catering lost by previous owner of production
- Directly managed 10 employees and co-managed 24 other employees in department
- Familiar with multiservice accounts

## **Super Valu/Farm Fresh, Virginia Beach, Virginia**

**2007 – 2009**

*Corporate Executive Chef*

- Assured Farm Fresh customers received fresh high-quality and safe food at the lowest possible prices. Daily duties included cooking, prepping and developing new sales.
- Worked alongside a staff of five chefs supervising 20-plus deli workers. Specialized in special orders and customized meals.
- Worked and ordered with Sysco, Dominion Waterside
- Built customer database

## **Dulce Caribbean Coffee Roasters and Distributors, Virginia Beach, Virginia**

**2000 – 2007**

*GM/Operations Manager (Retail Store, Importing and exporting)*

## **Eddie Sals The Big Easy, Virginia Beach, Virginia**

**2005 – 2007**

*Executive Chef*

## **EDUCATION/TRAINING/TECHNICAL SKILLS**

- ServSafe® Food Manager Certified
- Certified Dietary Manager (In Progress)
- Sodexo Food Management System and Patient Subject Matter Expert
- Knowledge on At Your Request, Cook/Chill and Expressly for you Patient Dining
- Sodexo P.O.T.S. Chef (Test Kitchen and developing recipes for Sodexo Healthcare)
- Sodexo Frontline Leadership I and II complete
- Foodservice Management Certificate (ACF)



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Carlos F. De Jesus

- Culinary Sanitation and Safety Certificate (ACF)
- Culinary Nutrition Certificate (ACF)
- HACCP for Managers and Chefs Certificate (ACF)
- Experience with various Union settings. (SEIU, AFSCME, etc.)
- Knowledge on FMS, SMG, UFS, Micros, Halo, Smart Temps, Smart Safe, and Market Connection
- Opened and knowledgeable on Fresh Inspirations accounts and renovations
- Knowledge on Sodexo Cash Procedures, Sodexo Mindful, Minority Vendors and Patient Menus/Diets
- Ready for ACF CEC testing in 2014
- Familiar with MS-DOS, Microsoft Windows, Microsoft Word, Excel and Outlook
- Bilingual in Spanish

# CONFIDENTIAL

## R E S U M E O F

### SHAYNA ARNDT

Cape Girardeau, Missouri



### SUMMARY

A dynamic marketing leader, continually increasing top-line sales through proficiently implementing social media, print media, and direct sales of voluntary and mandatory meal plans. Creative in sales approach, such as employing a coffee club program, resulting in an additional \$2,000 in revenue. Innovative and experienced in creating complete marketing plans and presenting to clients as well as conveying dining program information to students and parents. Enjoy taking on new challenges facing college foodservice.

### EXPERIENCE

**Chartwells/Southeast Missouri State University, Cape Girardeau, Missouri**

**June 2013 – Present**

*Resume Position*

- Develop a marketing plan to create top-line sales, and provide day-to-day communication with the client. Includes maintaining a monthly newsletter, a monthly calendar, implementing digital support material, creating and executing print marketing material, and providing results through tracking information.
- Maintain communication with the client and campus community through social media outlets such as Dine On Campus, Facebook, Twitter, Instagram, and YouTube. As well as provide photos, memes, status updates, and information to feed into these sites.
- Create a monthly newsletter template for regional use at 73 Chartwells accounts.
- Maintain a monthly client newsletter print piece that ties together the marketing and operational experiences.
- Create and maintain content for our DineOnCampus.com website which includes, pictures, nutritional information for menus, newsletters, events, specials and media blasts.
- Produce communication pieces that enhance the meal plan and Dine On Campus website awareness campaigns.
- Create and implement healthy eating guides to assist students in making conscious decisions while dining in our locations.
- Create and implement a meal plan marketing campaign that resulted in a \$15,000 increase in voluntary meal plan sales.
- Develop and conduct a series of special events and monotony breakers featured for residential dining program.
- Develop and implement limited time offers in collaboration with the retail director, including a burger, bagel sandwich, and torta sandwich of the month, which resulted in an average 28 percent increase each month in retail cash sales for the campus.
- Provide marketing support for other schools within the district, including Illinois College, Missouri University of Science and Technology and John A. Logan Community College.
- Work with the resident dietitian to create a monthly nutrition newsletter that is distributed for regional use at 73 Chartwells accounts.
- District subject matter expert in the following areas: Facebook, YouFirst (Chartwells' customer service platform), MyMeals (meal plan platform), and Be-A-Star (Chartwells internal competition)
- Daily work with Chartwells brands such as Outtakes and Grill Nation, as well as national brands including Subway, Papa John's, Starbucks, Chick-fil-A, Red Mango, and Panda Express.

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Shayna Arndt

- Responsible for the meal plan booth during First Step orientation. This includes representing at the information to-go booth, fielding parent questions, upselling declining balance and creating marketing collateral material.
- Support our campus YouFirst initiative through collateral materials, training, and celebration events.
- Utilize the mycompass.com website for program information, promotional calendars and other company collateral.
- Collaborate with the campus dietitian to create Balanced U newsletter to send out to all regional units and campus clients.

## **Chartwells/Missouri State Dining Services, Springfield, Missouri**

**July 2011 – June 2013**

- Support a marketing plan in conjunction with the campus marketing director. Includes maintaining a monthly marketing calendar, implementing digital support material, creating and executing print marketing material, and providing tracking information.
- Maintain communication with the client through social media outlets such as Dine On Campus, Facebook, Twitter, Instagram, YouTube, and Flickr. As well as provide photos, memes, status updates, and information to feed into these sites.
- Maintain a monthly client newsletter print piece that ties together the marketing and operational experiences.
- Create and maintain content for our Dine On Campus website which includes, pictures, nutritional information for menus, newsletters, events, specials and media blasts.
- Produce communication pieces that enhance the meal plan and Dine On Campus Website awareness campaigns.
- Created and implemented a meal plan marketing mail campaign, which yielded an increase in sales of \$179,510.
- Created and implemented a meal plan marketing campaign incorporating a new voluntary meal plan option (BoomerMeals), which yielded a 38 percent increase in the number of meal plans sold year over year.
- Use Retail Optimization Training to grow top-line sales at retail units by 11.9 percent, which was reflected in a four-week Be-A-Star sales challenge.
- Develop and conduct a series of special events and monotony breakers featured in our residential dining program.
- Develop and implement limited time offers in collaboration with our retail team, such as Burger of Month at GrillNation.
- Provide marketing support for other schools within the district, including Allen Community College, Coffeyville Community College, Concordia College, Fort Hays State University, Northeast Community College, Simpson College, Washburn University and Wayne State College.
- District marketing champion on a sales Initiative team; providing sales proposals applicable to the entire district, designed to increase top line sales. These programs include cake pops, finals survival kits, and an upcoming summer sales initiative.
- Familiar with Chartwells' brands such as Outtakes and GrillNation, as well as national brands including Subway, Papa John's, Starbucks, Chick-fil-A, Red Mango, and Panda Express.
- Responsible for the meal plan booth during student orientation and registration sessions with parents. This includes representing at the booth, fielding parent questions, upselling declining balance and creating marketing collateral material.
- Support our campus YouFirst initiative through collateral materials, training, and celebration events.

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Shayna Arndt

- Utilize the mycompass website for program information, promotional calendars and other company collateral.
- Collaborate with student groups to create joint programming opportunities. Examples of this include RHA BBQ, X50 Organ Donation Campaign, and Relay for Life Party With a Purpose event.
- Planned and hosted a charity gala for the Children's Miracle Network, raising over \$6,000.

## **Subway, Springfield, Missouri**

**June 2004 – July 2011**

*Assistant Manager*

- Met and surpassed weekly sales and daily productivity goals.
- Utilized internal accounting measurements such as patron count, average check and product movements.
- Conducted daily accounting and auditing procedures.
- Maintained a weekly inventory and utilized an online purchasing system for food orders.
- Oversaw the unit's quality assurance procedures which led to 100 percent compliance with county health department
- Assisted manager in making schedules each week for all employees

## **SKILLS**

- Selling voluntary and mandatory meal plans
- Implement Retail Optimization Training to grow top-line sales
- Proficient in social networking/social network advertising for business purposes
- Use and implementation of Remote Desktop and Media Sign Pro for remote menu management
- Functional in both Mac and PC environments
- Use and implementation of Adobe Photoshop, InDesign and Illustrator programs
- Use and implementation of Keynote and Pages
- Use and implementation of Microsoft Office software

## **EDUCATION**

### **Missouri State University, Springfield, Missouri**

Bachelor of Science, Marketing: emphasis in advertising and promotions

May 2012

### **University of Missouri-Kansas City, Kansas City, Missouri**

International Business; Spanish

**August 2006 – May 2007**

## **SERVICE LEARNING**

### **Missouri State University Service Learning, Springfield, Missouri**

**August 2010 – May 2011**

- Developed, designed, and edited integrated marketing plans books
- Presented plans books to local nonprofits for implementation, including the Homeless Awareness Committee, ipourlife, and Council of Churches
- Designed and implemented events and programs for the x50 Organ Donation Project for Mid-American Transplant Services and St. John's of Lebanon Hospital.



# CONFIDENTIAL

# R E S U M E O F

## MATTHEW LUDWIG

Foodservice Management Professional  
Cape Girardeau, Missouri



### SUMMARY

Qualified foodservice professional with strong management, decision making, supervision and leadership skills. Proven ability to delegate, problem solve, prioritize projects, manage personnel and meet deadlines without compromising quality. Continually striving to learn new skills and look for new opportunities.

### EXPERIENCE

**Chartwells/Southeast Missouri State University, Cape Girardeau, Missouri**

**2006 – Present**

*Retail Director*

- Responsible for fifteen retail brands in five operations across four buildings on campus
- Operations include a mix of national brands (Starbucks, Subway, Chick-fil-A and Papa John's) and internal brands
- Daily management of approximately sixty full and part time staff, consisting of supervisors, food prep cooks, utility staff, cooks, cashiers, and international student workers
- Work with other departments to increase sales through promotions, cross-department sales initiatives, and voluntary meal plan sales through marketing.
- Recruit, train, counsel, schedule and perform employee evaluations
- Accountable for a labor, food cost and sales budget
- Perform menu planning, inventory control and purchasing using Compass Group programs including Webtrition, MyFinance and MyOrders
- Maintain a great relationship with the students and campus client

#### Performance Highlights

- Director of the Year Be-A-Star nomination
- Involved in the construction and remodel of a dining room and three retail facilities
- Successfully opened full Starbucks and Subway franchise locations on campus
- Created a retail catering program to provide delivery and setup of Starbucks pastries and coffee for breakfast, and Subway sandwiches for lunch.
- Increased commission sales by 30 percent year to year in the 2013-2014 school year
- Selected as a high potential candidate and enrolled in two-year development program through My Talent program

*Assistant Retail/Catering Director*

- Hands-on experience in all phases of retail and catering operations. Provided catering services for special events for up to 1,000 people.

*Supervisor*

- Oversaw ordering, inventorying, handling of cash deposits, and supervising employees.

*Hourly Associate*

- Dishwasher and cashier

# CONFIDENTIAL

Matthew Ludwig

## **Rhodes101 Convenience Store, Cape Girardeau, Missouri**

**2004 – 2006**

*Operations Manager*

- Duties included managing personnel, scheduling and customer service

## **EDUCATION**

### **Southeast Missouri State University, Cape Girardeau, Missouri**

Bachelor of Science in Business Administration

### **Murray State University, Murray, Kentucky**

Transferred

## **CONTINUING EDUCATION**

Love 'Em or Lose 'Em

Compass College I, II, and III

Recipes for Retention

Preventing Workplace Harassment e-Learning

Wage and Hour e-Learning

Human Resource Development Series Workshop

Completed two-week franchisee training at Subway world headquarters

Operator training at Chick-fil-A national headquarters

## **CERTIFICATIONS**

ServSafe® Certification

Foodservice Management Professional Certification

## **ACCOMPLISHMENTS AND AFFILIATIONS**

NCAA Division I Track and Field scholarship athlete

Lambda Chi Alpha fraternity

Murray State Student Government Association Senator at Large

# CONFIDENTIAL

# R E S U M E O F

## JOHN JENKINS

Cape Girardeau, Missouri



### SUMMARY

#### Director of Dining Services

- Specializing in residential dining
- Dynamic, results-oriented and team-spirited

#### Overview

- More than thirty years of professional cooking and kitchen management experience. Exemplify leadership qualities and professionalism, while maintaining established costs and quality standards to ensure superior service and maximize profits.

### EXPERIENCE

#### Chartwells/Southeast Missouri State University

*Production Manager/Director of Residential Dining*

2005 – Present

- Plan menu, ensure quality control, and minimize waste
- Conduct associate training
- Implement Chartwells' culinary standards
- Ensure food safety protocols followed

*Kitchen Manager*

1999 – 2005

- Supervised 28 cooks/chefs
- Managed back-of-house operations
- Performed inventory and purchasing

#### Sodexo/Southeast Missouri State University

1997 – 1999

*Sous Chef, Residential Dining*

### EDUCATION

#### Southeast Missouri State University

1976 – 1980

Physical Education

### CERTIFICATIONS

FMP Certified

ServSafe® Certified

**CONFIDENTIAL**

# **R E S U M E O F**

## **KELLEY WILKINS**

Jonesboro, Illinois



### **OBJECTIVE**

A management, which requires foodservice expertise, creativity and commitment to excellence.

### **SUMMARY**

- Innovative professional with 11 years of progressive management skills, in retail foodservice, restaurant and catering.
- Expertise in strategic planning, new business startup, market plan execution, capital asset oversight, cost containment, budgeting/finance, customer service, and staff training, supervision and mentoring
- Highly skilled in P&L management, pricing strategies, competitor and market analysis, staffing, purchasing and vendor relations, management reorganization, foodservice, new product roll out, and targeted marketing
  - ◇ Energetic and self-motivated team player/builder. At ease in high stress, fast-paced environments with emerging and multiple responsibilities
  - ◇ Excellent leadership, management, oral/written communication, interpersonal, intuitive, and analysis skills. Thrive in both independent and collaborative work environments
- Known for developing and executing innovative corporate policies and procedures. Proven track record of increasing revenues, streamlining workflow and creating a team environment to increase productivity

### **EXPERIENCE**

#### **Chartwells/Southeast Missouri State University, Cape Girardeau, Missouri**

**10/14 – Present**

##### *Catering Director*

- Coordinate and manage over 1,000 annual events for 10 to 1000 guests
- Maintain yearly budgets and complete monthly financial reports.
- Organize training of staff on superior customer service, service etiquette, alcohol service and event coordination.
- Create specialty catering menus.
- Key negotiator with all aspects of event planning, maintained positive relationships with on-campus and off-campus clients

#### **Chartwells/Southern Illinois University, Carbondale, Illinois**

##### *Director of Dining*

**1/11 – 8/13**

- Orchestrated management activities for all areas of foodservice inside the university student center, which includes retail, catering and concessions with annual revenue approaching \$3.6 million.
- Organized a well-trained staff of five managers and 85 full- and part-time employees.
- Reorganized management systems and business operations resulting in lowering food cost annually by 3.2 percent, lowering labor cost annually by 3.8 percent. Reduction of unit cost resulted in a 33 percent increase to the units PBO.
- Directed all financial, budgeting, operating, compliance, purchasing, human resource, public relations, and administrative functions. Ensured timely execution of financial reporting, operating forecasts, new project evaluation, advertising, cost/pricing and related activities



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Kelley Wilkins

## *Catering Director*

6/08 – 1/11

- Coordinated and managed over 1,000 events ranging from 10 to 1000 people annually, directed a catering and restaurant staff of 25 employees.
- Organized the addition of 10 suites and two clubs in the university's newly renovated football stadium and basketball arena.
- Maintained yearly budgets and completed monthly financial reports.
- Organized training of staff on superior customer service, service etiquette, alcohol service, and event coordination.
- Created specialty menus for use in catering, compiled two new catering guides, and was active in creating new concepts throughout the organization.
- Key negotiator with all aspects of event planning, maintained positive relationships with on-campus and off-campus clients

## *Catering Manager*

6/05 – 6/08

- Managed over 1,000 catering event ranging from 10 to 1,000 guests.
- Trained catering staff in efficient procedures for all aspects of the catering department.
- Responsible for all staffing schedules, changes to catering contracts, set up and breakdown of all events.
- Created a positive working relationships with all clients
- Key coordinator for prepared catering contracts, prepared billing, and collections of funds, inventory control.

## *Catering Supervisor*

11/04 – 6/05

- Responsible for specific catering events, setup, service and breakdown
- Supervised catering staff and reinforced proper company procedures
- Arranged menus for catering events
- Prepared weekly inventory

## **EDUCATION**

### **Southern Illinois University, Carbondale, Illinois**

Bachelor of Science in Food and Nutrition, Specialization Hotel, Restaurant and Travel

### **Shawnee Community College, Ullin, Illinois**

Associate of Arts Degree

# CONFIDENTIAL

## RESUME OF

**LAURA M. VOLLINK**

Cape Girardeau, Missouri



CONTRACTOR'S MANAGEMENT AND PERSONNEL

### SUMMARY

A registered and state-licensed dietitian who uses knowledge of nutritional standards to create and maintain programs that help students make educated food choices. Ensure that Chartwells' nutritional standards are being met within foodservice operations, successfully implement the Balanced U program and work toward increasing student satisfaction through continually introducing new nutrition programming to campuses.

### EXPERIENCE

**Chartwells/Southeast Missouri State University, Cape Girardeau, Missouri**

**June 2011 – Present**

*Resident Dietitian*

- Responsible for all nutrition programs campuswide including providing nutrition information, education and training support to the dining services unit, guests and clients
  - ◇ Assist Director of Dining Services with management of day-to-day operation
  - ◇ Plan meals for residential dining facility and complete computerized nutritional analysis of all menus
  - ◇ Offer nutrition counseling to on-campus students and faculty/staff
  - ◇ Provide training for associates on how to safely handle customers with food allergies
  - ◇ Preceptor for dietetic internship program at Southeast Missouri State University
  - ◇ Provide assistance to departments on campus through wellness presentations, Cooking 101 classes, and nutritional counseling
  - ◇ Develop and implement nutritional educational programs as well as Chartwells' corporate programs throughout the Mid Central and East Central regions
  - ◇ Create and distribute monthly nutritional newsletter to the Mid Central and East Central regions
  - ◇ Provide as-needed support on sales bids for Mid Central and East Central regions

### EDUCATION

**Southeast Missouri State University, Cape Girardeau, Missouri**

Master of Arts, Major – Human Environmental Studies

Expected completion May 2015

Bachelors of Science, Major – Dietetics, Minor – Exercise Science

May 2010

### CERTIFICATIONS

CDR-Certified Registered Dietitian (1041160)

ServSafe® Certification, National Restaurant Association (9692576)

### MEMBERSHIPS AND AFFILIATIONS

Academy of Nutrition and Dietetics

2008 – Present

Missouri Academy of Nutrition and Dietetics

2008 – Present

Southeast Missouri Academy of Nutrition and Dietetics

2008 – Present

# CONFIDENTIAL

Laura M. Vollink

Secretary	2012 – Present
SEMO Student Dietetic Association	2007 – 2010
Secretary	2009 – 2010

## **VOLUNTEER EXPERIENCE**

Food Coordinator, Help Portrait Cape Girardeau	2011 – 2014
Food Chair, American Cancer Society, A Cure for Cape Annual Gala	2013 – 2014

# CONFIDENTIAL

# RESUME OF

## TERRANCE McKEAN

Executive Chef  
Jackson, Missouri



### SUMMARY

Highly motivated chef skilled in planning and directing food preparation in a professional kitchen and serving foods of the highest quality. Proficient in supervising other kitchen staff and seizing control of mismanaged situations. Adept in menu planning, managing inventory and supplies, and ensuring the kitchen and staff adheres to safety standards. Excellent communicator with quick thinking and smart decision-making skills.

### Key Strengths

- Food Prep
- Food Safety
- Catering
- Building Relationships
- Following Direction
- Scheduling
- Team Management & Mentoring
- Solving Problems
- Inventory Management
- Knife Skills
- Customer Service

### EXPERIENCE

#### Chartwells Higher Education, Cape Girardeau, Missouri

4/2014 – Present

*Executive Chef, Resident Dining*

- Responsible for supervising a staff of 50, quickly and authoritatively delegating job tasks, disciplining underperforming staff members and providing incentives for staff members to go above and beyond role expectations.
- Maintain high levels of food quality and appearance.
- Take direction from resident dining director. Keep stations clean, prepare foods properly, and cooperate with others.
- Ensure staff adheres to all safety standards and remains mindful of food costs standards, and resolve personnel conflicts.

#### Morrison Healthcare, Maryland Heights, Missouri

9/2012 – 4/2014

*Traveling System Sous Chef*

- Key achievements:
  - ◇ Implemented a multifaceted system for tracking inventory and replenishing stock when needed for both small and large accounts.
  - ◇ Executed high-level catering events for parties of all sizes.
  - ◇ Known for offering creative ideas that greatly improved the kitchen's performance.

#### Embassy Suites, Saint Charles, Missouri

5/2012 – 9/2012

*Chef de partie*

- Prepared a variety of proteins, vegetables and other foods in all types of kitchen equipment. Consistently complied with standard portion sizes, cooking methods, quality standards, and kitchen rules, policies and procedures. Stocked and maintained sufficient levels of food products at line station to ensure a smooth service period.



# CONFIDENTIAL

Terrance McKean

- Portioned food prior to cooking and maintained a clean and sanitary workstation area. Executed proper plate presentation and garnish for all dishes. Tracked and reported any food waste and assisted in food preparation assignments during the off-peak period as needed. Opened and closed the kitchen properly and followed the closing checklist for kitchen stations.

## **Buffalo Wild Wings, Cape Girardeau and Kirkwood, Missouri**

**7/2008 – 5/2012**

*Service Manager and Kitchen Manager*

- Managed day-to-day operations of kitchen and service areas. Created the scheduling for 30-plus employees. Trained staff and provided discipline when needed. Maintained all inventory from ordering the product to managing the invoices. Ensured proper and responsible alcohol service to guests and maintained complete employee files.
- Key Achievements:
  - ◇ Implemented a two-step interview process to maintain proper staffing levels.
  - ◇ Integrated food costs awareness into employee training.

## **Bob Evans, Cape Girardeau, Missouri**

**9/2006 – 7/2008**

*Kitchen Manager and Assistant Manager*

- Implemented all objectives of the general manager by motivating staff and management team.
- Ensured impeccable guest service by providing hot food in a timely manner.
- Worked with all levels of employees in both a supervisory and support role.

## **Cozmo's Coffee and Cream, Cape Girardeau, Missouri**

**2/2006 – 9/2006**

*General Manager*

- Assisted in the opening of a new bakery café from layout to completion.
- Helped create pricing structure and menu layout and interviewed each prospective employee.
- Implemented training program and oversaw all aspects of training.
- Wrote employee handbook outlining company's expectations and was directly involved in all aspects of the bakery's marketing.

## **Panera Bread Co., Cape Girardeau, Missouri**

**1997 – 2006**

*Assistant General Manager, Assistant Manager, Shift Leader and Prep Cook*

- Supervised the hiring and training of new staff and ensured a high level of customer service and food preparation. Maintained proper restaurant operations and efficiently ran shifts while monitoring labor and sales trends. Managed payroll, scheduling, inventory and food costs.
- Key Achievements:
  - ◇ Spearheaded the opening of a brand-new test market café.
  - ◇ Trained all new production associates for the café.

## **EDUCATION AND CERTIFICATIONS**

### **Le Cordon Bleu College of Culinary Arts**

Associate of Applied Science, Culinary Operations

December 2013

Certificate of Culinary Arts

2012

ServSafe® Certified

# CONFIDENTIAL

## R E S U M E O F

### RONALD E. RUPPEL II



CONTRACTOR'S MANAGEMENT AND PERSONNEL

## EXPERIENCE

### **Chartwells Dining Services, Cape Girardeau, Missouri**

Immediate supervisor – Matt Ludwig, Director of Retail Dining

*Assistant Retail Dining Director*

*August 2013 – Present*

- Responsible for multiple locations within the University Center and satellite locations across campus. Coordinate work schedules to ensure proper staffing of locations, train new employees, enter payroll, order and track inventory, establish and maintain working relationships with staff, student workers and the general public.

*Retail Supervisor*

*August 2011 – August 2013*

- Responsible for general management and staffing of a restaurant. Coordinated multiple work schedules, handled monies, ordered and tracked inventory, trained new employees, entered payroll, established working relationships with staff, student workers and the general public.

### **Cottonwood Residential Treatment Center, Cape Girardeau, Missouri**

Immediate supervisor – Robert Huffman, C.P.C.S.

*Psychiatric Aide II*

*May 2009 – August 2011*

- Responsible for management of the ward, assisted and instructed personnel in care of clients, created work assignments, supervised, reviewed and evaluated work performed by staff, prepared records and reports, assisted in the instruction and participated in the continued training and practical instruction of staff and personnel, established working relationships with clients, staff and the general public.

*Psychiatric Aide I*

*February 2007 – May 2009*

- Supervised clients living in a residential facility, reported and recorded observable changes in client behavioral and physical condition, facilitated group activities and specialized activities to suit clients' needs, assisted and ensured client safety, and recognized and met the emotional needs of clients.

### **Burrito-ville Restaurant, Cape Girardeau, Missouri**

**November 2006 – February 2007**

Immediate supervisor – Kris Baranovic, General Manager

*Assistant Manager*

- Responsible for personnel in a restaurant setting, assisted and instructed personnel in customer relations, handling of monies, made deliveries, food preparation, established and maintained working relationships with employees and the general public.

## EDUCATION

**Southeast Missouri State University, Cape Girardeau, Missouri**

**December 2009**

Bachelor of Science

# CONFIDENTIAL

Ronald E. Ruppel II

## REFERENCES

Eric Redinger  
Assistant Director of Recreation Services  
Southeast Missouri State University  
One University Plaza  
Cape Girardeau, MO  
573-651-2471

Patrick Koetting  
Service Master  
623 South Silver Springs Road  
Cape Girardeau, MO  
573-270-4220

# CONFIDENTIAL

# RESUME OF

## MARY SLAUGHTER

Cape Girardeau, Missouri

### OBJECTIVE

Executive sous chef in the UC kitchen leading a team of union associates to produce all food for the Redhawks Market and various locations on campus, while also playing a pivotal role in the catering process.



CONTRACTOR'S MANAGEMENT AND PERSONNEL

### SUMMARY

- More than 35 years in culinary expertise in campus, hotel and restaurant environments
- Thirty-three years of management experience
- Union experience
- Vast catering knowledge
- Knowledge of purchasing, inventory and receiving

### EXPERIENCE

#### **Chartwells/Southeast Missouri State University, Cape Girardeau, Missouri**

**8/2004 – Present**

*Executive Sous Chef III*

- Assist in supervising up to 20 employees on the everyday food production and preparation for the Redhawks market and other locations on campus
- Scheduling and payroll experience
- Purchasing and inventory control
- Catering for up to 1,200

#### **Holiday Inn/Mid American Hotel Corporation, Cape Girardeau, Missouri**

**2/1989 – 4/2003**

*Kitchen Manager*

- Hired, trained and directed kitchen staff
- Managed back of house operations
- Responsible for menu structuring
- Assisted management with purchasing, inventory control and food cost, and maintained quality control. Also in charge of back of house supply ordering and chemicals

#### **Sikeston Inn, Sikeston, Missouri**

**1986 – 1989**

*Kitchen Manager*

#### **Ramada Inn, Sikeston, Missouri**

**1985 – 1986**

*Assistant Kitchen Manager*

#### **Holiday Inn, Sikeston, Missouri**

**1979 – 1985**

*Steak and Line Cook*



# CONFIDENTIAL

Mary Slaughter

## EDUCATION

**Ceta School of Trade, Sikeston, Missouri**

Graduated Food Program

## REFERENCES

Sue Hill, Owner and Manager of Saffron Bistro

Saffron Bistro

573-335-3232

Dan Drury, Owner/CEO of Mid-America Hotel Corporation

Drury Hotels

573-334-4491

Ethel McClellon, Cook

Chartwells

573-803-2060

### **Steve Sweeney, President and CEO, Chartwells**

The Chartwells team is dedicated to providing your school with the best dining services program possible. It is our No. 1 focus. We take pride in our reputation as a foodservice company and our management team reflects that culinary focus. Our president and CEO, Steve Sweeney, leads the higher-education team.

Steve is responsible for the operation of 270 college and university accounts throughout the United States. The division comprises six operating regions, each managed by a regional vice president. Total sales volume exceeds \$1.2 billion. The Chartwells marketing function also reports directly to Steve.



### **Darryl Lomax, CFO, Chartwells**

Darryl joined Chartwells in July 2014. He spent the previous seven years as the finance director in the foodservice contract management industry in the United Kingdom. His responsibilities included providing strategic financial analysis and planning in the business and industry, sports and leisure, and government services markets.

Darryl has a broad range of business experience, having worked in the publishing, supply chain management, and wine and spirits industries. He has undertaken leadership roles in operations, information technology and business improvement, as well as finance. Darryl is a member of the Charter Institute of Management Accountants. He is a graduate of Nottingham Trent University. Darryl resides in Connecticut with his wife and two daughters.



### **Lisa McEuen, Executive Vice President, Chartwells West Division**

Lisa McEuen joined the Chartwells team in March and oversees the Central, South Central and West regions. Previously, Lisa was the senior vice president of business excellence for Compass Group North America since 2007. She was responsible for identifying and implementing operational best practices across all Compass Group sectors; focusing on food-cost efficiency; and leading a cross-sector team of best-practice experts.

Lisa has 25 years of foodservice management experience. Prior to joining Bon Appétit Management Company, she held a number of senior operational and marketing roles with Epoch Foodservice and Vending, Gardner Merchant, and Aramark. She joined Bon Appétit in 1996 as district manager for Cisco Systems and then became regional vice president of operations.

Lisa holds a bachelor's degree in business administration from San Diego State University and is also a graduate of the Program for Leadership Development at the Harvard School of Business.



***Section 3 - A member of the management staff (manager or assistant manager) shall be present during all hours of operation in the University Center, Towers Café, St. Vincent's Commons, Subway, Starbucks, Houck's Place and Rowdy's. Each dining location must include a display with names, titles, and photographs of management staff. The display must also include a customer service phone number and indicate which manager is "on-duty" at the present time.***

Chartwells will continue to comply with this requirement. Our managers are responsible for the day-to-day management of foodservices and are given the authority to conduct an efficient, well-run operation. Our managers are attuned to Southeast Missouri State University students' needs are easily accessible during all hours of operation.

***Section 4 - All of the contractor's management staff shall have University approval prior to selection. This may require the interviewing of proposed staff by the University. The contractor shall provide sufficient information about its nominees to permit the University to make an informed decision about the qualifications and capabilities of such persons.***

Chartwells will continue to work with the University to our on-site leadership team meets your needs. During our 17-year partnership we have strived to ensure our on-site leadership culturally matches Southeast Missouri State University in every way, to best serve our guests.

***Section 5 - The contractor shall not employ individuals in full-time management positions with the intent of transferring the employee after a training period of less than one year to another college/university. The contractor shall not initiate the transfer of dining services management staff without thirty (30) days advance notice to the University.***

Please note statement provided in Legal Exceptions, item 5 located in the Introduction, Background Information and General Overview section.



*Section 6 - The contractor shall make every effort to fill vacant management positions in the shortest possible time and in no event longer than forty-five (45) days. The contractor shall consult with the University regarding all transfers of management staff prior to announcing the transfer to the selected individuals. The dining services management staff assigned to the University shall not be changed more than once a year, unless mutually agreed upon by the contractor and the University.*

## Where Does Chartwells Find Its Associates?

The Chartwells team at Southeast Missouri State University is staffed by a diverse group of student associates, existing campus employees, and recruited managers and specialists. To find new members to join our diverse teams, we actively participate in career days at colleges and universities throughout the United States. Attracting motivated, well-rounded associates is essential to our success and continued growth. We are proud to say that one in every 10 managers began their career as a Chartwells student associate.

## Our Commitment to Diversity in Hiring and Advancement Opportunities

Chartwells enjoys strong recruiting success which places emphasis on intra-organization growth, development, training, recognition and promotion of our great people that supports diversity and inclusion throughout our organization. We are committed to diversity and inclusion in our hiring practices and partner with the Chartwells Diversity and Inclusion Action Counsel as well as the Women's Leadership Network.

## Markets Served

We serve and partner with the following nationally recognized academic institutions as well as with commercial restaurant and hotel market segments within the hospitality industry. Some of our affiliations include the Culinary Institute of America, American Culinary Federation, Johnson & Wales University, Michigan State, Virginia Tech, Texas Tech, Cal Poly Pomona, Purdue, North Carolina State, Cornell, James Madison, George Washington University, Morgan State, University of Delaware, Washington State and Le Cordon Bleu.

## Resource Network

To ensure our clients have the strongest possible management team, Compass Group has invested in a dedicated recruitment division known as "Resource Network." Resource Network consists of professional recruiters strategically located across the U.S. who provide a number of recruiting services. The Resource Network support team provides networking opportunities, professional screening of potential candidates, reference checks, facilitates assessment testing and posts career seeker advertisements. Resource Network seeks recent graduates and experienced culinary alumni interested in continuing their career within the foodservice industry with an internationally recognized foodservice provider. Resource Network has access to numerous resources to find talent, which includes diversity websites, job boards, social media, the military and a robust Employee Referral Program. Resource Network oversees database management and also has a state-of-the-art applicant tracking system to attract qualified candidates.





## Johnson & Wales Covenant

Hiring the best-qualified candidates in the marketplace is essential to providing you, our clients, with the highest level of professional service. Our agreement with Johnson & Wales helps us meet this objective. In 2003, Compass Group and Johnson & Wales signed a covenant designed to provide Johnson & Wales culinary and hospitality students with career opportunities at Compass Group. As one of America's leading culinary and hospitality schools, Johnson & Wales promotes a strong experiential learning component as part of its curriculum. To help these future chefs and managers gain skills and career direction, Compass Group provides structured internships at select campus dining operations across North America. In turn, this mutually beneficial program rewards Compass Group with a constant infusion of talent in front- and back-of-the-house capacities. The spirit of this agreement also ensures that Compass Group can continue to depend on a qualified and well-trained network of management and culinary talent.

## Keeping Great People Happy

Once we hire and train associates, it is critical that we give them the resources and benefits they need to remain engaged and effective members of the Chartwells family. Chartwells Higher Education Dining Services accomplishes this through its award winning YouFirst guest service program. YouFirst was awarded a coveted Goldies Award from the Culinary Institute of America and *FoodService Director* magazine in 2012, which validated the spirit of our service culture and mission. YouFirst was created to inspire each associate to rise above any challenge to focus on the guest to help achieve career growth and personal success. Through proper support and training, each associate has the opportunity to learn, persevere and be recognized for their achievements. Our associates are considered our most valuable assets and we take their needs and well-being seriously. Chartwells believes that satisfied associates lead to satisfied guests. We give our associates the training and skills they need to perform their jobs safely, efficiently and effectively. We reward their efforts with a generous package of compensation, benefits, perks, wellness initiatives and recognition. We also provide associates with an unlimited opportunity to develop their careers at Compass Group, the world's largest foodservice company. Additionally, please note statement provided in Legal Exceptions, item 5 located in the Introduction, Background Information and General Overview section.





***Section 7 - Prior to offering full-time employment, the contractor shall perform a criminal background check for the applicant. In the event the background check indicates a prior felony conviction or conviction for a crime of moral turpitude and the contractor wishes to offer full-time employment, the University shall have an opportunity to review the applicant and make the final employment decision.***

Chartwells is committed to establishing and maintaining a work environment that promotes safety, good health and efficient work behaviors.

This commitment includes taking reasonable steps to ensure that Associates, clients, customers and the general public are safe by performing criminal history record checks in accordance with federal, state and local requirements, client mandate and best practices. All Chartwells associates are required to pass a five-panel drug test, county background check, inclusive of social security, courts – county criminal. In addition any Chartwells associate that is required to drive a motor vehicle for work is given and required to pass the Department of Transportation Motor Vehicle check.

Chartwells verifies claims of past employment and education history of all associates. Schools and/or colleges are contacted to verify attendance and degree claims. Past associates are contacted to verify employment history and job position descriptions.



*Section 8 - All dining services employees shall be employees of the contractor. The contractor shall agree and understand that a practice is currently in place whereby University students provide student labor in the foodservice facilities. Therefore, the University strongly encourages the contractor to maintain this practice, and utilize student labor where practical.*

## Student Associates

Chartwells wants and needs student associates. We seek to maximize student employment opportunities at all levels of our dining services programs which include front of the house, back of the house, catering and administrative. Our goal is to develop student leaders into effective representatives of Chartwells. We provide our student associates with an opportunity to build their leadership skills. By offering a convenient work location, flexible working hours and a fun team environment, we are proud to support these hard-working men and women during their college years.

In hiring students, we look for a can-do attitude and an appetite for success. Student associates are an excellent source of feedback and evaluation of our dining service programs. We also value students for the high energy levels and productivity they bring to the Chartwells team, and we provide them with many of the same training resources that full-time staff receive.

Currently, Chartwells has 50 student associates working with us at Southeast Missouri State University. They bring many valuable skills to our team. Some of the talents and benefits of providing jobs to our student are:

- Already on campus, no travel
- High energy level
- They are our customers so know our customers
- Become ambassadors to the rest of the student population
- Potential source of future full time associates



## Student Managers

Chartwells actively recruits student associates who show a strong interest in becoming managers. We encourage our most dedicated student managers to consider joining Chartwells after they graduate. We recognize that bright, motivated, well-trained managers are essential to our continued growth. While we make every effort to promote student managers into management positions, we also understand that not every student will want to remain in the contract dining service or hospitality industry. We are proud that the skills and techniques our student managers learn at Chartwells give them an advantage in a wide variety of careers.

Below are some of the responsibilities that we entrust to student managers:

- Recruitment, interviewing and selection
- Inventory control
- Record keeping
- Supervision
- Catering
- Fundamental culinary skills
- Payroll/personnel administration
- Quality assurance
- Sanitation and safety in the workplace
- Customer service
- Associate training
- Marketing





## Student Internships

As a global foodservice leader, Compass Group offers a variety of internships. From culinary to marketing to management, our internship program gives students an opportunity to be evaluated on how well they embody the values and vision of Compass Group.

We hire many of our interns after graduation, and they pursue a career as a member of the Compass Group family. The College Relations & Recruitment Department at Compass Group establishes and oversees all student internship programs.

## College Recruitment

Compass Group recruits at the top culinary and hospitality schools around the country. Bright, motivated, well-trained associates are essential to our continued growth. Campus recruitment efforts hire 400-plus graduates and place them in training programs and entry-level roles. Programs available for new graduates are: Chartwells Manager in Training, Morrison Manager in Training, Crothall EVS/PT Training, Canteen Customer Service MIT, Foodbuy MBA Leadership Rotation, and The Hourly Apprenticeship Program. Each training program is customized to the sector and its specific training needs. These are top-level programs in which graduates go through three phases of intense training that prepares them for their career with Compass Group.

***Section 9 - The contractor shall prepare and process the payroll for and shall pay its employees directly. In addition, the contractor shall represent and warrant that it shall withhold and/or pay, as appropriate, all applicable federal and state employment taxes and payroll insurance with respect to its employees. The contractor shall indemnify and hold the University harmless against any liability and expense or other taxes, costs, penalties, or interest associated with the employment of the contractor's employees. The Contractor shall provide the system, including the hardware and supplies needed, to track employee scheduling. This includes time clocks, time clock ribbons, time cards, etc.***

Our award-winning employee master data solution, My CPM is used to manage employee information across all of our locations. With MyCPM, our managers quickly and easily process new hire, separation, and related transactions for salaried and hourly associates, with immediate confirmation and real-time updates to our SAP HR/Payroll system. This systems ensures employee payroll data accuracy and easily manages employee data and status information. Please note statement provided in Legal Exceptions, item 6 located in the Introduction, Background Information and General Overview section.



**Section 10 - The contractor shall provide satisfactory training and development programs for the contractor's employees. Regularly scheduled training meetings shall be conducted by and at the expense of the contractor. Examples of such areas of training include, but are not limited to:**

**10.1 Preparation methods and training**

**10.2 Sanitation standards**

**10.3 Dress (uniform) and identification**

**10.4 Personal habits and hygiene**

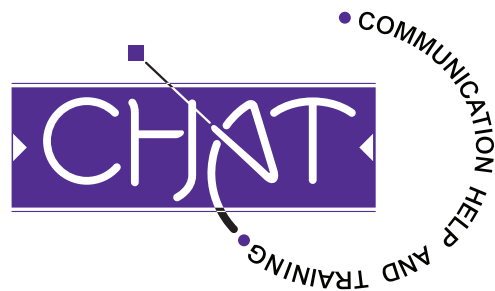
**10.5 Cleaning procedures**

**10.6 Customer service**

**10.7 Health Department codes**

**10.8 Safe food handling**

Steven and the on-site management utilize Chartwells monthly communication and training resource program called CHAT; Communication, Help and Training. This program is designed to help our managers effectively communicate important information to our associates. Elements of Communication, help and training -are vital to our success. By communicating, we know what is expected of us and why certain actions are important. This makes our Southeast Missouri State University associates active participants in creating a safe and exciting place to work. Each CHAT meeting is 30 minutes long and focuses on topics including one of the following areas: safety, food preparation and health department guidelines, sanitation and cleaning procedures and standards, guest and customer service, dress codes and personal hygiene and company communications. CHAT supports our Preferred Employer practices and offers an ongoing training process that is structured and consistent. CHAT also provides a hotline for associate communication and increased associate satisfaction. Our managers hold one CHAT session every month for all hourly associates.



## Be-A-Star

Be-A-Star is Compass Group's premier business excellence recognition program. The mission of Be-A-Star is to provide a consistent platform for each of our business sectors to communicate their key business initiatives and to recognize associates and teams that deliver great results while accomplishing these objectives. Each business unit and department within Compass Group operates according to our Management and Performance (MAP) Framework. It provides a road map for continued growth and opportunity for our organization.



The program is divided into three "Star" periods, aligned with the end of each of the first three quarters of the accounting calendar. During the Be-A-Star program year, unit managers are encouraged to recognize their teams of associates for going above and beyond. Recognition should be instant, tangible and permanent, and it is most valued when provided in front of peers. The Be-A-Star program realizes that participating associates value different forms of recognition and caters to this need. The program not only incorporates a variety of ways for managers to recognize their teams, but it also provides ways for associates to recognize each other.

With each star achievement comes more opportunities for recognition while promoting teamwork and camaraderie among associates. Operations compete to meet or exceed all the program requirements for recognition as top performers.

The most notable recognition is attendance at the annual awards banquet, officially known as the Compass Night of Stars Recognition Celebration. This spectacular event has been held in destinations such as Las Vegas, Chicago, and Orlando. The celebration offers fun and excitement, beginning with a welcome reception. The banquet night celebration provides hours of energetic entertainment along with a spectacular five-course meal and award presentations.

All levels of the organization, from officers to hourly associates, attend the celebration. Management and associates alike consider this event the pinnacle of the Be-A-Star program. All invited attendees represent the best of the best from the Be-A-Star program. Throughout the evening, several levels of awards are presented to individuals and teams. All Compass Night of Stars Recognition Celebration attendees leave the event with memorabilia commemorating the magnificent gala. However, the banquet is also about providing the winners with a message that they are challenged to share with their teams and other individuals – the message of the importance of "Recognizing Business Excellence" within Compass Group.

The Be-A-Star Program has been in existence since 1997. Each year, the program theme changes to spark excitement and enthusiasm. The theme of the 2015 Be-A-Star Program is Spotlight on Us. Every goal, no matter how big or small, is achieved one step at a time. If you know what success looks like, you can map the path to get there. Achieving our business goals, like the ones outlined in this year's Be-A-Star program, ensures a successful outcome for our team, our business, and the company. Achieving our business goals calls for us to stay focused and that's why we're calling this year's Be-A-Star program Spotlight on Us.

## HERO

At Chartwells, our vision of great people, great service and great results places our people first. Research shows that associates respond most positively to personal recognition and feel that it is the most important factor in job satisfaction. As a preferred employer, we want to have a loyal and engaged workforce: great people who want to stay with us, who will recommend us as a great place to work, and who go above and beyond to give great service to you, our customer.



HERO, which stands for Helping Everyone Recognize Others, was introduced in 2006 so managers could economically and efficiently recognize their associates' daily contributions to the company.

Each printed HERO Recognition Kit contains a manual and CD. The quick-reference manual is a guide for managers to low-cost, high-impact recognition, providing tips, inspiration and resources. The CD is available in English or Spanish. Presenting instant, tangible recognition, in front of peers, is an exceptional way to say "thank you" for going above and beyond.

Recognizing associates every day at every level of the organization is the key to great people and real opportunities. Recognition isn't about how much is spent; it's about sincere appreciation for a job well done. HERO provides the opportunity to recognize stellar associates.

### Passport

All new Chartwells Southeast Missouri State University employees participate in Passport Orientation. This training program provides our associates with the tools and information necessary to begin their professional journey with Chartwells. Passport Orientation provides a framework for associates to have a great start to their careers. Passport helps our hourly associates succeed in their jobs and lives by helping them understand and live our vision of great people, great service, great results. To allow associates to track their individual progress, each associate receives a "Passport" that follows their progress through the program. Once they complete all sections, known as Ports of Call, they receive a certificate of completion.

These Ports of Call are web-based and manager directed. The associate is expected to complete all ten Ports of Call sections in about a year. Ports of Call 1, 2 and 3 are to be completed on the employee's first day with Chartwells. Ports of Call 7 and 9 should be completed within the first week of hire. The remaining Ports of Call can be spread throughout the year to allow the associates time to put into practice what they have learned.

- Port of Call 1: Your Great Start
- Port of Call 2: Local Orientation
- Port of Call 3: Learning Your Job
- Port of Call 4: The Compass Way
- Port of Call 5: Embracing Diversity
- Port of Call 6: Harassment and Workplace Rules
- Port of Call 7: Food Safety and Sanitation
- Port of Call 8: Living Well
- Port of Call 9: Workplace Safety
- Port of Call 10: Cross Training/Gaining Additional Skills

In addition to Passport orientation, all Chartwells Southeast Missouri State University employees attend a full day of training prior to the start of each semester. This training includes topics such as safe food handling and prevention of cross contamination, sanitation standards, customer service and hazardous communication and chemical safety. Additionally the training includes a review of the Chartwells Associate Handbook covering personal hygiene and uniform requirements.



We provide development opportunities for all associates, managers and supervisors. Through these powerful programs, managers and supervisors discover the secrets to dynamic leadership. These courses are ongoing and are delivered throughout the year by our field-based trainers. Our Southeast Missouri State University management team will continue to utilize the training programs listed below.

### Harvard ManageMentor

The Harvard ManageMentor Program is an online, self-directed program provided in partnership with Harvard Business School Publishing. It provides associates with leadership skills to help them to become successful leaders and managers. Harvard ManageMentor is customized for Chartwells and is divided into three paths that reflect the development needs of our associates:

- Key hourly associates are those associates you feel are almost ready to take on leadership responsibilities. This path supplies them with the necessary skills to help them be successful once they enter their new positions. The required and elective topics chosen will set them up for success.
- Frontline supervisors and managers are those associates who have just taken on leadership responsibilities for the first time. Basic leadership is covered, but more advanced classes are also offered to further develop their skills.
- Established managers have experience leading others. This is a self-directed online training course focusing on professional and personal leadership development skills. Associates have three months to complete the nine required and 13 elective topics, which include: Thinking Strategically, Measuring Business Performance, Implementing Innovation and Developing Employees. Regardless of experience, everyone can benefit from development opportunities.

Each path consists of required and elective topics, which allow associates to tailor the class to their needs. These topics are completed at the associate's own pace within a three-month window. Upon program completion, associates will be awarded a certificate from Harvard Business School Publishing.



## Labor Productivity

This program is an online, self-paced course that demonstrates the importance of managing labor dollars and provides the tools to help unit-level managers measure and control their labor dollars without sacrificing quality. By measuring sales per labor dollar, customers per labor dollar and sales per labor hour, managers can gain critical insight into productivity and discover opportunities for increased efficiencies.

## Love 'em or Lose 'em

Our managers know that engaged employees make their jobs easier and are essential to an organization's long-term success. Winning loyalty and commitment to a talented employee is a critical managerial responsibility. This workshop is about becoming a talent-focused manager and uses self-assessment tools, activities and in-class exercises to deliver key strategies for keeping and engaging talent in any economic climate. When participants complete Love 'em or Lose 'em, they will be able to:

- Identify retention and engagement challenges within their department or organization
- Identify star performers who may be at risk
- Determine the cost of losing talent
- Develop skills and behaviors needed to retain employees
- Hold powerful engagement conversations with employees
- Implement specific retention strategies for individual employees





## Management in Training (MIT)

Primarily for entry-level candidates and recent college graduates, the intent of this program is to ensure a working knowledge and understanding of the three major lines of business and market segments in higher education foodservice operations. This 18-month program takes a manager through three practical learning modules. At the completion of each module, the management candidate is required to complete and pass an exam. Certain modules, particularly those concerning the administration of cost control, marketing and promotions, and financial reporting, require an interview with the general manager and/or district manager. Managing Inclusion™

This program reflects our guiding principle of developing our people and valuing diversity, and it builds upon lessons from past training. Through a combination of convenient online coursework and engaging classroom training, managers take their understanding of diversity to the next level. Managing Inclusion™ provides tools to bring inclusion to life in the workplace, helping managers become more effective leaders and team members.

The program is recommended for all management-level associates at Chartwells. Participants do not need to have associates reporting to them to benefit from this program. All management-level associates with a capacity for influence should participate. Managing Inclusion™ combines the convenience of online pre-work with powerful classroom training. Participants first complete a web-based self-assessment and online coursework to prepare for the classroom. The in-class session completes the program and empowers associates to work toward a more inclusive workplace.

## Mixing Four Generations in the Workplace

In today's business environment, with a vast range of ages and backgrounds at play, it is important to find a common ground. An important starting point is to gain an understanding of generational dynamics in the workplace. Today's workforce comprises four distinct generations, each with its own history, common biases and core beliefs. Learning what makes each generation tick, and taking the time to consider the communication approach that will advance relationships and help develop leadership skills is key. This course gives participants generational insight. Throughout this course, participants learn the common drivers of each generation – what they are looking for, how to interact with them, how they make decisions and what is most important to them.





### **Online Sexual and Workplace Harassment Program**

Sexual and workplace harassment is a serious issue for all organizations and associates, including Chartwells. The goal of this program is to make recognizing and preventing harassment easier for Chartwells supervisors and managers. In partnership with Lerner Inc., we provide the Online Sexual and Workplace Harassment Program. This course is available 24/7 so managers and supervisors can complete it when it is most convenient for them.

### **Profit Improvement Method**

The Profit Improvement Method course is an interactive program that focuses on improving profitability in a unit or account. Through online classroom sessions, an e-learning module and an action-planning process, it helps managers and chefs identify ways to control costs and/or increase revenues. The program requires a serious commitment and direct involvement from all levels of management.

### **Respect in the Workplace: Diversity and Inclusion**

In today's world, we are competing with other businesses to retain our great people. Good communication that fosters a morale-enhancing atmosphere is more important than ever to be a successful manager. This two-hour session helps managers learn and practice respectful communication techniques and nonverbal behaviors. Participants will learn about the advantages of establishing a respectful, positive workplace and healthy ways of interacting and relating with co-workers at all levels of the organization.

### **ServSafe™ Alcohol Training**

ServSafe Alcohol is practical and responsible alcohol service training. The ServSafe Alcohol program was developed with input from experts in the restaurant, legal, regulatory, academic, insurance, medical and law enforcement fields. Together, they determined the tasks that the front-of-the-house needs to know. Lessons cover essential information, including understanding alcohol laws and responsibilities, evaluating intoxication levels, dealing with difficult situations and checking identification. The program offers practical knowledge and best-in-class resources that help to prepare and protect our associates and clients.





## ServSafe™ Food Handlers Program

In partnership with the Educational Foundation of the National Restaurant Association, we offer ServSafe, a serving safe food program. This internationally acclaimed process, dealing with serving food safely, consists of online coursework, classroom lectures, associate study guides, videos, group discussions, case studies, and other teaching aides for foodservice leaders. The course curriculum covers an introduction to sanitation, food storage, preparation, serving, HACCP, facility cleaning, personal hygiene, pest control, accident prevention and crisis management. ServSafe is a certification course and is accepted in most jurisdictions that require training for food safety. This course is available as an instructor-led course and online.

The ServSafe exam validates what's learned in the Serving Safe Food course and is required in most jurisdictions. Chartwells requires managers and key personnel to recertify every three years to stay current with the most recent food-safety guidelines. Upon passing the exam, managers receive a certificate to post in their facilities.

## Time Management – The Business of Planning

This Discovery International licensed program helps associates recognize their planning strengths and learn how to use them more effectively to plan and manage daily tasks, meetings, ideas and projects. The skills and techniques learned in this class focus on high-payoff activities and how to apply them to daily life.

## Writing Advantage

In today's business world sharp, convincing writing is critical for success. Expressing ideas succinctly without leaving anything to interpretation is a skill - one easily learned with "Writing Advantage," a Franklin Covey licensed program. Success as a writer depends on inspiring others to read what's been written. That's no small challenge in an information-flow work environment. With "Writing Advantage," participants learn about good-quality writing standards and how to apply a straightforward writing process to plan, design, draft, review and revise documents.

## Zodiak

In this strategic financial management program, managers learn what it takes to keep a business in business. They see how their decisions affect the balance sheet, the income statement and shareholders. During a simulation board game, managers make important decisions about cash flow, technology investments, customer complaints, debt, supplier/vendor problems and more. They know how to read these reports - and understand not just the numbers, but also the story behind the numbers. Managers apply what they learn to their jobs. They examine Chartwells' financial picture, their strategic opportunities and their role in the company's success.

## Compass Group Culinary Development Training DVD Kit

The new, state-of-the-art Compass Group Culinary Development Training DVD Kit provides all of our associates with access to culinary training resources through a user-friendly DVD platform at their convenience.

Underscoring our organizational commitment as a true culinary organization, this kit offers all of our associates the opportunity to advance their culinary skills and their careers with Compass Group.

A DVD set consisting of 20 hours of culinary video training demonstrates the majority of cooking techniques and station concepts, catering innovations, and merchandising tactics and illustrates delivery of a great customer experience. A suggested curriculum timeline, regional culinary resources, and a Spanish-language version are also included.

Great food is the backbone of our company, and as the greatest foodservice company in the world, this is the next step in ensuring that all of our associates receive the training they need when they need it, to truly own their stations, and to deliver a great customer experience.

## Retail Optimization Training

This 2½-day workshop teaches strategies and tactics to grow and manage Chartwells' retail business. Trainees gain insight into the strategies that drive Chartwells' retail vision, including our emphasis on people management, outstanding service, pricing and retail leadership practices. They are also taught how to adapt basic retail concepts and methods in order to drive profitability through hands-on activities and traditional classroom learning. Specifically, retail operators learn how to:

- Apply key retail metrics and benchmarks unique to retail dining on college campuses
- Analyze menu mix and product contribution
- Work with plan-o-grams
- Use promotions properly
- Achieve labor optimization
- Conduct a market basket survey
- Apply the concepts of CPI, price elasticity, and sales cannibalization when adjusting prices
- Apply principles of Chartwells' YouFirst strategy to offer outstanding service for every guest

Trainees are also introduced to Chartwells' proprietary Menu Doctor program to help analyze retail menus and develop action plans for improving profitability.

## RETAIL

### Optimization Training

*A training program for retail managers*



## Marketing Boot Camp

Marketing Boot Camp is a self-paced e-learning course available to all managers and supervisors within Chartwells Higher Education. The course is designed to develop or upgrade managers' marketing knowledge and competencies and is available in two parts. Part I focuses on pure marketing and Part II features applied marketing specific to the higher education foodservice industry.

Part I covers topics such as:

- Segmenting markets
- Situation analysis and market research
- The four P's of marketing
- Technology
- Branding
- Public relations
- Legal and ethical implications for marketing



Part II covers topics such as:

- Meal plan marketing
- Catering and retail marketing
- Chartwells' CHaRT process
- Resident dining
- Developing a Chartwells marketing plan

The full course includes 20 individual lessons offered through the Compass online learning portal. Trainees must complete the course within three months and receive a 75 percent or better on each of two final exams in order to receive a certificate of completion.

## Balanced U Training

Led by Chartwells' director of nutrition, Balanced U training is an in-depth live webinar session for Chartwells Higher Education's Balanced U program health and wellness program. Trainees review individual program components (including the icon system and labeling, monthly subjects, stealth health and Dine on Campus), operational requirements and implementation.



## Chartwells Campus Pricing Initiative "2CPI"

Price increases are important to protect income, client subsidies and margin, in response to rises in inflation. This two-day class is available to foodservice directors and above as a training for operational management to learn about managing prices.

## Bready Program Training

This webinar-based course offered in partnership with Bready® provides a review of Celiac Disease and how to serve products made without gluten in our dining operations. The training's primary focus on the Bready Gluten-Free Mix and Baking System with detailed product handling guidelines and procedures reviewed.



## Carbon FOODPrint™ Training

A thorough review and analysis via webinar of how operations can apply Compass Group's Carbon FOODPrint tool in Higher Education environments.

## Webtrition® Training 1

This two-day classroom session covers an introduction to Webtrition, Chartwells' proprietary menu management, production, and nutrition analysis system. Guidelines and protocols for using the system will be discussed. The training also reviews how to best use Webtrition to achieve maximum financial and operational results including how to search for items, recipes, nutritional values and target cost.

## Webtrition® Training 2

This more in-depth class focuses on how to use Webtrition to set up cycle menus that are specific to each Chartwells operation. Topics covered include how to copy menu cycles, forecasting production, batch forecasting and adjusting portion size.

## Webtrition® Training 3

A monthly refresher webinar for accounts already using Webtrition but who simply want to participate in a Q&A session.

**carbon foodprint™**  
*Taking Action for a Healthy Planet*

**webtrition®**  
menu management & nutrition made easy





***Section 11 - The contractor shall not furnish free or discounted meals, snacks, or beverages to its employees as a direct operational expense. All meals for employees of the contractor shall be recorded and accounted for on a cost of food basis, as mutually agreed upon by the contractor and the University.***

Chartwells will continue to comply with this requirement. Our associates are accountable for all meals and are verified by the on-site manager. Our computerized systems report all required information, including meals, sales and expenses. All meals will continue to be accounted for on a cost of food basis.

***Section 12 - The contractor shall cooperate with University personnel to control undesirable, disruptive, or criminal behavior in dining halls and report such to the appropriate University personnel (e.g. Dean of Students, Director of Residence Life, Residence Hall Directors, Department of Public Safety, and Contract Administrator).***

Chartwells understands and will comply with this requirement.

***Section 13 - Federal law and University policy require compliance with the Drug-Free Workplace Act of 1988, the Drug-Free Schools and Communities Act of 1989 as amended, and the recently adopted smoking legislation adopted by the State of Missouri. University policy further prohibits the possession, distribution, or use of any prohibited substance on University property. The contractor agrees to distribute materials pursuant to this policy as required by the University to the contractor's employees at its own expense and further agrees that the University may require the removal from campus of any employee who in the sole judgment of the University violates University drug and alcohol abuse policies.***

Chartwells will continue to comply with this requirement.

### **Chartwells Drug and Alcohol Policy at Southeast Missouri State University**

All associates at Chartwells Dining Services at Southeast Missouri State University are covered by this policy and are subject to Reasonable Suspicion drug and/or alcohol testing. Reasonable Suspicion testing is conducted when based on observation it appears that the associate's appearance and/or actions indicate the probable misuse of alcohol or controlled substances. When an associate is selected for testing based on reasonable suspicion, he or she will be immediately removed from performing work for the company and taken to a testing facility.

An associate shall also be subject to a drug and alcohol testing if the associate has an on-the-job injury or accident which requires medical attention. It is Company policy that all on-the-job injuries or accidents must be reported immediately to Management even if the associate does not think medical attention is required. Failure to do so will result in discipline up to and including termination.

All test results will remain confidential. A negative test result indicates that the drug/alcohol test did not identify prohibited levels of controlled substances/alcohol in the associate's system. A positive test result indicates that the drug/alcohol test identified prohibited levels of controlled substances/alcohol in the associate's system. An associate receiving a positive drug or alcohol test result or found to be in violation of any disqualifying offenses (listed below) may not begin work nor return to work for the company unless it is determined that medical reasons had caused a positive test result.

#### **Disqualifying Offenses**

Use of any drug (including over-the-counter medication and prescriptions) which might effect the associate's ability to safely operate Company vehicles or perform the essential functions of his or her job.

Use or possession of controlled substances or controlled substance paraphernalia.

Testing positive for controlled substances (marijuana, cocaine, opiates, PCP, amphetamines).

Use of alcohol prior to or during work.

Reporting for work or remaining at work with an alcohol concentration of 0.04 or greater. Note: An associate found to have an alcohol concentration of 0.02 through 0.039 shall be immediately released from work for at least 24 hours following the first offense. Upon second offense, the associate's employment may be terminated.

Possession of alcohol while working (unless it is being transported as cargo).

Alcohol use following an accident prior to the administration of a Post-Accident alcohol test; if no test is administered, alcohol use within 8 hours following an accident is prohibited.

Refusing to take a required test or sign the Chain of Custody Form, or engaging in any conduct that obstructs the testing process.

Note: A citation for driving while impaired or refusal to take a required drug or alcohol test immediately disqualifies the associate from operating Company vehicles. If the citation leads to a conviction, the associate's authority to operate Company vehicles will be revoked for a minimum of 3 years.

If you currently have an issue with alcohol or illegal substance abuse please contact our employee assistance program at 1-888-628-4824. Compass Group USA, Inc will assist you in getting the support you need.

### ***13.1 The Contractor shall enforce the University's smoking policy for all employees.***

Chartwells will continue to comply with this requirement and comply with Southeast Missouri State University's policies concerning conduct, health, safety, smoking, sanitation, and security.



**Section 14 - The contractor shall provide employee uniforms and nametags which are mutually agreed upon by the University and the contractor to be best suited for the job function intended. Uniforms shall be kept clean and neat at all times.**

## Uniforms

When students, faculty, staff and guests enter one of Southeast Missouri State University's dining environments, the food, the lighting and the décor have all been carefully orchestrated. Because we focus closely on every aspect of our guests' experience, we have designed the uniforms worn by our chefs, servers and cashiers to enhance the visual dining experience. Our uniforms are both functional and stylish. The cut and construction take into account body types, range of motion and comfort levels. Chartwells' regional and campus executive chef including Chef Carlos attire includes a presentation coat designed specifically for our key culinarians. In addition to the presentation coat, Chef Carlos wears black chef pants, a white bistro apron, traditional chef toque and gold neckerchief slide with the Chartwells logo for all formal events.

Our everyday chef collection for servers in the front and production staff in the heart of the house includes a black chef coat, black chef pants, bib apron and black beret hat to present a clean line and professional image. Cashiers wear white or button shirt, black chef pants, and a black beret hat. Formal catering wear includes a long-sleeved white or black tuxedo shirt, black vest, and tuxedo apron. For everyday catering, servers wear a white shirt with black trim and black chef pants.

Finally, for student workers our uniform includes a choice of colorful polo shirt in both male and feminine fits. All of our uniforms are carefully selected after extensive testing and feedback by a panel of associates, chefs and managers. Style, comfort and the ability to offer a professional image that fits with the Southeast Missouri State University campus is the cornerstone of our uniform approach.



**Everyday chef uniform**



**Female everyday chef coat**



**Baggy chef pant (unisex)**

**Server/food production uniform**



**Server/food production coat**



**Baggy chef pant (unisex)**



**Basic black apron**



### Cashier uniform



Short-sleeved male cashier shirt



Cashier pant

### Catering uniform



Everyday catering banded shirt (unisex)



Female formal catering shirt



Male formal catering shirt



Catering pant – female



Catering pant – male



Catering bow tie



Catering vest

***Section 15 - The contractor shall require all of its employees to undergo health examinations before being hired, and periodically thereafter, as may be required by law.***

Chartwells understands and will comply with this requirement.

***Section 16 - The contractor shall bear any loss to the University resulting from acts of dishonesty, negligence, maliciousness, or vandalism of any of the contractor's employees.***

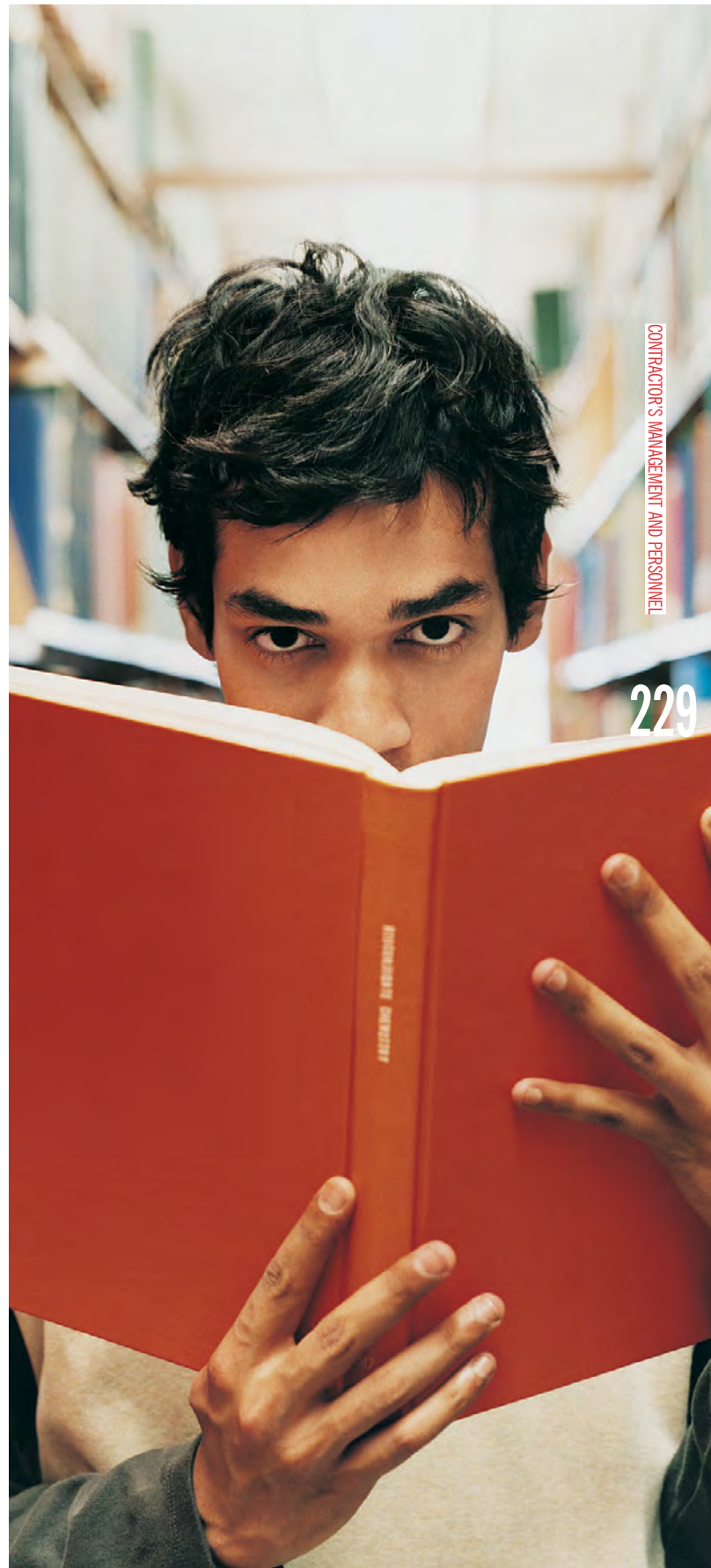
Chartwells understands and will comply with this requirement.

***Section 17 - The contractor's employees shall maintain a friendly, cooperative, respectful customer service orientation at all times. The University reserves the right to have any employee of the contractor removed from the dining locations permanently or temporarily for any reasonable cause.***

Chartwells understands and will comply with this requirement.

***Section 18 - The contractor shall staff with adequate personnel (acceptable to the University) to handle all customer traffic patterns.***

Chartwells will continue to comply with this requirement. A complete staffing chart is provided in Section 7.1.



***Section 19- In the event any Labor Union contract affects the contractor's employees, negotiations of such contract will be negotiated by the contractor without implicating the University in any manner.***

Chartwells will continue to comply with this requirement. Our key focus is to recruit and maintain a team of associates who are dedicated to providing excellent customer service at Southeast Missouri State University. Many of the Chartwells staff at Southeast Missouri State University are members of the Teamsters Local 600 Union. Over the past 17 years we have developed a very strong working relationship with the Teamsters Local 600 union.

***Section 20 - The contractor shall maintain job descriptions explicitly stating job responsibilities and customer service requirements of the position.***

Chartwells understands and will continue to comply with the requirement. Chartwells has on file a complete job description for each hourly and management position at Southeast Missouri State University. We are happy to provide of copy of the job descriptions upon request.





# Equipment, Utilities, and Space Usage





**Section 1 - The University initially shall provide the contractor with expendable equipment (glassware, trays, silverware, dishes, etc.). In addition, the University shall provide the contractor with fixed, capital equipment (ovens, dishwashers, ice machines, etc.). The inventory of capital equipment will be distributed at the pre-proposal conference. After contract award, the inventory of both expendable equipment and capital equipment will be verified by a joint inspection between the contractor and the University.**

Chartwells understands and will comply with this requirement.

**Section 2 - The contractor shall maintain the initial inventory of expendable equipment at its expense. The contractor must open each semester with a minimum of the initial inventory, and maintain the level of the initial inventory throughout the semester. Depletions shall be replaced by the contractor at least annually and also upon contract expiration or termination, to the University's satisfaction, at least thirty (30) days prior to the effective date of contract expiration or termination. The University prefers that the contractor furnish new equipment. Equipment purchases must be approved by the University.**

Chartwells understands and will comply with this requirement.

**Section 3 - Every piece of equipment purchased during the term of the contract shall become the property of the University unless negotiated otherwise, in writing, at the time of purchase of the piece of equipment.**

Chartwells understands and will comply with this requirement.

**Section 4 - The University shall maintain an up-to-date physical inventory record of capital equipment during the life of the contract. The University shall be responsible for expenses incurred to replace, repair, install, or add capital equipment. The University shall consult with the contractor prior to purchasing new capital equipment.**

Chartwells understands and will comply with this requirement.





***Section 5 - The contractor shall be responsible for advising the University of required additional capital equipment, and required repairs to or replacement of existing capital equipment. If such repairs or replacement have been caused by the contractor, the contractor shall be responsible for all costs associated with the repairs or replacement. The University shall make or authorize repairs to capital equipment unless such has been caused by the negligence of the contractor, in which case the contractor shall be responsible.***

We understand the importance of perfect harmony between our staff and facilities and your maintenance specialists. To provide your employees the world class dining services they deserve, we rely on dependable, working equipment. We will continue to work with the University to further refine responsibilities for each piece of equipment. We firmly believe preventive maintenance must be an integral component of how we do business and must be part of the daily work habit of all our employees. Preventative Maintenance logs are maintained at each account and reviewed as part of our corporate safety audit process.

## Preventive Maintenance Program

Chartwells' Preventive Maintenance (PM) Program is designed to monitor and maintain all equipment and ensure that the equipment is working at all times. Our program substantially reduces the possibility of costly repairs and subsequent down time, and forestalls the purchase of major pieces of equipment. Of equal importance, our PM Program ensures each piece of equipment keeps hot foods hot and cold foods cold. We've provided sample schedules and will submit a copy of the full Preventative Maintenance Guide including checklist upon request.



***Section 6 - The contractor must obtain prior approval from the Contract Administrator for all repairs and purchases, except as mutually agreed upon. The contractor agrees and understands that all repairs and purchases must be made in accordance with State of Missouri and University purchasing policies, and that bids must be obtained when appropriate. Original invoices must be presented to the University for any repairs or purchases.***

Chartwells understands and will comply with this requirement.

***Section 7 - The contractor shall not rearrange any dining location without the prior written consent of the University.***

Chartwells understands and will comply with this requirement.

***Section 8 - The University shall provide office space and limited office furniture and equipment to the contractor. The University shall provide office space and limited office furniture and equipment to the contractor. The contractor shall be responsible for providing any other desired office furniture. The contractor shall take reasonable and proper care of the office space and furniture and equipment and shall return same to the University in good condition, ordinary wear and tear excepted.***

Chartwells understands and will comply with this requirement.

***Section 9 - The contractor, in consultation with the University, shall provide a foodservice access system which is compatible with the University administrative and housing software. The foodservice access system must be able to accommodate both the regular Board Plans as well as the declining balance program (Red Bucks) available to students, faculty, and staff. The contractor shall supply all cash registers required for the dining services operation. The contractor shall be responsible for maintenance and repair of these items.***

We will continue to utilize CBORD access system. We've tailored the system to meet the needs of Southeast Missouri State University as this system is compatible with Southeast Missouri State University's administrative and housing software and is currently configured to accommodate RedBucks. Additionally please note the statement provided in Legal Exceptions, item 3 located in the Introduction, Background Information and General Overview section.

***9.1 The University shall provide all students, faculty, and staff with ID cards. The contractor's food access system must be compatible with the University ID cards, which currently use magnetic stripes, but may be upgraded in the future to "smart cards" or a combination of "smart card" and magnetic stripe. In the event a patron loses an ID card, the contractor shall provide a temporary meal pass to the patron until a new University ID card is obtained. The contractor must encourage the contract patron to obtain a new University ID card. Patrons may not be denied access to their meal plan over weekends, evenings, or other periods where the University's ID Services Office is not open.***

Chartwells has worked with University and CBORD to develop customer friendly systems that allows the students at Southeast Missouri State University to use one card to access all university foodservice locations. We will continue to allow customers to dine with us in the event that the customer has lost or misplaced their ID card.



**9.2 The University' administrative system is Ellucian and housing management software is RMS. CBORD is the foodservice accesses system currently in use. The contractor owns all hardware, including cash registers and computers used in the operation of CBORD.**

Chartwells currently owns all of the CBORD system on campus including registers and the computer to execute the foodservice operation at Southeast Missouri State University.

**Section 10 - The contractor must provide and maintain sufficient motor vehicle(s) suitable for transporting food and beverage items as required under the contract. The contractor must also provide qualified staff to operate the vehicles and shall be liable for damages or injuries caused by operation of said vehicles by employees or agents of the contractor.**

Chartwells understands and will comply with this requirement. Please note statement provided in Legal Exceptions, item 8 located in the Introduction, Background Information and General Overview section.

**10.1 All employees of the contractor shall adhere to parking and vehicle regulations of the University. The costs of parking permits for non-student dining services employees will be the responsibility of the contractor at rates set annually by the University.**

Chartwells understands and will comply with this requirement.

**Section 11 - The University shall be responsible for the cost and maintenance of HVAC and utilities (heat, gas, electricity, air conditioning, hot and cold water, steam, and sewer) consumed in the operation of the foodservice areas. The University cannot guarantee that utilities will be uninterrupted, but it shall be diligent in restoring service following an interruption. The University shall not be liable for any loss which may result from the interruption in utility services, including those required for University maintenance. The contractor must comply with any applicable energy conservation practices.**

Chartwells understands and will comply with this requirement.

**Section 12 - The University reserves the right to use dining areas for non-dining activities, provided such use does not interfere with normal foodservice operations. The contractor shall not schedule or grant permission for non-dining events in dining areas after serving hours. The University shall be responsible for scheduled event set-up and clean-up.**

Chartwells understands and will comply with this requirement.





***Section 13 - The contractor shall not use the University's facilities, capital equipment, supplies or expendable equipment for non-contractual purposes. Capital equipment shall not be loaned or moved from University premises without the University's prior written approval.***

Chartwells understands and will comply with this requirement.

***Section 14 - The contractor shall be responsible for all laundry and uniform expenses, or rental costs of such items.***

Chartwells understands and will comply with this requirement.

***Section 15 - The University will be responsible for set-up and teardown of University facilities for catered events. The contractor will be responsible for removing table settings and clearing all used dishes. All items used for service, and any trash generated, must be removed by the contractor from the site of the event and properly disposed of immediately after, but not more than two hours following the conclusion of the event. The University will be responsible for the set-up of tables for beverages or snack services.***

Chartwells understands and will comply with this requirement.

***Section 16 - The contractor shall be responsible for supplying and maintaining first aid equipment and supplies in all foodservice areas.***

Chartwells understands and will comply with this requirement.

***Section 17 -The contractor shall be responsible for long distance telephone service. The contractor shall be responsible for local charges, installation and/or line relocation and all monthly charges associated with these services.***

Chartwells understands and will comply with this requirement.

***Section 18 - If deemed appropriate by the University at contract award, the University shall be responsible for the costs of re-keying and replacing lock cylinders. Subsequently, the contractor shall be responsible for such costs. The contractor shall be responsible for the control of keys obtained from the University and the internal security over the facilities, inventories, and equipment. The University's Department of Public Safety shall be responsible for providing general security coverage of the foodservices facilities.***

Chartwells understands and will comply with this requirement.





***Section 19 - The University shall provide insect and pest control in all dining locations. The contractor shall notify Facilities Management of any issues and may supplement as necessary.***

Chartwells understands and will comply with this requirement.

***Section 20 - The University shall provide and maintain adequate fire extinguishing equipment and systems.***

Chartwells understands and will comply with this requirement.

***Section 21 - The University shall provide preventative elevator maintenance. The contractor shall be responsible for repairs of passenger, freight, or dumbwaiter elevators due to any negligence caused by the contractor's employees or vendors.***

Chartwells understands and will comply with this requirement.

# Cleanliness Requirements





***Section 1 - The contractor shall ensure that all equipment, kitchens, loading docks, and dining locations comply with National Sanitation Foundation (NSF) and Association of Physical Plant Administrators (APPA) standards, and all applicable building, sanitation, safety and health laws, ordinances, rules, and regulations. The contractor shall take reasonable and proper care of all dining locations and equipment under its custody and control and shall use them in a manner which will not cause violation of the laws, ordinances, rules, regulations, including any reporting and record-keeping requirements.***

Chartwells understands and will continue to comply with this requirement.

***Section 2 - The contractor must provide managers who have current Serve-Safe certificates and who have had at least one workshop in Hazard Analysis Critical Control Point (HACCP) training, or must ensure managers obtain such certification within six (6) months after hire date.***

We are the largest foodservice provider in the world. In order to maintain this position and meet our business goals, it is essential to make food safety part of our business plan. Good sanitation practices and preventing foodborne illness bring tangible benefits to our workforce, clients, shareholders and company. Maintaining an effective food safety policy in all countries will meet our legal obligations and ensure due diligence within our organization.

Southeast Missouri State University, along with every site, is required to have a unique document dedicated to food safety and sanitation (Food Safety Manual) containing policies, procedures and technical documents. Our quality executive forum has developed an International Food Safety Guideline, and almost all countries have adopted and implemented it and established a local food safety policy.

In addition, our managers are responsible for monitoring the unit's food safety and sanitation procedures by performing a monthly food safety inspection. Additionally they are responsible to correct any deficiencies noted on self-inspections.

Our managers follow the steps below to assure Southeast Missouri State University of an ongoing and effective sanitation and food safety program. Although we develop a specific program addressing your unique needs, these items are common to all Chartwells locations:

- Adherence to strict standards based on FDA Food Code guidelines
- Successful completion of ServSafe Essentials Course by account managers
- Proper hand-washing procedures
- Proper and appropriate uniforms complete with hairnets
- Foods stored, prepared and served at correct temperatures
- Prevention of cross-contamination between raw and ready-to-eat foods
- Guidelines followed for maintaining dry storerooms, refrigerators and freezer storage
- Guidelines followed for safe usage of all cleaning products

#### VALUE TO YOU

- Ensures food safety and public health
- Delineates accountability
- Increases efficiencies
- Continually monitors product safety from the source to the plate
- Keeps important food safety messages “front and center”



The meals we prepare and serve play a vital role at Southeastern Missouri State University. Students, faculty and staff rely on Chartwells for a safe and healthy dining environment. We will continue to provide a program of high product standards and in-depth evaluation procedures.

Compass Group's quality assurance standards are based on the FDA Food Code and are housed in the Quality Assurance Standards and Solutions manual, including standard operating procedures, sanitation standard operating procedures, and HACCP compliance plans. Unique to this manual is the identification of detailed solutions and helpful information for each standard. This extra effort to provide unit managers with specifics on "how to," best practices, required and recommended tools, training tips, and other information and resources creates efficiencies and ensures compliance with the company and jurisdictional requirements. The layout of these standards and solutions permits associate coaching and training directly from the manual.

Our colorful, instructive quality assurance signage constantly reminds associates of our food safety standards and their responsibilities. Necessary details, such as final cooking temperatures, are always within view of those who need the information. Our QA signage package contains 27 signs that are conspicuously posted in key areas throughout the operation. Within this package, seven large HACCP signs serve to reinforce critical standards for receiving, cold storage, cooking, cold production, hot holding, cold holding and cooling – and remind associates to monitor times and temperatures, take corrective actions when limits are exceeded, and record findings and actions.

A second unique feature of Compass Group's food safety system is the Quality Assurance Records binder, in which records associated with the unit's QA program are retained. Documents kept in the binder include audit reports, unit-specific cleaning schedules and procedures, HACCP logs and records, health inspection reports, pest control service reports, equipment preventative maintenance reports, self-inspection records, training records, and action plans. This records retention system confirms the effectiveness and continuity of the unit's food safety program and is reviewed with internal and external auditors and regulatory authorities.

**Cold Storage CCP**  
**HACCP Compliance Plan**

**Standard:**

- Refrigerator temperature must be maintained at 40°F/4.4°C or below.
- Stored frozen foods must be maintained solidly frozen.  
*Ideal freezer temperature is 0°F/-17.7°C.*

**Monitoring:**

- Check refrigerator and freezer temperatures at least twice daily, upon opening and before closing.

**Corrective Action:**

- Relocate potentially hazardous food to another refrigerator if food temperature has been above 40°F/4.4°C for 2 hours or less.  
*Use thawed frozen food within 24 hours.*
- Discard potentially hazardous food if food temperature has been above 40°F/4.4°C for more than 2 hours.

**Record-Keeping:**

- Maintain Cold Storage Temperature Log or equivalent record.

*Note: In all cases, compliance with stricter jurisdictional requirements is necessary.*



# ServSafe Food Safety Training and Certification

## Food Safety Management Training

We are an industry leader in sanitation and food safety training through our participation in the ServSafe Food Protection Manager Certification Course. This is the premier food safety certification course in the nation, administered by the Educational Foundation of the National Restaurant Association.

ServSafe is a 16-hour training and certification course for all foodservice managers, designed to instruct them on food safety concepts, safe food-handling practices, and sanitation and cleanliness. Course participants are trained and tested on such food safety issues as proper personal hygiene, safe food temperatures, control of microorganisms, food safety regulations, and sanitation management.

ServSafe is:

- Accepted by most state and local jurisdictions requiring manager training and/or testing.
- Consistent with the FDA's and USDA's approach to food safety – the Hazard Analysis Critical Control Point (HACCP) System

Every manager across the country has received ServSafe certification. Compass Group is dedicated to helping all new managers achieve certification, ensuring the continued quality and safety of our products and services. Furthermore, all managers are required to be re-certified every three years, which exceed the five-year requirements established by the National Restaurant Association's Education Foundation, as well as most local health departments.

## Food Safety Hourly Associate Training

Providing effective food safety and sanitation training for newly hired associates is an important management responsibility. For this purpose we have developed the Associate Food Safety and Sanitation Handbook. This helpful tool provides new hourly associates with the basics on food handling, health and hygiene practices, and cleaning and sanitizing responsibilities on their first day of work. The handbook also includes a knowledge assessment and commitment signature page.

For continued training of hourly associates, we have developed the 24 Five-Minute Training Topics Worksheet, which guides unit managers through the food safety program/HACCP plan implementation process, allowing them to track their progress. In fact, the worksheet, used in conjunction with the Standards and Solutions manual, provides the framework for annual associate training in safe food-handling practices, including personal hygiene, cleaning and sanitizing, and HACCP.

For Southeast Missouri State University we felt it was critical that many of our associates are ServSafe Certified. Below are listed all associates at Southeast Missouri State University who have been certified.





Name	Title	Certification	
		Has to renew	
Steven Cooper	Resident Distric Manager	Has to renew	
Matt Ludwig	Retail Director	1/10/13	1/10/18
John Jenkins	Residential Dining Director	1/10/13	1/10/18
Laura Vollink	Dietitian	1/10/13	1/10/18
Ron Ruppel	Asst Retail Director	1/10/13	1/10/18
Shayna Arndt	Marketing Director	1/14/14	1/14/19
Mary Slaughter	Sous Chef	1/14/14	1/14/19
Carlos DeJesus	Executive Chef	1/10/13	1/10/18
Terrance McKean	Executive Chef Residential Dining	9/21/11	9/21/16
Branka Carr	Resident Dining Manager	1/10/13	1/10/18
Becky Kinder	Manager Retail	1/10/13	1/10/18
Francis Jenkins	Rowdys Manager	1/10/13	1/10/18
Shane Wolfenkoehler	Subway Manager	1/14/14	1/14/19
Cassie Jordan	Starbucks Manager	1/14/14	1/14/19
Bridget Lowe	Rowdys Manager	1/14/11	1/14/16
Kelley Wilkins	Catering Director	Has to renew	





## HACCP-Based Food Safety System

You can have confidence in our approach to food safety – our master plan to manage product risk from “source to service” is founded on HACCP (Hazard Analysis Critical Control Point) principles. HACCP involves the analysis of every step in all processes in the foodservice operation, starting with the receipt of incoming food products and ingredients from suppliers, through to the sale or service of menu items to customers. The purpose of this thorough analysis of the flow of product through the operation is to establish appropriate controls that serve to eliminate, minimize or prevent biological, chemical or physical food hazards.

Our HACCP plan follows the “process approach” to HACCP, as outlined in the guidance document “Managing Food Safety: A Manual for the Voluntary Use of HACCP Principles for Operators of Foodservice and Retail Establishments,” published by the FDA. The process approach to HACCP can best be described as dividing the many food flows in a restaurant into categories based on activities within the flow of food, then analyzing the hazards, and placing controls within each grouping.

Compass Group’s HACCP Compliance Plans may be found in our Quality Assurance Standards and Solutions manual. Critical control points identified through hazard analysis of typical menu items are:

- Receiving
- Reheating
- Cold storage
- Cold holding
- Cold production
- Hot holding
- Cooking
- Cooling

Using our compliance plans and basic HACCP principles, we have fully integrated the process approach to managing and reducing product risk in our operations. In fact, we have a very unique approach to customizing our HACCP plan to each foodservice operation that takes into consideration unit-specific details such as staffing, equipment, hours of operation and menu. This approach includes the use of our innovative Manager’s Food Safety Planning Guide, which walks unit managers through a step-by-step process to plan and assign food safety/HACCP tasks and responsibilities for each of our HACCP pre-requisite systems and critical control points to help ensure that all staff members clearly know their responsibilities and are well-trained to perform them. HACCP verification processes are likewise planned and assigned by unit management.

## Third-Party Food Safety Audit Program

Conformance with quality assurance standards and procedures, as well as compliance with regulatory requirements, is a fundamental expectation for all Compass Group operations. Food safety/QA compliance measurement is also a critical function to our company leadership. For objective and uniform compliance measurement, we contract with third-party food safety audit companies to audit each business unit at least annually. New business units are audited within 90 days of opening.

The third-party food safety audit companies we partner with have been chosen because of their reputation, integrity and national capabilities. They are the premier providers of food safety and environmental hygiene services throughout North America. Auditors are highly trained and hold a wide variety of technical degrees, as well as specialty certifications.

The 10 food safety compliance index categories measured during our food safety audits, which focus on the flow of food and the process of food handling, are:

- Purchasing & receiving
- Storage
- Preparation/production
- Service/distribution
- Premises & equipment
- Cleaning & sanitizing
- Customer areas
- Staff standards
- Staff facilities
- Quality assurance program management

According to the Centers for Disease Control and Prevention (CDC), the top five critical risk factors contributing to foodborne illnesses are:

- Foods purchased from unsafe sources
- Foods inadequately cooked
- Food temperatures inadequate during holding
- Food in contact with contaminated equipment
- Poor personal hygiene

A primary emphasis of our quality assurance program and third-party food safety audit, therefore, is control of these risk factors in our business units. A formal process has been established for identification and reporting of any corrective actions deemed necessary as a result of the audit. All levels of our field management participate in reaction to each audit conducted, driving continuous improvement of unit-level food protection programs.





## The Quality Assurance Department – Support Staff

Compass Group's commitment to service of the safest, highest-quality food possible is demonstrated by its dedicated staffing of the quality assurance function with more than a dozen full-time, credentialed, food safety professionals.

### **Our internal technical specialists include:**

- Registered sanitarians
- Registered environmental health specialists
- Certified food-safety professional
- Food scientists
- Registered dietitians

Compass Group's quality assurance support staff maintains many areas of expertise that bring added value to the company and our university partners, including:

- Emergency preparedness and response
- Culinary initiatives and food programs
- Marketing initiatives
- Packaged food labeling regulations
- Facilities plan review
- Equipment and smallwares certifications
- Food safety training programs and adult learning
- Highly susceptible populations regulations
- Vending standards and product QA
- Private label/co-pack product programs
- Cook-chill technologies
- Food technology, formulated foods and R&D
- Communicable disease and epidemiology
- Associate health and hygiene programs
- Food safety audit programs
- Pest control programs
- Cleaning programs
- Food allergen programs
- Preventive maintenance programs
- QA standards and regulatory compliance

We are committed to effective deployment of resources when, for whatever reason, a food-protection . You can rest assured that qualified members of the quality assurance team can be depended on to support concerns at the operation level in the event of any food safety or sanitation issue, however minor.





## Foodborne Illness, Complaint Handling/Crisis Management

Chartwells uses a toll-free crisis hotline for immediate response to all crisis situations, including foodborne illness and product injury. All crisis intervention is coordinated through our Corporate Crisis Team, consisting of high-level corporate representatives with an array of expertise. Team members are on-call seven days a week and available to support any crisis. Once a call is received from the crisis hotline, the team immediately deploys the appropriate corporate experts to support the business unit(s).

In cases of foodborne illness or product injury, our vice president of quality assurance (a member of the crisis team) and the QA department maintain an on-call schedule for crisis response 365 days a year. During any such crisis, our managers and your staff can be assured of a rapid response by a qualified food safety professional, even on weekends and holidays. For more serious events, QA personnel may go on-site to conduct an investigation, meet with local health departments, and assist managers and your administration.

QA personnel follow the investigation methodology outlined by the International Association of Food Protection to investigate these complaints, and as part of our larger public health responsibility, local health jurisdictions are often involved.

### Supplied product issue response

The QA department and Foodbuy maintain a thorough system for investigating supplied product issues via our BuySmart Purchasing Support Center.

The BuySmart Purchasing Support Center, managed by Foodbuy, was established to support our units with any supplied product or vendor concern. Once received by the Support Center, issues involving the safety or quality of product are immediately routed to the QA department for rapid investigation and resolution. This rapid response is particularly noteworthy when customers have detected the defect and are looking for urgent resolution.

First we determine if the defect or concern could have occurred while the product was in possession of the unit. When that is ruled out, the QA department involves food manufacturers and distributors to investigate the issue and respond with a detailed explanation of their findings and corrective actions/preventive measures, when appropriate. If the issue was determined to likely have occurred while in possession of the unit, the QA department assists the unit in identifying and implementing appropriate corrective action to prevent recurrence.

Each step in this process is monitored and measured against strict timeline expectations to ensure that each event is brought to rapid conclusion.

***3. In accordance with standards approved by the University, the contractor will be responsible for usual and customary cleaning and sanitation of all dining locations, including daily housekeeping, cleaning, minor maintenance and sanitation service, and the equipment and supplies for all foodservice equipment and areas, including production areas, serving kitchens, refrigerators, freezers, receiving storage areas, trash and garbage areas, dining and services areas, elevator, employee lockers and restrooms, offices, hallways, and stairs used by the contractor's employees. The contractor shall be responsible for providing all equipment and supplies necessary for the accomplishment of such tasks.***

Chartwells understands and will continue to comply with this requirement.

***4. The contractor shall keep all counters and surfaces used for cooking and serving food immaculately clean at all times. The contractor shall wipe off all tables and chairs in dining areas throughout the day. Floors behind serving counters, in storage rooms, and in kitchen areas shall be cleaned daily by the contractor. The determination as to the cleanliness of all such areas shall be under the jurisdiction of the University and must conform to all local, city, county, and state health regulations. If, after notification of a cleaning or sanitation problem, the contractor fails to correct such problem within 24 hours, the University reserves the right to contract with a third party to have such problem corrected and shall deduct all costs associated therewith from any payment due the contractor for services provided under the contract.***

Chartwells understands and will continue to comply with this requirement.

**5. The contractor shall examine all employees visually, at least daily, to ensure that they are following established hygiene practices for handling food:**

**5.1 Bathing daily.**

**5.2 Wearing clean outer clothing.**

**5.3 Keeping fingernails short and clean.**

**5.4 Using hairnets or caps when hair is longer than six inches (for both male and female employees).**

**5.5 Removing wristwatches and rings, except plain wedding bands, during preparation and service of foods.**

**5.6 Washing hands with warm water and soap upon reporting for duty; after each visit to the restroom; after handling raw meat, fish, or fowl; and after otherwise contaminating the hands.**

**5.7 Reporting symptoms of infectious diseases, including colds, to supervisor.**

**5.8 Wearing gloves and changing gloves often.**

Chartwells understands and will continue to comply with this requirement.

**6. The contractor must cover all food in refrigerators and freezers with plastic wrap or aluminum foil. Covered food must be labeled with item and date the food was placed into the refrigerator or freezer or the food items expiration date.**

Chartwells understands and will continue to comply with this requirement.

**7. The contractor shall provide training and service to avoid cross-contamination related to cooking and preparation tools related to food allergens and vegan/vegetarians. Examples include requiring specific tools to only be used for nut-free items to avoid allergic reactions or non-meat items for vegetarians.**

Chartwells understands and will continue to comply with this requirement.

**8. The contractor must clean and sanitize kitchen tables, meat grinders, knives, etc. after each use.**

Chartwells understands and will continue to comply with this requirement.



**9. The University shall be responsible for the cleaning of hood vents, plenums and related vents and fans. The contractor shall be responsible for the daily cleaning and maintenance of hoods, drip pans, and filters, in accordance with University requirements.**

Chartwells understands and will continue to comply with this requirement.

**10. The University shall provide dumpsters and trash removal services. The contractor must keep the receiving dock and surrounding area clean, sanitary, and free of noxious odors. The contractor shall be responsible for the removal of all refuse to the dumpsters on a daily basis. Refuse cannot be left inside overnight. The contractor shall be responsible for daily clean up of the areas surrounding dumpsters. The contractor shall be responsible for the cleaning of the areas surrounding grease-pits and disposal of grease.**

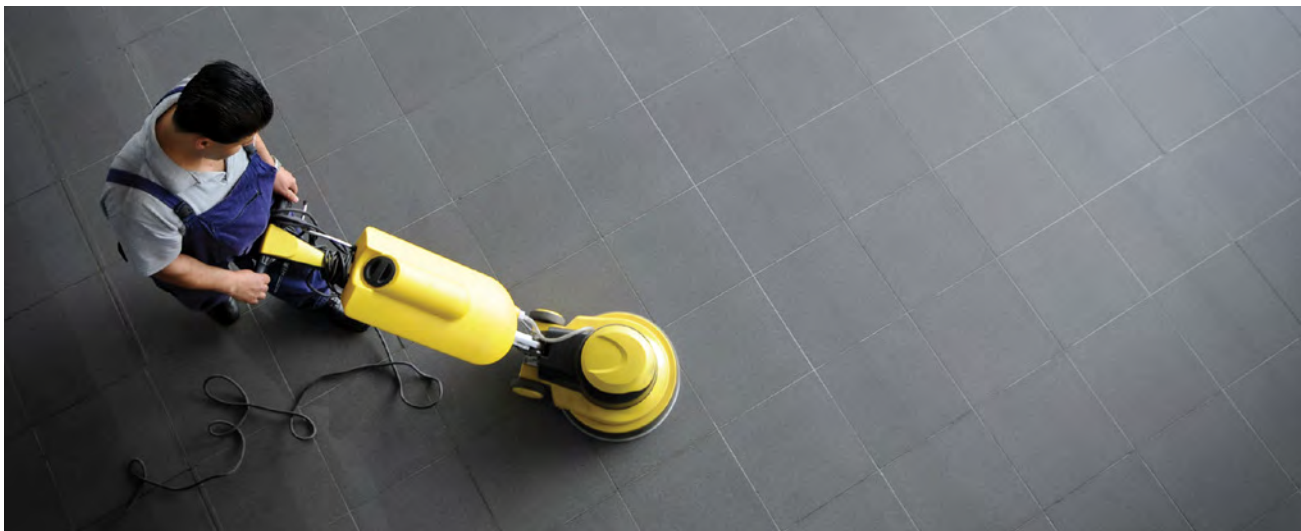
Chartwells understands and will continue to comply with this requirement.

**Section - 11 For sanitation inspections required by the State of Missouri, the Contract Administrator and sanitation personnel shall have the contractor's complete cooperation and access to all Foodservice production and storage areas. A copy of all inspection reports shall be furnished within 24 hours to the Contract Administrator by the contractor, and contractor shall be responsible for the prompt implementation of corrective operating measures within their control and procedures required as a result of these inspections. The contractor shall be responsible for any fines assessed as a result of these inspections.**

Chartwells understands and will continue to comply with this requirement. We will continue to work with the Cape Girardeau County Public Health Center to ensure we meet state and local codes. All inspection reports are routed to District Manager Rafael Conde to help develop plans and checks corrective measures for any deficiencies. The Chartwells Southeast Missouri State University team addresses sanitation and food safety issues using root cause analysis and problem resolution techniques to ensure issues are resolved prior to re-inspection. In addition, all Southeast Missouri State University managers are responsible for monitoring their unit's food safety and sanitation procedures by performing a monthly food safety inspection and are responsible to correct any deficiencies noted on self-inspections.

### **Cleaning schedules**

All employees have a written job description outlining their responsibilities including specific food preparation, customer service, cleaning and sanitation duties. In addition, employees are assigned cleaning schedules detailing daily, weekly and monthly sanitation tasks. Sample cleaning schedules are available for your review upon request.



**Section 12 - The University shall be responsible for replacement of light bulbs, cleaning of all exterior windows and painting of woodwork, walls, and ceilings as necessary. In all dining locations, the Contractor must clean all surfaces, including those in employee restrooms, and provide minor maintenance (e.g., making certain tables are level). Supplies and equipment for the proper cleaning of surfaces is the responsibility of the contractor. The University reserves the right to inspect the cleanliness of dining location. The University shall notify the Contractor in writing of any concerns. The Contractor shall have two business days to resolve the concern. If the concern is not resolved to the University's satisfaction the University reserves the right to clean the dining location and bill the Contractor for the cost of this cleaning. The Contractor shall pay the cost for the cleaning within 60 days. The minimum acceptable floor care shall be as follows:**

**12.1 All hard floors shall be damp mopped daily.**

**12.2 All finished (waxed) floors shall be burnished weekly.**

**12.3 All finished floors must be stripped clean, waxed or sealed at least two (2) times per year.**

**12.4 Carpets must be spot cleaned and vacuumed after each meal.**

**12.5 Carpets must be hot water extraction cleaned monthly.**

Chartwells understands and will continue to comply with all items in section 12.

**Section 13 - The contractor shall maintain temperature logs on food and refrigeration and hot holding equipment.**

Chartwells understands and will continue to comply with this requirement.

**Section 14 - The contractor shall maintain sanitation logs on dishwashing equipment.**

Chartwells understands and will continue to comply with this requirement.

**Section 15 -The University and Cape Girardeau Health Department reserves the right to inspect, without advance notice, the kitchen facilities and equipment with or without a contractor's representative.**

Chartwells understands and will continue to comply with this requirement.

**Section 16 - The contractor shall clean all grease traps as often as needed to prevent discharge of grease into the sewer system. The contractor is responsible for all costs associated with failure to properly clean grease traps and prevent improper discharge.**

Chartwells understands and will continue to comply with this requirement.

**Section 17 - The Contractor is responsible for cleanup of spilled grease. The University may assist when possible; however, the responsibility for grease cleanup inside and outside of the dining locations is the Contractors.**

Chartwells understands and will continue to comply with this requirement.





# Amortization/Capital Equipment Requirements





**1. The contractor shall assume the full unamortized financial investments, outlined in Amendment number four to the agreement for Campus Dining Services between the University and Compass Group USA. The investments include the “original investment” in the amount of \$1,912,637, the “2009 investment” in the amount of \$466,667, and “Loan” in the amount of \$466,667.**

Please note statement provided in Legal Exceptions, item 9 located in the Introduction, Background Information and General Overview section. We should clarify that if we are awarded the contract, our prior investments will continue to be amortized over the life of the contract and subject to buyback protection.

**2. The contractor shall assume the full unamortized financial investments, outlined in Amendment number seven to the agreement for Campus Dining Services between the University and Compass Group USA. The investments include the “2012 investment” in the amount of \$1,653,985 and the “2013 investment” in the amount of \$553,703.**

Please note statement provided in Legal Exceptions, item 9 located in the Introduction, Background Information and General Overview section.

**3. The contractor shall make a minimum investment of \$4,000,000, or the amount agreed upon at contract award, in the renovation of the University’s foodservice facilities. An investment of \$2,000,000 must be made within the first three years (36 months) of the contract. The remaining investment of \$2,000,000 may be distributed throughout the last seven years (84 months) of the contract. Such investment shall be at the contractor’s expense, require prior approval of the University, and becomes University property.**

Compass Group/Chartwells’ Design and build team brings the expertise and resources of a highly skilled design and build team to the Southeast Missouri State University campus. The design and build team (Novus Group) includes architects, interior designers, graphic designers, foodservice design consultants, engineers and construction/project managers.

This team has supported several Southeast Missouri State University renovation projects including the design and build out of the University Center Starbucks and the expansion of We Proudly Serve and Subway located in the Scully Building.





Compass Design and Build works with your team to ensure that the design and construction process maximizes value, both during construction and in operations. The result is a foodservice experience that exceeds our clients' expectations.

Below is a summary of proposed renovation and concept upgrades. We've also included our proposed amortization schedule and will continue to work with the University for approvals.

### **River Campus**

Included in our conceptual design plans:

Addition of outdoor pavilion doubling as a student hangout and event space and mobile food truck

### **University Center Upgrades**

Included in our conceptual design plans:

- The addition of a Panda Express in the Skylight Terrace, relocate Sono to Redhawks Market
- Kitchen upgrades including asbestos abatement, new walk-ins, coolers and freezers
- Refresh of national brand concepts including an expansion of Chick-fil-A to full service and Papa John's upgrade
- Refresh of Rotations, Hearthstone and Wild Greens to include concept upgrades and expansion of the overall layout and design



### **Houck's Place Upgrades**

Included in our conceptual design plans:

- Concept transformation to resident dining location including Chartwells' Balance Kitchen All-you-care-to-eat concept

### **Scully Building Upgrades**

Included in our conceptual design plans:

- Expansion of Subway concept to include an additional service line
- Relocation of WPS concept to alcove on the opposite side of the building. This space overlooks the back of the building which has a beautiful view of the interior of campus and a balcony with picturesque pillars.

### **Towers Café Upgrades**

Included in our conceptual design plans:

- Towers Vision 20/20 including a transparent culinary program that blends the kitchen and service areas into one seamless modern restaurant experience offering students a clear view of their food – from prep and production to finishing and delivery
- Kitchen upgrades including equipment, asbestos abatement, new walk in coolers and freezers

### **Rowdy's Upgrade**

Included in our conceptual design plans:

- Refresh including new seating, sound system and TVs

Please note statement provided in Legal Exceptions, item 9 located in the Introduction, Background Information and General Overview section.

**3.1 If the contract is cancelled or terminated, by the University or contractor, before the end of the second year (first year of the contract and first renewal period) of the contract, the contractor must pay to the University the appropriate pro-rated dollar amount for the required \$2,000,000 investment outlined for the first three years of the contract. The pro-rated payment to the University will be determined by dividing the required \$2,000,000 investment by 36 months. For example if the contact is cancelled after eight months, the payment to the University would be determined based upon the \$2,000,000 investment divided by 36 months and then the value for each month added to equal the eight months the contract was in effect, or a total of \$444,444.**

Chartwells understands and will continue to comply with this requirement. Below is our proposed payment schedule.

Amendment		Previous Investment and loans	Summer 2015 Renovation (River Campus, Panda Express, Scully, Food Truck)	Towers Dining Room Renovation, Rowdy's Renovation, Houch's Renovation	University Center Renovations
Original Investment		\$ 7,942,746	\$ 1,200,000	\$ 3,375,000	\$ 2,000,000
Stub Year	June 2015-Sept 2015	\$ 180,048	\$ 40,000		
Year 1	Oct 2015-Sept 2016	\$ 590,024	\$ 120,000	\$ 349,138	
Year 2	Oct 2016-Sept 2017	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 3	Oct 2017-Sept 2018	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 4	Oct 2018-Sept 2019	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 5	Oct 2019-Sept 2020	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 6	Oct 2020- Sept 2021	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 7	Oct 2021-Sept 2022	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 8	Oct 2022- Sept 2023	\$ 590,024	\$ 120,000	\$ 349,138	\$ 228,571
Year 9	Oct 2023- Sept 2024	\$ 270,380	\$ 120,000	\$ 349,138	\$ 228,571
Year 10	Oct 2024-May 2025	\$ 25,000	\$ 80,000	\$ 232,759	\$ 171,429
Total Amortization		\$ 5,195,616	\$ 1,200,000	\$ 3,375,000	\$ 2,000,000





**3.2 If the contract is cancelled or terminated, by the University or contractor, after the end of the third year, but before all nine renewals have been accepted by the University, the contractor must pay to the University the appropriate pro-rated dollar amount for the required \$2,000,000 investment outlined for the remaining seven years of the contract. The pro-rated payment to the University will be determined by dividing the required \$2,000,000 investment by 84 months. For example if the contract is cancelled after seven years (first year of the contract, plus six renewals) the payment to the University would be determined based upon the \$2,000,000 divided by 84 months and then the value for each month added to equal the 48 months, or a total of \$1,142,857. Note, for this example the 36 months for the first three years of the contract are excluded as they do not apply to this investment amount.**

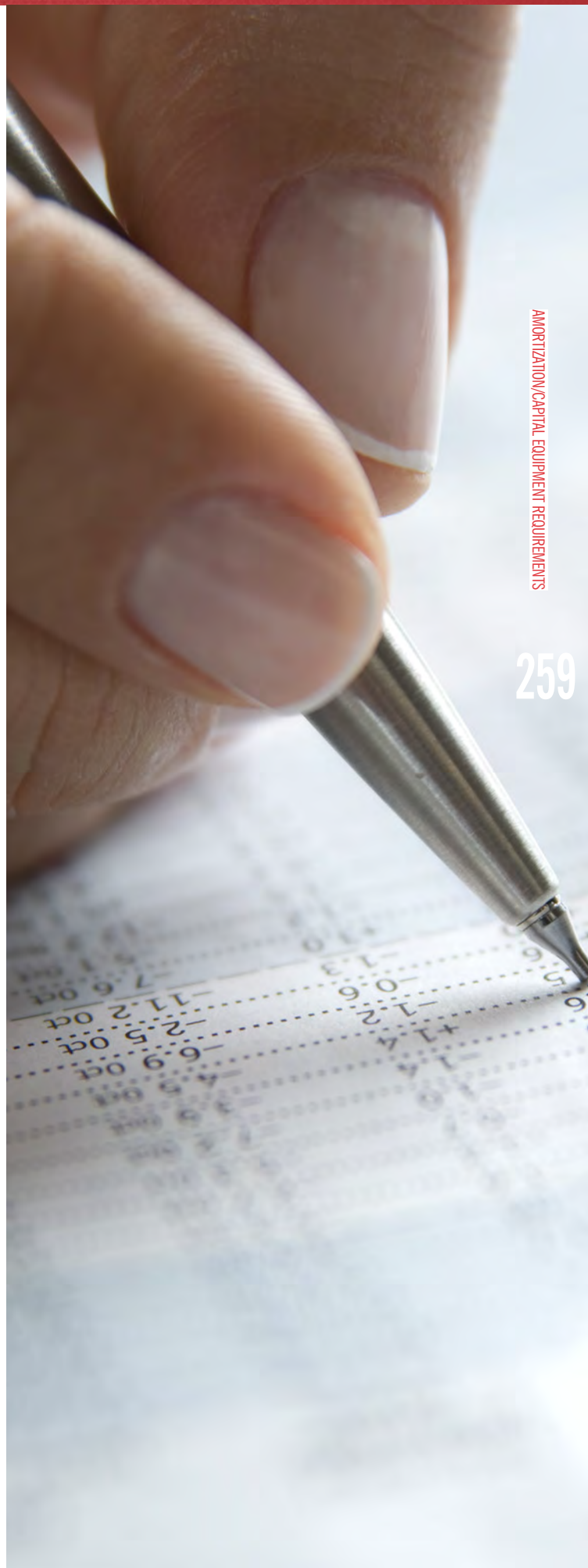
Chartwells understands and will comply with this requirement.

**3.3 If the contract is cancelled or terminated by the University before all nine renewal periods are accepted, the University will pay to the contractor a pro-rated amount for the actual investment made by the contractor towards improvements in the University's facilities. The payment amount will be determined by equally dividing the actual investment over the remaining years of the contract at the time the investment is made. For example if the \$2,000,000 investment is made in the second year of the contract, which would be during the first renewal period, this investment would be amortized over the remaining eight renewal period of the contract, or \$250,000 for each remaining renewal period. In the event the contractor cancels or terminates the contract, for any reason, the contractor forfeit's any claim for repayment by the University of any unamortized investment amounts.**

Chartwells understands and will continue to comply with this requirement.

**4. No renovation project shall proceed without University approval. Any and all of the contractor's proposed plans, shop drawings, and specifications, including amendments and change orders, shall require prior approval of the University before renovation, remodeling, or equipment installation may commence. The University will assign a project coordinator to work with the contractor from start to acceptance of the project. The University reserves the right to design and contract any renovations with consultation of the contractor.**

Chartwells understands and will continue to comply with this requirement.





**5. All renovations must be performed in accordance with all University, state and local building codes, acceptable construction practices and prevailing wages. The University will require replacement of inferior work.**

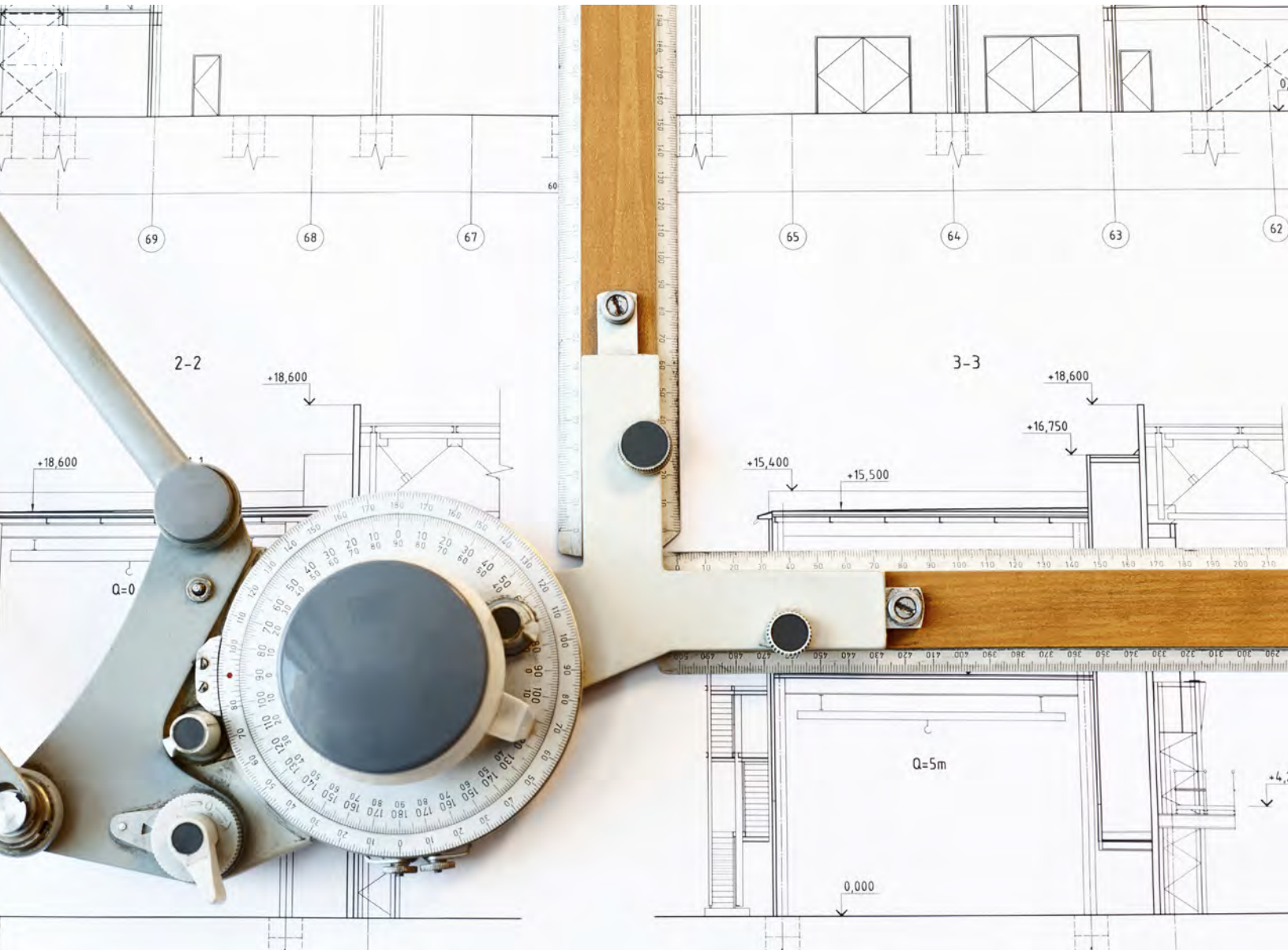
Chartwells understands and will continue to comply with this requirement.

**6. All design plans and/or specifications shall be prepared by or under the supervision of a registered architect or engineer, and must be in compliance with University and local building codes and design standards.**

Chartwells understands and will continue to comply with this requirement.

**7. University auxiliaries develop annual budgets and submit for administration and subsequent Board of Regents approval, usually in the spring semester before the upcoming fiscal year. The contractor must submit proposed annual capital expenditures exceeding \$1,000 (e.g. equipment replacements, venue renovations, etc.) at a time determined by the Residence Life Director and Campus Life Director so they can be included in any proposed budget.**

Chartwells understands and will continue to comply with this requirement.



# Record Keeping/ Audit Requirements





**1. The contractor shall maintain accounting books and records in connection with the dining service operations in a manner satisfactory to the University.**

We manage our operations at Southeast Missouri State University with the highest degree of efficiency and integrity. To accomplish this, we will continue to maintain a set of rigorous internal controls to ensure that all our financial operations meet budget targets and achieve our organizational objectives. Included is an overview of our financial tools and processes.



### People management

**MyCPM** is our award-winning employee master data solution and is used to manage employee information across all of our locations. With MyCPM, managers can quickly and easily process new hire, separation, and related transactions for salaried and hourly associates, with immediate confirmation and real-time updates to our SAP HR/Payroll system.

- Ensures employee payroll data accuracy
- Reduces paperwork
- Easily manages employee data and status information
  - Hire/Rehire/Separation
  - Position and pay changes
  - Employee personal data changes
  - Direct deposit changes
  - Tax status changes



**MyStaff** simplifies the tasks of scheduling, time and attendance reporting. MyStaff provides employee scheduling, PTO and vacation accruals, and biometric time capture for hourly labor at the unit level.

- Manages labor costs
- Automates sick and vacation tracking
- Enforces sector, federal and state laws and policies
- Pays time to the minute, increasing accuracy
- Integrated with MyCPM and SAP

### Ordering and menu management

**MyOrders** enables managers to quickly, easily and accurately place and manage orders from major suppliers. This web-based centralized solution works in combination with our order guide management system, simplifying the purchasing process and enabling managers to make the right purchasing decisions.



- Simple and intuitive user interface
- Detailed product information enables informed purchasing decisions
- Centrally managed shopping lists and product changes
- Inventory module for weekly inventory





## Communication

**MyCompass** provides easy access to current company information delivered through a user-friendly platform, which offers intuitive navigation, rich searching capabilities and single-source, “on demand” access to internal company information.

- Alerts feature provides immediate notification of important food-related messages
- Search feature for fast access
- Keeps employees informed with up-to-the-minute information

## Audit site

We also leverage technology to track performance and results of both our Internal Control Review (ICR) and Loss Prevention Review (LPR) tools. We are actively expanding the use of web-based tools that make it easier for our teams to perform necessary audits, and for increased visibility to those results. Having this information allows us to immediately see issues at a higher level and respond appropriately. We are also able to track issues and create necessary solutions or policies to address any gaps that may be common among operations, allowing us to be proactive based on data and trends.



**2. The contractor understands and agrees that all sales shall be for cash/credit Red Bucks, or, in the case of a Board Plan patron, by electronic verification of board meal plan with a University identification card. The contractor shall not grant complimentary or discounted meals to anyone, except as approved by the Contract Administrator. Chartwells understands and will continue to comply with this requirement.**

Chartwells agrees and will continue to comply with this requirement.

**3. The contractor shall, at all times, afford the University reasonable facilities for the examination and audit of books and records pertaining to the contractor's dining service operations. The contractor shall also provide returns and reports to the University as may be required by the University and shall produce and exhibit for the University such books and records as the University deems necessary for inspection purposes.**

Chartwells understands and will continue to comply with this requirement. In addition Compass Group conducts periodic audits per the request of the regional vice president or regional accounting manager.

### Cash collections and deposits

The manager is responsible for the accumulation, counting, and safeguarding of all daily cash collections until released to an armored car service or deposited in a bank. It is also the manager's responsibility to conduct surprise cashier counts. Policies include:

- **All cash must be kept in a locked safe and balanced daily.** The manager is responsible for the safe's combination.
- **Cash receipts from cafeteria sales** – A cash register reading must be taken by a manager at the close of each shift. When this is done, the cashier must count and balance the cash to the register reading.
- **Bank deposits** – All cash receipts from cafeteria and all miscellaneous sales must be deposited intact daily. All operations are required to utilize an armored car pick-up service for bank deposits or make deposits daily.

### Chartwells systems handle sales, meal counts, check averages and cost-per-meal data

- **Sales** – The unit manager takes two readings a day, once after breakfast and a final reading at the close of the day. The readings are input to calculate the sales for each period. At the end of the fiscal week, this information is transmitted to corporate and uploaded in SAP.
- **Meal counts** – The customer count appears on the two register readings that are taken. This number is input daily when sales are occurring. At the end of the fiscal week, this information is transmitted to corporate and uploaded in SAP.
- **Check averages** – These are calculated on a daily and weekly basis. The check averages are based on the information input in the sales and meal counts. The check averages are broken down by breakfast and lunch. At the end of the period, we run a report out of SAP to see the averages for the fiscal period.
- **Cost per meal data** – These reports are generated within SAP. We have a multitude of matrix reports used. We have food cost, product cost (food & paper), participation percentage per meal, food cost per meal (food cost/covers) and labor productivity reports.

## Operational controls, financial statistics, methods, procedures and systems

**Operational controls** – We conduct a semiannual Quality Standards Audit to ensure we are meeting our operational standards. Either the regional vice president, district manager, regional market director or regional executive chef can perform a Quality Standards Audit.

**Financial statistics** – The regional controller, operations controller or a district manager not associated with the account conducts a Loss Prevention Review (LPR) at least once a year. An LPR reviews and ensures that the following are accurately maintained:

- Inventory
- Accounts payable
- Safe verification and reconciliation
- Cash register worksheets
- Cash and sales reporting
- Bank deposits
- Payroll record and procedures

In addition to the LPR, we have a cash-handling procedure declaration that is signed by all cash-handling associates annually. The unit manager conducts a monthly surprise audit on all cashiers. Chartwells requires all salaried personnel to sign an owner's commitment that states their financial responsibilities.

Our associates are accountable for all meals verified by the on-site manager. Our computerized systems are geared to report all required information, including meals, sales, expenses and commodity value used.

Our bills are based on actual expenses with original invoices and payroll registers for verification.

LPRs are conducted to verify inventory, cash handling and purchases. All worksheets and vouchers are checked to ensure accuracy.

Internal cash handling and controls are executed through a system of checks and balances administered by the foodservice director, local banking institutions and district manager.

Self-audits are performed using a system developed in the Corporate Auditing department. This department maintains a permanent staff and conducts audits on a scheduled basis. Additional audits are performed by the state and federal governments.

Inventory control is maintained through a system of weekly accountability. Audits are performed on a regular basis by the general manager and the district manager.

### Inventory system

Chartwells has created stringent policies and guidelines regarding inventory control. On-site managers are required to take a physical inventory weekly. The district manager conducts spot checks on inventories during visits. Chartwells uses physical and electronic inventory controls.

### Cost control

Cost control is an ongoing requirement for all our managers and staff. Constant vigilance and attention to detail through Chartwells' policies and procedures allow us to manage costs to meet or exceed our clients' financial projections.

## Internal audits

The Internal Audit department schedules audits of our operations for several reasons, including but not limited to:

- Field requests
- Corporate internal red flags
  - The Bank Reconciliation department has the opportunity to contact Internal Audit if it recognizes suspicious activity (i.e., deposit lags, bank Dr/Cr memos, etc.) during its analysis of bank reporting
  - A regional accountant may contact Internal Audit if he/she sees information in the operating ledger and other financial reporting that raises concerns about the accounting at the operation including but not limited to:
    - o Accounts payable invoices dated outside of the current period
    - o Fluctuations or increasing inventory balances without explanation
    - o Significant debit or credit activity in the accounts receivable sub ledger
    - o Corporate/sector executive request

Upon request, a list of the upcoming audits may be sent to the field accounting director/senior accounting managers to determine which regional accountants will assist Internal Audit department representatives, if necessary. A stipulation when selecting which regional accountant will assist with audits is that he/she should not currently be assigned to do the accounting for that particular operation.

The Internal Audit department may reach out to the regional accountant before, during or after the engagement.

- **Before** – The regional accountant may be asked to provide pertinent information about the operation and any current issues that should be addressed during the audit.
- **During** – The regional accountant may be asked to attend an audit in order to provide assistance to Internal Audit or be called upon to respond to questions.
- **After** – The regional accountant may be asked to work with a field operation to complete any action items that are discussed during the audit.

### ***4. The contractor shall provide to the University, on a quarterly basis, an operating income statement of the dining service operation. The contractor must also provide to the University each year an audited annual report of the contract dining service operation.***

Chartwells will continue to comply and provide quarterly operating statements.

## The periodic profit and loss statement

Chartwells continue to provide quarterly operation income statement.

Our profit and loss statements are detailed and thorough. Each statement includes:

- Current period budget
- Current period activity
- Prior period activity
- Year-to-date actual vs. budget
- Prior year-to-date activity



**5. Detailed records of the numbers served at each meal in each unit shall be kept daily by the contractor. On a monthly basis, the contractor shall prepare and submit to the University a meal count report which indicates the total number of customers served. These reports shall be for each meal period by serving unit for open dining and beverage service. Records of patrons and sales by concept must be submitted monthly for retail areas indicating monthly, year-to-date, and prior year data. Format of reports shall be approved by the Contract Administrator.**

Chartwells agrees and will continue to comply with this requirement. Meal counts by location and meal period are detailed on the monthly operating income statement.

**6. The contractor will demonstrate compliance with the Payment Card Industry Data Security Standard (PCI DSS) which is designed to ensure credit card information is maintained in a secure environment.**

Chartwells understands and will continue to comply with this requirement.



# General Contractual Requirements





*1. The contract shall not bind, nor purport to bind, the University for any contractual commitment in excess of the original contract period, which shall be June 1, 2015 through May 31, 2016. The University shall have the right, at its sole option, to extend the contract for nine (9) one year periods, or any portion thereof. In the event that the University exercises such right, all terms, conditions, and specifications of the original contract, as amended, shall remain the same and apply during the extension period.*

Chartwells agrees with this requirement.

*1.1 If the first two extension options are exercised, the contractor shall agree that the prices stated on the Pricing Page, or are otherwise agreed upon at time of contract award, shall not be increased in excess of the maximum percentage of increase for the applicable option. The percentage of increase shall be computed against and added to the prices for the original contract period. If the applicable spaces on the Pricing Page are not completed by the contractor, the prices during the first two extension periods shall be the same as during the original contract period.*

We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

*1.2 If the last seven options are exercised, the contractor shall agree that the prices shall be negotiated with the University. The contractor and University shall reach agreement on the annual board meal plan costs/ percentage increase by February 1 for the next fiscal year as board rates are typically approved by the Board of Regents prior to March 1. However, the University reserves the right to rebid if a mutual agreement cannot be reached.*

We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.





***1.3 The University may not automatically exercise an extension option based upon the maximum percentage of increase and reserves the right to request justification from the contractor supporting the requested increase. The University reserves the right to request an extension of the contract at a price less than that price derived from the contractor's maximum percentage of increase.***

***1.4 The University will guarantee the contractor a minimum average number of 2,900 meal contracts annually.***

We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

***2. All prices and percentages shall be as indicated on the Pricing Page of this document, or as specifically provided for by this document. The University shall not pay nor be liable for any other costs. The contractor shall not be allowed any additional compensation for any matter of which the contractor might have fully informed itself of prior to the closing date of the Request for Proposal.***

Chartwells agrees with this requirement.

***2.1 The contractor shall invoice the University on a weekly basis for contract Board Plan patrons. Such invoice must contain a statement which reflects the weekly charges of boarding patrons and must be in accordance with contract prices. Payment to the contractor by the University will be made weekly.***

Chartwells agrees with this requirement.

***2.2 The contractor shall make payments to the University on a monthly basis in accordance with the applicable prices and percentages stated in the contract.***

Chartwells agrees with this requirement.





***2.3 Due to the unique, comprehensive, and dynamic nature of dining services, the University reserves the right to engage in extensive discussions with the selected contractor as deemed necessary in future contract years, even if such are not specifically outlined herein. This will ensure that the needs of students are met. Compensation will be negotiated as appropriate to the situation.***

Chartwells agrees with this requirement.

***3. The contractor represents itself to be an independent contractor offering such services to the general public and shall not represent itself or its employees to be employed by the University. The sole relationship between the University and the contractor is as established by this contract. The contractor acknowledges responsibility for filing all returns and paying all taxes, FICA, employee fringe benefits, workers compensation, employee insurance, minimum wage requirements, overtime, etc., associated with the performance of the contractual requirements herein, and agrees to indemnify, save, and hold the University, its officers, agents, and employees, harmless from and against, any and all losses, costs, attorney fees, and damage of any kind related to such matters. Upon request, the contractor will provide to the University evidence of compliance with these requirements.***

Chartwells agrees with this requirement. Please note statement provided in Legal Exceptions, item 6 located in the Introduction, Background Information and General Overview section.

***4. The contractor shall fully coordinate its activities in the performance of the contract with those of the University. As the work of the contractor progresses, advice and information on matters covered by the contract shall be made available by the contractor to the University throughout the contract period.***

Chartwells agrees with this requirement.

***5. In accordance with all applicable provisions of the Revised Statutes of the State of Missouri, no official or employee of the University or its governing body and no other public official of the State of Missouri who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of the Scope of Work covered by the contract shall voluntarily acquire any personal interest, directly or indirectly, in the contract.***

Chartwells agrees with this requirement.

***6. The contractor shall, within five (5) days after the award of the contract, submit a written notification to the University of the name, title, address, and telephone number of one (1) individual within its organization as a duly authorized representative to whom all correspondence, official notices and requests related to the contractor's performance under the contract shall be addressed.***

Chartwells agrees with this requirement.





**7. The contractor agrees and understands that the University's agreement to the contract is predicated, in part and among other considerations, on the utilization of the specific individual(s) and/or personnel qualification(s) as identified and/or described in the contractor's proposal. Therefore, the contractor agrees that no substitution of such specific individuals shall be made without prior written approval of the University. The contractor further agrees that any substitution made pursuant to this paragraph must be equal or better than originally proposed. The University agrees that an approval of a substitution will not be unreasonably withheld.**

Chartwells agrees with this requirement.

**8. The contractor shall agree and understand that all reports and material developed or acquired by the contractor as a direct requirement specified in the contract shall become the property of the University. No reports or material prepared, as required by the contract, shall be released to the public without the prior written consent of the University.**

Chartwells agrees with this requirement.

**9. Except as otherwise specified herein, the contractor shall be responsible for furnishing all material, labor, equipment, and supplies necessary to perform the services required herein.**

Chartwells agrees with this requirement.

**10. If the services specified in the contract require the contractor to: (1) operate a vehicle over 26,000 pounds, (2) haul hazardous materials, (3) transport more than 15 passengers, or (4) engage in any other activity outlined in the Uniform Commercial Driver License Act, the vehicle's driver must meet the requirements of the Uniform Commercial Drivers License Act. The contractor must submit proof of such if requested by the University.**

Chartwells agrees with this requirement.

**11. The contractor shall indemnify, defend and hold harmless the Board of Regents of the University, as well as the University's officers, agents, and employees, from and against all claims, loss or expenses from any cause of action arising from or incidental to the contractor's performance of the contractual requirements herein. The contractor agrees to reimburse the University for any such loss, damage or claim, including its attorneys fees. The contractor agrees to have in effect, throughout the duration of the contract, liability insurance coverage of the contractor for its acts, failure to act, or negligence, arising out of or caused by the activity which is the subject of the contract, in the sum of not less than three hundred thousand dollars (\$300,000) per each person and not less than two million dollars (\$2,000,000) per occurrence. Evidence of insurance coverage must be submitted to the University upon request.**

Please note statement provided in Legal Exceptions, item 11 located in the Introduction, Background Information and General Overview section.

**12. The contractor shall not be responsible for any injury or damage occurring as a result of any negligent act or omission committed by the University, including its Board of Regents, agencies, employees, and assigns.**

Chartwells agrees with this requirement.

**13. Inasmuch as under the contract the contractor may acquire confidential information, the contractor agrees to use such information only for the sole benefit of the University and to keep confidential such information, as well as all information developed in the conduct of the work contracted for including information disclosed by the University to the contractor or any other person engaged in the contracted work. The contractor further agrees that all data, technical information, and reports developed by contractor or any person engaged in the contracted work are the property of the University and shall not be disclosed to others at any time or used for any other purpose other than for the sole benefit of the University, and that upon termination of the contract, or at any other time the University requests, the contractor or any person involved in the contracted work will transmit to the University any written, printed, or other materials embodying such confidential information, including all copies and excerpts thereof, given to, prepared by or for the contractor, or any other person involved in the contracted work. It is further understood and agreed that this obligation to keep such information confidential shall continue at all times beyond the completion of the contracted work.**

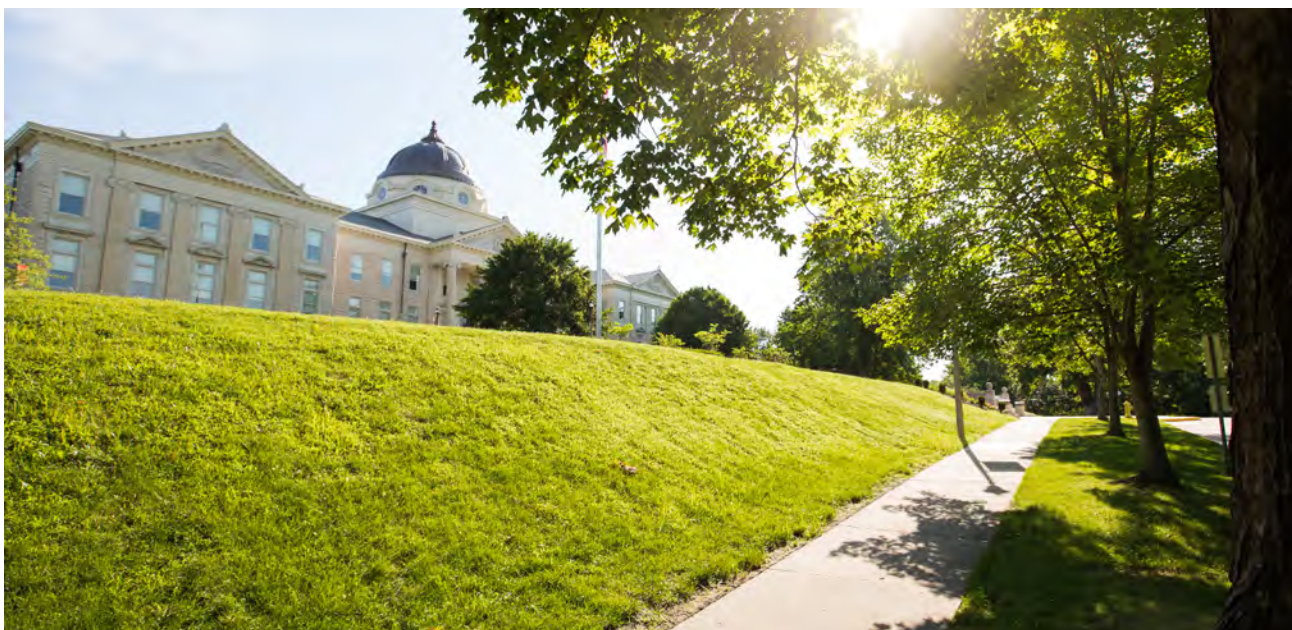
Please note statement provided in Legal Exceptions, item 13 located in the Introduction, Background Information and General Overview section.

**14. The contractor must furnish to the University Purchasing Department within thirty (30) days after contract award, and prior to the performance of any services required by the contract, a performance bond in the amount of \$250,000.00. The contractor must maintain the validity and enforcement of the bond throughout the effective period of the contract.**

Chartwells agrees with this requirement.

**14.1 The performance bond must be issued in the form of (1) an original bond issued by a surety company authorized to do business in the State of Missouri, (2) a certified check, (3) a cashier's check, (4) an irrevocable letter of credit, or (5) a bank draft. No personal or company checks shall be accepted. The contract number and dates of performance must be specified in the performance bond.**

Chartwells agrees with this requirement.







**14.2** *In the event the University exercises its option to extend the contract for an additional period, the contractor must maintain the validity and enforcement of the bond pursuant to the provisions of this paragraph for the extended period, and must provide proof of such to the University.*

Chartwells agrees with this requirement.

**14.3** *The contractor must understand and agree that the University shall have the right to increase the required amount of the performance bond at any time throughout the effective period of the contract if deemed necessary and in the best interests of the University.*

Chartwells agrees with this requirement.

**14.4** *Any proposal security deposit submitted shall remain in force until such time as the contractor submits the performance bond. Failure to submit the performance bond in the time specified or failure to accept award of the contract shall be deemed sufficient cause to forfeit the proposal security deposit.*

Chartwells agrees with this requirement.

**15.** *The contractor shall not assign or transfer, either directly or indirectly, in whole or in any part, any interest in the contract to any subcontractor or franchised food operator without the prior written approval of the University.*

Chartwells agrees with this requirement.

**16. Authorized Personnel:**

**16.1** *The contractor shall only utilize personnel authorized to work in the United States in accordance with applicable federal and state laws. This includes but is not limited to the Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA) and INA Section 274A.*

Chartwells agrees with this requirement.

**16.2** *If the contractor is found to be in violation of this requirement or the applicable state, federal and local laws and regulations, and if the University has reasonable cause to believe that the contractor has knowingly employed individuals who are not eligible to work in the United States, the University shall have the right to cancel the contract immediately without penalty or recourse and suspend or debar the contractor from doing business with the University. The University may also withhold up to twenty-five percent of the total amount due to the contractor.*

Chartwells agrees with this requirement.

**16.3 The contractor shall agree to fully cooperate with any audit or investigation from federal, state or local law enforcement agencies.**

Chartwells agrees with this requirement.

**16.4 If the contractor meets the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo the contractor shall maintain enrollment and participation in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the contracted services included herein. If the contractor's business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then the contractor shall, prior to the performance of any services as a business entity under the contract:**

**(a) Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND**

**(b) Provide to the University the documentation required in the attachment titled, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program; AND**

**(c) Submit to the University a completed, notarized Affidavit of Work Authorization provided in the attachment titled, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization**

Chartwells agrees with this requirement.









# Offeror's Information





**4. Cost: The following factors will be utilized in the evaluation of cost:**

**4.1 - At a minimum, the offeror must complete the Pricing Page with firm, fixed prices. The offeror may not change the University's Pricing Page in any manner. The offeror is cautioned that if any revisions are made to the Pricing Page, the offeror's proposal may be rejected.**

We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

**4.2 - In addition to completing the Pricing Page as specified in section 4.1, the offeror is also encouraged to propose creative alternatives and pricing to the specified Board Plans, which maximize the flexibility and value and minimize patron confusion.**

Pricing for Board Plan options and alternatives are included in the original proposal.

**4.3 - The offeror must propose a minimum investment of \$4,000,000, but may propose any greater investment. If the offeror proposes more than the minimum investment of \$4,000,000, the offeror must also present the cost impact for every additional \$100,000.**

Chartwells proposes an investment of \$6,575,000 to fund kitchen upgrades in Towers and the University Center, additional national brand concepts and retail and board plan program refreshes. There is no cost impact to Southeast Missouri State University for the additional \$2,575,000 investment. Should the university seek investment funds in year 1 beyond this level, the impact for every \$100,000 is \$0.015 to the daily board rate.

Additionally, please note statement provided in Legal Exceptions, item 9 located in the Introduction, Background Information and General Overview section.

**4.4 - The offeror must provide prices for the existing catering menus including full-service catering, budget catering for university affiliates, and students-only budget catering. Attachment 3 includes the current full-service catering menu.**

Chartwells will continue to offer a multitiered approach to campus catering including full service, budget catering and students-only offering. Additionally we offer a "Meeting Well" Catering menu. This menu is endorsed by the American Cancer Society and provides the basis of a holistic catering experience. Meeting Well speaks to not just healthy foods, but proper portioning, stretching and movements that keep your meeting fresh. Unique aspects of the Meeting Well catering experience include:

- Nutrition and wellness materials available for your guests
- Health and wellness values are accentuated

These distinct menus offer guests many packages to choose from or they can use the guides to design their own event. We've provided a sample menu in this section and additional detail is provided in the Proposed Method of Performance section, item 74.



## IN YOUR space

Student Organizations must be recognized by Southeast Missouri State University in order to qualify for special pricing.

To keep our prices as economical as possible for student organizations and groups, all of the items listed in this guide are for pick up only.

Orders for beverages, platters and snacks need to be placed three business days prior to your event. For buffet meals we request seven business days prior to your event.

If catering equipment is removed from the event area, additional charges will be incurred.

To order any of these menu items, please contact Chartwells Catering with the information provided on the attached business card.

Short on time? We would be happy to set this up for your group for an additional set up fee. Contact us to work out the details.

### Breakfast

SOLD BY THE DOZEN

Donuts	12.00
Danish	12.00
Companion Muffins	12.00
Bagels with Cream Cheese	12.00
Breakfast Breads (per loaf)	12.00

### Boxed Lunches

MEALS INCLUDE CHIPS, FRUIT OR COOKIE AND SODA

#### Turkey, Roast Beef, Ham, Tuna or Veggie Sandwiches

With a count of

- up to 30, choose two types of sandwiches
  - up to 50 or more, choose three types of sandwiches
- 6.75 per person

### Buffets

CHOICE OF ICED TEA OR LEMONADE.

#### Hot Dog & Hamburger Platic

Includes Potato Chips, Condiments and your choice of Baked Beans or Potato Salad.  
9.00 Per Person

#### Chicken Francaise

Includes your choice of a starch and a Vegetable, plus Garden Salad with two choices of Dressing and Rolls  
9.00 Per Person

#### Pasta Buffet

Includes two Pastas, Meat and Marinara Sauces, Italian House Salad and Rolls.  
9.00 Per Person

### Pizza

16" Pizzas	
Cheese	10.50
1" Topping	12.99
Veggie	14.75
Meat Lovers	15.50
16" Supreme	15.50

### Try Something Different

CALL US FOR PRICING.

Popcorn Bar  
Cupcake or Cookie Decorating Kits  
5 More Fixins  
Ice Cream Sundae Station  
Ice Cream Treats

### Hot Appetizers

SOLD BY THE DOZEN.

Chicken Tenders	7.75
Offered as a choice of a side (no include buffalo sauce, BBQ, honey mustard, Sweet & Sour Sauce and Ranch	
Meatballs Marinara	6.75
Offered as a choice of swedish meatballs and/or marinara	
Egg Rolls with Sweet & Sour Sauce	6.75
Buffalo Chicken Dip (serves 25-30)	24.99
Toasted Ravioli with Marinara	5.75
Loaded potato skins	12.99
Pot stickers with soy dipping sauce	5.75

### Party Platters

SERVES 10-12 PEOPLE

Cheese & Cracker Platter	17.99
Fresh Vegetable Platter	10.99
Cheese & Sausage Platter	19.99
Cut Fruit Platter	14.99
Two Foot Party Sub	29.99
Hummus (Served with Pita chips)	19.99
Spinach-Artichoke Dip (available in hot or cold)	24.99

### Beverages

12 Pack of Soda	Contact us about bulk case purchasing.
Case of Soda	1.50
Coffee with Cream and Sugar (serves 12)	7.99
Available in regular and decaffeinated	
Hot Chocolate (serves 12)	9.50
Lemonade or Iced Tea (serves 18)	8.00 per gallon
Lead Water (serves 12)	

**Not seeing what you need? We will be happy to develop a customized menu to suit your event.**

**For additional questions, contact the Catering Office at 573-651-2511.**







### Snacks

House Made Potato Chips (per pound)	4.50
Tortilla Chips with Salsa (per pound)	7.99
Dips by the Pint	4.00
French Onion/Pico de Gallo/Hummus/Salsa	
Crostini 5 pounds	13.00
Pita Chips 5 pounds	16.00

### Sweets

SOLD BY THE DOZEN

Cookies: Goopy Butter Cookies, Chocolate Chip, Sugar and Double Chocolate	7.99
Brownies	10.99

## IN YOUR space

Eat · Learn · Live





# MEETING *well*

Eat · Learn · Live



**Southeast**  
Missouri State University





## MEETING *well*<sup>™</sup> Eat · Learn · Live

Chartwells Catering Services is pleased to present our “Meeting Well” Catering Menu to our customers. Endorsed by the American Cancer Society, Meeting Well provides the basis of a holistic catering experience. Meeting Well speaks to not just healthy foods, but proper portioning, stretching and movements that keep your meeting fresh.

Unique aspects of the Meeting Well catering experience include:

- ***Nutrition and wellness materials available for your guests***
- ***Health and wellness values are accentuated***
- ***Policies and procedures are available in the InAnyEvent guide. Please call and we will be happy to work with your group.***

### *Breakfast*

Meeting Well<sup>™</sup> Continental Breakfast  
Low-Fat Granola and Kashi<sup>®</sup> Cereal  
Seasonal Fresh Fruit and Low-Fat Vanilla Yogurt  
Mini Low-Fat Carrot Apple Muffins  
Whole Wheat Bagels served with Lite Cream Cheese, Preserves and Peanut Butter  
Fruit Infused Filtered Water, Coffee and Service with Equal, Honey and Lemon  
8.50 per person

Meeting Well<sup>™</sup> Hot Breakfast  
Oatmeal with Brown Sugar, Raisins and Fat-Free Milk  
Frittata with Ham and Cheese and Sweet Potato Hash with Peppers  
Whole Wheat Bagels served with Promise<sup>®</sup> Spread, Lite Cream Cheese,  
Preserves and Peanut Butter  
Mini Low-Fat Carrot Apple Muffins  
Fresh Seasonal Fruit  
Fruit Infused Filtered Water, Coffee and Service with Equal, Honey and Lemon  
12.50 per person

### *Meeting Well<sup>™</sup> Morning or Afternoon Break*

Popcorn Trio  
Chili Spiced, Rosemary and Plain Popcorn  
Vegetable Crudit  with Fat Free Ranch Dip  
Seasonal Fruit Tray with Mint Yogurt Sauce  
Fruit Infused Filtered Water and Tea Service with Equal, Honey and Lemon  
8.00 per person



## Meeting Well™ Lunch Buffets

### Mediterranean

Chicken Tzatziki, White Bean Spread and Tuna Salad served with Whole Wheat Pitas, Greens and Herb Salad

Vegetable Soup (vegetarian)

Mini Cookies and Brownies

Fresh Seasonal Fruit

Fruit Infused Filtered Water and Tea Service with Equal, Honey and Lemon

14.00 per person

### Italian

Chicken Parmesan and Whole Wheat Pasta with Marinara Sauce

Caesar Salad with Toasted Bagel Croutons

Bread Basket

Mini-Cookies and Brownies

Fruit Infused Filtered Water and Tea Service with Equal, Honey and Lemon

14.00 per person

### Homestyle Comfort

Turkey Meatloaf with Roasted Red Pepper Sauce, Steamed New Potatoes and Roasted Broccoli with Almonds

Iceberg Wedge Salad with Tomato Basil Relish and Parmesan Cheese

Mini-Cookies and Brownies

Fruit Infused Filtered Water and Tea Service with Equal, Honey and Lemon

14.00 per person

### Taste of the Southwest

Spicy Black Bean Chili with Lime Crema, Brown Rice with Poblano Peppers and Cilantro-Jicama Slaw

Tossed Salad with Buttermilk Avocado Dressing

Bread Basket and Fresh Fruit Platter

Fruit Infused Filtered Water and Tea Service with Equal, Honey and Lemon

14.00 per person

## Snacks

Yogurt Parfaits	3.50 each
Whole Fresh Fruit Basket	10.00 (12 pieces)

## Beverages

PRICED BY THE GALLON UNLESS OTHERWISE SPECIFIED.  
ONE GALLON IS EQUAL TO 10-12 SERVINGS.

Iced Green Tea	11.00
Raspberry Iced Tea	10.50
Orange Juice	10.50
Apple Juice	10.50
Fruit-Infused Water	10.00
House Blend Coffee	11.50

### BOTTLED BEVERAGES

Bottled Water	1.79 each
Bottled Apple Juice	2.09 each
Bottled Orange Juice	2.09 each



These foods are limited in calories, fat, saturated fat, cholesterol and sodium. Eating these food choices more often will help you feel energetic and healthy.



Foods purchased or produced in a sustainable manner. This may include reduced anti-biotic chicken, cage-free shell eggs, sustainable seafood, organic foods or locally produced foods.



Foods that do not contain animal products except dairy or eggs.



Foods that do not contain any animal derived products at all including honey, dairy or eggs.



**4.5 - The offeror must provide prices for the existing retail pricing, including individual items and bundled items (i.e. combos), for all retail locations. Attachment 4 includes the current retail pricing information; any updates, if necessary, will be provided during the pre-bid conference.**

Chartwells will continue to provide pricing for retail locations as required. Sample menus for all retail locations are include in the proposed method of performance section, item 7.7.

**4.6 - The offeror must state maximum percentages of increase for the extension options contained on the Pricing Page.**

We request price changes be governed by the statement provided in Legal Exceptions, item 1 located in the Introduction, Background Information and General Overview section.

**4.7 - Any cost and/or pricing data submitted by the offeror or related to the offeror's proposal shall be subject to evaluation if deemed in the best interests of the University. The University reserves the right to evaluate any other pricing information as a portion of the subjective criteria.**

Chartwells understands and will continue to comply with this requirement.



## Section 5 - Experience and Reliability of Offeror's Organization

*5.1 The offeror should provide a list of the offeror's current foodservice contracts, especially those with colleges and universities whose foodservice operation is similar in size and scope to that of Southeast Missouri State University. The list provided by the offeror should contain, at a minimum, the name, title, address, telephone number, and email address for each contact person and the length of time the contract has been maintained by the offeror. The list should also include for each contract a description of improvements made by the offeror in the presentation of food, branded concepts implemented, physical improvements/renovations made, etc.*

Chartwells contracts similar in scope and size to Southeast Missouri State University.

### **Oakland University**

144 Oakland Center 2200 N. Squirrel Road  
Rochester, MI 48309  
Mr Glenn Mcintosh  
Interim - Vice President for Student Affairs  
248-370-2400  
mcintosh@oakland.edu  
Since: 2002

List of improvements: Built an additional residential dining facility, converted WPS Starbucks Coffee Shop and renovated Food Court to include Papa John's, Chick-fil-A, Subway, Grill Nation, Au Bon Pain soups and Einstein Bros. bagels

### **Winona State University**

234 Kryzsko Commons  
Winona, MN 55987  
Ms. Karen Johnson  
Dean of Students  
507-457-5300  
kjohnson@winona.edu  
Since: 2006

List of improvements: Renovated residential dining facility and C –store. Added Chartwells brands including Mondo Subs and Coyote Jack's.

### **Missouri State University**

901 South National Avenue  
Springfield, MO 65897  
Mr. Gary K. Stewart  
Director of Residence Life, Housing & Dining Services  
417-836-5534  
garystewart@missouristate.edu  
Since: 2011

List of improvements: Renovated residential dining facility and added a Licensed Starbucks Store, Chick-fil-A, Subway, Papa John's and Chartwells brands.

### **University of Wisconsin-Whitewater**

800 W. Main Street  
Whitewater, WI 53190  
Mr. Bob Barry  
Executive Director University Center  
262-472-6223  
barryr@uww.edu  
Since: 2000

List of improvements: Renovated two residential dining facilities and added Prairie Street Market and C-store

### **Carroll University**

100 North East Avenue  
Waukesha, WI 53186  
Mr. Ronald Lostetter  
VP Finance & Administration  
262-524-7200  
rlostett@carrollu.edu  
Since: 2007

List of improvements: Renovated residential dining facilities including the addition of Chartwells brands such as Red Mango, 2.Mato and Au Bon Pain

**5.2 The offeror should provide a list of all college and university contracts lost within the past three (3) years. Please explain how long each contract was maintained and why you believe the contract was lost. The offeror should provide the name, title, address, telephone number and email address for a contact person for each such contract.**

College and university contracts lost in the past three years.

**University of Wisconsin-La Crosse**

608-785-8888  
lringgenberg@uwlax.edu  
Start Date: 7/30/1980  
Term Date: 6/30/2012  
Larry Ringgenberg  
Director of Student Activities and Centers  
LaCrosse, WI 54601  
Reason: Competitive Bid

**Southern Illinois University-Carbondale**

Lori Lynn Stettler  
Associate Vice Chancellor  
Carbondale, IL 62901-4407  
618-453-3496  
loris@siu.edu  
Start Date: 6/1/1997  
Term Date: 5/31/2013  
Reason: Financial

**Kansas Wesleyan University**

Wayne Schneider  
Director of Business Operation  
Salina, KS 67401  
785-827-5541, x1222  
kwaynes@acck.edu  
Start Date: 7/1/1990  
Term Date: 7/27/2012  
Reason: Competitive Bid

**Saint Louis University**

Kent Porterfield  
Vice President Student Development  
St. Louis, MO 63013  
314-591-3845  
kporter6@slu.edu  
Start Date: 8/1/2001  
Term Date: 6/6/2014  
Reason: Competitive Bid

**Kansas State University - Manhattan**

William Smriga  
Director of Student Union  
Manhattan, KS 66506  
785-532-6591  
Smriga@ksu.edu  
Start Date: 7/1/2005  
Term Date: 12/31/2012  
Reason: Financial





*5.3 The offeror should identify how many and which contracts maintained by the offeror, both previous and current, have been renegotiated after contract award. For each such contract, the offeror should indicate when the renegotiation occurred, whether a provision for renegotiation was included in the contract, and why renegotiation was necessary.*

The following contracts have had some renegotiation after contract award.

**Missouri State University**

Actual resident boarder counts were below the stated RFP meal plan participants with no anticipated growth projected.

**University of Nebraska Kearney**

We renegotiated the contract last year.

The decline in meal plan participants resulted in the contract negotiations to extend the renovation amortization period.





**5.4 The offeror should provide evidence of a proven ability to successfully operate a university foodservice similar in size and scope to that of Southeast Missouri State University. Reference checks must indicate that a high quality foodservice program has consistently been provided by the offeror.**

Our existing clients tell us that one of the most persuasive factors they considered when choosing Chartwells as their new campus-dining partner were the comments they received from the other schools that we have been honored to serve.

**Carroll University**

Dr. Douglas N. Hastad  
President  
100 N. East Avenue  
Voorhees 201  
Waukesha, WI 53186  
262-524-7247  
dhastad@carrollu.edu

Ph: 417-836-5886  
Fax: 417-836-5117  
ThomasLane@missouristate.edu

**DePaul University**

Mr. Bob Janis  
Vice President Facility Operations  
312-362-8762  
312-362-5912 (fax)  
bjanis@depaul.edu  
14 East Jackson, Suite 600  
Chicago, IL 60604

**Missouri State University**

Steve Foucart  
Chief Financial Officer  
Missouri State University  
901 South National  
Springfield, MO 65897  
Office 417-836-4563  
SFoucart@MissouriState.edu

**DePaul University**

Mr. Joe Mroczkowski  
Business Manager, Director Student Center  
773-325-4075  
773-325-7347 (fax)  
jmroczko@depaul.edu  
2250 North Sheffield Ave., Suite 303  
Chicago, IL 60614

**Missouri State University**

Thomas Lane, Ed.D.  
Assistant Vice President for Student Life/Director of  
Plaster Student Union  
901 S. National Avenue  
Springfield, MO 65897



5.5 The offeror should submit a copy of the offeror's most recent audited financial report. Such report must not be more than twelve (12) months old at the time of submission. The offeror should also provide statements from the last three (3) years of operation. Such statements must include, as a minimum, a consolidated balance sheet and income statement for each such year.



**To:** Compass Group USA Business Partners  
**Date:** December 24, 2014  
**Sub:** Compass Group USA Financial Update

Compass Group USA, Inc. is a wholly owned subsidiary of Compass Group PLC (CGP), the global leader for contract catering services. Compass Group USA, Inc. is the legal entity representing United States operations and is the parent company of Flik International Corp., Crothall Services Group, Southeast Service Corporation, Levy Restaurants, Restaurant Associates Corporation, Morrison Management Specialists, Inc., Gourmet Dining, LLC, Bon Appetit Management Company, Eurest Services, Inc., and Wolfgang Puck Catering & Events, LLC. Divisions of Compass Group USA, Inc. include Chartwells, Canteen, and Eurest Dining.

Through a series of acquisitions and organic growth, Compass Group has become the market leader in North America with annual revenues in 2014 of US \$13.6 billion and operating profit of US \$1.07 billion. Compass Group North America's revenues represent 48% of the CGP worldwide total and are expected to exceed \$13.9 billion in the 2015 fiscal year. Compass Group, North America's client list includes Staples Center, Boeing, Bank of America, IBM, Microsoft, Prudential Insurance, American Express, Texas A&M University, Louisiana State University, University of Virginia Medical Center, Cedars-Sinai Medical Center and World Bank.

CGP was formed in 1987 to facilitate the management led buyout of the Grand Metropolitan, PLC Catering division. During its twenty-eight year history, CGP has grown more than fifty-fold from a revenue and value perspective, with a current market capitalization of US \$33 billion. CPG trades on the London Stock Exchange under symbol CPG.L and is represented in the FTSE 100 Index. While Compass has experienced phenomenal growth, it remains a conservatively managed company with a strong credit rating. Access to the September 30, 2014 CPG annual report is available through the following link:

<http://www.compass-group.com/Financial-Presentations.htm>

You are encouraged to direct financial inquiries regarding Compass Group to my attention at our North America headquarters in Charlotte, North Carolina.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Thomas", written over a white background.

Daniel Thomas  
Vice President & Treasurer  
Compass Group, North America  
2400 Yorkmont Road  
Charlotte, NC 28217  
Tel: 704-328-7073

*We are providing the 3-year annual report on the attached CD.*

*5.6 The offeror should provide a list of its ten (10) accounts closest geographically to the University, and appropriate contact information for each account.*

**Chartwells' ten geographically close accounts to Southeast Missouri State University**

**Missouri State University**

Mr. Gary K. Stewart  
Director of Residence Life, Housing & Dining Services  
901 South National Avenue  
Springfield, MO 65897  
417-836-5534  
garystewart@missouristate.edu  
Start Date: 5/14/2011

**Arkansas Tech University**

Mr. Fred Clayton  
Director of Administrative Services  
Bryan Hall Room 205, 105 West O Street  
Russellville, AR 72801  
479-498-2837  
fclayton@atu.edu  
Start Date: 7/1/1993

**University of Arkansas - Fayetteville**

Dr. Daniel J. Pugh  
Assistant Vice Provost for Student Affairs  
ADMIN 325, University of Arkansas  
Fayetteville, AR 72701  
479-575-5007  
djpugh@uark.edu  
Start Date: 1/1/1998

**University of Illinois-Chicago**

Mr. Robert Rouzer  
Executive Associate Director of Campus Auxiliary  
Services  
1200 West Harrison Street 2560 SSB  
Chicago, IL 60607  
312-413-5902  
rmrouzer@uic.edu  
Start Date: 7/1/2012

**Missouri University of Science & Technology**

Mr. James Murphy  
Assistant Vice Chancellor of Student Affairs  
107 Norwood Hall  
Rolla, MO 65409  
573-341-4218  
murphyj@mst.edu  
Start Date: 6/1/2001





### **North Central College**

Mr. Paul Loscheider  
V.P. of Business Affairs  
30 North Brainard  
Naperville, IL 60540  
630-637-5679  
phloscheider@noctrl.edu  
Start Date: 7/1/2003

### **Rockhurst University**

Dr. Matthew Quick  
VP for Student Development & Athletics, Dean of  
Students  
1101 Rockhurst Rd, Massman 1  
Kansas City, MO 64110  
816-501-4030  
matthew.quick@rockhurst.edu  
Start Date: 5/19/2014

### **DePaul University**

Mr. Bob Janis  
Vice President Facility Operations  
14 East Jackson, Suite 600  
Chicago, IL 60604  
312-362-8682  
bjanis@depaul.edu  
Start Date: 7/1/2001

### **Elmhurst College**

Ms. Denise Jones  
Interim Vice President of Finance and Administration  
191 Prospect Avenue  
Elmhurst, IL 60126  
630-617-3012  
jamescunningham@elmhurst.edu  
Start Date: 7/16/2001

### **MacMurray**

Dr. James Maxwell  
Provost & Vice President for Academic Affairs and  
Student Life  
447 E College Avenue  
Jacksonville, IL 62650  
217-479-7047  
james.maxwell@mac.edu  
Start Date: 6/1/2012





## Section 6 – Expertise of Offeror's Personnel

*Section 6.1 - The qualifications of the personnel proposed by the offeror to perform the requirements specified herein will be considered in the evaluation. Therefore, the offeror should submit detailed information related to the experience and qualifications of the staff proposed.*

### **Nadeem Zafar – Regional Vice President**

As Regional Vice president, Nadeem Zafar is responsible for the leadership and strategic direction for the Mid Central Region. With 18 plus years in the Higher Education Dining Services, Nadeem has a proven track record of accomplishment in leadership, driving change and achieving results. Nadeem's career with Chartwells began as a student worker on Southeast Missouri State University. As a result Nadeem understands the intricacies of the operation of your dining services program and will work diligently with you to take your dining and food programs to the next level. Nadeem received his bachelor of science in hospitality and foodservice management from Southeast Missouri State University and currently resides in the Chicago area.



### **Rafael Conde – District Manager**

Rafael is the first level of corporate support to the on-site management. Making regular visits to campus, Rafael supports the team with financial oversight, program support and overall leadership support. Rafael has a substantial tenured career; he started his career as a student manager and held management positions of increasing responsibility including production manager, building director, unit director, resident district manager, operations support and most recently, district manager. His expertise resides in management training, production, guest services and financial management. Rafael is a strong leader who excels at account transition, safety and financial management. His directors and clients respect his insights and opinions regarding their accounts. Rafael resides in River Falls, Wisconsin.



### **Steven Cooper – Resident District Manager**

Steven Cooper is our Resident District Manager at Southeast Missouri State University and has had an extremely positive impact on the quality and consistency in our program. He has over 15 years of experience in the foodservice management services industry and has held management positions of increasing responsibility with several top management services companies. Steven's strong leadership and commitment to customer service are key contributors to his success at Southeast Missouri State University.



### Carlos De Jesus – Executive Chef

Chef Carlos De Jesus is originally from Virginia Beach, Virginia. He graduated from ECPI University with a mechanical engineering degree with an emphasis in biomedical engineering. While going through college, Chef Carlos always had a passion for creating gourmet dishes while working in several high profile restaurants. He also owned a family business that roasted coffee beans locally as well as imported and exported fine gourmet products such as wine and gourmet cheeses.

After college he worked his way through the ranks at different five-star restaurants until he was promoted to executive chef at Eddie Sal's The Big Easy in Virginia Beach.

Chef Carlos has since worked as a corporate executive chef for three years at Farm Fresh Supermarkets designing culinary trends in the grocery market industry. For the last five years, he has been working in healthcare contract food management with Sodexo as an executive chef. He traveled across the country helping to set up new accounts and implement company standard.



### Kelley Wilkins – Catering Director

Kelley Wilkins was born and raised in Southern Illinois, and has a bachelors of science in hospitality and tourism from Southern Illinois University at Carbondale. After she graduated in 2003, Kelley started working with Chartwells as a catering supervisor at SIU Carbondale. In her eight years with the company, she worked her way from being a supervisor to the catering manager, catering director, and then the director of dining services.

***Section 6.2 - The offeror should provide a resume, including references, detailing educational qualifications and previous work assignments as may relate to this RFP for the Dining Services Director, Chef, and Catering Director to be assigned to the University's foodservice operation.***

Resumes and references are included for Resident District Manager Steven Cooper, Executive Chef Carlos Jesus and Catering Director Kelley Wilkins.



# CONFIDENTIAL

## RESUME OF

### STEVEN S. COOPER

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Tunnel Hill, Georgia

#### EXPERIENCE

##### **Chartwells, Regional Office**

**4/13 – Present**

###### *Resident District Manager*

- Ensure regional goals and budgetary requirements are met by working directly with district managers and unit directors
- Research, report and correct any quality assurance issues regarding customer service and everyday operations
- Provide leadership and direct mentoring to four accounts:
  - ◊ Illinois College – \$2.2 million – residential and retail dining – 1,000 students on meal plans
  - ◊ Anderson University – \$4.1 million – residential and retail dining – 1,200 students on meal plans
  - ◊ Lamar University – \$7.2 million – residential and retail – serving more than 12,000 students
  - ◊ Oakland University – \$8 million – residential, catering, and retail – serving more than 20,000 students
- Seek out and source creative solutions to enhance the overall campus aesthetics to drive top-line revenue
- Provide leadership to a team of 29 salaried directors and managers located at accounts throughout the region. Work directly with on-campus teams to develop their imaging plan and budgets
- Oversee special projects to enhance operational challenges within individual campuses
- Manage support operations within accounts in the central region
- Support additional regional initiatives directed by the regional vice president
- Assist accounts in development and rollout of their four-tier catering guides and merchandising collateral

##### **ARAMARK/University Of Tennessee Chattanooga (UTC), Chattanooga, Tennessee**

**8/2009 – 10/2012**

###### *Operations Director, Dining Services*

- Maintained annual P&L budget of \$10.5 million with \$6.0 million in retail, \$3.0 million in residential and \$1.5 million in catering/concessions
- Implemented a new residential dining program from all retail with \$3.5 million in growth alone after new renovations to retail
- Led the transition team in the renovations of the new retail and residential dining – \$5 million
- Maintained all concession contracts with university and nonprofit organizations
- Planned, directed and controlled all foodservice operations in seven multi-unit locations
- Maintained all licenses for all restaurants: Chick-fil-A, Subway, Quiznos, Java City, Moe's and AFC
- Implemented a new Topio's (pizza concept)
- Implemented a new burger brand (Grill Works)
- Managed 10 department managers with 244 hourly employees
- Assisted managers with target areas and creating their individual Career Management Process (CMP)
- Created and directed managers in educational and safety meetings for all full-time and student staff
- Refreshed Subway image to brand standards
- Directed supervisors on how to train students to take leadership roles
- Worked with UTC satiability coordinator and clients

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## **ARAMARK/ Georgia Southwestern State University, Americus, Georgia**

**11/2007 – 8/2009**

*Director, Dining Services*

- Maintained annual P&L budget of \$1.7 million in three multi-unit locations
- Increased meal plans sold by 14 percent over prior year
- Increased meal memberships by 26 percent overall from prior year
- Exceeded overall annual budget through increased sales of 15 percent, labor savings of 27 percent
- Retooled retail with an increase of sales of 30 percent
- Developed a new catering guide, increased sales 10 percent
- Planned, directed and controlled all foodservice operations, which included off-site country club food and alcohol
- Met all operational and financial goals
- Implemented training, supervised and scheduled all staffing and maintained a balance in labor costs
- Completed quarterly client reports with details
- Implemented safety standards and guidelines
- Worked with and developed assistant foodservices director in order to maintain GSW and ARAMARK standards
- Implemented a new Java City coffee shop
- Managed three department managers
- Directed supervisors on how to train ARAMARK employees and students to take leadership roles
- Developed and created student menus based on cost effectiveness, students' tastes and overall presentation of menus
- Maintained all costs within the projected monthly budget
- Assisted managers with target areas and creating their individual Career Management Process (CMP)
- Created and directed managers in educational and safety meetings for all full-time and student staff
- Developed positions within the organization to further serve community

## **ARAMARK/Berry College, Rome, Georgia**

**6/2005 – 11/2007**

*Director, Dining Services/Executive Chef*

- Maintained annual P&L budget of \$4.5 million in five multi-unit locations
- Assumed the role of director (Berry College) and worked with office manager to finalize weekly financials
- Oversaw all food/nutrition for day care and K-12 on Berry campus
- Implemented hot bowl and sushi concept
- Directed five department managers
- Trained new managers on ARAMARK employee and student scheduling using budgets, current sales trends and student availability as contributing factors
- Directed supervisors on how to train students to take leadership roles
- Developed and created student menus based on cost effectiveness, students' tastes and overall presentation of menus
- Assisted catering manager in developing a new catering guide and student catering guide
- Assisted managers with target areas and creating their individual Career Management Process (CMP)
- Created and directed managers in educational and safety meetings for all full-time and student staff



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## **ARAMARK/Abraham Baldwin Agricultural College (ABAC), Tifton, Georgia**

**8/2004 – 6/2005**

*Director, Dining Services*

- Maintained annual fee budget of \$1.1 million in two multi-unit locations
- Planned, directed and controlled all foodservice operations
- Met all operational and financial goals
- Created and maintained annual budgets
- Implemented training, supervised and scheduled all staffing and maintained a balance in labor costs
- Completed quarterly client reports with details
- Implemented safety standards and guidelines
- Worked with and developed assistant foodservices director in order to maintain ABAC and ARAMARK standards
- Exceeded overall annual budget through increased sales, labor savings

## **Morrison Management Specialists/Hamilton Medical Center, Dalton, Georgia**

**10/2002 – 5/2004**

*Assistant Director, Food and Nutrition/Executive Chef*

- Maintained annual fee budget of \$3.5 million in three multi-unit locations
- Managed and conducted training sessions for a staff of 55, including seven supervisors, clinical dietitians, diet aids and department secretary
- Planned, directed, organized and oversaw development of all dietary services, cafeteria, vending and relation restaurant, as well as hospital special events and off-premise events
- Approved purchases of food and nutrition department
- Maintained/balanced the \$3.2 million budget, creating savings of \$72,000 for 2004 fiscal budget and a break-even point in 2003

## **Burk – Daugherty, Inc. dba Antiques and Tea**

**4/2002 – 9/2002**

*General Manager/Executive Chef*

- Ordered food, wine and beverage products; maintained appropriate food costs
- Managed, hired, trained and scheduled staff of more than 35, maintained payroll and employee personnel records
- Analyzed daily/monthly cash flow reports, completed accounts payable reports
- Performed duties of the executive chef through menu planning and food costs, food presentation, staff training and equipment purchase

## **Gourmet Day Café, Dalton, Georgia**

**5/2001 – 2/2002**

- Assumed responsibility of a general manager maintaining daily and monthly sales records, monthly expenses, employee files, scheduling, payroll and safety measures
- Client meetings, planned menus, staffing, décor and design for on- and off-premises catered events
- As executive chef, analyzed food costs, created and planned all menus for the restaurant and catering events, ordered food, ensured kitchen equipment was maintained properly

## **Dalton Utilities, Dalton, Georgia**

**12/1993 – 5/2001**

*Senior System Analyst/Project Manager*

- Implemented four new financial packages using Oracle Systems running on an NT platform including purchase order, payroll, inventory, and Lotus Notes Meeting/Scheduling with integrated job costing functions for each system
- Supervised data entry functions and stayed within budget/time restraints to successfully complete all project implementation/training

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## *Network Administrator/Lotus Notes Administrator*

- Configured and setup NT server and workstations
- Performed extensive end user training to implement Lotus system after installing and debugging network problems
- Consistently brought projects in on time and under budget

## *Computer Operations/Programmer*

- Directed multimillion-dollar monthly mass production billing
- Batch fed all financial data into proper general ledger accounts

## *Billing Clerk*

- Completed daily billing functions of \$500,000/month on 12 cost centers for approximately 7,000 customers
- Reviewed historical data for accuracy and completeness, then made adjustments if needed
- Maintained zero error rates for all pre- and post-audit reports prior to billing
- Identified/isolated selected items for use in accounting procedure

## **EDUCATION**

### **The Art Institute of Atlanta**

Culinary Cuisine and Hospitality Management

**2000 - 2002**

### **Dalton State College**

Business Administration

**1999 - 2000**

### **Chattanooga State Technical College**

Business Administration

**1998 - 1999**

## **REFERENCES**

Nick Marcarelli, District Manager, Chartwells Higher Education Dining Services, 734-497-4339

Stuart Henning, Regional Vice President, Chartwells Higher Education Dining Services, 309-212-6240

Amber Debase, Director of Auxiliary Services, Georgia Southwestern State University, 229-931-2042

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## RESUME OF

### CARLOS F. DE JESUS

Saint Louis, Missouri

#### SUMMARY

Motivated self-starter with a passion for the foodservice/service industry. Affinity and drive to rise to the top – aspire to be a director of facilities/operations. Committed to clients' success.

#### EXPERIENCE

##### Compass Group/Chartwells, Cape Girardeau, Missouri

2014 – Present

*Executive Chef, Campus Dining*

- At Southeast Missouri State University, oversee all catering, food cost, menu planning/implementation, labor relations, staff scheduling, ordering, inventory, receiving, and employee/HR relations for a \$10 million operation consisting of six fully operational, multiservice facilities including branded concepts (Subway, Papa John's, Starbucks and Chick-fil-A)
- Manage more than 100 union and non-union employees

##### Sodexo, Greater Saint Louis, Missouri Area/Bellefonte, Illinois

2011 – 2014

Multiservice Account: Food and Housekeeping

*Executive Chef/Food Operations (Retail, Catering and Production)*

- At Saint Elizabeth Hospital, oversee food production, retail and catering for a 300-plus bed facility with a 30-bed behavioral health/rehab unit. \$1.5 million in yearly retail sales and an At Your Request menu with an average daily census of 130-150 patients.
- Rebuilding Catering/Physician Recruitment Dining
- Worked with outpatient nutrition counselor on Sodexo Mindful program and menu construction
- Food cost control/waste management/inventory control
- Worked/ordered with GFS, Coca Cola, Pepsi, Mid-west, Olde Tyme Produce, Brinks, Garda and minority vendors
- Directly manage over 50 to 60 employees
- Passed all state and regulatory inspections
- Double Gold on Joint Commission in 2013

##### Sodexo, Port Charlotte, Florida

2010 – 2011

*Executive Chef/Food Operations (Retail, Catering and Production)*

- At Fawcett Memorial Hospital, oversaw food production, retail and catering in the 240-bed facility, which served 500-plus employees daily, along with an EFY menu with an average daily census of 100 to 235 patients.
- NSF audit was gold at 100 percent (sanitation/third-party audit)
- Worked in financially driven HCA Hospital with No. 1 in our division in finances for 2010
- Food cost reduction/waste management/hourly productivity
- FMS subject matter expert
- Zero deficiencies in state audits
- Worked and ordered with Sysco, Coca Cola Fresh Point, and E-Sysco
- Successfully Launched Sodexo 2011 retail menu and FMS implementation
- Directly managed 34 union employees

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Carlos F. De Jesus

## **Sodexo, South Boston, Virginia**

**2009 – 2010**

Multiservice Account: Food and Housekeeping

*Chef Manager promoted to Executive Chef/Food Operations*

- At Halifax Regional Hospital, oversaw food production and catering departments for 192-bed facility, which served over 700 employees daily, along with running an AYR menu with an average daily census of 90 to 110 patients.
- NSF audit was gold at 100 percent
- Department managed budget of \$1.4 million in sales
- Worked and ordered with Sysco, Produce source, and market connection
- Familiar with SMG
- Upscale doctors lounge and catering
- FMS subject matter expert for the southwest region
- Skilled with AYR format, Gold check standards, and Better by design
- Worked with food drives, Stop Hunger Campaign
- Successfully launched Sodexo 2009 retail menu and FMS implementation
- Retained over 90 percent of the outsourced catering lost by previous owner of production
- Directly managed 10 employees and co-managed 24 other employees in department
- Familiar with multiservice accounts

## **Super Valu/Farm Fresh, Virginia Beach, Virginia**

**2007 – 2009**

*Corporate Executive Chef*

- Assured Farm Fresh customers received fresh high-quality and safe food at the lowest possible prices. Daily duties included cooking, prepping and developing new sales.
- Worked alongside a staff of five chefs supervising 20-plus deli workers. Specialized in special orders and customized meals.
- Worked and ordered with Sysco, Dominion Waterside
- Built customer database

## **Dulce Caribbean Coffee Roasters and Distributors, Virginia Beach, Virginia**

**2000 – 2007**

*GM/Operations Manager (Retail Store, Importing and exporting)*

## **Eddie Sals The Big Easy, Virginia Beach, Virginia**

**2005 – 2007**

*Executive Chef*

## **EDUCATION/TRAINING/TECHNICAL SKILLS**

- ServSafe® Food Manager Certified
- Certified Dietary Manager (In Progress)
- Sodexo Food Management System and Patient Subject Matter Expert
- Knowledge on At Your Request, Cook/Chill and Expressly for you Patient Dining
- Sodexo P.O.T.S. Chef (Test Kitchen and developing recipes for Sodexo Healthcare)
- Sodexo Frontline Leadership I and II complete
- Foodservice Management Certificate (ACF)



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Carlos F. De Jesus

- Culinary Sanitation and Safety Certificate (ACF)
- Culinary Nutrition Certificate (ACF)
- HACCP for Managers and Chefs Certificate (ACF)
- Experience with various Union settings. (SEIU, AFSCME, etc.)
- Knowledge on FMS, SMG, UFS, Micros, Halo, Smart Temps, Smart Safe, and Market Connection
- Opened and knowledgeable on Fresh Inspirations accounts and renovations
- Knowledge on Sodexo Cash Procedures, Sodexo Mindful, Minority Vendors and Patient Menus/Diets
- Ready for ACF CEC testing in 2014
- Familiar with MS-DOS, Microsoft Windows, Microsoft Word, Excel and Outlook
- Bilingual in Spanish

## REFERENCES

Jake Risk, General Manager, Lutheran Senior Services, 314-807-3483

Emily Brown, HR Coordinator/Saint Elizabeth's Hospital, 217-415-1792

Tony Kehoe, Executive Chef, Supervalu, Inc, 757-774-3225

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## RESUME OF

### KELLEY WILKINS

Jonesboro, Illinois

#### OBJECTIVE

A management, which requires foodservice expertise, creativity and commitment to excellence.

#### SUMMARY

- Innovative professional with 11 years of progressive management skills, in retail foodservice, restaurant and catering.
- Expertise in strategic planning, new business startup, market plan execution, capital asset oversight, cost containment, budgeting/finance, customer service, and staff training, supervision and mentoring
- Highly skilled in P&L management, pricing strategies, competitor and market analysis, staffing, purchasing and vendor relations, management reorganization, foodservice, new product roll out, and targeted marketing
  - ◇ Energetic and self-motivated team player/builder. At ease in high stress, fast-paced environments with emerging and multiple responsibilities
  - ◇ Excellent leadership, management, oral/written communication, interpersonal, intuitive, and analysis skills. Thrive in both independent and collaborative work environments
- Known for developing and executing innovative corporate policies and procedures. Proven track record of increasing revenues, streamlining workflow and creating a team environment to increase productivity

#### EXPERIENCE

##### Chartwells/Southeast Missouri State University, Cape Girardeau, Missouri

10/14 – Present

###### Catering Director

- Coordinate and manage over 1,000 annual events for 10 to 1000 guests
- Maintain yearly budgets and complete monthly financial reports.
- Organize training of staff on superior customer service, service etiquette, alcohol service and event coordination.
- Create specialty catering menus.
- Key negotiator with all aspects of event planning, maintained positive relationships with on-campus and off-campus clients

##### Chartwells/Southern Illinois University, Carbondale, Illinois

###### Director of Dining

1/11 – 8/13

- Orchestrated management activities for all areas of foodservice inside the university student center, which includes retail, catering and concessions with annual revenue approaching \$3.6 million.
- Organized a well-trained staff of five managers and 85 full- and part-time employees.
- Reorganized management systems and business operations resulting in lowering food cost annually by 3.2 percent, lowering labor cost annually by 3.8 percent. Reduction of unit cost resulted in a 33 percent increase to the units PBO.
- Directed all financial, budgeting, operating, compliance, purchasing, human resource, public relations, and administrative functions. Ensured timely execution of financial reporting, operating forecasts, new project evaluation, advertising, cost/pricing and related activities

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Kelley Wilkins

## *Catering Director*

6/08 – 1/11

- Coordinated and managed over 1,000 events ranging from 10 to 1000 people annually, directed a catering and restaurant staff of 25 employees.
- Organized the addition of 10 suites and two clubs in the university's newly renovated football stadium and basketball arena.
- Maintained yearly budgets and completed monthly financial reports.
- Organized training of staff on superior customer service, service etiquette, alcohol service, and event coordination.
- Created specialty menus for use in catering, compiled two new catering guides, and was active in creating new concepts throughout the organization.
- Key negotiator with all aspects of event planning, maintained positive relationships with on-campus and off-campus clients

## *Catering Manager*

6/05 – 6/08

- Managed over 1,000 catering event ranging from 10 to 1,000 guests.
- Trained catering staff in efficient procedures for all aspects of the catering department.
- Responsible for all staffing schedules, changes to catering contracts, set up and breakdown of all events.
- Created a positive working relationships with all clients
- Key coordinator for prepared catering contracts, prepared billing, and collections of funds, inventory control.

## *Catering Supervisor*

11/04 – 6/05

- Responsible for specific catering events, setup, service and breakdown
- Supervised catering staff and reinforced proper company procedures
- Arranged menus for catering events
- Prepared weekly inventory

## **EDUCATION**

### **Southern Illinois University, Carbondale, Illinois**

Bachelor of Science in Food and Nutrition, Specialization Hotel, Restaurant and Travel

### **Shawnee Community College, Ullin, Illinois**

Associate of Arts Degree

## **REFERENCES**

Jake Risk, General Manager, Lutheran Senior Services, 314-807-3483

Emily Brown, HR Coordinator/Saint Elizabeth's Hospital, 217-415-1792

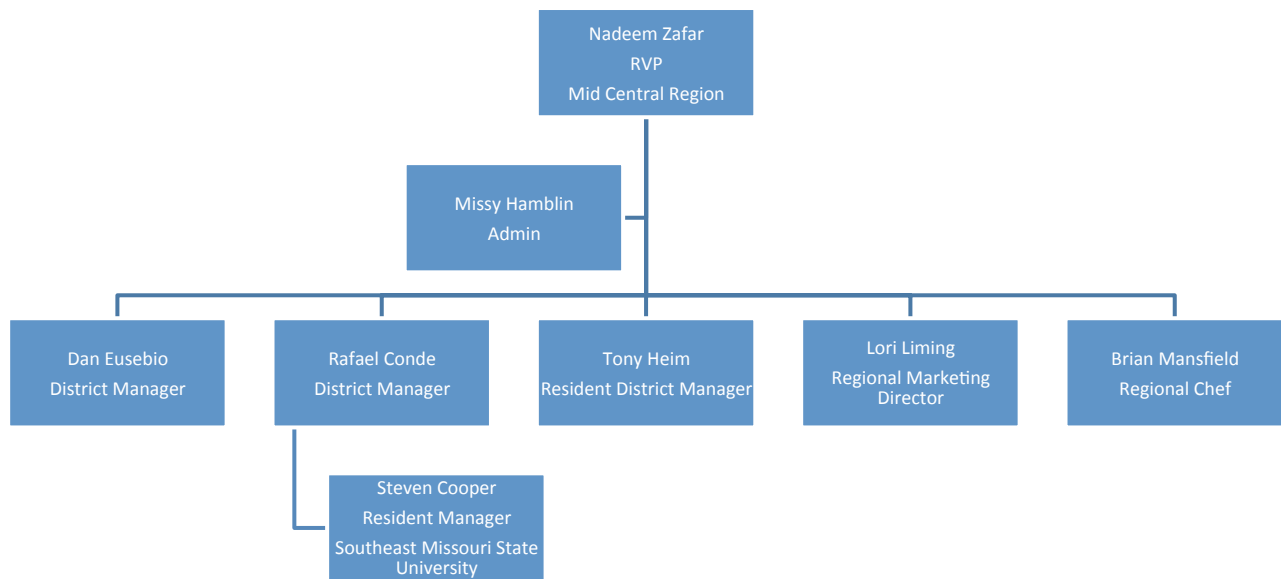
Tony Kehoe, Executive Chef, Supervalu, Inc, 757-774-3225

**Section 6.3 - If staff is not yet hired, the offeror should provide (1) detailed descriptions of the required employment qualifications, and (2) detailed job descriptions of the positions to be filled, including the type of individuals proposed to be hired.**

Please reference the resumes in section 6.2

**Section 6.4 - The offeror should provide an organizational chart showing the staffing and lines of authority for the key personnel to be used. The relationship of the project leader to management and to support personnel should be clearly illustrated.**

### Mid Central Region





## Section 7. Proposed Method of Performance

*Proposed Method of Performance: Proposals will be evaluated based on the offeror's distinctive plan for performing the contractual requirements stated herein. Therefore, it is extremely important that the offeror present a detailed written narrative which demonstrates the method or manner in which the offeror proposes to satisfy the contractual requirements. The offeror is advised that failure to provide adequate evaluation information may result in a lower evaluation score for the offeror's proposed method of performance. The manner in which the proposed method of performance is written is left to the discretion of each offeror; however, in presenting the proposed method of performance, the offeror is requested to provide each of the following:*

### **Spirit To Serve. Innovation To Lead.**

This statement precisely sums up our vision for the Southeast Missouri State University dining experience. This process has given us the opportunity to reflect on partnership and the spirit of service we share with the University. From the Towers Café ribbon cutting, to the renovations of Redhawks Market in the University Center, the path and spirit to serve we have shared has been amazing. Reaching heights and achieving levels of student engagement and satisfaction only possible through the strength of partnership.

With that being said, the future is now, innovation and leadership are essential to continuing the growth of the Southeast Missouri State program. Resting on our laurels or relying on past accomplishments is not who we are. A hallmark of our partnership has been change. Continually growing and reinventing the Southeast Missouri State experience. The dynamic vision we have developed for Southeast Missouri State University. At the of our vision are three key areas:





### **Value**

Students at Southeast Missouri State do not simply measure value by the price of their meal, it is determined by the overall quality of the experience. The value of genuine hospitality, dynamic gathering environments and reinvented cuisine is crucial. As we look forward to the next 10 years, our commitment to these elements will not waiver.

### **Variety**

It's not about more food; it's about the right food. We spoke with Southeast students; we asked them what kind of food they want. They clearly told us they are looking for new national brands like Panda Express, invigorated international cuisines in Towers and the continued excitement of a great meal in Rowdy's.

### **Wellness**

Through the efforts of our campus dietitian, Laura Vollink RD LD, and our culinary team we have established a comprehensive student wellness program. A program that includes educational and learning experiences as well as the availability and prominent placement of functional foods that deliver immediate benefits.

### **Strategic Facility Enhancement**

We understand the dining environment is as important to students as the food they eat. It is for this reason we have allocated a significant amount of financial and expert planning resources to reinvent the dining facilities at Southeast Missouri State. From the back dock to the seating area, every area of the dining facility is critical and must work in perfect synchronization. Our plan will touch almost every dining facility on campus, elevating them from simple places to eat to gathering spot destinations for community congregating.





## Mission of Discovery at Southeast Missouri State University

Market research forms Chartwells' bedrock for developing and maintaining world class dining programs for our partners. We continually assess the business environment at each campus; discovering and applying national and local trends to keep the dining experience fresh, contemporary and cutting edge. Furthermore, our mixture of formal and informal research tactics provides information and insights that give our partners an edge in recruiting and retaining students.

To deliver information that matters, Chartwells utilized Neighborhoods.

Neighborhoods is a research method that has enabled us to analyze the Southeast Missouri campus as a collection of distinct communities, or neighborhoods, characterized by unique personalities and traits.

A traditional mapping study only offers a look at what is currently in place and only measures walk times. Neighborhoods incorporates both traditional and new research tactics that provide richer data. The Neighborhoods method mirrors the various neighborhoods and enclaves that make up major cities. Taking a much deeper look at the Southeast Missouri State campus enabling Chartwells to identify hidden opportunities that can increase guest satisfaction and enhance financial returns.

Neighborhoods has allowed us to optimize the Southeast Missouri State University dining facilities and nimbly create dining destinations that can seamlessly transition between day parts. In order to focus on meeting the dining desires of individual students residing in the neighborhoods, each neighborhood is treated as a separate living/learning community. We have analyzed factors such as foot traffic, parking lot locations, building use and style of residence to develop our proposed brand/ concept mix and service solutions.

Chartwells employs this data to assign each community a different focus: whether the specific concepts are geared towards first year students to build community, locations for upperclassmen with more refined palates, or even outlets that focus on providing student athletes with foods to refuel after a workout.

In addition to the geographical research Neighborhoods also includes a comprehensive student survey and focus group component. We use these research functions to determine dining preferences and develop a dining program that is truly student centered.

## The Outcomes of our Neighborhoods process

### Survey Results

Conducted in October 2014, we solicited the input and feedback of over 1,100 Southeast Missouri State University students. The survey was administered in two formats – using iPad technology in an intercept style process, strategically placed in retail and residential venues across campus and using a web link and mass email we administered the survey of the wire, allowing students to participate from a distance.

### Key Stats

1,163 total surveys	35 percent Freshmen
64 percent female	25 percent Sophomore
36 percent female	20 percent Junior
77 percent currently on a meal plan	15 percent Senior
63 percent meal plan is required	2 percent Grad student
70 percent on live on campus	3 percent Faculty/Staff

### Outcomes

- Food quality is critical to Southeast Missouri Students – 29 percent selected this as the top factor when deciding to dine on campus
- Southeast students like our food - 77 percent of those surveyed gave our culinary output a highly satisfactory rating
- 77 percent of students told us the hours on campus are good. They were also quick to tell us they would like to see more hours – focusing on late night
- 69 percent of those surveyed are satisfied with the variety of dining plans offered
- 42 percent of students told us their price elasticity is in the range of \$6.00-\$6.50

Students told us the top three things they enjoy most about dining on campus

- The staff
- The food
- Convenient hours





Those who participated in our survey are well versed in the campus dining experience

- 39 percent dine on campus 6-7 times per week
- 37 percent dine on campus 4-5 days per week

We asked students, if they could change one thing to improve the dining experience – what would it be?

- 41 percent Increased Variety
- 36 percent Expanded Hours

Addressing food sensitivities is a critical component of what we do at Southeast Missouri State University. 78 percent of students told we do a good job of addressing these needs.

As it pertains to menu selections – Southeast students gave us clear direction for the future program

1. 41 percent - fresh made to order choices they can customize
2. 29 percent - Asian
3. 29 percent - Italian
4. 26 percent - Fresh Mex

When it comes to national brands:

- 77 percent of students told us they want national brands on campus
- Students told us the following brands are important:
  - Subway
  - Starbucks
  - Panda Express
  - Chick-fil-A



Sustainability is important to Southeast students, they told us the following areas are of particular focus:

1. Purchasing from local farms and businesses (19 percent)
2. Incorporating seasonal produce into our recipes (16 percent)
3. Handling post consumer waste through recycling and composting (13 percent)

## Focus Group Data

### Resident Students

A total of 33 participated in three focus group sessions that were conducted on October 13<sup>th</sup> and 14<sup>th</sup>. The Focus Groups were all-inclusive, gathering data about both retail and traditional all-you-care-to-eat dining on campus.

### Key Participant Stats

- 42 percent female and 58 percent male
- 100 percent living on campus.
- 100 percent millennials
- They described their eating habits as:
  - 36 percent habitual
  - 24 percent adventurous eaters
  - 12 percent plain eaters
  - 12 percent value seekers







### Top Ten Takeaways: Resident

1. Food quality – consistency in quality and ingredients used
2. Hours of service – Align hours with student schedules
3. Meal Plans/Accessibility – linked to hours of service, reconfigure meal plans so they deliver greater perception of value
4. Meal Exchange – re-configure meal plans to mitigate the low value perception associated with meals in retail
5. Variety/Menus – Expand menu cycle in Towers. Students feel the menu cycle repeats too frequently
6. Variety/Locations – students feel the same types of foods are offered throughout campus
7. Service – students appreciate our associates but feel they are pressured and lack training
8. Health/Wellness – students like the communications in Towers. However, they do want more fresh fruit on the salad bar and more “whole” foods
9. Vegetarian options – expend these offering across campus
10. Ethnic cuisine – students want new, authentic cuisines offered on campus: Asian, Italian, Fresh-Mex

## Commuters

A total of eight participated in three focus group sessions that were conducted on October 13<sup>th</sup> and 14<sup>th</sup>. The focus groups gathered information on both retail and traditional all-you-care-to-eat dining on campus.

### Key Participant Stats

- 62 percent female and 38 percent male
- 100 percent Live off campus
- 100 percent millennials
- They described their eating habits as:
  - 25 percent habitual
  - 25 percent value seekers
  - 24 percent adventurous eaters
  - 13 percent plain eaters

### Top Ten Takeaways: Commuters

1. Marketing & Promotions – Message RedBucks and meal plans; target with promotions, discounts, specials
2. North Campus – students identified this areas as lacking foodservice options
3. Second Subway Line – to increase speed of service in this popular location
4. Variety– Commuters feel the variety is good and they can “always find something to eat” on campus
5. Ethnic Cuisine – However, commuters want to see more authentic cuisines offered e.g. Asian, Italian, and Fresh-Mex
6. Variety/Locations – commuters believe campus-dining locations have not kept pace with student population growth at Southeast Missouri State University
7. Service – Towers experience is great. However, retail can be a frustrating experience (long lines, curt associates)
8. Meal Plans – commuters do not see the value in the current “traditional” commuter plans offered
9. Hours of Service – Hours meet commuters’ needs but they do not like restrictive meal periods
10. Vegetarian Options– students want more, true vegetarian dishes







# South Campus Neighborhood

## Population

763 Residents  
 285 Male (37 percent)  
 478 Female (63 percent)

## Major Buildings

Library  
 University Center  
 Alumni Building  
 Mass Communication Building  
 Football Stadium

## Current Dining Locations

Starbucks  
 Papa John's  
 Chick-fil-A  
 Rotations  
 Bean's Bagels  
 Sono  
 Dippin' Dots  
 Houck's Place  
 Grill Nation  
 Wild Greens  
 Hearthstone  
 Au Bon Pain Soups  
 Outtakes



# Academic Neighborhood

## Population

86 Residents  
51 Male (59 percent)  
35 Female (41 percent)

## Major Buildings

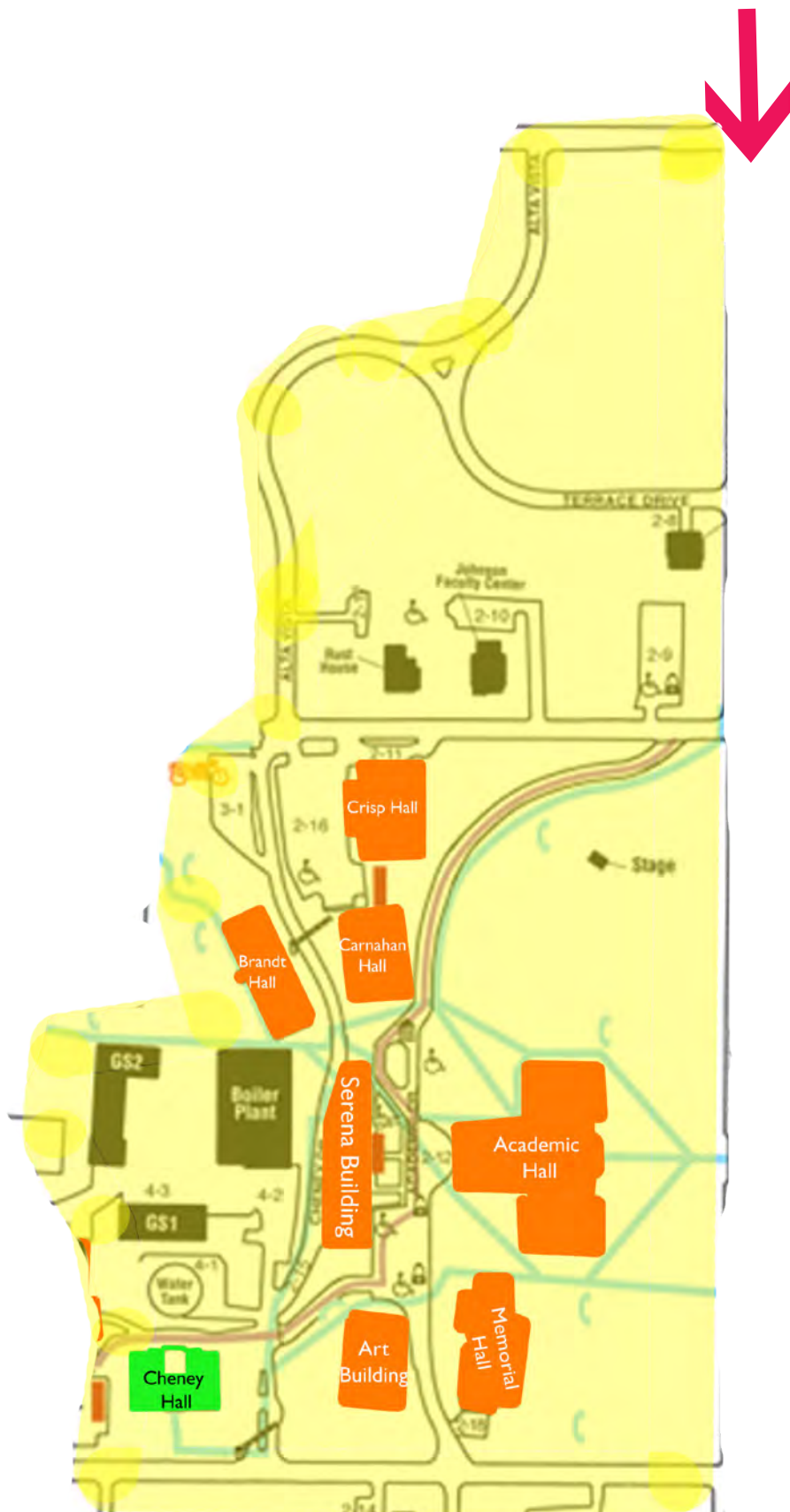
Academic Hall

## Major Departments

President's Office  
Admissions  
Financial Services  
Information Technology  
Registrar

## Current Dining Locations

None





# North Campus Neighborhood

## Population

- 1744 Residents
- 785 Male (45 percent)
- 959 Female (55 percent)
- 278 Greek Residents
- 139 Male (50 percent)
- 139 Female (50 percent)

## Major Buildings

- Dempster Hall
- College of Business

- Scully Building
- Psychology Department
- Education Department
- Magill Hall of Science
- Rhodes Hall of Science

## Current Dining Locations

- Towers Cafe
- Rowdy's
- Subway
- We Proudly Serve Starbucks





# Rec Center, Athletic, and Commuter Parking Neighborhood

## Population

None

## Major Buildings

Show-Me Center

Recreation Center

## Major Athletic Areas

Softball Fields

Track & Tennis Courts

## Parking Lots

18 Commuter Parking Lots

Current Dining Locations:

None



# River Campus Neighborhood

## Population

120 Residents

49 Male (41 percent)

71 Female (59 percent)

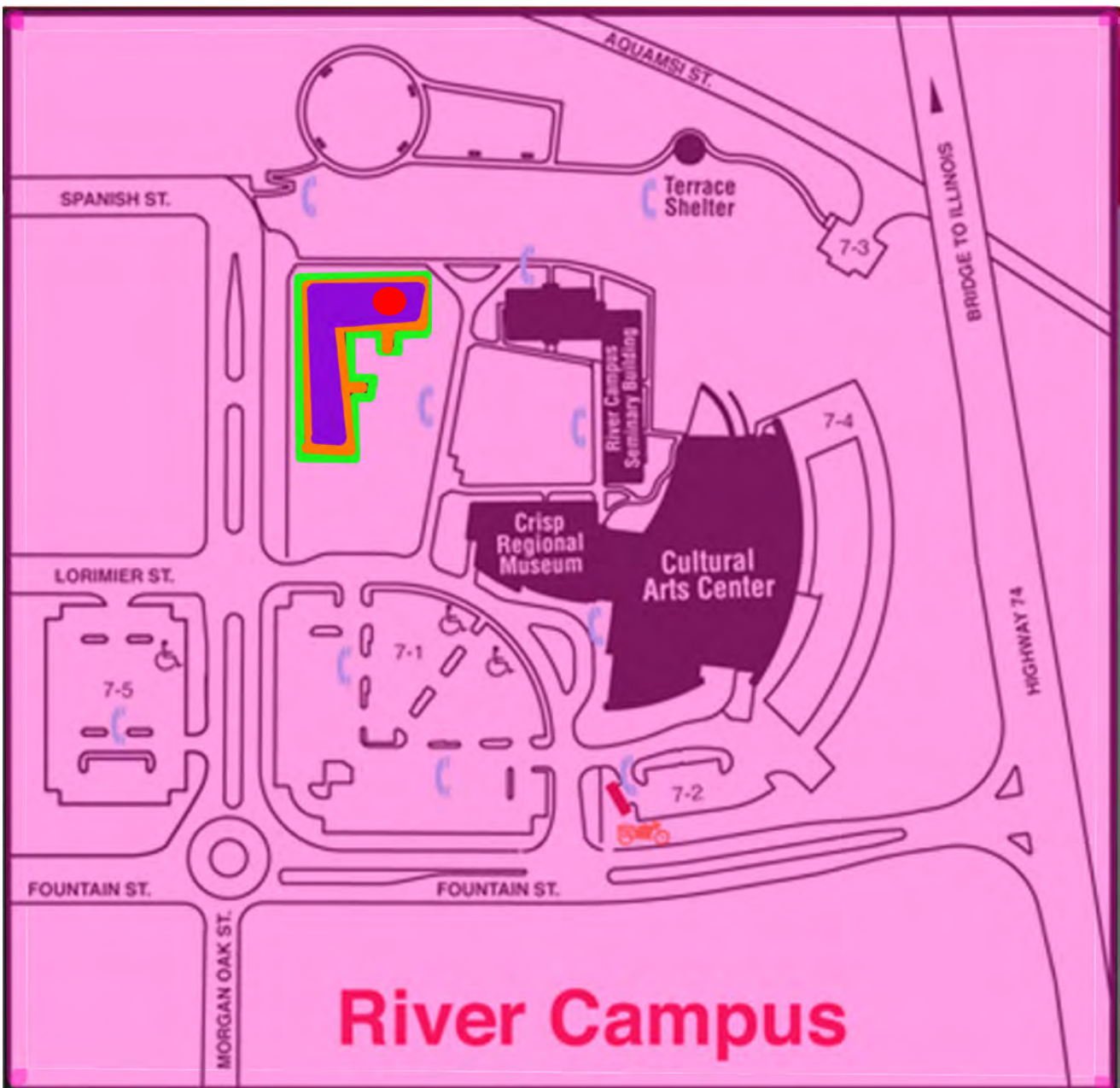
## Key Buildings

St. Vincent's Seminary Building

River Campus Performance Arts Theater

## Current Dining Locations

St. Vincent's Commons



# Chartwells and Southeast Missouri State University Dining: Continuous Improvement Program - Reporting, Communication, Business Reviews

A well-defined and consistent communication process is a key component to creating and maintaining an effective and meaningful partnership. Measuring our performance and communicating in a meaningful way will ensure that we stay connected and are in tune with the Southeast Missouri State University community.

Once initiated, a key component that will anchor our approach is MyCampus Metrics. This is a real time web-based tool that will be available to review all key information, as needed. Chartwells is open to making changes that may be more appropriate and add value to both parties based on input from Southeast Missouri State University.

Weekly	<ul style="list-style-type: none"> <li>• Performance metrics review and update</li> <li>• Catering – preview upcoming catering events and review previous events</li> </ul>	Steven Cooper	Bruce Skinner Michele Irby
Monthly	<ul style="list-style-type: none"> <li>• Financial analytics review</li> <li>• Student Engagement with Resident Life</li> </ul>	Steven Cooper Rafael Conde Shayna Arndt Laura Vollink	Deb Below Bruce Skinner
Quarterly	<ul style="list-style-type: none"> <li>• Business Review</li> <li>• Marketing Plan Review</li> </ul>	Nadeem Zafar Rafael Conde Steven Cooper	Deb Below Bruce Skinner
Annually	<ul style="list-style-type: none"> <li>• Innovation Think Tank &amp; Partnership Review</li> <li>• Fresh Eyes Team Recommendations</li> <li>• Interview with Strategic Alliance Group</li> </ul>	Lisa McEuen Nadeem Zafar Lori Liming Rafael Conde Steven Cooper  - Other key Chartwells support team	Deb Below Bruce Skinner



## Chartwells' Commitment to Keeping it Fresh

Chartwells has developed an overall process, a tool set and best practices for assessing the success of existing and future retail concepts and the resident dining program at Southeast Missouri State University. The key planks that we have identified to measure brand and program relevance are:

- Based on collaboration with Southeast Missouri State University's client team – validated by student input
- Research – national, regional and local
- Industry trends in the higher education market and hospitality industry
- Southeast Missouri State University campus brand preference surveys
- Category mix
- Facility assessment

In addition, important factors in measuring our performance when our new portfolio of brands and resident dining programs are introduced:

Sales Volumes	Price/Value Relationship	Survey Results
Check Averages	Speed of Service	Same-Store Sales Growth
Customer Throughput	Variety	Day Part Sales Growth
Day Part Sales	Ethnic & Diverse Flavors	Capital Re-investment
Participation Rates	Healthy Options	Profitability
Capital investment	Meal Exchanges, declining Balance, Engaging Environments	ROI







## University Center Redhawks Market

Location:	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours/week
Hours of Operation	10:00am-2:00pm 5:00pm-8:00pm	7:00am-8:00pm	7:00am-8:00pm	7:00am-8:00pm	7:00am-8:00pm	7:00am-8:00pm	10:00am-2:00pm 5:00pm-8:00pm	
Position:								
Cook	6:00am-2:00pm	off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	off	37.50
CFA	Off	11:30am-7:30pm	11:30am-7:30pm	11:30am-7:30pm	11:30am-7:30pm	11:30am-7:30pm	Off	37.50
CFA	Off	10:30am-6:45pm	10:30am-6:45pm	10:30am-6:45pm	10:30am-6:45pm	10:30am-6:45pm	Off	38.75
CFA	Off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	Off	37.50
CFA	Off	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	12:00pm-8:00pm	Off	37.50
CFA	Off	2:00pm-9:00pm	2:00pm-9:00pm	2:00pm-9:00pm	2:00pm-9:00pm	2:00pm-9:00pm	Off	32.50
CFA Supervisor	Off	2:00pm-9:00pm	2:00pm-9:00pm	2:00pm-9:00pm	2:00pm-9:00pm	2:00pm-9:00pm	Off	32.50
CFA Supervisor	Off	10:00am-6:00pm	10:00am-6:00pm	10:00am-6:00pm	10:00am-6:00pm	10:00am-6:00pm	Off	37.50
Cashier	Off	11:15am-7:15pm	11:15am-7:15pm	11:15am-7:15pm	11:15am-7:15pm	11:15am-7:15pm	Off	37.50
Cashier	Off	5:45am-1:45pm	5:45am-1:45pm	5:45am-1:45pm	5:45am-1:45pm	5:45am-1:45pm	Off	37.50
Cashier	Off	10:30am-6:30pm	10:30am-6:30pm	10:30am-6:30pm	10:30am-6:30pm	10:30am-6:30pm	Off	37.50
Grill	Off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	Off	37.50
Grill	Off	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	Off	37.50
Grill	Off	12:30am-8:30pm	12:30am-8:30pm	12:30am-8:30pm	12:30am-8:30pm	12:30am-8:30pm	Off	37.50
Bagels	Off	7:15am-3:15pm	7:15am-3:15pm	7:15am-3:15pm	7:15am-3:15pm	7:15am-3:15pm	Off	37.50
Papa Johns	Off	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	Off	37.50
Papa Johns	Off	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	Off	37.50
DRO	Off	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	Off	37.50
DRO	Off	1:15pm-9:15pm	1:15pm-9:15pm	1:15pm-9:15pm	1:15pm-9:15pm	1:15pm-9:15pm	Off	37.50
AM Supervisor	Off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	Off	37.50
PM Supervisor	10:00am-9:00pm	1:45pm-9:00pm	1:45pm-9:00pm	1:45pm-9:00pm	1:45pm-9:00pm	Off	Off	39.50
Beans Bagels	4:00pm - 9:30pm	11:30am - 1:30pm	11:30am - 1:30pm	11:30am - 1:30pm	11:30am - 1:30pm	11:30am - 1:30pm	4:00pm - 9:30pm	20.00
Beans Bagels 2	4:00pm - 9:30pm	10:45am - 12:15pm	10:45am - 12:15pm	10:45am - 12:15pm	10:45am - 12:15pm	10:45am - 12:15pm	4:00pm - 9:30pm	17.50
Cashier	9:00am - 3:00pm	10:45am - 1:00pm	10:45am - 1:00pm	10:45am - 1:00pm	10:45am - 1:00pm	10:45am - 1:00pm	9:00am - 3:00pm	23.25
Cashier 2	4:00pm - 9:30pm	off	off	11:00am - 1:00pm	off	off	4:00pm - 9:30pm	13.00
Cashier 3	5:00pm - 7:30pm	4:45pm - 8:30pm	4:45pm - 8:30pm	4:45pm - 8:30pm	4:45pm - 8:30pm	4:45pm - 8:30pm	5:00pm - 7:30pm	23.75
GrillNation	9:00am - 3:00pm	11:00am - 1:00pm	11:00am - 1:00pm	11:00am - 1:00pm	11:00am - 1:00pm	11:00am - 1:00pm	9:00am - 3:00pm	22.00
GrillNation 2	9:00am - 3:00pm	2:00pm - 4:00pm	2:00pm - 4:00pm	2:00pm - 4:00pm	2:00pm - 4:00pm	2:00pm - 4:00pm	9:00am - 3:00pm	22.00
GrillNation 3	4:00 - 9:30	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	38.50
GrillNation 4	4:00 - 9:30	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	4:00pm - 9:30pm	33.50
GrillNation 5	5:00 - 9:30	off	off	1:45pm - 3:45pm	off	off	5:00pm - 9:30pm	13.00
HearthStone	9:00am - 3:00pm	10:30am - 2:30pm	10:30am - 2:30pm	10:30am - 2:30pm	10:30am - 2:30pm	10:30am - 2:30pm	9:00am - 3:00pm	32.00
Papa Johns	9:00am - 3:00pm	off	off	off	off	off	9:00am - 3:00pm	12.00
Papa Johns 2	off	11:00am - 1:30pm	off	off	off	off	off	5.00
Papa Johns 3	off	11:00am - 2:00pm	11:00am - 2:00pm	11:00am - 2:00pm	11:00am - 2:00pm	11:00am - 2:00pm	off	15.00
Papa Johns 4	4:00pm - 9:30pm	4:00pm - 8:30pm	4:00pm - 8:30pm	4:00pm - 8:30pm	4:00pm - 8:30pm	4:00pm - 8:30pm	4:00pm - 9:30pm	33.50
Papa Johns 5	4:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	4:00pm - 9:30pm	33.50
Papa Johns 6	4:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	4:00pm - 9:30pm	33.50
Rotations	off	10:45am - 2:00pm	10:45am - 2:00pm	10:45am - 2:00pm	10:45am - 2:00pm	10:45am - 2:00pm	off	16.25
Rotations 2	off	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	4:00pm - 9:30pm	off	27.50
Stock	5:30pm - 9:30pm	1:30pm - 3:30pm	1:30pm - 3:30pm	1:30pm - 3:30pm	1:30pm - 3:30pm	1:30pm - 3:30pm	5:30pm - 9:30pm	18.00
Utility	11:00am - 4:00pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	5:00pm - 9:30pm	11:00am - 4:00pm	32.50
Utility 2	4:00pm - 9:30pm	6:00pm - 9:30pm	6:00pm - 9:30pm	6:00pm - 9:30pm	6:00pm - 9:30pm	6:00pm - 9:30pm	4:00pm - 9:30pm	28.50
WildGreens	off	10:45am - 2:00pm	10:45am - 2:00pm	10:45am - 2:00pm	10:45am - 2:00pm	10:45am - 2:00pm	off	16.25



## Rowdy's

Location:		Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours/week
Hours of Operation	4:00-Midnight	11:00-Midnight	11:00-Midnight	11:00-Midnight	11:00-Midnight	11:00-Midnight	11:00-Midnight	4:00-Midnight	
<b>Position:</b>									
Cook	6:00am-2:00pm	off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	off	38.0
1st Cook	Off	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	Off	38.0
2nd Cook	Off	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	Off	38.0
1st Cook	Off	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	Off	38.0
2nd Cook	Off	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	Off	38.0
1st Cook	Off	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	Off	38.0
2nd Cook	400-1200	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	Off	Off	38.0
1st Cook	400-1200	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	Off	Off	38.0
1st Cook	Off	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	Off	38.0
Supervisor	Off	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	Off	38.0
Supervisor	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	4:00pm-12:00am	Off	Off	38.0
Student Worker- Supervisor	Off	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	Off	25.0
Student Worker- Cashier	Off	6:45PM-12:00am	6:45PM-12:00am	6:45PM-12:00am	6:45PM-12:00am	6:45PM-12:00am	6:45PM-12:00am	Off	26.3
Student Worker- Grill	Off	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	7:00PM-12:00am	Off	25.0
Student Worker- Chopped	Off	7:00pm-10:30pm	7:00pm-10:30pm	7:00pm-10:30pm	7:00pm-10:30pm	7:00pm-10:30pm	7:00pm-10:30pm	Off	17.5
Student Worker	Off	12:00pm-4:00pm	12:00pm-4:00pm	12:00pm-4:00pm	12:00pm-4:00pm	12:00pm-4:00pm	12:00pm-4:00pm	Off	20.0
Student Worker- Supervisor	4:00pm-12:00am	Off	Off	Off	Off	Off	Off	4:00pm-12:00am	16.0
Student Worker- Grill	3:00pm-12:00am	Off	Off	Off	Off	Off	Off	3:00pm-12:00am	18.0
Student Worker- Grill	3:00pm-12:00pm	Off	Off	Off	Off	Off	Off	3:00pm-12:00pm	18.0
Student Worker- Chopped	4:00pm-10:30pm	Off	Off	Off	Off	Off	Off	4:00pm-10:30pm	32.5
Student Worker- Cashier	3:00pm-12:00am	Off	Off	Off	Off	Off	Off	3:00pm-12:00am	18.0
Student Worker- Outtakes	2:00pm-6:00pm	Off	Off	Off	Off	Off	Off	2:00pm-6:00pm	20.0





University Center Starbucks							
Location:	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Hours of Operation	4:00pm-11:00pm	7:00am-11:00pm	7:00am-11:00pm	7:00am-11:00pm	7:00am-11:00pm	7:00am-7:00pm	
<b>Position:</b>							
Cook	6:00am-2:00pm	off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	off
Supervisor		6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	
Supervisor		2:30pm-10:30pm	2:30pm-10:30pm	2:30pm-10:30pm	2:30pm-10:30pm	11:30am-7:30pm	
Full Time		6:00pm-2:00pm	6:00pm-2:00pm	6:00pm-2:00pm	6:00pm-2:00pm	6:00pm-2:00pm	
Full Time		6:00pm-2:00pm	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	6:30am-2:30pm	
Full Time		11:00pm-9:00pm	11:00pm-9:00pm	11:00pm-9:00pm	11:00pm-9:00pm		
Full Time		9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	
Full Time		8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	8:00am-4:00pm	
Student Supervisor	3:00pm-11:30pm	9:30pm-11:30pm	9:30pm-11:30pm	9:30pm-11:30pm	9:30pm-11:30pm	3:00pm-7:30pm	
Student			7:00pm-11:30pm	6:00pm-11:30pm	4:00pm-11:30pm	5:00pm-7:30pm	
Student		7:30am-10:00am	7:30am-9:15am	7:30am-11:00am	7:30am-9:15am		
Student		4:00pm-11:30pm	6:00pm-11:30pm	6:00pm-11:30pm	6:30pm-11:30pm		
Student		4:00pm-11:30pm	4:00pm-5:30pm	4:00pm-6:00pm	3:00pm-6:30pm	4:00pm-7:30pm	
Student			7:30am-9:30am	3:00pm-6:00pm	7:30am-9:30am	7:30am-9:30am	
Student		7:30am-10:00am		7:30am-11:00am		7:30am-10:00am	
Student			5:30pm-7:00pm				
Student		9:00pm-11:30pm	9:00pm-11:30pm	9:00pm-11:30pm	9:00pm-11:30pm	5:00pm-7:30pm	
Student	3:30pm-10:30pm						
Student	3:30pm-11:30pm						
Student	3:30pm-11:30pm						
							Hours/week
							37.50
							37.50
							37.50
							37.50
							37.50
							38.00
							37.50
							37.50
							16.50
							22.00
							12.00
							35.50
							18.00
							9.00
							8.50
							1.50
							12.50
							7.00
							8.00
							8.00



## Subway

Location:	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours/week
Subway	Closed	10:00am-10:00pm	10:00am-10:00pm	10:00am-10:00pm	10:00am-10:00pm	10:00am-10:00pm	10:00am-4:00pm	
<b>Position:</b>								
Cook	6:00am-2:00pm	off	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	6:00am-2:00pm	off	37.50
Supervisor AM		7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm		40.00
Supervisor PM		3:00pm-11:00pm	3:00pm-11:00pm	3:00pm-11:00pm	3:00pm-11:00pm	3:00pm-11:00pm		40.00
Full Time		6:00am-2:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm	7:00am-3:00pm		37.50
Full Time		9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm	9:00am-5:00pm		37.50
Full Time		11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm		37.50
Full Time		3:00pm-11:00pm	3:00pm-11:00pm	3:00pm-11:00pm	3:00pm-11:00pm	3:00pm-11:00pm		37.50
Student Supervisor							12:00pm-5:00pm	5.00
Student Supervisor							7:00am-12:00pm	5.00
Student	2:00pm-6:00pm	10:00am-2:00pm	10:00am-2:00pm	10:00am-2:00pm	10:00am-2:00pm	10:00am-2:00pm		20.00
Student	2:00pm-6:00pm	10:00am-2:00pm	10:00am-2:00pm	10:00am-2:00pm	10:00am-2:00pm	10:00am-2:00pm		20.00
Student		10:30am-2:30pm	10:30am-2:30pm	10:30am-2:30pm	10:30am-2:30pm	10:30am-2:30pm		20.00
Student		11:00am-3:00pm	11:00am-3:00pm	11:00am-3:00pm	11:00am-3:00pm	10:00am-2:00pm		20.00
Student		2:00pm-5:00pm	2:00pm-5:00pm	2:00pm-5:00pm	2:00pm-5:00pm	10:30am-2:30pm		16.00
Student		2:00pm-6:00pm	2:00pm-6:00pm	2:00pm-6:00pm	2:00pm-6:00pm	11:00am-3:00pm		20.00
Student		2:30pm-6:30pm	2:30pm-6:30pm	2:30pm-6:30pm	2:30pm-6:30pm	2:00pm-6:00pm		20.00
Student		5:00pm-9:00pm	5:00pm-9:00pm	5:00pm-9:00pm	5:00pm-9:00pm	2:30pm-6:30pm		20.00
Student		5:00pm-9:00pm	5:00pm-9:00pm	5:00pm-9:00pm	5:00pm-9:00pm	2:30pm-6:30pm		20.00
Student		6:00pm-10:00pm	6:00pm-10:00pm	6:00pm-10:00pm	6:00pm-10:00pm	3:30pm-7:30pm		20.00
Student		6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	4:00pm-8:00pm		20.00
Student		6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	6:30pm-10:30pm	4:00pm-8:00pm		20.00
Student		7:00pm-11:00pm	7:00pm-11:00pm	7:00pm-11:00pm	7:00pm-11:00pm	6:30pm-10:30pm		20.00
Student		7:00pm-11:00pm	7:00pm-11:00pm	7:00pm-11:00pm	7:00pm-11:00pm	7:00pm-11:00pm		20.00
Student						7:00pm-11:00pm		20.00
Student						7:00pm-11:00pm	9:30am-1:30pm	8.00
Student							11:00am-3:00pm	4.00
Student							11:00am-3:00pm	4.00
Student							12:00pm-4:00pm	4.00
Student							1:00pm-5:00pm	4.00
Student							1:00pm-5:00pm	4.00

## We Proudly Serve

Location:	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours/week
WPS	Closed	7:30am-10:00pm	7:30am-10:00pm	7:30am-10:00pm	7:30am-10:00pm	7:30am-10:00pm	Closed	
Full Time		7:00pm-3:00pm	7:00pm-3:00pm	7:00pm-3:00pm	7:00pm-3:00pm	7:00pm-3:00pm		37.50
Full Time		11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm	11:00am-7:00pm		37.50
Student		7:30am-11:30am	7:30am-11:30am	7:30am-11:30am	7:30am-11:30am	7:30am-11:30am		20.00
Student		3:00pm-7:00pm	3:00pm-7:00pm	3:00pm-7:00pm	3:00pm-7:00pm	3:00pm-7:00pm		20.00
Student		6:00pm-10:00pm	6:00pm-10:00pm	6:00pm-10:00pm	6:00pm-10:00pm	6:00pm-10:00pm		20.00





**7.2 A specific approach and plan to implement and maintain a foodservice program for the University, including creative ideas and plans above and beyond the minimum specifications contained in the RFP.**

**7.2 Creative ideas and plans above and beyond the minimum specifications**

It goes without saying that few other campus departments are as integral to the success of a major University (such as Southeast Missouri State) as dining service. We understand this and as we have demonstrated it is not a notion or responsibility we take lightly. We recognize and understand the critical role we play on campus. As you look toward the future and the goals and milestones you will require a partner that is as laser focused as you are. In the pages we are proud to present you with Vision plan. More than a collection of facilities and food concepts this is our strategic vision to elevate a very good, high-quality, experience to the next level.

**Interactive culinary experiences**

- Blending the kitchen/preparation areas with the front of the house to offer more personalized made-to-order cuisines in a fully transparent environment
- Technology and systems that allow students to curate the Southeast Missouri State menus at multiple locations across campus

**A dynamic retail portfolio**

- The national brands that students told us they want...Starbucks, Chick-fil-A, Papa John's, Subway and the introduction of Panda Express.
- Chartwells exclusive and Southeast Missouri State University developed concepts that offer Southern Missouri favorites – like Rowdy's and Chef Jet.
- Continued retail growth and evolution by developing concepts and equipment packages that can be changed and altered quickly

**Food as education**

- Healthy cooking demonstrations and education
- Celebrity and guest chefs to teach cooking skills
- International and ethnic menus that offer students a glimpse and experience of the world
- The introduction of the Balance Kitchen in Houck's Place



## Energizing gathering spaces

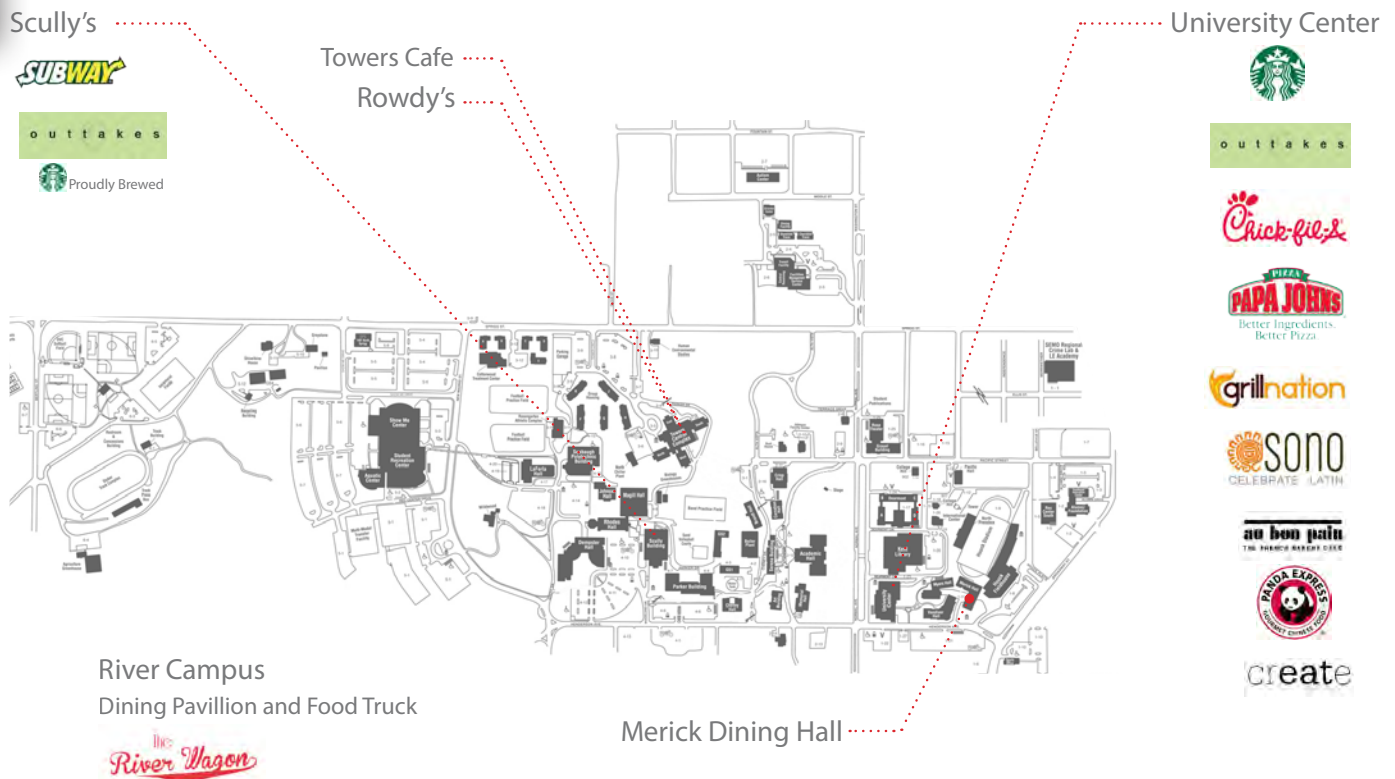
- The introduction of Panda Express to the Skylight Terrace space
- Transforming Towers all you care to eat into a living-learning facility
- The renovation of Rowdy's, transforming the space into a social hub and hangout

## Our Retail Vision

In our review of the retail program for Southeast Missouri State University, Chartwells has identified three goals directly tied into what is important to the students:

- Expand the menu offerings each concept provides
- Increase the speed of service for your guests
- Broaden the portfolio to include additional regional and national brands

In the following pages, you will find our updated retail vision for year one for Southeast Missouri State University. Additional retail plans and dollars for the campus have been included for outlying concepts and can be read in the section entitled Continuous Improvement.



## University Center Food Court

As we travel through the University Center, our first stop is at Redhawks Market. Our renovated plans for this space focus on improving the speed of service for the guests, a modernized look and feel and expanded concepts.

Redhawks Market has always been an evolving space, changing with the needs of the campus population. Expanding these spaces only makes sense with the ever-growing student population. The updated looks of Papa John's and Chick-fil-A will bring a renewed sense of energy to the student's favorite destinations.

The expansion of Sono, and the introduction of Create will add excitement to the environment by offering more healthy and fresh options than ever before the in Market. With these fresh options comes an enthusiastic student population, who will be making better dining decisions, while creating one of a kind dishes at these made-to-order locations.

### Seating Area

Our new dining configuration allows for us to address seating as we are able to ensure 293 students would be able to dine at one time in this space.

### Chick-fil-A

One of our most popular concepts on campus, Chick-fil-A, will be getting a make over as well. Your new Chick-fil-A concept will continue to offer the sandwich, nuggets and waffle fries your students enjoy but will place an additional emphasis on variety. Our expanded concept will feature breakfast items such as the famous chicken biscuit, milkshakes and other ice cream favorites, as well as additional wraps and salad offerings. To increase speed of service at this station, Chartwells will be offering multiple point of sales to better serve the students.



### CrEATe

Another new addition to Redhawks Market will be the Chartwells exclusive concept, CrEATe. CrEATe is an exhibition-style culinary experience focusing on made to order salads and sandwiches. Southeast Missouri State students asked for more made-to-order, customizable concepts and at CrEATe, students will be able to customize their salad and sandwich selections as it is built right in front of their eyes, adding to overall customer satisfaction and creating a personalized experience.

A delight to the senses, CrEATe features an expanded cold-well system allowing guests to enjoy foot after foot of seasonal produce, crisp veggies, in house dressings and crunchy toppings. Artisan bread will be on display allowing students to create their own customized sandwiches and wraps. Rounding out this retail experience will be Au Bon Pain soups rotating each meal period to ensure your students enjoy a variety of offerings.

The word "create" is written in a lowercase, black, serif font. The letters are spaced out, with a notable gap between the 'e' and the 'a'.



## Grill Nation

Grill Nation is a fresh, contemporary dining establishment with a bold and playful personality. From the familiar fragrance of burgers fresh off the grill and the garden fresh bouquet of garnishes, Grill Nation welcomes you to enjoy a custom-made creation designed to rival the finest urban restaurants offering short-order comfort foods. The concept is simple – fresh, quality food prepared and served to the customers' specifications.

At Grill Nation customers are given full creative control of their own meal. Our customizable burger menu offers a long list of premium ingredients, allowing for numerous combinations. Customers can choose their type of patty and all desired components, including buns, cheeses, toppings, and sauces. Too many choices? Grill Nation also has a variety of signature burgers to choose from. To ensure speed of service, virtual kiosk ordering stations will be front and center allowing guests to quickly and easily make their burger choices. With a few touches on the screen, your students will easily be able to navigate Grill Nation's menu offerings.

All burger patties at Grill Nation are made from never-frozen beef and are hand formed. Grill Nation also offers the best fries in town. Our hand cut all-natural fries are available in generous portions and are fried in small batches for freshness.



## Papa John's

There's nothing that goes better with a night crammed full of studying than pizza – especially Papa John's pizza. Committed to delivering on its brand promise of “Better Ingredients. Better Pizza,” Papa John's is the recognized leader in the pizza industry. Papa John's is the third-largest pizza company in the world with about 4,200 restaurants throughout the U.S. and approximately 35 international markets. Papa John's culinary commitment ensures your students are receiving a high quality pizza each time they order.



## Sono

Latin America is a very diverse area consisting of North, Central and South America, as well as the Caribbean. Cuisines can vary greatly from region to region. 2014 trends show that our customers are looking beyond traditional Mexican flavors. Some ingredients typical of Latin American cuisine include tortillas, various peppers, corn, numerous spices and condiments such as guacamole, salsa fresco and Chimichurri. These flavors are generally what give the Latin American cuisines a distinct taste; yet, each country within Latin America tends to use them differently.

At Sono, we celebrate Latin American cuisine by combining the differing ingredients and cooking styles. The concept speaks to delicious Latin American cuisine that is simple, fresh and served to the customers' specifications. Customers are given full creative control of their meal at Sono, allowing for numerous combinations. Customers can choose between tacos, burritos, ensaladas, rice bowls and tortas. They can then add desired components such as freshly prepared proteins, toppings and salsas. Sono also has a variety of signature torta sandwiches to choose from.





### The Skylight Terrace

Over the years the food concepts within the Skylight Terrace have varied greatly, ranging from bakery and subs to fresh-Mex and smoothies. As we look toward the new contract our focus in the Skylight space is to cement the location as a student favorite and introduce a National Brand anchor. We are proud to introduce Panda Express to Southeast Missouri State University.



### Panda Express

When we surveyed your students, Asian was the most requested ethnic cuisine for us to bring to Southeast Missouri State. Chartwells will be introducing Panda Express to our retail portfolio on your campus. Housed in Skylight Terrace, Panda Express will bring life to a tired location.

Panda Express is the Number one Asian restaurant concept in the United States. Panda Express offers a wide variety of wok-fresh entrées that can be enjoyed in two or three entrée plate combinations. Your students will enjoy traditional flavors like Kung Pao with a kick, savory Beef with Broccoli and of course, yummy Chow Mein paired alongside new taste sensations, like the sweet and spicy Panda original, Orange Flavored Chicken. Panda Express has a team of experienced chefs ensure that every menu entree is of the highest quality.

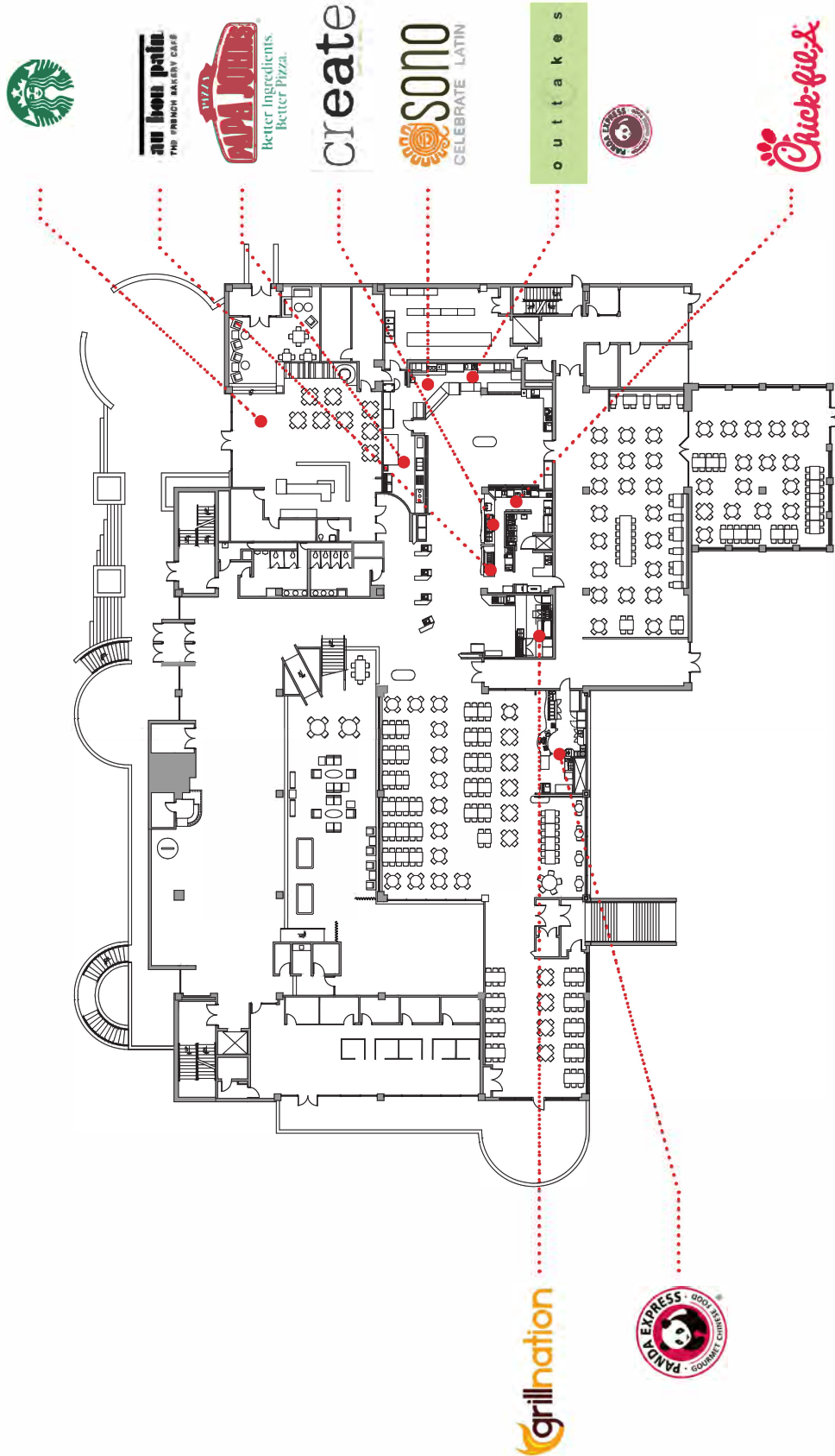
Chartwells' vision is for Skylight Terrace to be bustling with groups of students who are meeting for lunch, enjoying dishes that are completely customized to their tastes from Panda Express or Redhawks Market. The atmosphere is bright and cheerful from the natural lighting that the terrace provides, and the scent of fresh vegetables and sauces being stir-fried together wafts through the air. This has become a place to gather daily for the Southeast student body.

### The Beanery

Since its introduction, The Beanery has evolved into a students hang out and gathering spot. Offering students a comfortable location to grab a great drink, a snack and find a spot to chat with friends or study. In this space we are proud to continue with a licensed Starbucks.



# University Center





## Starbucks

Students, faculty, staff and visitors walking into the University Center will continue to be greeted by your licensed Starbucks store, located in the University Center. During our survey period, students overwhelmingly requested Starbucks as their coffee solution with 75 percent of the students placing this as their top choice. We asked students, "Why Starbucks? You already have already had this on campus – wouldn't you like to see something new?" They told us that Starbucks is more than coffee; it's an attitude, a lifestyle. The atmosphere, the trade dress, the comfortable furniture, and the food – all of these elements combine to create the signature Starbucks experience they have grown accustomed to on campus.

The location will continue to feature the full Starbucks menu – grab-n-go, LaBoulange bakery, hot breakfast sandwiches, hot lunch sandwiches and Starbucks' prepackaged snacks. Additionally, we will also offer an array of Starbucks merchandise, mugs, coffee and much more.

Our plans for this space will include a refresh in one of the outlying years of the contract with new furniture and updated Starbucks' trade dress.



## Scully Building

Due to its popularity the Scully building's space is in need of growth and additional options. Because of this demand, we are proposing to expand the Subway and insert a new coffee destination. In doing this we will increase speed of service and attract new guests to the space.

### Subway

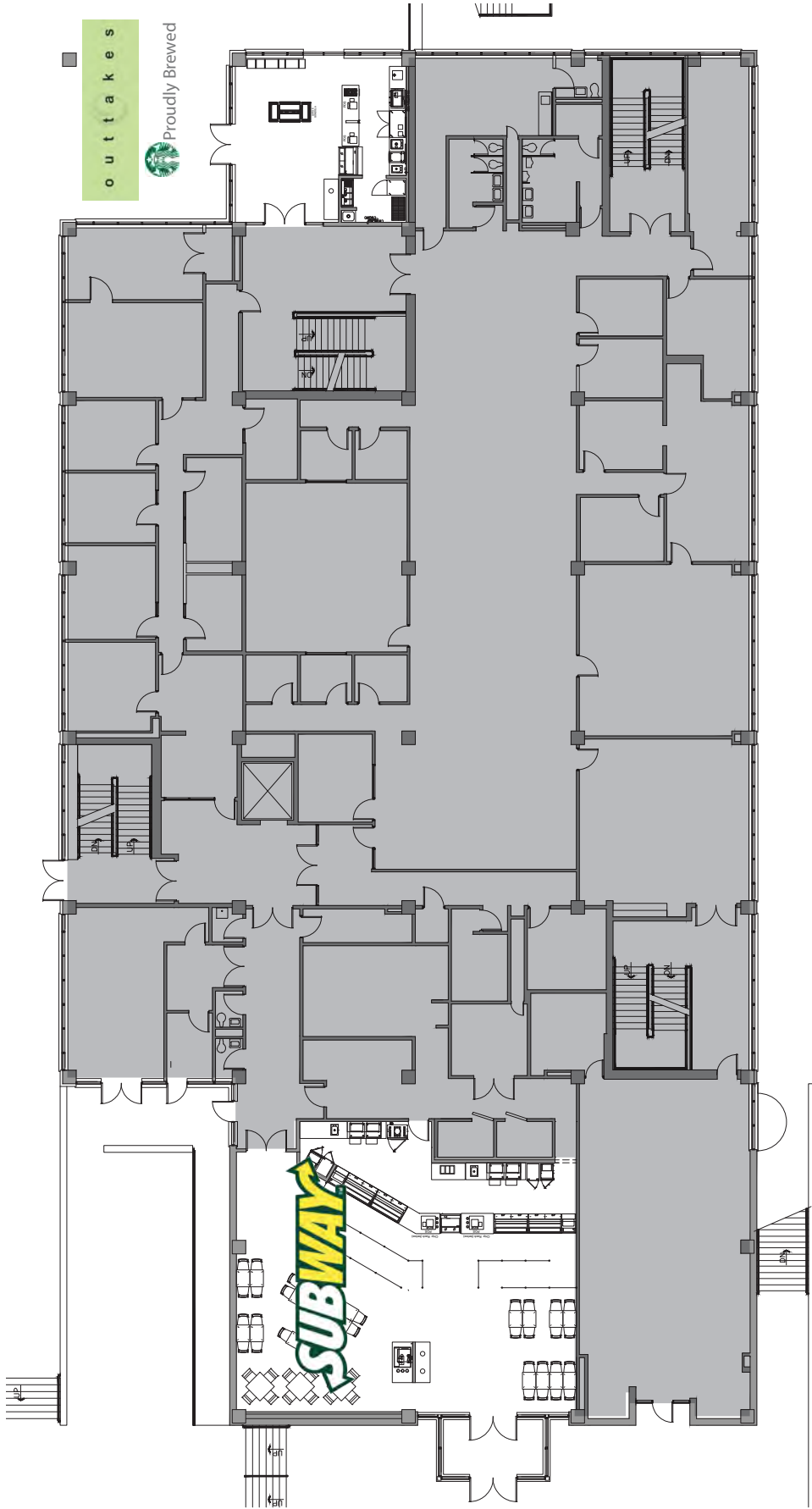
Your students consistently choose Subway as one of their top dining destinations on the Southeast Missouri State campus. Our plans for this popular station focus on greatly increasing the speed of service this station allows for your guests' throughput. As you enter Scully, you will notice that we have doubled our foodservice spaces – going from one space to two separate locations to house the dining options. As you have requested, we will be expanding the current Subway into a double line. This additional line will allow us to increase efficiency and keep up with demand, effectively cutting wait time in half. Students will enter through the existing Subway doors and be presented with two queuing lanes that lead to identical make-lines. Those lines start from the outside and converge in the center where there will be two registers to add expediency to the cash-out system. Both of these lines will remain open during peak times, ensuring we are able to get your guest through in a quickly manner. Our seating area within Subway has been expanded to allow for sixty-six guests to be able to dine in, hang out with friends or study.

### Starbucks We Proudly Brew

Chartwells vision is to relocate The We Proudly Serve Starbucks into the alcove on the opposite side of the Scully Building, which overlooks the patio on the East side of the building. This location will become an Outtakes and We Proudly Serve Starbucks contemporary coffee shop that caters to those who need their afternoon pick-me-up or are looking grab n' go options with a scenic view of campus buildings such as the Academic Building dome, Towers Complex from the Scully Building patio. One of the key highlights of this location will be showcasing our commitment to sustainability through the use of reclaimed barn wood serving as a finish for our counters and merchandising materials. Accompanying this space will be the addition of forty-six seats.

By splitting the two locations – we are able to provide a faster speed of service and better serve your campus community.

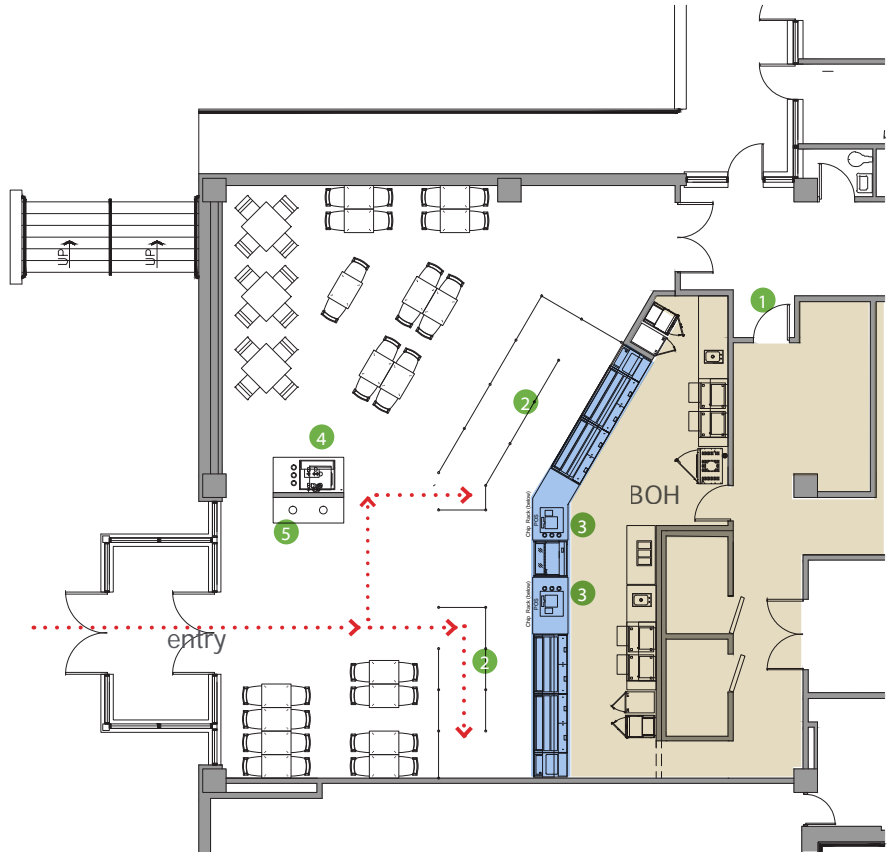




4 top	3	12
<b>Total</b>		<b>66</b>

### Plan Highlights

- 1 Employee Lockable Entry
- 2 Queuing Barrier
- 3 POS Stations
- 4 Beverage Station
- 5 Trash/Condiments Station







**Big Reserve Coffees**  
 16oz in the Cup  
 Hot Brewed 4.99 5.99  
 Hot Brewed 2.99 3.99 4.99 5.99  
 Mocha 3.99 4.99 5.99 6.99  
 Hot Chocolate 3.99 4.99 5.99 6.99  
 Cream 3.99 4.99 5.99 6.99

**BLOND COFFEE**  
 7oz 1.50 1.75 2.00 2.25  
 12oz 1.50 1.75 2.00 2.25  
 16oz 1.50 1.75 2.00 2.25  
 as an add-on per serving

**Espresso**  
 Espresso Macchiato 1.50 1.75 2.00 2.25  
 Espresso 1.50 1.75 2.00 2.25  
 Cold Americano 1.50 1.75 2.00 2.25  
 Cold Latte 1.50 1.75 2.00 2.25  
 Mocha 1.50 1.75 2.00 2.25  
 Cold Chocolate 1.50 1.75 2.00 2.25  
 Cold Cream 1.50 1.75 2.00 2.25

**Tangy Tea**  
 Citrus Tea 1.50 1.75 2.00 2.25  
 Peach Tea 1.50 1.75 2.00 2.25  
 Lemon Tea 1.50 1.75 2.00 2.25

**Made If Yours**  
 Add 1.00 1.50 2.00 2.50  
 Add 1.00 1.50 2.00 2.50  
 Add 1.00 1.50 2.00 2.50

**Hot Espresso**  
 Hot Espresso 1.50 1.75 2.00 2.25  
 Hot Espresso Macchiato 1.50 1.75 2.00 2.25  
 Hot Espresso with Milk 1.50 1.75 2.00 2.25  
 Hot Espresso with Cream 1.50 1.75 2.00 2.25

**Tangy Tea**  
 Citrus Tea 1.50 1.75 2.00 2.25  
 Peach Tea 1.50 1.75 2.00 2.25  
 Lemon Tea 1.50 1.75 2.00 2.25

**Espresso**  
 Espresso 1.50 1.75 2.00 2.25  
 Espresso Macchiato 1.50 1.75 2.00 2.25  
 Espresso with Milk 1.50 1.75 2.00 2.25  
 Espresso with Cream 1.50 1.75 2.00 2.25

See what happens later.  
 We're serving wine, beer and specialty plates after 4:00 pm.



### Rowdy's

Moving into Towers, Chartwells is excited to introduce a reenergized vision for Rowdy's. Our goal for Rowdy's to be more than a food outlet but a total campus experience space – food, fun and friendship. The new Rowdy's will be a celebration of all things Southeast Missouri State!

The location will feature comfy new seating and the walls will be adorned with Southeast Missouri State University memorabilia that is both modern and shares the history of the campus. A sound system will be included along with over 10 flat-screen televisions for watching Professional and Collegiate sporting events as well as movies and popular television shows.

Imagine walking through the doors and being surrounded by the Southeast colors, being greeted by a variety of seating along the walls, and bar seating at the counter, giving you the option to sit with friends and watch one of the ten flat-screen televisions, or study in a quiet corner.

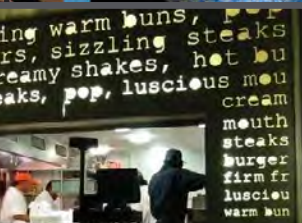
The food will be as eclectic as the Southeast student body, with tossed salads, delicious wraps, hand-formed burgers and nachos on the menu. Students will be able to choose from walk-up service at the counter, or they can order from one of the Rowdy's concierge iPads.

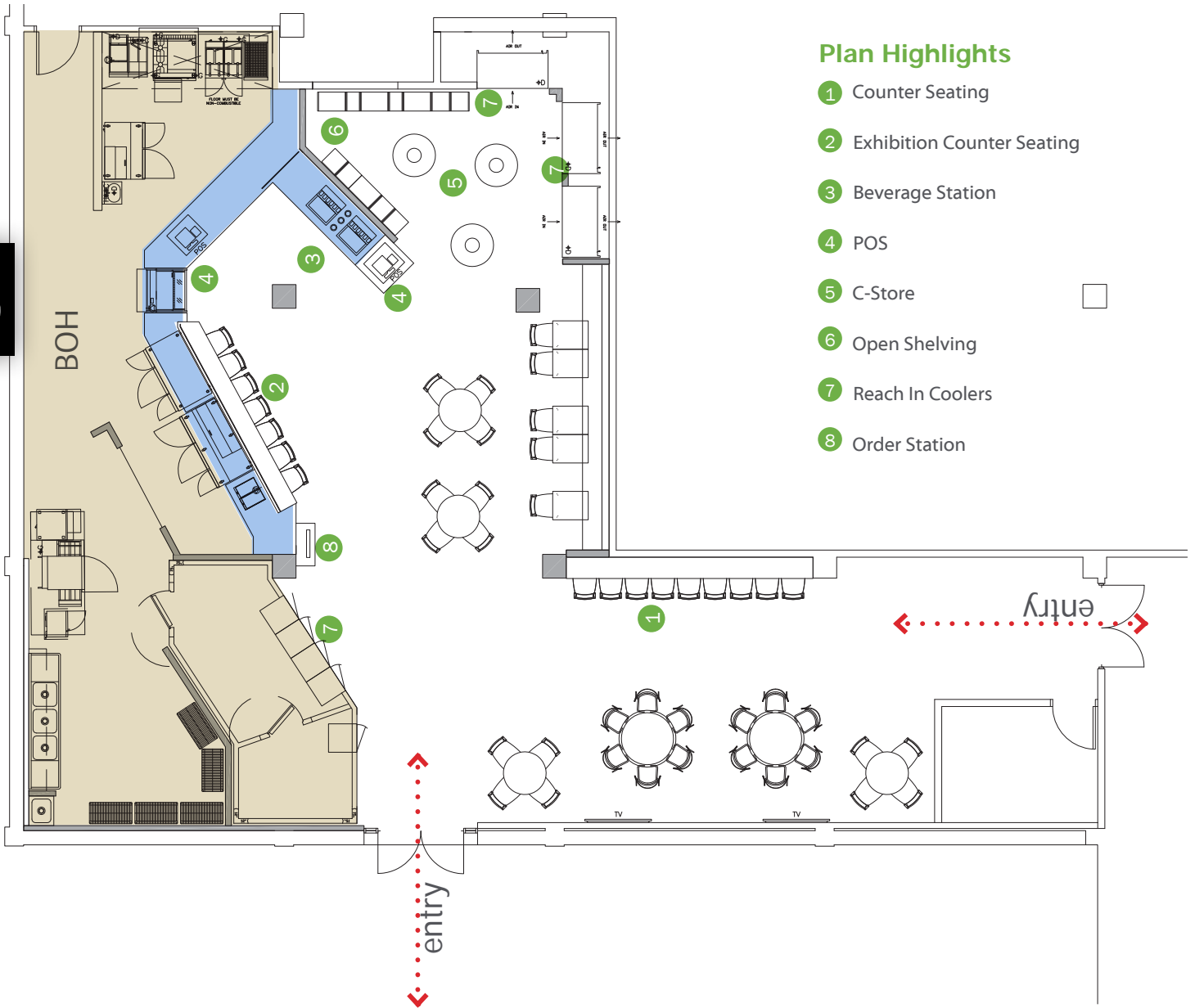
Weekly specials will include a variety of hand-rolled burritos, unique grilled sandwiches and, of course, quesadillas. Additionally, we will work very closely with the campus to help support a rejuvenated student entertainment series featuring great comedians, musicians and other activities.

For those on the go...Chartwells will be placing an Outtakes station in the corner of the Rowdy's. A fully outfitted Outtakes store, guests will be able to pop into this retail outlet to enjoy delicious wraps, salads, sandwiches and more on their way to class or study groups.



FUN  
ENTERTAINMENT  
TASTY





### Seating Tabulation

Type	Count	Seats
2-top Banquette	11	22
4 top Round	4	16
6 top	2	12
Counter		16
<b>Total</b>		<b>66</b>

### Plan Highlights

- 1 Counter Seating
- 2 Exhibition Counter Seating
- 3 Beverage Station
- 4 POS
- 5 C-Store
- 6 Open Shelving
- 7 Reach In Coolers
- 8 Order Station





graph790





OFFEROR'S INFORMATION

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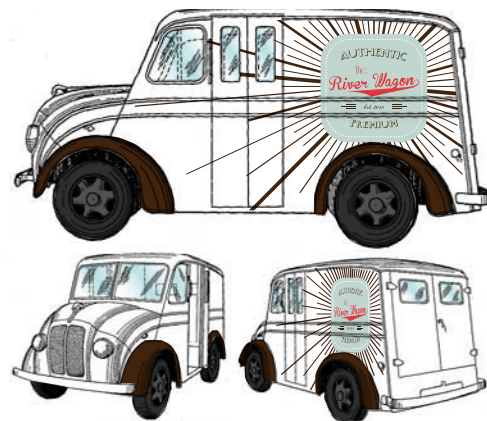


## River Campus - Food Truck Pavilion

Located in the green space on River Campus will be your brand new outdoor pavilion. This modern architectural space doubles as both a fun student hangout as well as a cool event space. Housing a series of tables, chairs and an outdoor fire place, this patio brings a sophisticated touch to the River Campus. Designed to showcase the natural beauty of the river, this space provide your students the opportunity enjoy a hors d'oeuvres party after their senior concert or hang out with friends on a beautiful spring day.

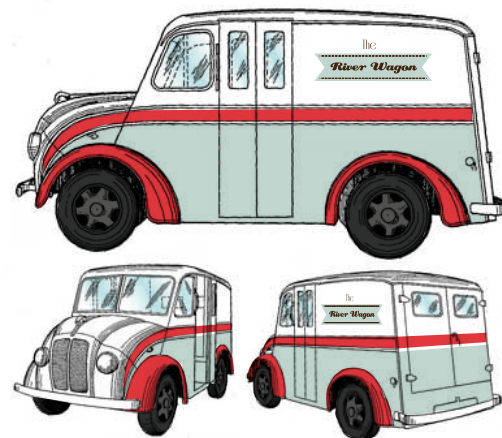
Rounding out the dining experience at River Campus is the vintage style food truck that provides a wide variety of dining experiences. As we studied the dining footprint at SEMO, we recognized there were many outlying buildings and parking lots that had the potential to house a food solution at various times throughout the day. Designed specifically for your campus and with your needs in mind, the River Wagon adds an additional dining outlet to your spread out campus. This truck would provide the best solution allowing us to travel the campus and expanding the dining options across SEMO. Food trucks have quickly grown in popularity across the United States as a means for the on-the-go person to grab a quick bite. Your food truck, The River Wagon, will include a kitchen to allow our culinarians to prepare sizzling sandwiches, spicy tacos, freshly brewed coffee and other SEMO favorites to enjoy throughout the campus.

Additionally, your River Campus pavilion will house a pad allowing for the River Wagon to easy access to parking. This parking ensures we are able to utilize the River Wagon for a dual purpose: to serve your retail and catering guests.



### Flexibility and Variety

One of our top goals for our new retail vision is to provide variety to your students. Chartwells understands students view variety as a journey – not a destination. Even as we introduce new facilities, brands and platforms, we must continue to evolve and grow as it relates to variety. To accomplish this, we will introduce our Student Choice program as part of the Redhawks Food Truck. Built directly into our “White Box Concept” in The Redhawks Market, students will be able to vote for the brands, concepts and cuisines they would like to see served each month. Using a mixture of in-store technology like iPads and smartphones, as well as Twitter, Facebook and a dedicated website, students will have the opportunity to tell us what they want on campus.



### The Residential Experience

Our resident dining philosophy is to continue offering diverse culinary experiences based on the personality traits, emotional and social needs, and the dining preferences of today's and tomorrow's Southeast students.

We offer authentic ethnic cuisine as part of our global approach to culinary platforms in the residential experience. Our menus will embrace the local, national and international flavors of the world.

Through the development of dynamic new gathering spaces in Towers and Merick Hall, our continued goal is for the dining format to foster a sense of belonging to a community. Using food to embrace diversity, and educate students on the benefits of eating a well-balanced nutritious diet.



OFFEROR'S INFORMATION

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River Campus

Dining Pavillion

Food Truck

*The River Wagon*





## Towers 2020 – Reinventing The Residential Experience

Towers Cafe is a campus landmark. This space is the home of so many critical moments for students; where they first dine on campus, meet lifelong friends, and develop a sense of living on campus. Towers provide the home for the Southeast Missouri State University experience.

As your partner in providing a great collegiate experience, we feel the dining space in Towers in particular would benefit from some cosmetic updates and the kitchen space can be updated to provide greater capacity and efficiency. We are proud to introduce Pulse on Dining as part of our enhancement vision for Towers Dining. The Pulse on Dining experience will transition the current dining space over the course of the next five years into a true living-learning center.

The Towers 2020 Pulse on Dining plan sums up our spirit to serve. This plan addresses the needs of today's millennial student currently on campus, while looking toward tomorrow's Generation Z.

As we plan for the student body of 2020 we know the composition of this group is going to be vastly different than the student we are serving today. For evidence of this one simply needs to look at the differences between Millennial and Generation Z. Gen Z is changing the landscape rapidly:

### **The population tsunami is approaching.**

More than a quarter of America's population belongs to Gen Z, and with each birth, the segment is growing.

### **They are going to change the world.**

60 percent of Gen Z want to have an impact on the world with their jobs (compared to 39 percent of Millennials).

### **They seek education and knowledge.**

One in two Gen Zers will be university educated (compared with 1 in 3 for Millennials).

### **Their attention span is getting shorter.**

Eight seconds is the average American attention span (down from 12 seconds in 2000).

### **They are less active.**

66 percent of 6-11 year olds list gaming as their main source of entertainment.

### **Sadly, they are obese.**

Teen obesity has nearly tripled from 1971-2010, now stabilized at around 18.4 percent. Teenage boys are more likely than girls to be obese (18.6 percent vs. 15 percent).





Towers 2020 also represents our innovation to lead. The transformation will deliver a dynamic gathering space defined by rich programming, robust technology and a customizable approach to cuisine.

- A dynamic welcome center will include a flat screen display with that day's menu, nutritional highlights, sustainability information and rolling Twitter and Facebook feeds.
- The new Foodservice Center will be a technology rich space:
  - Touch screen televisions at the welcome station
  - iPad stations where students can view nutritional information, provide feedback and participate in social media
  - Flat screen menus at each location
  - Screens built into the booth seating
  - Cameras throughout providing a streaming view of the facility
- Culinary gathering spaces for learning experiences such as Cooking 101, sustainability displays and wellness symposiums.
- A transparent culinary program that blends the kitchen and service areas into one seamless modern restaurant experience. This will offer students a clear view of their food – from prep and production to finishing and delivery.

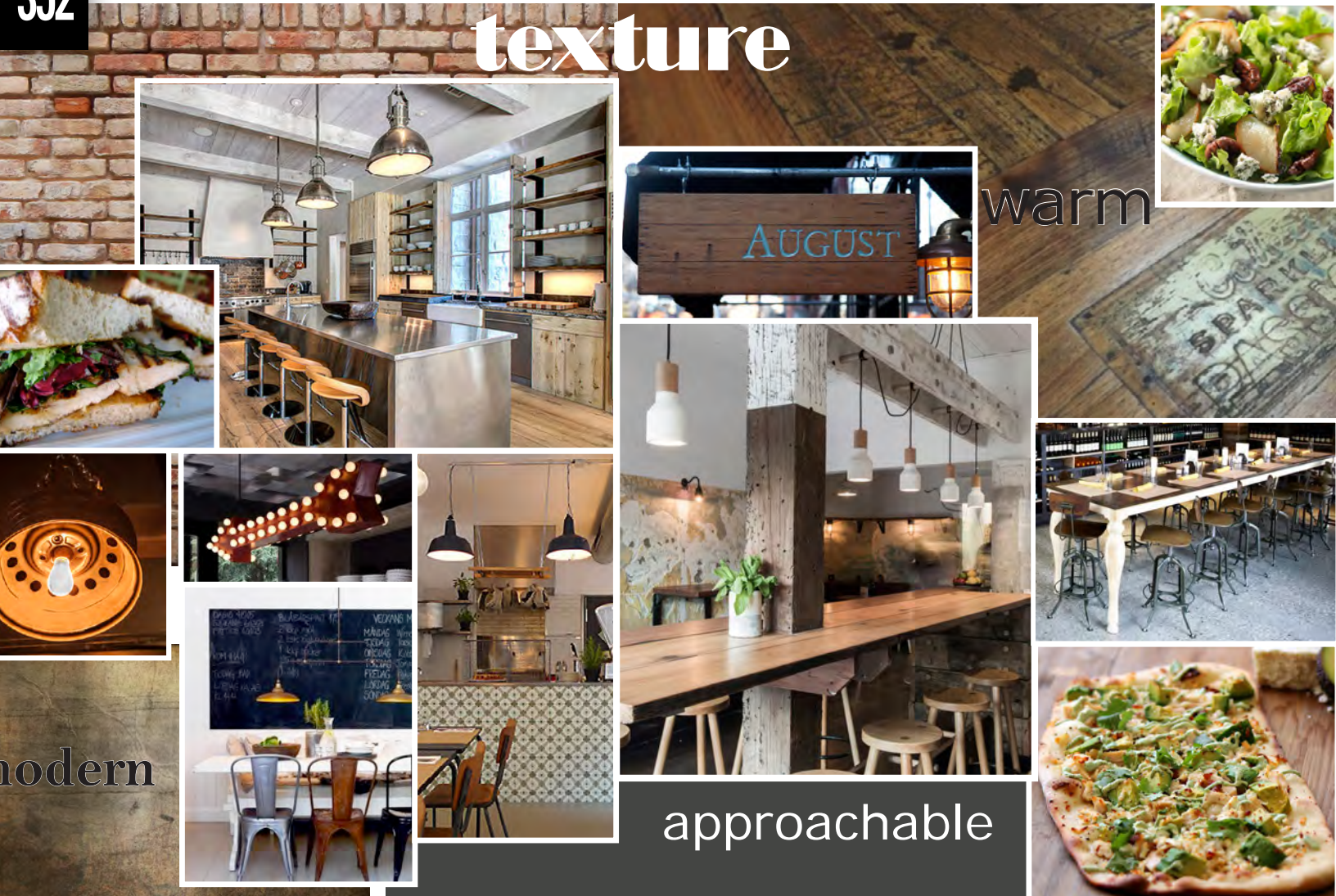
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texture

warm

modern

approachable



## Seating Tabulation

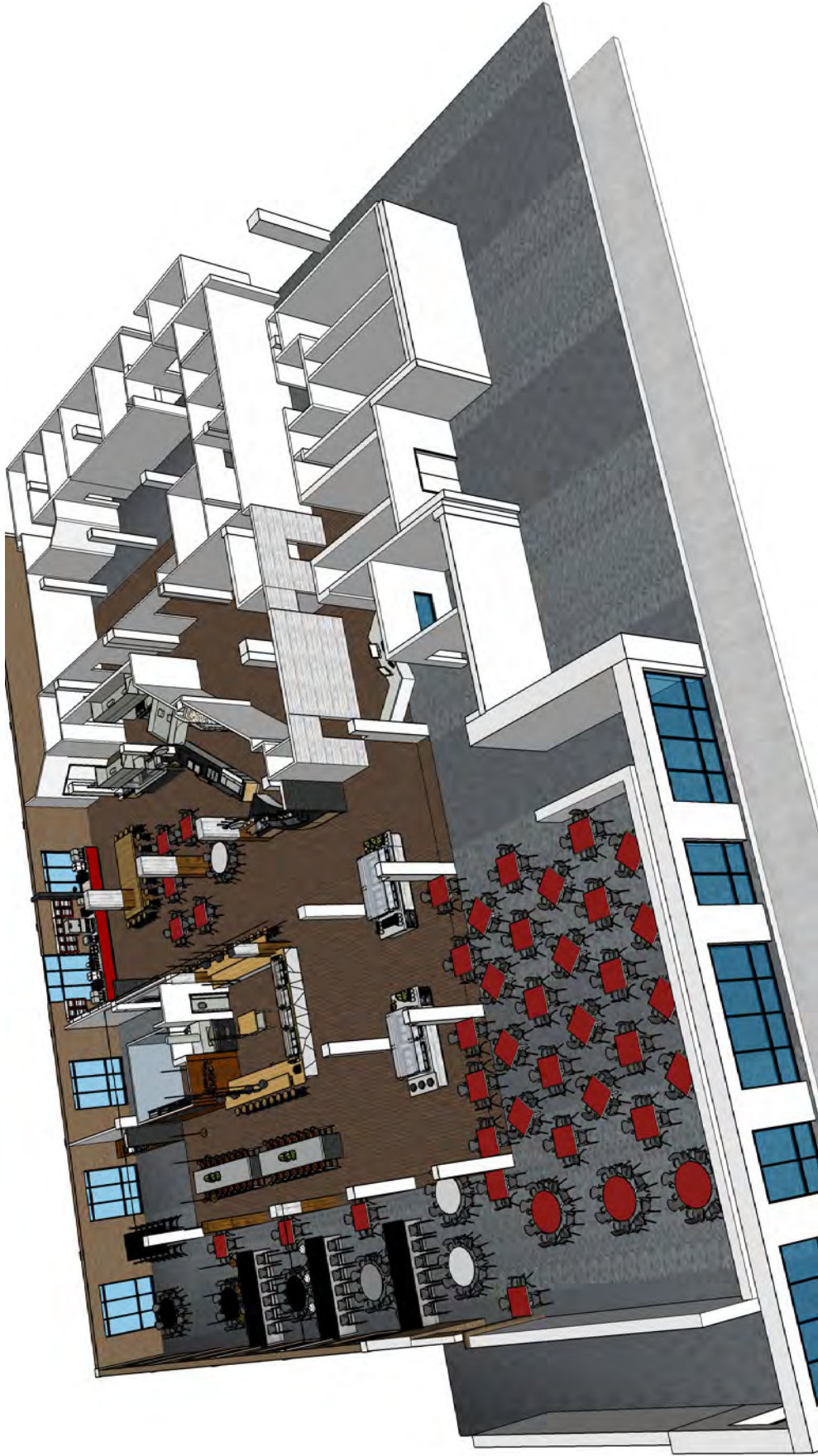
Type	Count	Seats
2-top	1	2
3-top	4	12
4-top	32	128
4-top Banquette	3	12
4 top Booth	6	24
6 top	10	60
Counter		18
12 top	4	48
Community	3	38
<b>Total</b>		<b>342</b>

## Plan Highlights

- 1 Maitre' D
- 2 Salad/Soup
- 3 Beverage Station
- 4 Community Table
- 5 Gluten Free
- 6 Walk in Cooler
- 7 Hearthstone Oven
- 8 Dish drop











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## Towers 2020

*The Towers 2020 dining platform is focused on offering every guest an interactive restaurant-style experience.*

Your dining program touches nearly every aspect of your campus community. The Towers 2020 dining platform celebrates the sense of community that comes from the elemental need to eat.

Towers 2020 is a flexible, scalable, cost-effective residential dining solution featuring branded signage, merchandising, menuing, associate uniforms, and service systems that provide a restaurant-style dining experience on campus.

It also includes marketing and communications designed to foster interaction with students. The Community Chat Board and “Simply Listen” comment center enable students to share on-the-spot feedback. Our managers respond to comments or questions posted on the board within 48 hours. Additionally, we offer QR code-based and text message-based surveys throughout the year so students can offer real-time feedback about their dining experience.

Interior and exterior graphics brand guest-facing areas of the servery and seating area. These signage pieces are designed to communicate everything from hours of service to upcoming special events and impart information related to student health and wellness.



## SEMO Talked, We Listened

<i>SEMO Students want:</i>	<i>Towers 2020:</i>
Fresh, healthy meals	Menu items prepared-to-order with fresh ingredients that are locally sourced when possible. Items are also labeled with relevant nutrition information and served in an open-kitchen format.
Variety and choice	Unexpected menu cycles eliminate repetition – 15, 18 & 20 days instead of a cycle divisible by 7 (days).
Genuine hospitality	Chartwells team members receive in-depth training and performance incentives.
Quality emphasized over quantity	Restaurant-style experience – not mass “cafeteria” feeding.

<i>SEMO leadership wants:</i>	<i>Towers 2020:</i>
A dining program that will support student recruitment and retention	Exciting and interactive destinations where students want to be, not have to be, that foster a sense of community.
Increased meal plan participation, which translates into happy students	A dining experience that directly results in increased voluntary meal plan sales.
Higher quality and a variety of options for its students	A “shopping experience” – foods are prepared-to-order, and guests won’t always find the same thing at each platform.
Increased guest satisfaction scores	Our 10 dimensions are designed to provide solutions for all aspects of the dining experience, which results in satisfied guests.





## What Differentiates Towers 2020?

Winner of the *Nation's Restaurant News* "Hot New Concept" award, our dining program is unlike any other in the industry.

- Based on 10 distinct experiential dining dimensions.
- Evolves with changing demographics and trends on campus.
- Prioritizes menu customization. Today's students are happiest when they can customize menu options to their liking.
- Chartwells continually researches and analyzes the latest trends in campus dining, as well as in the foodservice industry. We pride ourselves on speed to market by bringing these latest trends to your campus as soon as possible.
- Students compare our menus to the restaurants they know best. We strive for quality and taste that exceed the restaurants our guests compare us to.
- The focus is on more than just the food – it's on the entire dining experience.

NATION'S  
*Restaurant News*



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# The 10 Dimensions

Towers 2020 is built on 10 distinct dimensions, which makes it stand out as an on-campus dining experience.

## Generational research - satisfying Millennials while preparing for Gen Z

- Exclusive relationship with generational experts provides insight into understanding students' motivations and knowing our role in their development.

## Great food

- Flexible menus based on freshness, high quality and variety.
- Atypical menu cycles (i.e., 18, 20, 25 days) not divisible by 7, which eliminates repetition.
- Chefs who prepare the food also serve it, establishing a relationship with our guests.
- Menus cooked, or finished off, in front of guests.
- Menus built around the equipment at each platform.
- Health and wellness education through Balanced U, Chartwells' award-winning program.

## Unique serving platforms

- Offers an array of menu concepts in multiple formats.
- Complete meal options offered at each platform (entrée, sides, dessert).
- Guest and associate interaction are standard as menu items are prepared-to-order.
- Signature concepts include: The Kitchen, myPantry, Fresh Market and Outtakes.
- Entrées and menu options are periodically relocated to different stations to promote variety, break monotony and encourage guests to "shop around."
- State-of-the-art Eat.Learn.Live. concept featuring items prepared to order, as well as exhibition-style cooking classes and educational events.





### Balanced U™

- Demonstrates Chartwells' commitment to sustainable business practices, as well as the health and wellness of our guests.
- Provides healthy, balanced meal options that are both tasty and satisfying.
- Educates students about making better-for-you dining choices to foster a lifetime of good health.
- Stealth health: Our chefs are trained to make healthy recipe changes to everyday items (e.g., lower sodium in standard recipes).

### Expectation and measurement

- We continually engage with students through focus groups, surveys and one-on-one interaction to proactively address their wants and needs.
- With three distinct market research platforms (ongoing, ad hoc and syndicated), we pride ourselves on having a thorough understanding of the wants and needs of the student and client.
- Budgeted dollars are allocated for yearly enhancements.

### State-of-the-art technology

- Operations utilize a robust suite of tools for marketing, communications and operations.
- Standard package includes LCD screens for communication, nutrition kiosks, App on Campus mobile dining information, and smartphone survey.

### Creating the destination

- An initial comprehensive site survey allows us to tailor each dining location to the preferences and needs of the student population.
- Restaurant-style floor plans.
- Seating configurations designed to accommodate diverse student lifestyles, featuring booths, high top tables, soft seating, community tables, counter seating and dynamic lighting.

### Dynamic hospitality

- Brand training and certification is required for all managers and associates.
- Implementation of Chartwells' YouFirst training and guest feedback program is required.

### Campus and community

- Associates participate in at least three community service programs each year.
- Chartwells supports the local community by purchasing and incorporating local products when available.



## Towers 2020

As your students enter the revamped Towers 2020, they will be wowed with the new fresh look that combines natural elements with SEMO spirit. Throughout the dining room, natural reclaimed barn wood is positioned in key focal points, giving Towers 2020 an upscale feel of a fine dining restaurant. Melding with this natural look are a series of community tables and other counter style seating, encouraging students to enjoy the social aspect of cooking. As you circle through the dining room, you will find a variety of different seating arrangements, styles and wall dressings transforming the dining room into a series of miniature restaurants throughout your dining hall.



### Fresh Market – Market-style choices

The Fresh Market experience features traditional and nontraditional salad bar offerings, homemade dressings and an array of toppings. A key component to the Fresh Market is our core and rotating selection of fresh fruits and vegetables. Students will also find homemade soups, bakery fresh breads, composed salads, and locally grown produce and organic items when possible.



### Terra Ve™ – Vegan/vegetarian choices

SEMO students have clearly communicated that vegan and vegetarian options are a critical component of an on-campus dining program. Terra Ve, Chartwells' award-winning vegan/vegetarian recipe program, will bring you the very best in authentic, healthy, fresh and flavorful vegetarian selections. The offerings will rejuvenate your taste buds, as we use only the finest and freshest spices to bring out the flavor in every dish. We believe that you should not only live to eat, but also eat to live.



\*The branded concepts proposed herein are for illustrative purposes only and may not be available for use at this particular site. While every effort will be made to obtain the rights to operate the aforementioned concepts, our ability to do so shall be subject to approval by the brand owner. In the event we do not receive such approval, alternative concepts will be presented and mutually approved.

# THE KITCHEN

## The Kitchen – Open variety

Imagine students sharing the experience of professional cooking while they are dining in Towers. From enticing aromas to the sizzle of a hot pan, The Kitchen is an open platform that showcases the craftsmanship of Chartwells' chefs as they expertly prepare and serve fresh, healthy dishes. From grilled foods to specialty items, The Kitchen makes it easy for any student to personalize a single à la carte item or design an entire meal to his or her tastes.



- **Balanced U™** – To promote a healthy lifestyle to our guests, we offer our Balanced U culinary program at each of our culinary platforms. Balanced U entrées start out in their most natural form and are cooked in the most simplified format and served in a fashion that preserves their highest nutritional value. Balanced U entrées are sure to be a favorite among students on campus. All Balanced U entrées have accompanied nutritional designations and a certified menu labeling system that helps our guests make informed nutritional choices.



- **The Fresh Grille** – All burger patties served at from our grill are fresh, all-natural, and free of hormones and antibiotics. From the familiar aroma of burgers fresh off the grill and the garden fresh bouquet of garnishes, we welcome you to enjoy a custom-made creation designed to rival the finest urban restaurants offering short-order comfort foods. The concept is simple – fresh, quality food prepared and served to our guests' specifications. Plump, juicy chicken and tasty grilled fish will be menu options as well. The chicken will be antibiotic-free, and the fish will meet Monterey Bay Sustainable Seafood Guidelines. Our grill menu also offers pub-style "fun foods" like chicken wings, sliders and mozzarella sticks for guests desiring appetizers.





- **Authentic Cultural Selections** – Get set for an international culinary tour! On a rotating basis, The Kitchen will feature authentic menu selections from around the world, including Mexican, Indian, Middle Eastern, Greek, Asian and Thai. The food is hot, the service is swift, and the guests are sure to be delighted. Our culinary team has the skills to prepare authentic ethnic, international and regional cuisine on-site.
- **Vegan and Vegetarian Selections** – Our vegan and vegetarian selections feature more than 1,200 recipes designed to appeal to vegans and vegetarians and to meet their nutritional needs. The educational component of this culinary platform ensures that proper information is shared with students about the importance of nutritional balance in a vegetarian or vegan lifestyle.



### Hearthstone Ovens™ – Deluxe kitchen

HEARTHSTONE  
OVENS

Hearthstone Ovens will be a visual landmark in the facility with its beautiful wood-burning or gas oven in the center of the station. From this oven we will offer a wide array of appealing baked foods. Hearthstone Ovens is much more than just a pizza, pasta and calzone station – it is a deluxe kitchen. The unique stone oven allows our chefs to offer a variety of tempting items and cuisines including freshly toasted sandwiches, baked pastries, baked chicken, baked pasta dishes and much more. To enhance the culinary theatre feel of this space, Chartwells will be positioning a series of counter seating around the perimeter of this station. Your students will be able to watch our chefs roll out our fresh made pizza dough.



### Baker's Crust



Featuring made-to-order sandwiches and salads, Baker's Crust resembles an upscale bakery or bistro. A great sandwich starts with great ingredients. Baker's Crust will feature turkey, chicken and beef – roasted in-house – and local artisan breads. Imagine the indulgence of a Turkey Cranberry Ciabatta, Grilled Vegetable with Mozzarella, Grilled Chicken Teriyaki or perhaps a Portobello Mushroom with Feta Cheese. Whatever the choice, Baker's Crust is the destination. Menu options include locally grown produce, low-fat sandwiches and locally purchased artisan breads.



### myPantry – Self-assisted kitchen



myPantry is a help-yourself dining experience designed to provide flexible mealtime or snack options that SEMO students can either prepare themselves or entrust to our professional chef on the spot. Housed in a self-assisted kitchen, which breaks away from the traditional station model where the guest is kept away from the action, myPantry lets guests walk “into” the action. From cereals and juice smoothies to breakfast foods, deli options, a pizza bar and delicious desserts, students can interact with each other and our friendly associates in a modern community kitchen that encourages healthy campus life and self-sufficiency.

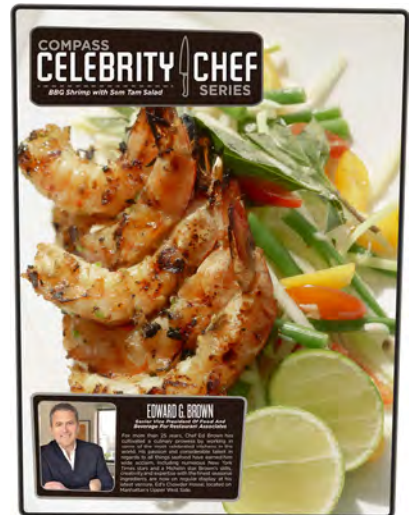


## Celebrity Chef Recipe Series at the Kitchen

With the introduction of the Kitchen, Chartwells can better respond to changing menu and food trends with a new approach. Chartwells is excited to introduce culinary programming in the Innovation Kitchen featuring our Celebrity Chef Recipe Series. We will highlight our cadre of Compass Group chefs in this series: Ed Brown with Restaurant Associates, Cary Neff with Morrison Healthcare, Wolfgang Puck and others that have working relationships with Compass Group and Chartwells.

We will offer chef-inspired specialty meals – delicious, healthy and responsible menus that will have a positive effect on our well-being and productivity. We will work with Residential Life to schedule, promote and facilitate our Celebrity Chef Recipe Series.

Local chefs will be a periodic feature of our Celebrity Chef series. Regional Chef Brian Mansfield will solicit local chefs and provide them with an opportunity to expose the community to their culinary talents.



## Healthy Beverage Selections

A healthy beverage experience in residential dining will feature a wealth of infused waters. They will learn which beverages boost endurance and which lower blood pressure. Our goal is to teach students the benefits of putting goodness into their bodies. Beverage staples will include rice milk and soy milk.





## Student Choice (AKA Food Democracy!)

Affinity for technology is a defining characteristic of the millennial generation and those that follow. The seamless infusion of technology throughout Towers will facilitate an unprecedented level of interactivity with your tech-savvy student community. Guests will be able to plug in, log on and engage with your dining program digitally throughout the dining location. They will use the latest interactive technology to vote for their preferred menu items and select innovative pop-up restaurant concepts as part of our Student Choice platform.

Student Choice gives students a voice to express what foods they want and don't want. Student Choice is built directly into Chartwells' MyCampus Metrics analytics system and will allow students to vote for pop-up concepts and cuisines. Using a blend of in-store technology, such as iPads and smartphones, as well as hashtags, Twitter, Facebook and a dedicated website, Southeast Missouri State University students will have the opportunity to communicate with us directly to express what they want to eat. Each week, we will post a selection of menu items and cuisine genres that students will be allowed to vote on. The winning selections will be included in the next week's menu. At the conclusion of each semester, students will be invited to vote on new concepts, cuisine genres and menu ideas. The selections receiving the most votes will be incorporated into our menus, as well as culinary events as pace-changers and themed meals.

As part of Student Choice, students will also be able to request educational topics they would like covered in our Innovation Kitchen series. Whether it is a class on proper knife techniques, stealth health cooking or a gourmet dessert demonstration, students will tell us what topics interest them.



# Residential Concepts

## Infusions – Themed Meals

Infusions spices up the experience for students in our residential dining locations through on-trend special events that celebrate culinary and cultural diversity. Events are promoted monthly using customizable, professionally printed marketing materials. Themed menus, merchandising and decorations enhance each experience.

Examples of monthly Infusions events include:

### Culinary Theater

Chartwells' Culinary Theater combines entertainment with the dining experience. The emphasis is on food with flair through chef demonstrations and/or culinary lessons tied into special events or celebrations. New Culinary Theater events are introduced each month.

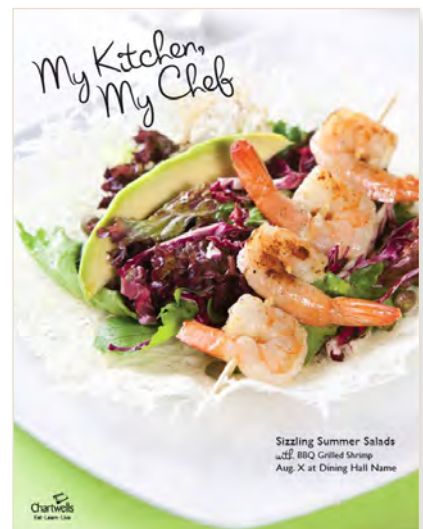
### Food Festival Sampling

Chartwells' Food Festival Samplings have been created so resident dining students can sample food and beverages highlighting childhood favorites to eclectic flavors. Each month focuses on a different flavor.

## My Kitchen, My Chef

This enhances the culinary ambiance of the foodservice with the impression of a fine-dining experience. Chefs can expand or put into practice their culinary creativity or use our recommended menus to impress diners for elegant entertaining.

These events can be offered once or twice a month to create excitement and drive traffic within your dining halls.



## Specialty Residential Dining Stations

To further enhance the dining experience and reduce the perception of monotony, Chartwells features a rotating series of specialty stations designed to alternate within a specific concept's footprint. Much more than a special event, these new stations may be introduced monthly. All stations are based on the most recent culinary trends and are developed by Chartwells' culinary and marketing teams.

**Yo! Bowl** Features freshly prepared and made-to-order Asian regional favorites. These delicious entrees, succulent sides and world-class sauces are displayed in woks to lend authenticity.



**Caravan** was developed to meet the need for Eastern Mediterranean flavors for the college-aged student demographic. Mediterranean food is increasing in popularity as a health food trend on college campuses across the United States.



**Smokin' Aces BBQ** offers a variety of regional barbecue favorites. Hot, mild and sweet sauces are available to suit all palates.







The **PB&J** station can be set up at a grill or other action station. Specific recipes offer a variety of grilled sandwich options, or let students make their own creations from the variety of offered toppings. We can grill up any sandwich or wrap, or serve it cold.



At **Phlatout Good**, it is all about the fold. Phlatout Good features Mediterranean flatbreads as the signature sandwich fold for all sandwiches. The Phlatout Good menu is designed to feature a static menu of unique folds. However, guests may request a customized, built-to-order fold from a distinctive combination of ingredients.



**Saboroso** embraces the best of both worlds – flavor and quality. The core menu features burritos, tacos, fajitas and a signature Chop Chop salad. However, guests may opt to create their own culinary temptation from the array of garden fresh produce and tangy proteins displayed at Saboroso.



**Sammy's Fresh** will offer a variety of hot and chilled submarine sandwich favorites. Submarine sandwiches have several different names throughout the various regions of the U.S., and Sammy's is just one of many aliases for this unique sandwich.

The station layout of Sammy's Fresh is designed to showcase the variety of meats, cheeses and toppings at their optimal freshness.

**Kevin's Cucina** is a one-stop Italian cuisine destination. Kevin's Cucina offers a selection of entrées (baked, sauced and stuffed pastas), breads, and salad options. Guests will be offered both cooked-to-order and prepared selections.

Kevin's Cucina is designed to showcase the various influences of Italian cuisine and its regional diversity. Many menu items are easily prepared and consist of less than eight fresh ingredients.

**Casserole** celebrates the universal food found in almost every part of the world. Each country has its own traditional ingredients, but all casseroles have one thing in common: They make you feel good. No wonder they are often called "comfort foods," or food for the soul.

Our Casserole station will make guests feel as good and comfortable as the food itself.

**Sammy's**  
*Fresh*

Kevin's   
**CUCINA**

  
**Casserole**





## Merick Hall

Our vision for Merick Hall can be summarized in three words: bright, sleek and fresh. Your students will gravitate towards this modern kitchen that makes eating healthy FUN!

With a vast majority of the residential students living on the south side of campus, there is a need for a true residential dining option. To accomplish, and further cement our commitment to wellness and sustainability we are proud to introduce the Balance Kitchen to Merick Hall.

Balance Kitchen is a visionary prototype café that will support the campus goals of health and wellness by promoting and measuring healthy and sustainable lifestyle behaviors.

Our strategy is to synthesize and simplify the healthy portfolio of options into an environment that fosters and promotes health and sustainability, while preserving elements of choice.

### Health-Promoting Food Offer

- Variety of fresh, local, sustainable and healthful options at all points of service
- Commitment to 50 percent FIT menu options and 75 percent FIT (Balanced U) beverage options (may be modified to meet client request)
- 100 percent compliance with sustainability platform commitments, meets target for local purchases

### Education and Information

- Full nutrition labeling on all items in the Merick Hall Balance Kitchen (calories plus); recipes available
- Balanced U Icon identification of all FIT items (or client equivalent) and "local" designation if applicable
- Robust weekly and monthly wellness promotions with strategic partners
- Suite of technology solutions used to inform, educate and promote healthier options in Merick Hall; and to promote healthier lifestyle habits







### Marketing and Choice Architecture

- Merchandising, silent health tactics, choice architecture, to make healthful and sustainable options the prominent and easy choice
- Healthful defaults used at all stations such as brown rice; whole wheat bread, rolls, tortillas, pizza crust, and pasta; and fruit and vegetable sides with all entrees and sandwiches
- Promotions and bundled meals feature only FIT menu items

### Strategic Partnerships

- The Balance Kitchen will act as a “hub” through which we will leverage strategic partnerships to extend our reach beyond the café to more holistically impact customer lifestyle choices

### Dashboard Metrics

- Customizable dashboard of progress on key metrics including sales mix (FIT vs. non FIT), product mix by station or menu item category (entrée, side, beverage), trending on consumption of nutrients to encourage and nutrients to discourage
- Carbon Footprint Toolkit being used and reports included in client quarterly business review (QBR)
- Associate training standards and certification process

## Architectural design of Balance Kitchen

Balance Kitchen creates a fun and playful design that allows our chefs to place an emphasis on cooking with fresh food. To provide them with the necessary cooking space, we will be expanding its dining footprint to encompass some of the additional footage surrounding the existing dining location. As guests walk into the lobby, they will be greeted with glass windows allowing a full view into Balance Kitchen. Additional features include:

- Outdoor dining patio where your students can enjoy the fresh air while dining in.
- Variety of different seating styles including a community table to help foster a connective environment
- Seating surrounding the fireplace, creating a cozy space for students to study or hang out with friends.
- Exhibition style stations showcasing the social aspect of cooking.

## Culinary Design of the Balance Kitchen

### Culinary Commitment

- Focused staff training on measuring and following Webtrition based recipes
- Stealth nutrition, skimming fat, cooking with measured amount of oil instead of just pouring, lean cuts of meat, healthier cooking techniques (braising, grilling...)
- Deliberate menuing of balance at all stations using FIT recipes, whole grains, lean protein, and seasonal/local vegetable/fruit focus
- Staff training, measuring, ability to explain what is served, and encouraging samples
- Skinnier made to order stations: for example sautéing with limited olive oil or using vegetable stock, sauce/dressing on the side, FIT composed salads or baked sweet potato fries at the grill
- Better for you sides with steamed vegetables, whole grains, low fat dressings
- Inspirational FIT signature menu items







### **Chef's Station**

- Featured Chartwells programs such as celebrity chef, Earth Table and offer a balance between Premium and FIT signature menu items.
- Healthy cooking methods are a standard: vegetable stock for sautéing, olive oil based pan spray, dressings on the side and customize your meal.
- Bundling with no sugar aqua frescas

### **Entrée Build to Order Station**

- Provides customization and variety at the entrée station by rotating selections throughout the week.
- FIT signature options daily, healthy cooking techniques such as olive oil spray, whole grains/brown rice offered, vegetables featured as 1/2 of the plate, lean proteins

### **Salad/Soup**

- Seasonality, stealth nutrition for example adding shredded kale to a lettuce mix, sweet potato croutons
- Composed salads featuring Superfoods
- Reduced sodium soups from Au Bon Pain
- Signature Salad instructions for the salad bar so guests can create a themed salad (Greek, Mexican, etc.)



# Merrick Hall

OFFEROR'S INFORMATION

376



## Plan Highlights

● Dining

● Outdoor Dining Patio

## Seating Tabulation

Type	Count	Seats
2-top	15	30
2-top Banquette	3	6
4 top Round	7	28
6 top	3	18
Community	1	22
<b>Total</b>		<b>104</b>

## Plan Highlights

- Security Gate
- Maitre' D
- Smoothies/Juice/Breakfast
- Salad/Soup
- Exhibition Cooking
- Fireplace
- TV's
- Dish Caddy
- Community Table
- Beverage Station









7.3 Information and recommendations for flexible board meal plan options. Subject to the approval of the University, such flexible options could be implemented in 2015-2016 or later and continue for the remainder

## Southeast Missouri State's Current Meal Plan

The current plan at Southeast Missouri State consists of meals per week with accompanying flex dollars, and includes meals to flex.

Meal Plan	Explanation	# of Students on this Plan:
The Light 5	5 meals per week and \$135 flex dollars per semester.	245
The Typical 10	10 meals per week and \$80 flex dollars per semester.	692
The Popular 15	15 meals per week and \$70 flex dollars per semester.	1985
The Great 19	19 meals per week and \$58 flex dollars per semester.	256

At the end of each week, the number of meals left on a student's plan roll over into \$1.50 each worth of flex dollars, and are automatically added to their flex account.

Value exchange is available for use in retail operations. A student can exchange one meal swipe for a value of \$4.45 at breakfast and \$6.80 for lunch and dinner, and can be used at any retail dining location on campus.

Students are able to use one meal swipe per meal period, and can use their flex dollars for purchases that are less than their meal exchange rate, for any overages when using meal exchange, or for multiple purchases within the same meal period.



# Meals per Week with Flex

This plan consists of an allotted number of meals students can use each week with flex points they can use throughout the semester.

## Pros

- Students have a budgeted amount of meals they know they can use throughout the week.
- Meals can be exchanged for an exchange rate dollar value in retail outlets.
- Flex points may roll over from the fall semester to the spring semester.
- Parents can be assured their students have consistent meals throughout the semester.
- Meals can be used to treat guests in our traditional dining location.
- Students can use flex points at all our dining.
- Students can purchase meals for their guests at any location on campus with their flex points.
- Plan drives use of a traditional dining facility as a hangout location on campus.
- Students' schedules can be completely accommodated with this type of plan - it allows for them to use the traditional dining facility around their schedule.

## Cons

- Students must use their allotted number of meals each week or else they lose them when the week rolls over.
- This plan does not allow for maximum flexibility with their meals each week.
- This plan includes less flex points so students don't have as much freedom to make "snack" type purchase in a retail facility.
- Students must pay attention to the balance of their flex points each semester to ensure they are budgeting use of the points appropriately throughout the semester.





## Semester Block Plans with Flex

This plan consists of an allotted number of meal students and flex points they can use throughout the semester.

### Pros

- Meals can be exchanged for a dollar value in retail outlets.
- Flex points may roll over from the fall semester to the spring semester.
- Parents can be assured their students have consistent meals throughout the semester.
- Meals can be used to treat guests in our traditional dining location.
- Students can use flex points at all our dining.
- Students can purchase meals for their guests at any location on campus with this plan.
- No limit on the number of swipes students can make within our traditional dining facility during a semester.
- Plan drives use of a traditional dining facility as a hangout location on campus.
- Students' schedules can be completely be accommodated with this type of plan - it allows for them to use the traditional dining facility around their schedule.
- Students have a budgeted amount of meals they know they can use throughout the semester.
- Meals can be used according to a students' schedule - they are not bound to a particular number they can use each week. Therefore they can adjust their usage completely based on their schedule and accommodate any outside commitments.
- Millennial's eating habits of continuous small meals are best accommodated with this plan.

### Cons

- Students must use their allotted number of meals each week or else they lose them when the week rolls over.
- Students must use their allotted meals within a semester.
- There is no cap on the number of meals a student can use at one time. They run the risk of running out of meals if they are too generous with buying lunch for their friends on a consistent basis.



# Hybrid Plan

## Meals Per Week + Block Meals + Flex

This plan consists of a smaller amount of allotted number of meals students can use each week plus a smaller amount of allotted number of block meals as well as flex points they can use through the semester.

### Pros

- Students have a budgeted amount of meals they know they can use throughout the week.
- Meals can be exchanged for a dollar value in retail outlets.
- Flex points may roll over from the fall semester to the spring semester.
- Meals can be used to treat guests in our traditional dining location.
- Students can use flex points at all our dining.
- Students can purchase meals for their guests at any location on campus with this plan.
- No limit on the number of swipes students can make within our traditional dining facility during a semester.
- Plan drives use of a traditional dining facility as a hangout location on campus.
- Students' schedules can be completely be accommodated with this type of plan - it allows for them to use the traditional dining facility around their schedule.
- Students have a budgeted amount of meals they know they can use throughout the semester.
- Meals can be used according to a students' schedule - they are not bound to a particular number they can use each week. Therefore they can adjust their usage completely based on their schedule and accommodate any outside commitments.
- Millennial's eating habits of continuous small meals are best accommodated with this plan.
- This plan allows for the highest flexible use by the students. Students have both a budgeted amount of meals to use within the week as well as block meals to enjoy throughout the semester.
- Campuses that have a high number of students who participate in activities, groups or sports generally select this plan.

### Cons

- Students must use their allotted number of meals each week or else they lose them when the week rolls over.
- This plan includes less flex points so students don't have as much freedom to make "snack" type purchase in a retail facility.
- Students must pay attention to the balance of their flex points each semester to ensure they are budgeting use of the points appropriately throughout the semester.
- Students must use their allotted meals within a semester.
- There is no cap on the number of meals a student can use at one time. They run the risk of running out of meals if they are too generous with buying lunch for their friends on a consistent basis.
- Students must manage 3 different balances to get the most freedom associated with this plan.
- The remaining balance of meals per week does not roll over at the start of a new week.
- The remaining balance of block meals does not roll over at the start of a new semester.



# All Access Plan

## Meals Per Week + Flex

This plan consist of unlimited number of meals per week that can be used per day, week or semester at resident dining facilities, as well as flex points that they can use throughout the semester at retail locations. There is no limit to the number of meals that a student can access the facilities.

### Pros

- Flex points may roll over from the fall semester to the spring semester.
- Meals can be used to treat guests in our traditional dining location.
- Students can use flex points at all our dining.
- Students can purchase meals for their guests at any location on campus with their flex.
- No limit on the number of swipes students can make within our traditional dining facility during a semester.
- Plan drives use of a traditional dining facility as a hangout location on campus.
- Students' schedules can be completely be accommodated with this type of plan - it allows for them to use the traditional dining facility around their schedule.
- Meals can be used according to a students' schedule - they are not bound to a particular number they can use each week. Therefore they can adjust their usage completely based on their schedule and accommodate any outside commitments.
- Millennial's eating habits of continuous small meals are best accommodated with this plan.
- This plan allows for the highest flexible use by the students..
- Campuses that have a high number of students who participate in activities, groups or sports generally select this plan.

### Cons

- Resident Facility must be able to handle increase number if participation.
- Students must pay attention to the balance of their flex points each semester to ensure they are budgeting use of the points appropriately throughout the semester.





7.4 Information describing the offeror's capabilities to provide catering service at special functions, including gourmet-type catering services for events on and off campus. The offeror should include, at minimum sample menus, portions to be served, menu cycle rotation, and prices applicable to such events.



## Catering

### Catering to Our Guests' Tastes

*Chartwells catering has been a long-standing tradition at Southeast Missouri State University, and is constantly evolving.*

*With the addition of our new catering director, Kelley Wilkins, Chartwells continues to make setting events at Southeast Missouri State to the highest standards through Kelley's innovation, eye for detail and strong focus on customer service that aims at providing the highest level of service for guests.*

#### VALUE TO YOU

- Tailored to guests' tastes, budgets and schedules
- Event consistency
- Positively promotes the campus within the campus, local and alumni communities

## Management

In higher education, on-campus catering services are a direct reflection of the institution. Chartwells catering has been a long-standing tradition at Southeast Missouri State University, and is constantly evolving.

With the addition of our new catering director, Kelley Wilkins, Chartwells continues to make setting events at Southeast Missouri State to the highest standards through Kelley's innovation, eye for detail and strong focus on customer service that aims at providing the highest level of service for guests. With her 11 years of experience, Kelley has worked her way through the ranks from catering supervisor to director, learning and refining her skills while developing a desire to continually learn catering trends and improve service standards along the way.

Our second addition to campus, Steven Cooper, also has many years of experience in the catering world. Steven has said, "I have a passion for creating one-of-a-kind catering events that go beyond standards and are truly personalized. This passion has made my efforts successful at other Chartwells accounts, and I am delighted to bring that excitement to the Southeast Missouri State campus."

With these two new outstanding influences in the Southeast Missouri State catering department, the programming, guest service, and standards are already evolving to ensure that the long-standing tradition of dining at Southeast Missouri State University is an accurate, ever-changing reflection of the institution for many years to come.

Some of the key responsibilities of the new catering management team include:

- *Continuing to regularly meet meetings with campus departments to assess needs and preferences*
- *The continued use of dynamic marketing to inform and entice customers*
- *Developing and updating catering policies and procedures*
- *Hiring and training catering associates (including student associates)*
- *Developing customized menus for various budget levels*

## Three Tiers of Service

Chartwells does not embrace a "one size fits all" approach to catering. To consistently create special events that impress catering guests, your campus caterer must be prepared to offer a wide range of choices and apply out-of-the-box creativity to menus, decor and service styles. Chartwells' multi-tiered approach to campus catering offers three distinct menus, but all share the same high level of service and food quality. Each tier is a starting point in the event planning process. Guests can select from a set package, or they can use the guides to design their own event. Chartwells' catering professionals are happy to work with each guest individually to create a special event that is as unique as the occasion.







### Tier I – In Your Space

Occasionally, groups or organizations simply want food supplied at a reasonable cost. They don't need linen, on-site service, fine china or post-event cleanup. *In Your Space* is designed for events where the host wants the convenience and value of self-pickup. Our *In Your Space* catering guide offers several suggestions, from party platters to ice cream socials. We are happy to provide bulk items priced slightly above cost.

## IN YOUR *space*

Eat • Learn • Live



### Tier II – In Any Event

Our most frequently requested level of service includes everyday catering. Events at this level include alumni dinners, retirement luncheons, planning and staff meetings, as well as meetings for community-based clubs and organizations. Meals are offered either buffet-style or plated and served tableside. *In Any Event* represents the widest range of possibilities in terms of menu, service style and décor.

## IN ANY *event*

Eat • Learn • Live



### Tier III – In Style

With our signature level of catering, guests receive the same level of service and sophistication found in award-winning restaurants. Chartwells chefs typically create a menu unique to each *In Style* event. Support from Chartwells' regional culinary network or our executive chef is available for these events.

## IN *style*

Eat • Learn • Live



## Event Planning

Our management team works closely with campus committees for legacy events like Homecoming, Alumni Weekend, Commencement, Orientation and recurring institutional advancement events. Our goal is to be a full partner supporting your campus activities.

The process begins with an initial meeting where our planning staff discusses the event with campus or community organizers. We work with these individuals to personalize the event, creating a signature meal or series of meals as well as decor. Chartwells' catering team members want to learn as much as possible about the event and the guests.

- *What is the purpose of the event?*
- *When and where is it scheduled?*
- *How many people will be attending?*
- *Will there be any special dietary or cultural needs that may influence the menu?*
- *What is the event schedule?*
- *What are the budget parameters?*

Our catering team will then make menu recommendations and discuss the style of service most appropriate for the event (for example, buffet or table service). Often, we recommend a tasting so event planners can sample select items from the menu. A detailed summary of the event order, including the cost, will be delivered to planners prior to the event so there are no surprises.





## Décor

Chartwells' catering professionals are trained in the art of tasteful catering décor and food presentation. Colors, textures, floral arrangements and elaborate ice carvings can be combined to transform any event from the mundane to the magical.

## Student Catering Associates

It is Chartwells' policy to hire students to work in the catering department. Catering positions offer students scheduling flexibility, on-the-job training and attractive earning potential. In addition, guests appreciate the opportunity to interact with students at events.

## Consider It Done!

There are a few things we **don't** want our catering guests to do:

- *Arrive early because they feel the need to help set up*
- *Feel the need to call just to make sure we didn't forget something*
- *Worry about having enough food*
- *Stress over a cost estimate they haven't seen*

With Chartwells' foodservice professionals managing your catering program, you can consider it done! Our planning process leaves nothing to chance, and a supervisor with decision-making authority will be on duty for each event. Our training program for the catering staff emphasizes:

- *Food merchandising and presentation*
- *Sequence of service, delivery of food, and table clearing*
- *Professional appearance and demeanor*
- *Use of fresh, high-quality food, including local and seasonal items*





## Guest Profile: Friends of Southeast Missouri State University

Chartwells will develop a guest profile on each Friend of Southeast Missouri State University. Our profile will be a permanent record of each catering guest listing specific likes, dislikes, preferences and possible food allergies that will be used in all future event planning. Profiles will be developed for each person designated as a friend.

## Meeting Well Catering

The Meeting Well catering experience is designed to offer health-conscious guests a series of menu packages endorsed by the American Cancer Society. Meeting Well provides much more than healthy food. It emphasizes proper portions as well as gentle stretching exercises to incorporate into meetings to help refresh attendees. Aspects of the Meeting Well catering experience include:

- *China and linen used at all events*
- *Signature Meeting Well-branded signage and graphics, nutritional values and information on the preparation method(s), as well as takeaway educational materials*







## Catering Marketing Plan

We want to be the caterer of choice for the campus and community. To accomplish this, our marketing plan targets both on- and off-campus audiences. Internally, our goal is to develop an awareness of the catering program and an understanding of how to utilize our services to support each department or organization in a budget-conscious manner. Externally, we want to be perceived as an extension of the institution. Therefore, our image must support the institution's vision and values.

### Objectives

- *To develop a catering program that makes us the "caterer of choice" on and off campus*
- *To increase catering sales and satisfaction scores*
- *To increase awareness of the catering program through targeted communications*

## The Showcase Reception

Catering showcases help increase overall awareness of the program and help identify business opportunities on campus and in the community. Chartwells will sponsor two catering showcase receptions. One for faculty, campus administrators and the Cape Girardeau community, and a second especially for students. Each showcase will offer a selection of menu items from our catering guides, communication pieces, and give attendees an opportunity to meet the catering team.

During the reception, each attendee will be asked to complete a questionnaire outlining all major events sponsored by his or her department where catering may be needed. We will use this information to offer targeted communications and to help plan future events. Each attendee completing a questionnaire will be eligible to win a prize.

## Catering Sales Collateral

Chartwells will design and produce customized sales brochures, guides and promotional fliers for the catering program, as well as for special or seasonal menus. Distribution of these materials will be detailed in our catering marketing plan.

We will also promote the catering department through our proprietary Dine On Campus website plus social media channels including, but not limited to, Facebook, YouTube and a catering blog. These tools will be used to engage with catering guests and further promote the program both on and off campus.

## Etiquette Dining – Expectations

Top-quality academic instruction, leadership opportunities and extracurricular activities help prepare your students for the future. Chartwells' etiquette instruction program, Expectations, is designed to teach students the finer points of good manners while dining.

Learning proper dining etiquette will help prepare students for life after college, a business lunch, an interview where food will be served or a professional dinner party.

Not only does Expectations increase awareness of the catering program on campus, but businesses in the community frequently partner with Chartwells to provide the program as an in-service team-building activity for their employees.

Expectations is a great program for residence halls, student clubs, fraternities and sororities, or any campus department.







## Dessert of the Month

A gourmet Dessert of the Month will be featured and promoted to guests booking lunch and dinner events. Featured desserts will reflect seasonal trends. The Dessert of the Month will be promoted via email, the catering website, social media channels and our catering blog.



## Tailgate Specials

This program appeals to guests who want the convenience of a quick, healthy meal-on-the-go combined with the highest quality and freshest ingredients possible. Guests can select from a variety of distinctive sandwiches and salads. Also included is a soda or bottled water and a gourmet dessert item. All boxed meals will be served in signature crush-proof containers.



## Bridal and Community Expos

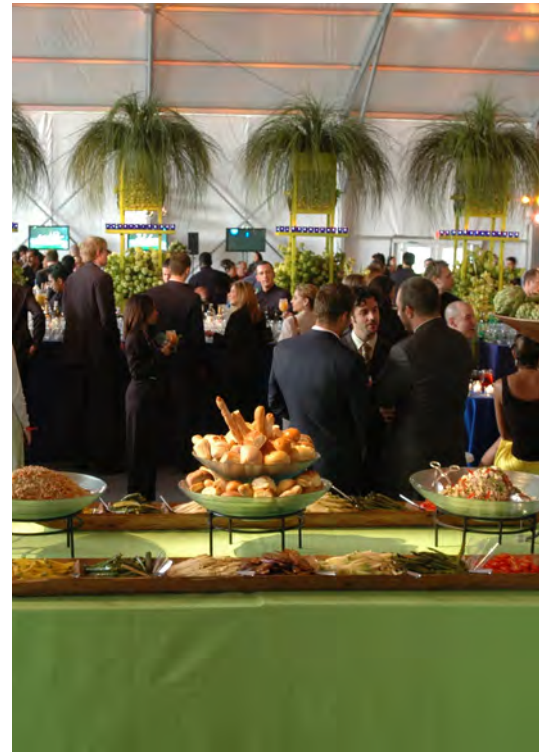
These events are excellent venues for capturing outside catering business. Framed photographs of catered events will be displayed at our booth along with an exhibit of a sample table setting and food displays. The Kelley Wilkins will field questions and offer suggestions to prospective guests. An important visual component of any off-campus expo is having the catering truck with the name, phone number and website address prominently displayed.



## Catering Expo for Local Business

Product-display expos attract on- and off-campus guests. Suppliers and local restaurants are always eager for an opportunity to display their capabilities. Our catering services take center stage at these events when the executive chef displays an assortment of items from hors d'oeuvres to baked goods. Chartwells' regional chef will assist with the event. Stations will be set up throughout the area where food will be served and prepared "à la minute" before the guests.

Vendors will be asked to participate in the expos, and booths will be provided for vendors to set up and display their products. Each vendor will be asked to provide a grand prize to be given away to guests attending the showcase. Using vendors as a part of the showcase helps subsidize the cost, gives us a more professional image, and lets us project our name and image to guests (both campus and community). Vendors are extremely receptive to opportunities such as this because it lets them promote their products to the local community and gain free publicity as well.



## Catering on Dine On Campus

Our dedicated catering website will provide information about catering services and enable guests to view sample menus, plan events and even submit booking requests. All electronic bookings will be confirmed via telephone within one business day. Information about catering promotions and special events will also be promoted.



## Mobile Ordering Powered by Catertrax

Chartwells will continue the Mobile Ordering Powered by CaterTrax™ solution to Southeast Missouri State. This scalable catering ordering and system management application provides guests quick access to your campus' catering program. From quick online ordering to information about catering services, sample menus, event-planning guidelines and policies for booking requests, Mobile Ordering Powered by CaterTrax organizes the significant amount of data and guest communication that must take place to successfully manage catering events. This, in turn, limits the possibility for errors and improves efficiency and profitability throughout the catering program.

Content Management System	A simple, yet powerful content management system includes WYSIWYG editing, custom approval settings, custom fields and content rotation.
E-Commerce	E-commerce capabilities enable out-of-the-box transaction processing via PayPal and Authorize.net and other select payment gateways.
Web-based Administration	Manage users, guests, menus, reports and production from a secure browser-based administration control panel.
Kitchen Production Management	Visual menu editing and displays allow for simple menu editing and creation of detailed kitchen production sheets that are easy to read and administer.
Event Calendar/Schedule	Manage your catering sales, production and driver schedules with simple visual displays including month, week and day views.
Design and Layout Management	Manage the customizable menu design, navigation and HTML site templates directly from the administration control panel.
Discussion Roundtable	Foster communication as users post and share knowledge about best practices for using mobile ordering. The forums are organized in a standard topic/reply fashion.
Menu Engineering/Optimization	Work with our system experts to optimize your catering menu for the web. Utilizing our menu features, we can create an unlimited number of choices and selections custom to each menu item.
User Management	Unlimited administrator login access and new guest users. Manage users and create unique access for each user to control access to content, orders and reports.
Marketing Management	Our feature-rich tools include coupons, guest-loyalty points and gift certificates. All can be used in a variety of ways to boost your sales.
Multi-Store Management	Multi-store configurations allow for a single implementation to accommodate more than one location, even with different menus and business rules.
Business Rule Enforcement	With over 500 configurable business rules, the system can be morphed to meet the most demanding needs of any catering business process.
Contacts/Business Directory	Manage staff, contractor, employee, client or other listings. Categorize and display details with information, including user statistics and sales information.
Report Management	Administrators can manage sitewide reports and labels, and change report formats and layouts from within the administration control panel.

Mobile Ordering Powered by CaterTrax solution	Features
Home Page Layouts	Instantly change the look, content or orientation of home page elements by selecting one of the several layouts.
Marketing Newsletter Management	Manage email notification messages or compose and send e-newsletters, marketing and promotions. Create grouped, targeted email lists specific to a marketing campaign.
Surveys and Polls	Create user polls with question-and-answer formats such as multiple choice, multiple answer, short text or long text. Send out post-event surveys specific to an event.
Menu Graphics Management	Standardize your menu graphics with the ability to upload unique images and graphics specific for each menu.
Web Links	The system creates the ability to build and manage a directory of external or internal website links to an existing website or corporate intranet.
Guest/Order Tracking	Enable users to send internal messages, send internal pages to other users and receive details on the latest status of orders and change requests.





**IN** *style*  
Eat · Learn · Live





## IN style

Eat · Learn · Live

Thank you for selecting Chartwells Catering!  
We are looking forward to serving you and your guests at your event. We will provide a delicious experience!

In this guide you will find menus for:

- *Breakfasts*
- *Buffet and Served Lunches*
- *Buffet and Served Dinners*
- *Hors' d'Oeuvres*
- *Breaks and Snacks*

These menus are only a starting point and suggestions for customers. Our team of Culinary Experts is prepared to create a custom menu and experience for your event.

## Southeast Signature Dining

PRICE PER PERSON

### YOUR CHOICE 13.00

#### MORNING MEETING

Assorted scones, pastries, specialty breads, yogurt and granola trifles, and seasonal fruit platters. Coffee and assorted fruit juices are included. Mimosas or Bloody Mary's can also be added.

#### SEASONAL FRENCH TOAST

Choose from chocolate french toast with strawberries and whipped cream, cinnamon french toast topped with caramelized apples and brandy sauce, or classic french toast with the chef's berry compote. Coffee and assorted fruit juices are included.

#### EGG STRATA

Choose from your choice of bacon, ham, sausage, or spinach feta. Served with English muffins, jams and jellies, coffee and assorted fruit juices included.

#### QUICHE

Choose from: Lorraine, Spanish Style, Broccoli Cheddar, and Portobello Mushroom Spinach. Served with muffins and a fresh fruit platter. Coffee and assorted fruit juices are included.

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#### GRILLED CHICKEN CAPRESE 18.00

Marinated grilled chicken served over a fresh caprese salad made with mozzarella, basil, roma tomato and drizzled with balsamic vinaigrette and olive oil.

#### CHICKEN WALDORF SALAD 17.00

Our homemade chicken salad with grapes, raisins, apples, and walnuts served over a fanned tomato and seasonal greens.





## Southeast Signature Dining Continued

### ROASTED PORK LOIN **18.00**

Slow roasted pork with a rosemary demi glaze served with your choice of salad, starch, vegetable and dessert.

### MAPLE GLAZED SALMON WITH CHERRY COMPOTE **25.00**

Maple glazed salmon, broiled, then topped with a cherry compote. Served with your choice of salad, starch, vegetable, and dessert.

### TROUT AMANDINE **25.50**

Baked with lemon-butter garlic and topped with toasted almonds. Served with your choice of salad, starch, vegetable, and dessert.

### PRIME RIB AU JUS **Market**

Served with maître d' butter and horseradish cream. Served with your choice of salad, starch, vegetable, and dessert.

### TENDERLOIN BEEF TIPS IN CRACKED BLACK PEPPER DEMI GLAZE **Market**

Grilled tenderloin tips topped with cracked black pepper and shallot demi glaze served with your choice of salad, starch, vegetable and dessert.

#### Savory Accompaniments

Duchess Potatoes	<b>3.50</b>
Tuscan Gold Yukon Potatoes	<b>3.50</b>
Harvest Wild Rice Blend	<b>3.50</b>

#### Vegetable Accompaniments

Grilled Lemon Asparagus	<b>4.50</b>
Roasted Vegetable Blend with Savory Garlic Butter	<b>4.50</b>
Broccoli Florets with a Parmesan Crust	<b>4.50</b>
Steamed Vegetable Medley	<b>4.50</b>

## Signature Served Side Salads

### Italian Tossed Salad **6.00**

Romaine and iceberg lettuce blend with red onions, pimento, artichoke hearts, Parmesan cheese.

### Chef's Harvest Salad **6.00**

Grilled asparagus topped with feta cheese, golden tomatoes, and walnuts dressed with honey Dijon vinaigrette

### Field Greens Salad **6.00**

Fresh field greens with sweet cranberries, candied walnuts, bleu cheese crumbles and a red wine vinaigrette.

### Spinach Salad **6.00**

Spinach, strawberries, candied walnuts and dried apricots topped with poppyseed dressing.

### Classic Caesar Salad **9.00**

Romaine lettuce tossed with Caesar dressing, parmesan, and croutons and garnished with grape tomatoes.

## Signature Served Dinners

#### SERVED WITH AN OPTIONAL SIGNATURE SIDE SALAD

Pan Seared Halibut with Grape and Almond Butter Sauce	<b>Market</b>
Pecan Crusted Trout with Mango Salsa	<b>21.00</b>
Chicken stuffed with Brie, Sundried Tomatoes and Fresh Basil with White Burgundy Sauce	<b>16.00</b>
French Cut Chicken stuffed with Lump Crab and Gruyere Cheese	<b>18.00</b>
Pork Tenderloin with Cranberry Orange Barbecue Sauce	<b>16.00</b>
Rack of Lamb with Mint Demi	<b>Market</b>
Filet Your Way Beef Tenderloin	<b>Market</b>
4 oz	<b>Market</b>
6 oz	<b>Market</b>
Choose One: Cracked Pepper Encrusted, Bleu Cheese Stuffed, Herb Encrusted.	
Choose One: Cabernet Jus, Herb Butter, Bleu Cheese Demi, Bordelaise Sauce, Bearnaise Sauce	
Lightly Breaded and Sautéed Chicken Breast with Asiago Cream Sauce	<b>17.00</b>
Chicken Breast Stuffed with your choice of Spinach or Artichoke and Boursin Cheese or Roasted Red Pepper Coulis	<b>18.00</b>
Flank Steak with Chimichurri Sauce	<b>Market</b>
Beef Medallions served on a seasoned Crostini with Bearnaise Sauce	<b>Market</b>

## Choice Of Two Accompaniments:

Zucchini and Yellow Squash in Basil Oil	<b>4.00</b>
Seasonal Risotto Cake	<b>7.00</b>
Bleu Cheese Gratin	<b>4.00</b>
Tri Color Orzo Pilaf	<b>4.00</b>
Lemon Grilled Asparagus	<b>4.50</b>
Garlic Roasted Yukon Gold Creamers	<b>4.00</b>
Asiago Cheese Risotto Cakes	<b>7.00</b>
Haricot Vert and Petite Carrots	<b>4.00</b>
Broccolini	<b>4.00</b>



## Cold Hors D'oeuvres

SERVED BY THE DOZEN UNLESS NOTED

<b>Caprese Skewers</b>	<b>19.50</b>
Cherry tomatoes, mozzarella, and torn basil finished with a balsamic reduction.	
<b>Prosciutto Melon</b>	<b>20.00</b>
Fresh melon and salt prosciutto on a skewer.	
<b>Shrimp Ceviche</b>	<b>(Market by the pound)</b>
Citrus infused scallops, shrimp and thin sliced red onion finished with truffle oil and served with tri color tortilla chips.	
<b>Citrus Honey Grilled and Chilled Shrimp Skewers</b>	<b>32.50</b>
<b>Anti Pasto Platter</b>	<b>5.75 per person</b>
Featuring Volpi Meats, Olives, Marinated Mushrooms and Artichokes	
<b>Boursin Cheese or Chicken Salad Stuffed Endive</b>	<b>20.50</b>
<b>Cranberry Pecan Chicken Salad Tartlet</b>	<b>20.50</b>
<b>Peppered Beef Tenderloin on Brioche Dollar Roll with Horseradish Creme Fraiche</b>	<b>31.50</b>
<b>Southwest Chicken Pinwheel with Chipotle Aioli</b>	<b>20.50</b>
<b>Smoked Salmon Pinwheel with Herb Cream Cheese</b>	<b>26.00</b>
<b>Deviled Eggs Topped with Chopped Bacon and Chives</b>	<b>19.50</b>
<b>Grilled Vegetable and Boursin Pinwheels</b>	<b>19.50</b>

## Hot Hors D'oeuvres

SERVED BY THE DOZEN

<b>Baked Brie and Raspberry Puffs</b>	<b>22.75</b>
<b>Crab Cake and Remoulade</b>	<b>19.00</b>
<b>Crab and Boursin Cheese Stuffed Mushroom Caps</b>	<b>24.00</b>
Lump crab in herbed cream cheese piped in a mushroom cap.	
<b>Herb Encrusted Mini Lamb Chops</b>	<b>Market</b>
<b>Mini Beef Wellingtons</b>	<b>22.50</b>
Beef tenderloin in a puff pastry with a mushroom and prosciutto stuffing.	
<b>Tandoori Chicken Satay</b>	<b>22.00</b>
Skewered chicken in a spiced yogurt marinade.	
<b>Grilled Pancetta Wrapped Shrimp</b>	<b>24.00</b>
<b>Beef Tenderloin Satay with Horseradish Creme</b>	<b>34.75</b>
<b>Brie, Pecan and Honey Phyllo Cups</b>	<b>22.00</b>
<b>Chicken Spiedini Skewers</b>	<b>25.00</b>
<b>Mandarin and Red Chili Glazed Chicken Satay</b>	<b>22.00</b>
Chicken brushed and baked with a spicy red chili mandarin sauce.	
<b>Artichoke Fritters with Lemon Basil Aioli</b>	<b>22.00</b>
<b>Spanakopita</b>	<b>24.50</b>

## Signature Finishes

Crème Brulee with Fresh Fruit Topping	<b>6.00</b>
Flourless Chocolate Torte with Berry Coulis	<b>6.00</b>
Mousse Parfait (available in chocolate, white chocolate and vanilla)	<b>6.00</b>
Fruit Tart	<b>6.00</b>
Cheese Cake	<b>6.00</b>
Spanish Flan	<b>6.00</b>
Chef's Seasonal Panna Cotta	<b>6.00</b>

## Signature Chef Action Stations

<b>Pasta Station</b>	<b>18.50</b>
Choice of two pastas: Alfredo, marinara, Pesto Sauces and Italian sausage, pepperoni, julienne chicken served with an assortment of vegetables and parmesan cheese.	
<b>Stir-fry Station</b>	<b>18.50</b>
Two types of rice and an array of stir-fry vegetables and sauces. Sauces can include teriyaki, mandarin, sweet and sour and Kung Pao. Mini egg rolls and fortune cookies are also included.	
<b>Flambé Station</b>	<b>18.50</b>
Made to order with fresh berries, chocolate Ganache, whipped cream, powdered sugar, cocoa powder, brown sugar and brandy. Also includes a choice of Bananas Foster, Berry Parfaits or Cherries Jubilee.	
<b>Seafood Station</b>	<b>Market</b>
Shrimp and scallops all sauteed to order in garlic butter or in herbed cream.	

## Carving Station

<b>Beef Tenderloin</b>	<b>Market</b>
<b>Pepper and Herb Encrusted Roast Beef</b>	<b>Market</b>
<b>Honey Glazed Ham</b>	<b>12.00</b>
<b>Roasted Turkey</b>	<b>12.00</b>
Includes a variety of Sauces and Brioche Dollar Rolls	



### *7.5 A schedule that sets forth all cleaning and maintenance activities to be performed.*

Food safety does not happen by accident. Compass Group believes that a comprehensive program to reduce product risk and the associated threat of foodborne illness and food-related injury is necessary; that is, a program that includes comprehensive standards, associate and manager education and training, self-inspection and third party audits, effective facilities design and engineering, and vendor certification. Each one of these elements is critical to the strength and success of the entire program. But the starting point for success for each element is a uniform performance standard. Each Chartwells location including Southeast Missouri State University utilizes a Quality Assurance Standards and Solutions manual which provides performance standard and includes:

- Standard operating procedures
- Sanitation standard operating procedures and checklists
- HACCP (hazard analysis critical control points) compliance plans

Steven and the on-site management utilize daily, weekly and monthly cleaning checklists designed to ensure the sanitation condition of each facility is maintained. We've provided sample checklists and will submit a copy of the full Quality Assurance Standards and Solutions manual including checklist upon request.



**MASTER CLEANING SCHEDULE**

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Salads</b>	<ul style="list-style-type: none"> <li>• Entry door scrubbed with hot soapy water</li> <li>• All walls scrubbed from floor to ceiling with hot soapy water</li> <li>• Light fixture above the service line cleaned</li> <li>• Ceiling vents scrubbed clean with hot soapy water</li> <li>• Corner guards scrubbed with hot soapy water</li> <li>• Cold wells delimed using proven method</li> </ul>		Saturday Morning  Saturday Morning  Saturday Morning  Saturday Morning  Saturday Close
	<b>Floors</b>		
	<ul style="list-style-type: none"> <li>• Entire floor deck brushed</li> <li>• Base boards scrubbed with deck brush</li> <li>• Drain cover removed and sent through dish machine</li> <li>• Floor drain scrubbed</li> </ul>		Sunday Morning Sunday Morning Sunday Midday Sunday Midday

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>General</b>		
<b>Salads</b>	<ul style="list-style-type: none"> <li>• All fluorescent light guards removed and cleaned</li> </ul>		Last Saturday of month

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Deli Line</b>	<ul style="list-style-type: none"> <li>• Entry door scrubbed with hot soapy water</li> <li>• All walls scrubbed from floor to ceiling with hot soapy water</li> <li>• Light fixture above the service line cleaned</li> <li>• Ceiling vents scrubbed clean with hot soapy water</li> <li>• Corner guards scrubbed with hot soapy water</li> <li>• Cold wells delimed using proven method</li> </ul>		Saturday Morning  Saturday Morning  Saturday Morning  Saturday Morning  Saturday Close
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Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>General</b>		
<b>Deli Line</b>	<ul style="list-style-type: none"> <li>• All fluorescent light guards removed and cleaned</li> </ul>		Last Saturday of month

## MASTER CLEANING SCHEDULE

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Hot Line 1</b>	<ul style="list-style-type: none"> <li>Entry door scrubbed with hot soapy water</li> <li>All walls scrubbed from floor to ceiling with hot soapy water</li> <li>Light fixture above the service line cleaned</li> <li>Ceiling vents scrubbed clean with hot soapy water</li> <li>Corner guards scrubbed with hot soapy water</li> <li>Cold wells delimed using proven method</li> </ul>		Saturday Morning
	<b>Floors</b>		
	<ul style="list-style-type: none"> <li>Entire floor deck brushed</li> <li>Base boards scrubbed with deck brush</li> <li>Drain cover removed and sent through dish machine</li> <li>Floor drain scrubbed</li> </ul>		Saturday Morning
	<b>Hobart 3 Door Reach In Cooler</b>		
	<ul style="list-style-type: none"> <li>All racks removed and sent through the dishmachine</li> <li>Entire interior scrubbed with hot soapy water</li> <li>and sanitized</li> </ul>		Saturday MIDDAY

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>General</b>		
<b>Hot Line 1</b>	<ul style="list-style-type: none"> <li>All flourescent light guards removed and cleaned</li> </ul>		Last Saturday of month

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Desserts</b>	<ul style="list-style-type: none"> <li>Entry door scrubbed with hot soapy water</li> <li>All walls scrubbed from floor to ceiling with hot soapy water</li> <li>Light fixture above the service line cleaned</li> <li>Ceiling vents scrubbed clean with hot soapy water</li> <li>Corner guards scrubbed with hot soapy water</li> <li>Cold wells delimed using proven method</li> </ul>		Saturday Morning
	<b>Floors</b>		
	<ul style="list-style-type: none"> <li>Entire floor deck brushed</li> <li>Base boards scrubbed with deck brush</li> <li>Drain cover removed and sent through dish machine</li> <li>Floor drain scrubbed</li> </ul>		Saturday Morning
	<b>Hobart 3 Door Reach In Cooler</b>		
	<ul style="list-style-type: none"> <li>All racks removed and sent through the dishmachine</li> <li>Entire interior scrubbed with hot soapy water</li> <li>and sanitized</li> </ul>		Saturday MIDDAY

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>General</b>		
<b>Desserts</b>	<ul style="list-style-type: none"> <li>All flourescent light guards removed and cleaned</li> </ul>		Last Saturday of month



## MASTER CLEANING SCHEDULE

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly Grill</b>	<b>General</b>		
	• All walls scrubbed from floor to ceiling with hot soapy water		Saturday Morning
	• Light fixture above the service line cleaned		Saturday Morning
	• Ceiling vents scrubbed clean with hot soapy water		Saturday Morning
	• Corner guards scrubbed with hot soapy water		Saturday Morning
	• All equipment pulled away from glass wall		Saturday Morning
	• Backside of all equipment scrubbed clean		Saturday Morning
	• All stainless steel scrubbed clean		Saturday Morning
	• Glass cleaned		Saturday Morning
	<b>Floor</b>		
	• Entire floor deck brushed		Saturday Close
	• Base boards scrubbed with deck brush		Saturday Close
	• Drain cover removed and sent through dish machine		Saturday Close
	• Floor drain scrubbed		Saturday Close
	<b>Chargrill/Flat Top/French Fry Warmer</b>		
	• Entire exterior scrubbed with hot soapy water		Saturday Midday
	<b>Fryer</b>		
	• Boiled out and scrubbed		Saturday Midday
	• Entire exterior scrubbed with hot soapy water		Saturday Midday
	<b>Hood System</b>		
• Vents removed, cleaned and replaced		Sunday Midday	
• All stainless steel cleaned		Sunday Midday	
<b>Everest 2 Door Reach In Freezer</b>			
• All ice build up removed from freezer interior		Sunday Close	
<b>Everest Single Door Reach in Cooler</b>			
• All racks removed and sent through dish machine		Sunday Close	
• Entire cooler interior scrubbed with hot soapy water		Sunday Close	
<b>Area</b>	<b>Action Item</b>	<b>Associate in Charge</b>	<b>Completion Day/Time</b>
<b>Monthly Grill</b>	<b>General</b>		
	• All fluorescent light guards removed and cleaned		Last Saturday of month

## MASTER CLEANING SCHEDULE

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Dining Room</b>	• Light fixture above the beverage line cleaned		Saturday Midday
	• Light fixture above the coffee station cleaned		Saturday Midday
	<b>Milk Dispensers</b>		
	• Emptied and unplugged to defrost		Saturday Close
	• Interior cleaned and sanitized		Sunday Morning
	• Dispensers plugged in		Sunday Morning
	• Dispensers refilled		Sunday Morning
	<b>ICE CREAM FREEZER</b>		
	• Emptied and unplugged to defrost		Friday Close
	• Interior cleaned and sanitized		Saturday Morning
	• Freezer plugged in		Saturday Morning
	• Freezer refilled		Saturday Morning
	<b>SOFT SERVE MACHINE</b>		
	• Emptied and all internal parts removed		Saturday Midday
• Interior cleaned and sanitized		Saturday Midday	
• Interior parts cleaned and replaced		Saturday Midday	
• Machine refilled for service		Saturday Midday	
<b>Floor</b>			
• Entire floor adjacent to counters/serving lines deckbrushed to remove debris/build up		Sunday Midday	
• Base boards scrubbed with deck brush		Sunday Midday	

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>Dish Machine</b>		
<b>Dishroom</b>	• Delimed using proven method		Saturday Morning
	<b>Floors</b>		
	• Entire dishroom floor deckbrushed		Saturday Midday
	• Floor drain covers removed and sent through dish machine		Saturday Midday
	• All floor drains scrubbed		Saturday Midday
	<b>Walls</b>		
• All walls scrubbed from floor to ceiling		Saturday Evening	

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>Shelving</b>		
<b>Dishroom</b>	• All shelving scrubbed with hot soapy water		Last Saturday of month
	<b>General</b>		
• All fluorescent light guards removed and cleaned			Last Sunday of month

**MASTER CLEANING SCHEDULE**

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Salad Prep</b>	• Entry door scrubbed with hot soapy water		Saturday Morning
	• All walls scrubbed from floor to ceiling with hot soapy water		Saturday Morning
	• Ceiling vents scrubbed clean with hot soapy water		Saturday Midday
	• Ceiling air intakes guards removed and sent through dishmachine		Saturday Midday
	• Fluorescent light guards removed and scrubbed		Saturday Midday
	• Corner guards scrubbed with hot soapy water		Saturday Midday
	<b>Slicer Table/Stainless Table/Cutting Board Table</b>		
	• All table legs scrubbed with hot soapy water		Sunday Morning
	• Entire surface of all hanger posts scrubbed		Sunday Morning
	• Underside of all counters scrubbed with hot soapy water		Sunday Morning
	<b>Floors</b>		
	• Entire floor deck brushed		Sunday Morning
	• Base boards scrubbed with deck brush		Sunday Morning
• Drain cover removed and sent through dish machine		Sunday Midday	
• Floor drain scrubbed		Sunday Midday	

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>Shelving</b>		
<b>Salad Prep</b>	• All storage shelving scrubbed with hot soapy water		Last Saturday of month
	<b>General</b>		
	• All fluorescent light guards removed and cleaned		Last Sunday of month
	<b>Stainless Steel Tables</b>		
	• All hangers removed and cleaned		Last Sunday of month



### MASTER CLEANING SCHEDULE

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Kitchen Area 1</b>	<ul style="list-style-type: none"> <li>• All walls scrubbed from floor to ceiling with hot soapy water</li> </ul>		Saturday Morning
	<ul style="list-style-type: none"> <li>• Ceiling vents scrubbed clean with hot soapy water</li> </ul>		Saturday Morning
	<ul style="list-style-type: none"> <li>• Corner guards scrubbed with hot soapy water</li> </ul>		Saturday Morning
	<b>Floors</b>		
	<ul style="list-style-type: none"> <li>• Entire floor deck brushed</li> </ul>		Sunday Morning
	<ul style="list-style-type: none"> <li>• Base boards scrubbed with deck brush</li> </ul>		Sunday Morning
	<ul style="list-style-type: none"> <li>• Drain covers removed and sent through dish machine</li> </ul>		Sunday Midday
	<ul style="list-style-type: none"> <li>• Floor drains scrubbed</li> </ul>		Sunday Midday
	<b>Stainless Steel Tables</b>		
	<ul style="list-style-type: none"> <li>• All table legs scrubbed with hot soapy water</li> </ul>		Sunday Morning
	<ul style="list-style-type: none"> <li>• Entire surface of all hanger posts scrubbed</li> </ul>		Sunday Morning
	<ul style="list-style-type: none"> <li>• Underside of all counters scrubbed with hot soapy water</li> </ul>		Sunday Morning
	<b>Imperial Ovens</b>		
	<ul style="list-style-type: none"> <li>• All racks removed, sprayed with degreaser and cleaned</li> </ul>		Saturday
	<ul style="list-style-type: none"> <li>• Oven interiors cleaned using proven method</li> </ul>		Saturday
	<ul style="list-style-type: none"> <li>• Oven exteriors cleaned using proven method</li> </ul>		Saturday
	<b>Char Grill/Char Grill Table</b>		
	<ul style="list-style-type: none"> <li>• Entire exterior of grill and table scrubbed with hot soapy water</li> </ul>		Saturday
	<b>Fryers</b>		
	<ul style="list-style-type: none"> <li>• Fryers drained and boiled out using proven method</li> </ul>		Sunday
	<ul style="list-style-type: none"> <li>• Fryer interiors scrubbed clean</li> </ul>		Sunday
	<ul style="list-style-type: none"> <li>• Entire exterior of fryers scrubbed with hot soapy water</li> </ul>		Sunday
	<ul style="list-style-type: none"> <li>• Used fryer oil allowed to cool then discarded</li> </ul>		
	<b>Vulcan Flat Top/Oven Combo</b>		
	<ul style="list-style-type: none"> <li>• Entire exterior scrubbed with hot soapy water</li> </ul>		Sunday

<ul style="list-style-type: none"> <li>• Oven racks removed, sprayed with degreaser and cleaned</li> </ul>		Sunday
<ul style="list-style-type: none"> <li>• Oven interiors cleaned using proven method</li> </ul>		Sunday
<b>Vulcan Range/Oven</b>		
<ul style="list-style-type: none"> <li>• Range top removed and cleaned</li> </ul>		Sunday
<ul style="list-style-type: none"> <li>• All debris beneath range covers removed and surface scrubbed clean</li> </ul>		Sunday
<ul style="list-style-type: none"> <li>• Oven interiors cleaned using proven method</li> </ul>		Sunday
<ul style="list-style-type: none"> <li>• Entire exterior scrubbed with hot soapy water</li> </ul>		Sunday

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Monthly</b>	<b>Shelving</b>		
<b>Kitchen Area 1</b>	<ul style="list-style-type: none"> <li>• All storage shelving scrubbed with hot soapy water</li> </ul>		Last Saturday of month
	<b>General</b>		
	<ul style="list-style-type: none"> <li>• All fluorescent light guards removed and cleaned</li> </ul>		Last Sunday of month
	<ul style="list-style-type: none"> <li>• Ceiling vents scrubbed with hot soapy water</li> </ul>		Last Sunday of month
	<ul style="list-style-type: none"> <li>• Air intakes removed and sent through dish machine</li> </ul>		Last Sunday of month
	<b>Stainless Steel Tables</b>		
	<ul style="list-style-type: none"> <li>• All hangers removed and cleaned</li> </ul>		Last Sunday of month

## MASTER CLEANING SCHEDULE

Area	Action Item	Associate in Charge	Completion Day/Time
<b>Weekly</b>	<b>General</b>		
<b>Kitchen Area 2</b>	<ul style="list-style-type: none"> <li>All walls scrubbed from floor to ceiling with hot soapy water</li> <li>Corner guards scrubbed with hot soapy water</li> </ul>		Saturday Morning Saturday Morning
	<b>Floors</b>		
	<ul style="list-style-type: none"> <li>Entire floor deck brushed</li> <li>Base boards scrubbed with deck brush</li> <li>Drain covers removed and sent through dish machine</li> <li>Floor drains scrubbed</li> </ul>		Sunday Morning Sunday Morning Sunday Midday Sunday Midday
	<b>Stainless Steel Tables</b>		
	<ul style="list-style-type: none"> <li>All table legs scrubbed with hot soapy water</li> <li>Entire surface of all hanger posts scrubbed</li> <li>Underside of all counters scrubbed with hot soapy water</li> </ul>		Sunday Morning Sunday Morning Sunday Morning
	<b>Steamers</b>		
	<ul style="list-style-type: none"> <li>All racks removed and sent through dish machine</li> <li>Interiors scrubbed with hot soapy water</li> <li>Entire exterior scrubbed with hot soapy water</li> </ul>		Saturday Saturday Saturday
	<b>Small Steam Kettles</b>		
	<ul style="list-style-type: none"> <li>Entire exterior scrubbed with hot soapy water</li> </ul>		Sunday
	<b>Steam Kettles 1 and 2</b>		
	<ul style="list-style-type: none"> <li>Entire exterior scrubbed with hot soapy water</li> </ul>		Sunday
<b>Monthly</b>	<b>Action Item</b>	<b>Associate in Charge</b>	<b>Completion Day/Time</b>
<b>Kitchen Area 2</b>	<b>Shelving</b>		
	<ul style="list-style-type: none"> <li>All storage shelving scrubbed with hot soapy water</li> </ul>		Last Saturday of month
	<b>General</b>		
	<ul style="list-style-type: none"> <li>All fluorescent light guards removed and cleaned</li> <li>Ceiling vents scrubbed with hot soapy water</li> <li>Air intakes removed and sent through dish machine</li> </ul>		Last Sunday of month Last Sunday of month Last Sunday of month
	<b>Stainless Steel Tables</b>		
	<ul style="list-style-type: none"> <li>All hangers removed and cleaned</li> </ul>		Last Sunday of month

**7.6 A sample menu cycle plan for contract patrons. Such plan must include a minimum five (5) week menu cycle and must contain a listing of the portion sizes to be served for each menu item.**

Chartwells adheres to portion standards at all dining locations and considers these portions when creating menus. Resident dining options are often self-serve, Chartwells takes this opportunity to educate students on proper serving sizes based on nutrition. We make it easy for students to serve correct portion by providing the correct serving utensils and displaying nutrition information that will assist them in creating their meal.

We follow traditional portion sizes of the following:

- Protein/Meat Entrees: 4-5oz.
- Vegetables Sides: 3-4oz.
- Starches: 3-4oz.
- Pasta and Rice: 8-12oz.
- French Fries and Sweet Potato Fries: 4-5oz.
- Action Station Entrees: 12-14oz.
- Soups: 6oz., 8oz., or 12oz.
- Build-Your-Own Deli
  - Meat: 3oz.
  - Cheese: 1oz
  - Two slices of bread: 4-7oz.
  - Bun: 50g
- Burgers: 4-5oz.
- Chicken Sandwiches: 4-5oz.







## BALANCED KITCHEN HOUCKS PLACE WEEK 1

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Omelets	Made to Order Omeletes with Rotating Options including Turkey Bacon, Assorted Cheeses, Onions, Peppers, Mushrooms, Tomato, Spinach, Etc.						
Breakfast Hot Line	Apple, Gruyere Frittata Scrambled Eggs Pork Sausage Link Vegan Sausage Pancakes Potatoes O'Brien	Egg and Sausage Strata Scrambled Eggs Sliced Bacon Vegan Sausage Waffles Hash Brown Potatoes	Chilaquiles Scrambled Eggs Sausage Links Vegan Sausage French Toast Tater Tots	Spinach Frittata Scrambled Eggs Sliced Ham Vegan Sausage Banana Pancakes Breakfast Potatoes	Vegetable Cheese Strata Scrambled Eggs Turkey Sausage Links Vegan Sausage Waffles Hash Brown Casserole	Sausage & Cheese Frittata Scrambled Eggs Canadian Bacon Vegan Sausage Blueberry Pancakes Breakfast Potato Casserole	Biscuits & Sausage Gravy Scrambled Eggs Chicken Apple Sausage Vegan Sausage French Toast Potatoes Au Gratin
Hot Cereals	Oatmeal Chocolate Oatmeal	Oatmeal Grits	Oatmeal Cream of Wheat	Oatmeal Bulgur Porridge	Oatmeal Vanilla Quinoa Cereal	Oatmeal Cream of Wheat	Oatmeal Cheddar Grits
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Chef's Table	Catfish Tacos		Carnitas Quesadilla	Fried Rice w/ Teriyaki Chicken	Singapore Shrimp Noodles	Hawaiian Chicken with Mango Coconut Rice	
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese. Assorted Fresh Baked Breads, Rolls and Bagels. Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 100% Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special		Curry Chicken Salad	Pocciuto and Mozzarella	Turkey Avocado on Croissant	Meatball Sub	Eggplant Provolone Panini	
Soup Du Jour	Beef Barley Minestrone	Cream of Broccoli Chicken noodle	Italian Vegetable Beef Orzo	Albondigas Butternut Apple Soup	Tomato Soup Bean and Bacon	Beef Hominy Black Bean	Carrot Ginger Chef's Choice
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Hot Line		Szechuan Chicken Pineapple Fried Rice Steamed Green Beans Tofu Stir Fry	Culsen Pork Glazed Yams Caribbean Riee Braised Beans	Beef Chicken Cardamom Cauliflower Garbanzo eggplant Basmati with Saffron and Basil	Turkey Pot Pie Roasted Carrots Almond Green Beans Pasta with Tomato and Eggplant	Baked Tilapia Red Quinoa Broccolini Farfalle with Tomato	
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese. Assorted Fresh Baked Breads, Rolls and Bagels. Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 100% Island Dressings, Horseradish Sauce or Dijon Mustard						
Get It Hot		Acorn Fajita Bar	Tomato Soup and Made to Order paninis	Risotto with Herbs, Chicken, Corn, Mushrooms	Chicken Enchiladas	Pasta Bar	
Hot Line	Roasted Chicken Honey Glazed Sweet Potatoes Brussels Sprouts Brown Rice with Tofu	Apricot Glazed Pork Mashed Potatoes Green Beans Eggplant Caponata	Kung Pao Chicken Kung Pao Tofu Jasmine Rice Broccoli	Chicken Apricot Stew Red Quinoa Roasted Broccoli and Cauliflower Vegetable Paella	Texas Style Pork Cumin Roasted Potatoes Fennel Slaw Cilantro Rice	Roast Turkey Lentil Potato Salad Green Beans and Tomato Swiss Chard and White Beans	Rotisserie Chicken Baked Beans Whole Kernel Corn Garlic Spinach Stir Fry





## BALANCED KITCHEN HOUCKS PLACE WEEK 2

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Omelets	Made to Order Omeletes with Rotating Options including Turkey Bacon, Assorted Cheeses, Onions, Peppers, Mushrooms, Tomato, Spinach, Etc.						
Breakfast Hot Line	Apple, Gruyere Frittata Scrambled Eggs Perk Sausage Link Vegan Sausage Pancakes Potatoes O'Brien	Egg and Sausage Strata Scrambled Eggs Sliced Bacon Vegan Sausage Waffles Hash Brown Potatoes	Chilaquiles Scrambled Eggs Sausage Links Vegan Sausage French Toast Tater Tots	Spinach Frittata Scrambled Eggs Sliced Ham Vegan Sausage Banana Pancakes Breakfast Potatoes	Vegetable Cheese Strata Scrambled Eggs Turkey Sausage Links Vegan Sausage Waffles Hash Brown Casserole	Sausage & Cheese Frittata Scrambled Eggs Canadian Bacon Vegan Sausage Blueberry Pancakes Breakfast Potato Casserole	Biscuits & Sausage Gravy Scrambled Eggs Chicken Apple Sausage Vegan Sausage French Toast Potatoes Au Gratin
Hot Cereals	Oatmeal Chocolate Oatmeal	Oatmeal Grits	Oatmeal Cream of Wheat	Oatmeal Bulgur Porridge	Oatmeal Vanilla Quinoa Cereal	Oatmeal Cream of Wheat	Oatmeal Cheddar Grits
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Chef's Table		Carnitas Quesadilla	Chicken Stir-Fry	Grilled Turkey Cuban	Shrimp Quesadilla	Lo Mein Chicken Stir Fry	
Delhi Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce, or Dijon Mustard						
Delhi Special		Turkey W/ Cranberry & Brie	Roast Pork with Spinach & Bleu Cheese	Buffalo Chicken with Bleu Cheese Slaw	Turkey and Bacon Panini	Eggplant Provolone Panini	
Soup Du Jour		Cream of Mushroom Italian Wedding	Cream of Celery Chicken Noodle	White Bean Chicken Tortilla Soup	Curried Rice and Lentils Bacon Corn Chowder	Potato Leek Pasta Fagioli	Split Pea Five Onion Three Bean Chili Chef's Choice
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Hot Line		Chinese Pork Roast Sweet Potato Pancake Baby Bok Choy Mee Goreng Steamed Rice	Chicken Cacciatore Creamy Polenta Blanched Green Beans Garlic Bread	Latin Braised Pork Cilantro Rice Flour Tortilla Pinto Beans Roasted Zucchini	Chicken Gumbo Dirty Rice Fried Okra Combread Panzanella	Lemon Herb Tilapia Penne with pesto Lemon Glazed Carrots Broccolini	
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Delhi Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce, or Dijon Mustard						
Get It Hot		Action Fajita Bar	Tomato Soup and Made to Order paninis	Risotto with Herbs, Chicken, Corn, Mushrooms	Chicken Enchiladas	Pasta Bar	
Hot Line		Roasted Chicken Honey Glazed Sweet Potatoes Brussels Sprouts Brown Rice with Tofu	Apricot Glazed Pork Mashed Potatoes Green Beans Eggplant Caponata	Kung Poo Chicken Kung Pao Tofu Jasmine Rice Broccoli	Chicken Apricot Stew Red Quinoa Roasted Broccoli and Cauliflower Vegetable Peella	Texas Style Pork Cumin Roasted Potatoes Fennel Slaw Cilantro Rice	Roast Turkey Lentil Potato Salad Green Beans and Tomato Swiss Chard and White Beans





## BALANCED KITCHEN HOUCKS PLACE WEEK 3

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Omelets	Made to Order Omeletes with Rotating Options including Turkey Bacon, Assorted Cheeses, Onions, Peppers, Mushrooms, Tomato, Spinach, Etc.						
Breakfast Hot Line	Apple, Gruyere Frittata Scrambled Eggs Pork Sausage Link Vegan Sausage Pancakes Potatoes @ Brien	Egg and Sausage Strata Scrambled Eggs Sliced Bacon Vegan Sausage Waffles Hash Brown Potatoes	Chilaquiles Scrambled Eggs Sausage Links Vegan Sausage French Toast Tater Tots	Spinach Frittata Scrambled Eggs Sliced Ham Vegan Sausage Banana Pancakes Breakfast Potatoes	Vegetable Cheese Strata Scrambled Eggs Turkey Sausage Links Vegan Sausage Waffles Hash Brown Casserole	Sausage & Cheese Frittata Scrambled Eggs Canadian Bacon Vegan Sausage Blueberry Pancakes Breakfast Potato Casserole	Biscuits & Sausage Gravy Scrambled Eggs Chicken Apple Sausage Vegan Sausage French Toast Potatoes Au Gratin
Hot Cereals	Oatmeal Chocolate Oatmeal	Oatmeal Grits	Oatmeal Cream of Wheat	Oatmeal Bulgur Porridge	Oatmeal Vanilla Quinoa Cereal	Oatmeal Cream of Wheat	Oatmeal Cheddar Grits
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Chef's Table		Pork Curry with Mango Coconut Rice	Chicken Lo Mein	Fish Taco with Cilantro Slaw	Couscous and Garlic Shrimp	Cinnamon Apple Pork with Noodles	
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special		Turkey with Cranberry & Brie	Roast Pork with Spinach & Bleu Cheese	Buffalo Chicken with Bleu Cheese Slaw	Turkey and Bacon Panini	Eggplant Provolone Panini	
Soup Du Jour		Roasted Corn Chowder Chicken Veg Quinoa	Chicken Wild Rice Italian Vegetable	Beef Barley Sweet Potato	White Bean & Vegetable Cream of Chicken w/ Rice	Curried Minestrone Chef's Choice	Creamy Lentil Chef's Choice
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Hot Line		Herb Crusted Chicken Brown Rice Grilled Corn Green Bean with Spicy Salsa	Roasted Pork Loin Rosemary Potatoes Steamed Carrots Zucchini with Cherry Tomatoes	Grilled Chili Lime Chicken Cilantro Rice Pinto Beans Portabella and Green Bean Ragout	Pork Adobo Socillon Jasmine Rice Green Beans and Potato Curry Vegan Chow Mein	Parmesan Crusted Cat Fish Mashed Sweet Potatoes Sautéed Broccolini Barley Mushroom Risotto	
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Get It Hot		Fish and Chips	Chicken Wing Bar	Southwest Chicken Wraps	Tuna Noodle Casserole	Risotto with Sausage and Herbs	
Hot Line	Baja Pork Roast Green Rice Garlic Broccoli Rabe Calabassas	Grilled Cajun Chicken Breast Baked Potato Green Beans & Cherry Tomatoes Sautéed Kale w/ Tomatoes	Churrasco Pork Shoulder Fettuccini Grilled Vegetables Spicy Black Beans	Turkey Meatloaf Garlic Mashed Potatoes Green Bean Casserole Steamed Broccoli & Cauliflower	Yellow Chicken Curry Steamed White Rice Vegetable Samosa Vegetable Pad Thai	Greek Marinated Chicken Steamed Brown Rice Mixed Winter Greens Garlic Thyme Garbanzo	Grilled Salmon Teriyaki Roasted Potatoes Sautéed Eggplant Vegetable Paella





## BALANCED KITCHEN HOUCKS PLACE WEEK 4

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Omelets	Made to Order Omeletes with Rotating Options including Turkey Bacon, Assorted Cheeses, Onions, Peppers, Mushrooms, Tomato, Spinach, Etc.						
Breakfast Hot Line	Apple, Gruyere Frittata Scrambled Eggs Pork Sausage Link Vegan Sausage Pancakes Potatoes O'Brien	Egg and Sausage Strata Scrambled Eggs Sliced Bacon Vegan Sausage Waffles Hash Brown Potatoes	Chilaquiles Scrambled Eggs Sausage Links Vegan Sausage French Toast Tater Tots	Spinach Frittata Scrambled Eggs Sliced Ham Vegan Sausage Banana Pancakes Breakfast Potatoes	Vegetable Cheese Strata Scrambled Eggs Turkey Sausage Links Vegan Sausage Waffles Hash Brown Casserole	Sausage & Cheese Frittata Scrambled Eggs Canadian Bacon Vegan Sausage Blueberry Pancakes Breakfast Potato Casserole	Biscuits & Sausage Gravy Scrambled Eggs Chicken Apple Sausage Vegan Sausage French Toast Potatoes Au Gratin
Hot Cereals	Oatmeal Chocolate Oatmeal	Oatmeal Grits	Oatmeal Cream of Wheat	Oatmeal Bulgur Porridge	Oatmeal Vanilla Quinoa Cereal	Oatmeal Cream of Wheat	Oatmeal Cheddar Grits
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Chef's Table		Chicken Tacos	Thai Basil Pork Stir Fry	Paella	Szechuan Chicken Stir Fry	Tilapia Quesadillas	
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce, or Dijon Mustard						
Deli Special		Curry Chicken Salad	Prosciutto and Mozzarella	Turkey and Avocado on Croissant	Cranberry and Brie Turkey	Eggplant Provolone Panini	
Soup Du Jour	Roasted Corn Chowder Chicken Veg Quinoa	Albondigas Tomato Bisque	Chicken Dumpling Pepper Cabbage	Italian Wedding White Bean	Hearty Vegetable Cream of Mushroom	Bacon Corn Chowder Minestrone	Italian Wedding Chef's Choice
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Hot Line		Pork Colorado Cilantro Rice Pinto Beans Chayote and Zucchini	Roasted Chicken Honey Glazed Sweet Potatoes Brussels Sprouts Black Eyed Peas	Tandoori Chicken Jasmine Rice Tofu Curry Naan	Texas Style Pork Parmesan Roasted Potatoes Roasted Carrots Cornbread	Turkey Meatloaf Garlic Mashed Potatoes Almond Green Beans Vegetable Paella	
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce, or Dijon Mustard						
Get It Hot		Action Fajita Bar	Tomato Soup & Panini	Miso Shu Tofu and Park	Lasagna Bar	Baked Potato Bar	
Hot Line	Brunswick Stew Herbed Penne Cinnamon Carrots Ratatouille	Fennel Pork Herbed Rice Pilaf Broccoli with Garlic Sauce Beet Salad	Rosemary Roasted Chicken Herbed Penne Roasted Corn Portobello & Green Bean Ragout	Roast Turkey with Gravy Parmesan Roasted Potatoes Green Beans with Mushrooms Butternut Squash	Chicken Tinga Tacos Cilantro Rice Smashed Black Beans Chips and Cheese	Cajun Catfish Brown Rice Cajun Coleslaw Lemon Ginger Collard Greens	Pork Carnitas Roasted Potatoes Green Beans with Salsa Stew





## BALANCED KITCHEN HOUCKS PLACE WEEK 5

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Omelets	Made to Order Omeletes with Rotating Options including Turkey Bacon, Assorted Cheeses, Onions, Peppers, Mushrooms, Tomato, Spinach, Etc.						
Breakfast Hot Line	Apple, Gruyere Frittata Scrambled Eggs Pork Sausage Link Vegan Sausage Pancakes Potatoes @ Brien	Egg and Sausage Strata Scrambled Eggs Sliced Bacon Vegan Sausage Waffles Hash Brown Potatoes	Chilaquiles Scrambled Eggs Sausage Links Vegan Sausage French Toast Tater Tots	Spinach Frittata Scrambled Eggs Sliced Ham Vegan Sausage Banana Pancakes Breakfast Potatoes	Vegetable Cheese Strata Scrambled Eggs Turkey Sausage Links Vegan Sausage Waffles Hash Brown Casserole	Sausage & Cheese Frittata Scrambled Eggs Canadian Bacon Vegan Sausage Blueberry Pancakes Breakfast Potato Casserole	Biscuits & Sausage Gravy Scrambled Eggs Chicken Apple Sausage Vegan Sausage French Toast Potatoes Au Gratin
Hot Cereals	Oatmeal Chocolate Oatmeal	Oatmeal Grits	Oatmeal Cream of Wheat	Oatmeal Bulgur Porridge	Oatmeal Vanilla Quinoa Cereal	Oatmeal Cream of Wheat	Oatmeal Cheddar Grits
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Chef's Table		BBQ Beef	Chili Lime Chicken tacos	Thai Noodle Stir Fry	Savory Crepes	Italian Meatball Subs	
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special		BLT on Sourdough	Roast Beef and Cheddar	Chicken Mushroom Quesadilla	Ham, Salami & Dijon	Apple Almond chicken Salad	
Soup Du Jour	Potato Leek Sweet and Sour Soup	Brown Rice & Chicken Gumbo Thai Tomato Soup	Chicken Noodle Soup Cream of Carrot	Chicken and White Bean Tofu Hot Sour Soup	Beef Barley Carrot Ginger	Cream of Broccoli Chicken Tortill Soup	Beef Noodle Cream of Cauliflower
The Grill Hot Line		Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches and French Fries to order. Assorted Pizzas					
		Asian Beef Stir Fry Brown Rice Baby Bok Choy Vegetable Chow Mein	Chicken Ratatouille Turmeric Fried potatoes Tender Green Zucchini Quinoa Salad	Lime Cilantro Chicken Black beans Vegetable Fajitas Cilantro Slaw	BBQ Pork Spare Ribs Buttermilk Biscuits Baked Beans Broccoli Slaw	Roasted Pork Tenderloin Red Roasted Potatoes Sautéed Squash Garlic Thyme Garbanzo	
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookies, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Get It Hot		Action Pasta Bar	BBQ Chicken Quesadilla	Chicken Wing Bar	Tuna Casserole	Fish and Chips	
Hot Line	Chicken Cassoulete Artichoke Au Gratin Couscous with Mirepoix Steamed Green Beans	Gauche Beef Rosemary Potatoes Grilled Vegetables Vegetable Paella	Barbecued Chicken Scallion Potatoes Biscuits & Gravy Green Bean Casserole	Jerked Beef Brisket Corn on the Cob Roasted Butternut Mushrooms Corn Bread	Spicy Beef Mulato Brown Rice and Lentils Roasted Cauliflower Spicy Fettucini	Seared Pollock Lemon Rice Pilaf Broccoli Penne with Tomato Herb Sauce	Marinated Greek Chicken Garlic Roasted Potatoes Jasmine Pilaf with Mushroom & Peas Grilled Onions & Peppers





# ST. VINCENT COMMONS WEEK 1

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Hot Items	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	
	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	
	Sausage	Sausage	Sausage	Sausage	Sausage	Sausage	
	Bacon	Bacon	Bacon	Bacon	Bacon	Bacon	
	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Brunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Fresh Pastries						Fresh Pastries
Cereal	4 Varieties of Cereal						4 Varieties of Cereal
From the Toaster	Bagels and Breads						Bagels and Breads
Fruit	Fresh Fruit						Fresh Fruit
Hot Items	Country Fried Steak						Fried Chicken
	Mashed Potatoes						Mac and Cheese
	Collard Greens						Farmers Vegetable Medley
	Cheesy eggs						Cheesy eggs
	Hash Browns						Hash Browns
	Biscuit and Gravy						Biscuit and Gravy
	Sausage						Sausage
	Bacon						Bacon
MTO	Create your own Omelet						Create your own Omelet
Hot Cereal	Grits						Oatmeal
Beverages	Milks, Tea, Flavored water and Coffee						Milks, Tea, Flavored water and Coffee
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crotons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce, or Dijon Mustard						
Deli Special	Turkey with Cranberry & Brie	Roast Pork with Spinach & Bleu Cheese	Buffalo Chicken with Bleu Cheese Slaw	Turkey and Bacon Panini	Eggplant Provolone Panini		
Soup Du Jour	Cream of Celery Chicken Noodle	White Bean Chicken Tortilla Soup	Curried Rice and Lentils Bacon Corn Chowder	Potato Leek Pasta Fajoli	Split Pea Five Onion		
Get It Hot	Action Omelet Bar	Wings and Things Bar	Moo Go Gai Pan	Breakfast Wraps	Pasta Toss		
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crotons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce, or Dijon Mustard						
Soup Du Jour	Cream of Mushroom Italian Wedding	White Bean Chicken Noodle	White Bean Chicken Tortilla Soup	Curried Rice and Lentils Bacon Corn Chowder	Potato Leek Pasta Fajoli	Split Pea Five Onion	Three Bean Chili Chef's Choice
Hot Line	Roasted Whole Chicken	Herb Enzured Pork Loin	Grilled Chicken	Moroccan Chicken	Spanish Stuffed Chicken	Chile Glazed Pork	Grilled Flank Steak
Vegetarian Entrée	Vegetable pot pie Confetti Rice Pilaf Grilled Corn on the Cobb Steamed Green Beans	Eggplant Parmesan Roasted Potato Steamed Broccoli Swiss Chard & White Beans	Florentine Vegetarian Tacos Cilantro Lime Rice Roasted Corn Portabello & Green Bean Ragout	Garden Vegetable Tagine Lemon Rice Pilaf Corn and Joama Salsa Pinto Beans	Breast Fried Plantains Vegetable Paella Roasted Cauliflower Steamed Broccoli	Cheese Enchiladas Cumin Roasted Potato Peas and Carrots Medley Baked Beans	Vegetarian Shepherds Pie Roasted Potato and Beets Wild Rice Pilaf Grilled Yellow Squash
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						





# ST. VINCENT COMMONS WEEK 2

OFFEROR'S INFORMATION

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Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Hot Items	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	
	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	
	Sausage	Sausage	Sausage	Sausage	Sausage	Sausage	
	Bacon	Bacon	Bacon	Bacon	Bacon	Bacon	
	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Brunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Fresh Pastries						Fresh Pastries
Cereal	4 Varieties of Cereal						4 Varieties of Cereal
From the Toaster	Bagels and Breads						Bagels and Breads
Fruit	Fresh Fruit						Fresh Fruit
Hot Items	Honey Glazed Ham						Roast Beef
	Candied Yams						Mashed Potatoes
	Brussels Sprouts						Broccoli
	Cheesy eggs						Cheesy eggs
	Hash Browns						Hash Browns
	Biscuit and Gravy						Biscuit and Gravy
	Sausage						Sausage
	Bacon						Bacon
MTO	Create your own Omelet						Create your own Omelet
Hot Cereal	Grits						Oatmeal
Beverages	Milks, Tea, Flavored water and Coffee						Milks, Tea, Flavored water and Coffee
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special	Curry Chicken Salad	Posciutto and Mozzarella	Turkey Avocado on Croissant	Meatball Sub	Eggplant Provolone Panini		
Soup Du Jour	Cream of Celery	White Bean	Curried Rice and Lentils	Potato Leek	Split Pea		
	Chicken Noodle	Chicken Tortilla Soup	Bacon Corn Chowder	Pasta Fajoli	Five Onion		
Get It Hot	Asian Soft Taco Bar	Tomato Soup & MTO paninis	Baked Potato Bar	Chicken Burrito	Louisiana Creole Bar		
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Croutons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Soup Du Jour	Cream of Mushroom	White Bean	Curried Rice and Lentils	Potato Leek	Split Pea	Three Bean Chili	
	Italian Wedding	Chicken Noodle	Chicken Tortilla Soup	Bacon Corn Chowder	Pasta Fajoli	Five Onion	Chef's Choice
Hot Line	Sweet and Sour Chicken	General Tsao's Chicken	Jamaican Jerk Pork	Tandoori Chicken	Turkey Pot Pie	Baked Tilapia	Chicken Kiev
Vegetarian Entrée	Moo Shu	Vegetable Tempura	Jamaican Sweet Potato Curry	Vegetable Inoma	Stuffed Bell Peppers	Cheese Lasagna	Fettucine Alfredo
	Brown Rice	Pineapple Fried Rice	Glazed Yams	Chana Masala	Roasted Carrots	Wild Rice	Roasted Potato
	Fresh Asian Blend Veg	Steamed Green Beans	Caribbean Rice	Roasted eggplant	Mashed Potato	Broccoli	Fresh California Blend Veg
	Green Beans with Spicy Salsa	Tofu Stir Fry	Braised Beans	Basmati with Saffron and Basil	Pasta with Tomato and Eggplant	Farfalle with Tomato	Grilled Zucchini
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						





# ST. VINCENT COMMONS WEEK 3

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Hot Items	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	
	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	
	Sausage	Sausage	Sausage	Sausage	Sausage	Sausage	
	Bacon	Bacon	Bacon	Bacon	Bacon	Bacon	
	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Brunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Fresh Pastries						Fresh Pastries
Cereal	4 Varieties of Cereal						4 Varieties of Cereal
From the Toaster	Bagels and Breads						Bagels and Breads
Fruit	Fresh Fruit						Fresh Fruit
Hot Items	Country Fried Steak						Fried Chicken
	Mashed Potatoes						Mac and Cheese
	Collard Greens						Farmers Vegetable Medley
	Cheesy eggs						Cheesy eggs
	Hash Browns						Hash Browns
	Biscuit and Gravy						Biscuit and Gravy
	Sausage						Sausage
	Bacon						Bacon
MTO	Create your own Omelet						Create your own Omelet
Hot Cereal	Grits						Oatmeal
Beverages	Milks, Tea, Flavored water and Coffee						Milks, Tea, Flavored water and Coffee
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crostons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special	Turkey with Cranberry & Brie	Roast Pork with Spinach & Bleu Cheese	Buffalo Chicken with Bleu Cheese Slaw	Turkey and Bacon Panini	Eggplant Provolone Panini		
Soup Du Jour	Cream of Celery	White Bean	Curried Rice and Lentils	Potato Leek	Split Pea		
	Chicken Noodle	Chicken Tortilla Soup	Bacon Com Chowder	Pasta Fajoli	Five Onion		
Get It Hot	British Fish and Chips	Boneless Wing Bar	Gyro Wraps	Blackened Tuna Sandwich	Pumpkin Risotto		
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crostons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Soup Du Jour	Cream of Mushroom	White Bean	Curried Rice and Lentils	Potato Leek	Split Pea	Three Bean Chili	
	Italian Wedding	Chicken Noodle	Chicken Tortilla Soup	Bacon Com Chowder	Pasta Fajoli	Five Onion	Chef's Choice
Hot Line	Chicken a la King	Herb Crusted Cod	Jamaican Jerk Pork	Chicken Street Tacos	Pork Adobo	Fried Cat Fish	Balsamic Glazed Pork
Vegetarian Entrée	Vegetable Pho	Butternut Squash Risotto	Roasted Pork Loin	Stuffed Portabello	Curried Tofu	Spaghetti and Marinara	Fresh Cucumber Salad on
	Brown Rice	Cakes	Vegetarian Gyro	Cilantro Rice	Jasmine Rice	Mashed Sweet Potatoes	French Bread
	Steamed Broccoli	Barley Pilaf	Rosemary Potatoes	Pinto Beans	Potato & Peas in Curry	Seuteed Broccoli	Roasted Potato and Leeks
	Brussel Sprouts	Grilled Corn	Steamed Carrots	green beans w/ red pepper	Vegetable Pancit	Mushroom Risotto	Jasmine Pilaf with Mushroom & Peas
		Green Bean Almondine	Zucchini with Cherry Tomatoes				Grilled Zucchini
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						





# ST. VINCENT COMMONS WEEK 4

OFFEROR'S INFORMATION

420

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Hot Items	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	
	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	
	Sausage	Sausage	Sausage	Sausage	Sausage	Sausage	
	Bacon	Bacon	Bacon	Bacon	Bacon	Bacon	
	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Brunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Fresh Pastries						Fresh Pastries
Cereal	4 Varieties of Cereal						4 Varieties of Cereal
From the Toaster	Bagels and Breads						Bagels and Breads
Fruit	Fresh Fruit						Fresh Fruit
Hot Items	Honey Glazed Ham						Roast Beef
	Candied Yams						Mashed Potatoes
	Brussels Sprouts						Broccoli
	Cheesy eggs						Cheesy eggs
	Hash Browns						Hash Browns
	Biscuit and Gravy						Biscuit and Gravy
	Sausage						Sausage
	Bacon						Bacon
MTO	Create your own Omelet						Create your own Omelet
Hot Cereal	Grits						Oatmeal
Beverages	Milks, Tea, Flavored water and Coffee						Milks, Tea, Flavored water and Coffee
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crostons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special	Curry Chicken Salad	Prosciutto and Mozzarella	Turkey and Avocado on Croissant	Cranberry and Brie Turkey	Eggplant Provolone Panini		
Soup Du Jour	Cream of Celery	White Bean Chicken Tortilla Soup	Curried Rice and Lentils	Potato Leek	Split Pea		
	Chicken Noodle		Bacon Corn Chowder	Pasta Fagioli	Five Onion		
Get It Hot	Astoria Coasar Salad Bar	California Panini	Loumein Bar	Regional Italian Bar	Macarone and Cheese Bar		
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crostons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Soup Du Jour	Cream of Mushroom	White Bean Chicken Tortilla Soup	Curried Rice and Lentils	Bacon Corn Chowder	Potato Leek	Split Pea	Three Bean Chili
	Italian Wedding				Pasta Fagioli	Five Onion	Chef's Choice
Hot Line	Brunswick Stew	Shanghai Pork	Chicken Cacciatore	Kung Pao Chicken	Texas Style Beef Brisket	Savannah Mescalote	Roast Turkey
Vegetarian Entrée	Twice Baked potatoes	Eggplant Parmesan	Bean Burrito Bar	Vegetable Pad Thai	Macaroni and Cheese w/ sundried tomatoes	Broccoli and Cheese Casserole	Vegetarian Shepherds Pie
	Cinnamon Carrots	Pinto Beans	Brussels Spourts	Tofu Curry	Roasted Carrots	Almond Green Beans	Green Beans and Tomato
	Ratatouille	Fred Zucchini	Black Eyed Peas	Naen	Combread	Vegetable Stir-Fry with Rice	Swiss Chard and White Beans
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						





# ST. VINCENT COMMONS WEEK 5

Breakfast	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Pastries, including Muffins, Scones, Danish, Coffee Cake, Cinnamon Rolls, Etc.						
Cereal	Variety of 4 Cereals including Granola, Raisin Bran, Sweet Cereals, etc. plus Skim, 2% Milk and Soy Milk						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Fruit & Yogurt Bar	An assortment of Fresh, Seasonal Cut Fruit, assorted Yogurts, including Greek, Plain, and Fruit Flavored Bakery						
Hot Items	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	Oatmeal	
	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	Eggs to Order	
	Sausage	Sausage	Sausage	Sausage	Sausage	Sausage	
	Bacon	Bacon	Bacon	Bacon	Bacon	Bacon	
	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	Biscuits & Gravy	
Beverages	Skim Milk, 2% Milk, Chocolate Milk, 100% Juice, Herbal Tea, Coffee (including Decaf), Citrus Flavored Water						
Brunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Fresh Pastries						Fresh Pastries
Cereal	4 Varieties of Cereal						4 Varieties of Cereal
From the Toaster	Bagels and Breads						Bagels and Breads
Fruit	Fresh Fruit						Fresh Fruit
Hot Items	Oven Roasted Turkey						Turkey Pot Pie
	Bread Stuffing						White rice
	Country Green Beans						Broccoli
	Cheesy eggs						Cheesy eggs
	Hash Browns						Hash Browns
	Biscuit and Gravy						Biscuit and Gravy
	Sausage						Sausage
	Bacon						Bacon
MTO	Create your own Omelet						Create your own Omelet
Hot Cereal	Grits						Oatmeal
Beverages	Milks, Tea, Flavored water and Coffee						Milks, Tea, Flavored water and Coffee
Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crostons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Deli Special	BLT on Sourdough	Roast Beef and Cheddar	Chicken Mushroom Quesadilla	Ham, Salami & Dijon	Apple Almond chicken Salad		
Soup Du Jour	Cream of Celery	White Bean	Curried Rice and Lentils	Potato Leek	Split Pea		
	Chicken Noodle	Chicken Tortilla Soup	Bacon Corn Chowder	Pasta Fagioli	Five Onion		
Get It Hot	Asian Pasta Bar	Beef Fritos	Asian Beef Wrap	Bean Burrito Bar	Create your own Pho		
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bakery	Assorted Fresh Baked Desserts including a variety of Cookie, Brownies, Dessert Bars, Cakes, Pies and more.						
From the Toaster	Assortment of Bagels, Breads, English Muffins and a variety of spreads and smears including Cream Cheese, Herbed Cream Cheese, Peanut Butter, Jams and more.						
Salad Bar	Mixed Local Green Lettuces, Spinach, Romaine, Tomato, Cucumber, Mushroom, Carrot, Red Onion, Garbanzo and Kidney Beans, Black and Kalamata Olives, Chopped Egg, Shredded Cheese, Feta Cheese, Fresh Seasonal Fruits, feature Fresh Seasonal Vegetables, Diced Ham and Turkey, Bacon, House-made Crostons, Sun Flower Seeds, Soy Nuts, assorted dressings, i.e., Balsamic Vinaigrette, Bleu Cheese, Thousand Island, Italian, Ranch and a rotating variety, i.e., Russian, Green Goddess, etc.						
Deli Bar	Daily Selections: Lean Ham, House-Roasted Beef, House-Roasted Turkey Breast, Cheddar, Provolone, Jack, and Swiss Cheese, Assorted Fresh Baked Breads, Rolls and Bagels Accessorize your sandwich with Iceberg or Leaf Lettuce, Sliced Tomatoes, Sliced Ripe Olives, Pickle Chips, Green Pepper Rings, Cucumbers, Jalapeno Peppers, and/or Shaved Onions. Finish your sandwich with Dijon Mustard, Oil and Vinegar, Lo-Cal Mayonnaise, 1000 Island Dressings, Horseradish Sauce or Dijon Mustard						
Soup Du Jour	Cream of Mushroom	White Bean	Curried Rice and Lentils	Potato Leek	Split Pea	Three Bean Chili	
	Italian Wedding	Chicken Noodle	Chicken Tortilla Soup	Bacon Corn Chowder	Pasta Fagioli	Five Onion	Chef's Choice
Hot Line	Chicken Cassoulette	Rosemary Beef Pot	Barbecued Chicken	Jerked Chicken	Beef Stroganoff	Savannah Meatloaf	Grilled Salmon Teriyaki
Vegetarian Entrée	Zucchini Tart	Roast	BBQ Pineapple Skewers	Caribbean Stew	Vegetables Burgundy	Fried Pollock	Mushroom and Rice
	Artichoke Au Gratin	Portabella Mushrooms in Red wine	Scallion Potatoes	Cajun Corn	Butter Noodles	Spaghetti Vodka	Casserole
	Couscous with Mirepoix	Rosemary Potatoes	Biscuits & Gravy	Roasted Butternut Mushrooms	Cauliflower and Cheese	Tater Tots	Roasted Potatoes
	California Blend	Grilled Vegetables	Green Bean Casserole	Corn Bread	Spicy Fettucini	Steamed Broccoli	Sauced Eggplant
		Vegetable Paella				Penne with Tomato Herb Sauce	Vegetable Lasagne
The Grill	Hamburgers, Cheeseburgers, Grilled Chicken Sandwiches, Grilled Cheese Sandwiches and French Fries to order. Assorted Pizzas						





## TOWERS WEEK 1

Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Southern Fried Chicken	Italian Style Beef Sandwich	Roast Pork Loin with Gravy	Meatball Subs	Roasted Tilapia with Pineapple Salsa	Grilled @woken Club	Roasted Herb Turkey Breast
Entrée 2	Beef Lasagna	Bowie Pasta & Chicken Alfredo	Tater Tot Casserole	Ham & Macaroni Au Gratin	King Ranch Chicken Casserole	Pizza Hot Dish with Noodles	Chicken Florentine Pasta
Vegetarian Terra Ve	Vegetarian Pot Pie	Vegetable Moussaka	Mushroom Stroganoff	Corn and Pea Risotto	Eggplant Parmesan	Rolini Noodles with Artichokes	Bean & Pesto Wrap
Starch	Macaroni & Cheese	Baby Potatoes	Mashed Potatoes & Gravy	Tater Tots	Rice Pilaf	Roasted Potatoes	Fettuccini Alfredo
Vegetable One	Vegetable Medley	Steamed Peas	Steamed Zucchini	Steamed Carrots	Steamed Green Beans	California Blend Vegetables	Julienne Vegetables
Vegetable Two	Creamed Corn	Au Gratin Vegetables	Green Bean Casserole	Roasted Vegetables	Steamed Cauliflower	Whole Kernel Corn	Broccoli Casserole
Fresh Grill		Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	
Soup		Grilled Ham & Cheese	Pancakes	Fish Sandwich	Tacos	Grilled Cheese	
		White Chicken Chili	Beef Stew	Chicken & Rice	Chili	Turkey Noodle	
		Tomato	Broccoli & Cheese	Potato	Vegetable Soup	Vegetable Chili	
Themes	Omelet Bar	Baked Potato Bar	Fish Tacos	French Toast Bar	Tossed Pasta Bar	Dirty Corn Dogs	Omelet Bar
Trattoria	Closed	Turkey Meat Sauce	Italian Meat Sauce	Carbonara	Turkey Meat Sauce	Italian Meat Sauce	Closed
	Closed	Marinara	Primavera	Marinara	Alfredo	Marinara	Closed
	Closed	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Closed
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Garlic Herb Meatloaf	Sage Rubbed Turkey	Greek Marinated Chicken	Honey Glazed Ham	Honey Apple Pork Roast	Salisbury Steak	Beef & Bean Burritos
Entrée 2	Turkey Pan Pie	Chicken & Noodles	Baked Ziti with Sausage	Cheesy Beef Shells	Margherita Chicken Pasta	Chicken Fried Rice Action	Chicken Enchilada Casserole
Vegetarian Terra Ve	Black Beans & Brown Rice	Tomato Spinach Quiche	Portabello and Cheese Tortellini	Creamy Pasta with Vegetables	Spicy Vegan Tomato Curry	Portablio Reuben	Spicy Fettuccini Alfredo
Starch	Mashed Potatoes & Gravy	Glazed Yams	Lemon Confetti Rice	Escalloped Potatoes	Wild Rice Medley	Mashed Potatoes & Gravy	Spanish Rice
Vegetable One	Seasoned Spinach	Capri Blend Vegetables	Sicilian Vegetables	Steamed Broccoli	Vegetable Medley	Steamed Carrots	Capri Blend Vegetables
Vegetable Two	Country Green Beans	Squash Casserole	Cauliflower Au Gratin	Fried Okra	Blush Pears	Italian Vegetables	Wellspring Broccoli
Fresh Grill	Hamburgers	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburgers
		Grilled Cheese	Sloppy Joes	Grilled Turkey & Cheese	Chicken Patties	Cheese Nachos	
Menutainment	Closed	Buffalo Chicken Wrap	Chicken Tings Tacos	Mongolian Beef Stir Fry	Chicken Pad Thai	Bananas Foster	Closed



## TOWERS WEEK 2

Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Apricot Glazed Ham	Monterrey Chicken	Beef Stroganoff	Beef & Bean Burritos	Philly Steak Wrap	Buffalo Chicken Tenders	Chinese Barbecue Chicken
Entrée 2	Beef Fajitas	Fettuccine Filetto	Baked Chicken Marsala	Beef Fideo Con Carne	Hawaiian Chicken & Pineapple	Macaroni Tuna Casserole	Creole Spaghetti
Vegetarian Terra Ve	Tortilla Casserole	Vegetable Paella	Portabello Napoleon	Black Bean Pot Pie	Vegetable Lasagna	Portabello Fajita	Asian Vegetable Stir Fry
Starch	Hashbrown Casserole	Macaroni & Cheese	Steamed Brown Rice	Spanish Rice	Tater Tots	Red Roasted Potatoes	Steamed Rice
Vegetable One	Steamed Cauliflower	Capri Blend Vegetables	Steamed Broccoli	Steamed Corn	Julienne Vegetables	Seamed Carrots	California Blend Vegetables
Vegetable Two	Grilled Vegetables	Carrots Vichy	Brussels with Bacon	Okra	Lima Beans	Green Bean Sautee	Whole Kernel Corn
Fresh Grill		Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	
Seup		Grilled Turkey & Cheese	Cheese Quesadillas	Pancakes	Meatballs	French Toast Sticks	
Themes		Vegetable Beef Corn Chowder	Turkey & Rice Tomato	Chicken Noodle Broccoli & Cheese	White Chicken Chili Potato	Beef Stew Vegetable Soup	
Trattoria	Omelet Bar	Breakfast Bar	Asian Chicken Bar	Dirty Fries	Falafel Bar	Hot Dog Bar	Omelet Bar
	Closed	Meat Sauce	Turkey Meat Sauce	Bolognaise	Meat Sauce	Turkey Meat Sauce	Closed
	Closed	Alfredo	Marinara	Alfredo	Marinara	Alfredo	Closed
	Closed	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Closed
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Honey Glazed Chicken	Carved Round Roast	Thyme & Garlic Turkey	Chicken Portabella	Beef Steak Tampico	Caribbean Jerk Pork	Italian Sausage, Pepper & Onions
Entrée 2	Penne Sausage & Tomatoes	Brown Rice Chicken Gumbo	Fettuccini Carbonara	Baked Pasta Stefano	Turkey Pan Pie	Chicken Broccoli Casserole	Chicken and Dumplings
Vegetarian Terra Ve	Tofu Fried Rice	Pasta, Pepper, & Eggplant	Artichoke & Pea Lasagna	Whole Wheat Penne with Pesto	Vegetable Stuffed Peppers	Pasta Primavera	Baked Vegetable Ziti
Starch	Wild Rice Medley	Mashed Potatoes & Gravy	Scalloped Potatoes	Paprika Potatoes	Herbed Pasta	Herbed Rice Pilaf Sicilian Vegetables	Garlic Roasted Potatoes
Vegetable One	Steamed Zucchini	Italian Blend Vegetables	Vegetable Medley	Steamed Cauliflower	Steamed Carrots & Broccoli	Squash & Roasted Red	Steamed Peas & Carrots
Vegetable Two	Au Gratin Vegetables	Green Peas	Green Bean Casserole	Spinach w/ Mushrooms	Parmesan Tomatoes	Pepper	Cheddar Crumb Vegetables
Fresh Grill	Hamburgers	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburger, Black Bean Burger, French Fries	Hamburgers
		Cheeseburgers	Grilled Ham & Cheese	Grilled Cheese	Corn Dogs	Grilled Peanut Butter & Jelly	
Menutainment	Closed	Ravioli Tees	Combo Fried Rice	Pork Tacos: Street Food	Chicken Ranch Wrap	Bruschetta Flatbread	Closed





## TOWERS WEEK 3

Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Roast Beef Au Jus	Greek Marinated Chicken	Roasted Italian Chicken	Grilled Pork Tenderloin with Asian	Jack Cheese, Bacon and Tomato Chicken	Meatball Bar	Sliced Turkey
Entrée 2	Cajun Chicken Penne	Frito Pie	Baked Ziti	Chicken Parm Macaroni	Penne, Sausage, & Zucchini	Chicken Tetrazzini	Beef Lasagna
Vegetarian Terra Ve	Spinach Lasagna	Rice & Bean Casserole	Balsamic Portobello	Vegetarian Pot Pie	Butter Bean Bruschetta	Linguini Eggplant Parm	Baked Vegetable Ziti
Starch	Mashed Potatoes & Gravy	Herbed Rice	Herb Smashed Potatoes	Steamed Rice	Roasted Potatoes	Steak Fries	Glazed Yams
Vegetable One	Steamed Broccoli	Vegetable Medley	Steamed Zucchini	Steamed Carrots	Julienne Vegetables	Seamed Cauliflower	Capri Blend Vegetables
Vegetable Two	Squash & Onions	Brussels & Bacon	Steamed Peas	Green Bean Sauté	Fried Oliva	Honey Carrots	Spinach with Mushrooms
Fresh Grill		Hamburger, Black Bean Burger, French Fries Grilled Cheese	Hamburger, Black Bean Burger, French Fries Biscuits and Gravy	Hamburger, Black Bean Burger, French Fries BBQ Ribette	Hamburger, Black Bean Burger, French Fries Grilled Ham & Cheese	Hamburger, Black Bean Burger, French Fries Cheese Quesadillas	
Soup		Chicken & Rice Vegetable Chili	Chili Corn Chowder	Turkey Noodle Tomato	Vegetable Beef Broccoli & Cheese	Turkey & Rice Potato	
Themes	Omelet Bar	Pancake Bar	Chicken Fried Rice	Dirty Nachos	Chicken Fajitas	Gyros	Omelet Bar
Trattoria	Closed	Carbonara	Meat Sauce	Turkey Meat Sauce	Meat Sauce	Turkey Meat Sauce	Closed
	Closed	Marinara	Alfredo	Marinara	P Primavera	Marinara	Closed
	Closed	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Closed
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Carolina BBQ Pork	Savannah Meatloaf	Thyme & Garlic Turkey	Gaucho Beef	Chicken Marsala	Spicy Shaghal Pork loin	Chicken Cacciatore
Entrée 2	Cheesy Beef Shells	Chicken Tampico	Caribbean Jerk Pork Roast	Ham & Macaroni Au Gratin	Old World Shepherd's Pie	Farfalle A La Romano	Tater Tot Casserole
Vegetarian Terra Ve	Gallo Pinto	Linguini with Red Pepper	Vegetable Lasagna	Smoky Bean & Cheese Burrito	Black Beans & Brown Rice	Spicy Tofu Fried Rice	Black Bean & Spinach Enchilada
Starch	Baked Beans Cauliflower & Broccoli	Mashed Potatoes & Gravy	Dressing	Au Gratin Potatoes	Steamed Rice	Fried Rice	Fettuccini Alfredo
Vegetable One	Steamed Carrot	Steamed Corn	Italian Blend Vegetables	Steamed Summer squash	Steamed Broccoli	Steamed Carrots & Broccoli	Steamed Green Beans
Vegetable Two	Hamburgers	Country Green Beans	Roasted Vegetables	Creamed Corn	Hot & Spicy Cabbage	Corn on the Cob	Mixed Vegetables
Fresh Grill		Hamburger, Black Bean Burger, French Fries Chili Dog	Hamburger, Black Bean Burger, French Fries Chicken Quesadillas	Hamburger, Black Bean Burger, French Fries Grilled Turkey & Cheese	Hamburger, Black Bean Burger, French Fries French Toast Sticks	Hamburger, Black Bean Burger, French Fries Grilled Cheese	Hamburgers
Menutainment	Closed	Chicken Broccoli Alfredo	Jambalaya	Crispy Chicken Club Wrap	Bananas Foster	Fruit Pizza	Closed



## TOWERS WEEK 4

Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Honey Apple Pork Roast	Beef Pepper Steak	Chicken Parmesan	Garlic Herb Meatloaf	Barbecue Chicken	Beef Stroganoff	Glazed Ham
Entrée 2	Pasta & Chicken Alfredo	Chicken & Sausage Gumbo	California Burrito Bar	Cajun Chicken Stir Fry	Smoked Turkey Legs	Chicken and Bacon Penne	Pizza Hot Dish with Noodles
Vegetarian Terra Ve	Vegetable Lo Mein	Saffron Risotto with Mushrooms	Red Beans & Rice	Tofu Fried Rice	Creamy Pasta with Vegetables	Caribbean Vegetable Stew	Broccoli & Garlic Pasta
Starch	Roasted Potatoes	Steamed Rice	Fettuccini Alfredo	Mashed Potatoes & Gravy	Baked Beans	Egg Noodles	Rosemary Potatoes
Vegetable One	Vegetable Medley	Steamed Broccoli	Steamed Green Beans	California Blend Vegetables	Whole Kernel Corn	Capri Blend Vegetables	Mixed Vegetables
Vegetable Two	Spiced Apples	Steamed Zucchini	Roasted Vegetables	Cauliflower & Crumbs	Broccoli with Garlic	Seasoned Spinach	Country Green Beans
Fresh Grill		Hamburger, Black Bean Burger, French Fries, Corn Dog	Hamburger, Black Bean Burger, French Fries, French Toast Sticks	Hamburger, Black Bean Burger, French Fries, Pulled Pork	Hamburger, Black Bean Burger, French Fries, Grilled Bologna	Hamburger, Black Bean Burger, French Fries, Fried Fish Sandwich	
Soup		Chicken Noodle Vegetable Soup	White Chicken Chili Vegetable Chili	Beef Stew, Corn Chowder	Chicken & Rice Tomato	Turkey Noodle Broccoli & Cheese	
Themes	Omelet Bar	French Toast	Pasta Bar	Dirty Baked Potatoes	Macaroni & Cheese Bar	Peanut Butter & Jelly Bar	Omelet Bar
Trattoria	Closed	Turkey Meat Sauce	Meat Sauce	Carbonara	Bolognese	Turkey Meat Sauce	Closed
	Closed	Marinara	Primavera	Marinara	Alfredo	Marinara	Closed
	Closed	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Closed
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Chicken Fried Chicken	Garlic Pork Loin	Salisbury Steak	Thyme & Garlic Turkey	Roast Beef & Gravy	Fish Divan	Kielbasa and Sauerkraut
Entrée 2	Polish & Kraut	Tater Tot Casserole	Chicken Scampi	Spaghetti & Meatballs	Creamy Baked Ziti with Chicken	Turkey Pan Pie	King Ranch Chicken
Vegetarian Terra Ve	Spinach & Noodles Casserole	Polenta with Red Pepper	Vegetable Lasagna	Portabello Fajita	Rotini Noodles with Artichokes	Spinach Lasagna	Eggplant Parmesan
Starch	Mashed Potatoes & Gravy	Wild Rice Medley	Mashed Potatoes & Gravy	Stuffing	Potatoes Au Gratin	Garlic Rice	Tater Tots
Vegetable One	Green Peas	California Blend Vegetables	Julienne Vegetables	Steamed Summer squash	Steamed Broccoli	Italian Blend Vegetables	Winter Blend Vegetables
Vegetable Two	Green Bean Amandine	Fried Okra	Whole Kernel Corn	Au Gratin Vegetables	Seasoned Spinach	Grilled Vegetables	Glazed Carrots
Fresh Grill	Hamburgers	Hamburger, Black Bean Burger, French Fries, Grilled Turkey & Cheese	Hamburger, Black Bean Burger, French Fries, Sloppy Joes	Hamburger, Black Bean Burger, French Fries, Cheeseburgers	Hamburger, Black Bean Burger, French Fries, Chili Dogs	Hamburger, Black Bean Burger, French Fries, Cheese Quesadillas	Hamburgers
Menutainment	Closed	Breakfast Sandwich Bar	Tampono Bar	Southwest Chicken Wrap	Penne, Sausage, & Zucchini	Frite Salad	Closed





## TOWERS WEEK 5

Lunch	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Floridian Chicken Tampico	Beef Burgundy	Chicken Picatta	Mediterranean Chicken Kebabs	Chicken Fried Steak	Crumb Topped Cod	Herb Roasted Pork Loin
Entrée 2	Baked Ziti with Sausage	Chicken Cacciatore	Beef & Sausage Lasagna	Frito Pie	Macaroni Tuna Casserole	Fettuccini Carbonara	Chicken & Broccoli Casserole
Vegetarian Terra Ve	Tofu Broccoli Stir Fry	Vegetable Lasagna	Black Beans & Brown Rice	Vegetable Paella	Pasta Primavera	Mushroom Stroganoff	Black Bean Pot Pie
Starch	Spanish Rice	Mashed Potatoes & Gravy	Rice Noodles	Fried Rice	Mashed Potatoes & Gravy	Roasted Potatoes Steamed Zucchini	Herbed Rice Pilaf
Vegetable One	Julienne Vegetables	Green Peas	Steamed Cauliflower	Asian Vegetables	Summer Squash	Broccoli & Roasted Red Pepper	Mixed Vegetables
Vegetable Two	Corn on the Cob	Grilled Vegetables	Broccoli w/ Garlic Sauce	Steamed Carrots	Country Green Beans	Pepper	Vegetables Au Gratin
Fresh Grill		Hamburger, Black Bean Burger, French Fries Cheese Nachos	Hamburger, Black Bean Burger, French Fries Fish Sandwich	Hamburger, Black Bean Burger, French Fries BBQ Ribette	Hamburger, Black Bean Burger, French Fries Grilled Turkey & Cheese	Hamburger, Black Bean Burger, French Fries Pancakes	
Soup		Vegetable Beef Potato	Turkey & Rice Broccoli & Cheese	Chicken Noodle Vegetable Soup	White Chicken Chili	Beef Stew Corn Chowder	
Themes	Omelet Bar	Breakfast Bar	Tossed Salad Bar	Dirty Fries	Chicken Taco Bar	Hawaiian Chicken Bar	Omelet Bar
Trattoria	Closed	Meat Sauce Alfredo	Turkey Meat Sauce Marinara	Bolognese Alfredo	Meat Sauce Marinara	Turkey Meat Sauce Alfredo	Closed
	Closed	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Closed
	Closed	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Garlic Breadstick	Closed
Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Market Carvery	Roasted Turkey Breast	Herb Roasted Pork Loin	Philly Steak Sandwich	Baked Ham with Brown Sugar	Thyme & Garlic Turkey	Garlic Herb Baked Chicken	Texas Spiced Pot Roast
Entrée 2	Bowtie Chicken Alfredo	Turkey Tortilla Casserole	Penne, Sausage, Zucchini, Mozz	Beef Stew/Biscuit	Chicken with Pasta and Broccoli	Louisiana Sausage, Red Beans & Rice	Mom's Chicken Tetrazzini
Vegetarian Terra Ve	Tortilla Casserole	Vegetable Fajitas	Lingini with Roasted Red Pepper	Artichoke & Pea Lasagna	Broccoli, Garlic Pasta	Whole Wheat Penne with Pesto	Farfalle with Artichoke & Beans
Starch	Savory Brown Rice Green Beans	Hashbrown Casserole	Steak Fries	Wild Rice Medley	Au Gratin Potatoes	Mashed Sweet Potatoes	Roasted Potatoes
Vegetable One	Vegetables Au Gratin	Vegetable Medley	Carrots & Broccoli	Capri Vegetables	Carrots Vichy	Seasoned Spinach	California Bland Vegetables
Vegetable Two	Hamburgers	Zucchini Parmesan	Onions & Peppers	Speed Pears	Hamburger, Black Bean	Roasted Roma Vegetables	Hot Spiced Apples
Fresh Grill		Hamburger, Black Bean Burger, French Fries Hot Dogs	Hamburger, Black Bean Burger, French Fries BBQ Chicken Sandwich	Hamburger, Black Bean Burger, French Fries Grilled Cheese	Burger, French Fries French Toast Sticks	Hamburger, Black Bean Burger, French Fries Fried Fish Sandwich	Hamburgers
Menutainment	Closed	Gyro Bar	Chicken Fried Rice	Philly Steak	Salad Wrap	Strawberry Smoothies	Closed





## DELI

Week 1	Week 2	Week 3	Week 4	Week 5
Deli Honey Turkey Breast	Deli Turkey Breast	Deli Smoked Turkey Breast	Deli Turkey Breast	Deli Smoked Turkey Breast
Pork, Ham, Buffet, Boneless, Smoked	Roast Beef	Cooked Salami	Pit Ham, Boneless, Smoked	Italian Beef, Sliced
Thumann's Pastrami	Honey Ham	Corned Beef, Slice	Capicola, Slice	Roasted Pork, Slice
American Cheese Slice	American Cheese Slice	American Cheese Slice	American Cheese Slice	American Cheese Slice
American Swiss Cheese, Slice	American Swiss Cheese, Slice	American Swiss Cheese, Slice	American Swiss Cheese, Slice	American Swiss Cheese, Slice
Provolone Cheese, Slice	Provolone Cheese, Slice	Provolone Cheese, Slice	Provolone Cheese, Slice	Provolone Cheese, Slice
Havarti Cheese, Slice	Pepper Jack Cheese, Slice	Colby Jack Cheese, Slice	Cheddar Cheese, Slice	Mozzarella, Slice
Grape Jelly	Grape Jelly	Grape Jelly	Grape Jelly	Grape Jelly
Peanut Butter	Peanut Butter	Peanut Butter	Peanut Butter	Peanut Butter
Wheat Bread	Wheat Bread	Wheat Bread	Wheat Bread	Wheat Bread
Whole Wheat Bread	Whole Wheat Bread	Whole Wheat Bread	Whole Wheat Bread	Whole Wheat Bread
Semolina	Focaccia	Brieche	Focaccia	Flatbread
White Hoagie Roll	French Baguette	White Hoagie Roll	French Baguette	White Hoagie Roll
Whole Grain Hoagie Roll	Whole Grain Hoagie Roll	Whole Grain Hoagie Roll	Whole Grain Hoagie Roll	Whole Grain Hoagie Roll
Light Mayonnaise	Light Mayonnaise	Light Mayonnaise	Light Mayonnaise	Light Mayonnaise
Ketchup	Ketchup	Ketchup	Ketchup	Ketchup
Mustard	Mustard	Mustard	Mustard	Mustard
Hot Buffalo Sauce	Hot Buffalo Sauce	Hot Buffalo Sauce	Hot Buffalo Sauce	Hot Buffalo Sauce
Honey Mustard Sauce	Honey Mustard Sauce	Honey Mustard Sauce	Honey Mustard Sauce	Honey Mustard Sauce
Potato Chips	Potato Chips	Potato Chips	Potato Chips	Potato Chips
Chicken Salad	Fruity Chicken Salad	Buffalo Chicken Salad	Waldorf Chicken Salad	Pesto Chicken Salad
Red Pepper Hummus	Roasted Garlic Hummus	Cous Cous Salad	Hummus	Babaganoush
Tuna Salad	Egg Salad	Tuna Salad	Egg Salad	Tuna Salad
Creamy Coleslaw	Pasta Salad	Red Potato Salad	Greek Pasta Salad	Loaded Potato Salad



## SALAD

Week 1	Week 2	Week 3	Week 4	Week 5
Romaine Lettuce	Romaine Lettuce	Romaine Lettuce	Romaine Lettuce	Romaine Lettuce
Fresh Baby Spinach	Fresh Baby Spinach	Fresh Baby Spinach	Fresh Baby Spinach	Fresh Baby Spinach
Mixed Greens Spring Mix	Mixed Greens Spring Mix	Mixed Greens Spring Mix	Mixed Greens Spring Mix	Mixed Greens Spring Mix
Parmesan Cheese	Parmesan Cheese	Parmesan Cheese	Parmesan Cheese	Parmesan Cheese
Cheddar Cheese	Cheddar Cheese	Cheddar Cheese	Cheddar Cheese	Cheddar Cheese
Croutons	Croutons	Croutons	Croutons	Croutons
Sunflower Seeds	Sunflower Seeds	Sunflower Seeds	Sunflower Seeds	Sunflower Seeds
Dried Cranberries	Dried Cranberries	Dried Cranberries	Dried Cranberries	Dried Cranberries
Jalapeno Peppers	Jalapeno Peppers	Jalapeno Peppers	Jalapeno Peppers	Jalapeno Peppers
Black Olives	Black Olives	Black Olives	Black Olives	Black Olives
Fresh Broccoli	Fresh Broccoli	Fresh Broccoli	Fresh Broccoli	Fresh Broccoli
Fresh Carrots	Fresh Carrots	Fresh Carrots	Fresh Carrots	Fresh Carrots
Fresh Celery	Fresh Celery	Fresh Celery	Fresh Celery	Fresh Celery
Fresh Cucumbers	Fresh Cucumbers	Fresh Cucumbers	Fresh Cucumbers	Fresh Cucumbers
Fresh Cherry Tomatoes	Fresh Cherry Tomatoes	Fresh Cherry Tomatoes	Fresh Cherry Tomatoes	Fresh Cherry Tomatoes
Fresh Mushrooms	Fresh Mushrooms	Fresh Mushrooms	Fresh Mushrooms	Fresh Mushrooms
Green Peas	Green Peas	Green Peas	Green Peas	Green Peas
Cottage Cheese, Lowfat, 1%	Cottage Cheese, Lowfat, 1%	Cottage Cheese, Lowfat, 1%	Cottage Cheese, Lowfat, 1%	Cottage Cheese, Lowfat, 1%
Applesauce	Applesauce	Applesauce	Applesauce	Applesauce
Balsamic Vinegar	Balsamic Vinegar	Balsamic Vinegar	Balsamic Vinegar	Balsamic Vinegar
Olive Oil	Olive Oil	Olive Oil	Olive Oil	Olive Oil
Red Wine Vinegar	Red Wine Vinegar	Red Wine Vinegar	Red Wine Vinegar	Red Wine Vinegar
*Fat Free Ranch Dressing	*Fat Free Ranch Dressing	*Fat Free Ranch Dressing	*Fat Free Ranch Dressing	*Fat Free Ranch Dressing
*Fat Free 1000 Island Dressing	*Fat Free 1000 Island Dressing	*Fat Free 1000 Island Dressing	*Fat Free 1000 Island Dressing	*Fat Free 1000 Island Dressing
*Creamy Caesar Dressing	*Creamy Caesar Dressing	*Creamy Caesar Dressing	*Creamy Caesar Dressing	*Creamy Caesar Dressing
*Fat Free Catalina Dressing	*Fat Free Catalina Dressing	*Fat Free Catalina Dressing	*Fat Free Catalina Dressing	*Fat Free Catalina Dressing
*Honey Mustard Dressing	*Honey Mustard Dressing	*Honey Mustard Dressing	*Honey Mustard Dressing	*Honey Mustard Dressing
*Fat Free Italian Dressing	*Fat Free Italian Dressing	*Fat Free Italian Dressing	*Fat Free Italian Dressing	*Fat Free Italian Dressing
*Hard Boiled Egg	*Tofu	*Black Beans	*Garbanzo Beans	*Kidney Beans
*Grilled Chicken	*Diced Ham	*Deli Turkey Breast	*Grilled Chicken	*Diced Ham
*Tabbouleh Salad	*Red @uinoo, Corn, Tomatoes	*Mediterranean Grain Salad	*@uinoo Salad	*Greek Farro Salad
*California Pasta	*BLT Pasta Salad	*Dijon Roasted Potato Salad	*Tomato Basil Pasta Salad	*Red Potato Salad
*Raspberry Jell-o	*Cherry Jell-o	*Orange Jell-o	*Cherry Jell-o	*Lemon Jell-o
*Fresh Fruit	*Fresh Fruit	*Fresh Fruit	*Fresh Fruit	*Fresh Fruit





## MONGOLIAN GRILL

Lunch/Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Everyday Action	Teriyaki chicken	Sweet and Sour	Warrior Sauce	Teriyaki	Black Bean Sauce	Korean BBQ	Garlic Beef
Options	Beef Fried Rice	Ginger Sauce	Almond Chicken Sauce	Sweet and Sour	Asian Sauce	Teriyaki Glaze	Shrimp Fried Rice
	Egg Drop Soup	Seafood Sauce	Hunan	Oyster	Sweet and Sour	Oyster Sauce	Hot and Sour Soup
	Chicken Sukiyaki	Shrimp	Chicken	Beef	Tofu	Beef	Chinese Chicken Salad
	Vegetable Fried Rice	Surimi	Beef	Pork	Shrimp	Chicken	Sticky Rice
		Pork	Egg	Tofu	Chicken	Egg	
		Lo Mein Noodle	Tofu	Lo Mein Noodle	Fried Rice	Brown Rice	
		Fried Rice	Sticky Rice	Roasted Potatoes	Lo Mein	Sticky Rice	
			Brown Rice				
Roll/Side Option of the Day	Egg Roll	Spring Roll	Fried Wontons	Lumpia	Crab Rangoon	Vegetable Egg Roll	Thai Spring Roll
Dinner Special	Singapore Mai Fun	Beef Bhuna	General Tsao's Chicken	Phillipino Pancit	Vegetable Korma	Sweet and Sour Tofu	Chicken Pad Thai
Lunch Special	Vegetable Pho	Chicken Shwarma	Vegetable Vindaloo	Hunan Chicken	Pad Se ew	Meatball Pho	Kung Pao Pork





## HEARTHSTONE OVEN

Lunch/Dinner	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Everyday Action	Cheese Pizza	Triple Cheese Pizza	Cheese Pizza	Triple Cheese Pizza	Cheese Pizza	White Pizza	Cheese Pizza
Options	Pepperoni Pizza	Meat Lovers Pizza	Grilled Chicken, Basil, and tomato pizza	Pepperoni Pizza Roasted Cherry Tomato	Bacon, Tomato & Cheese pizza	Sausage Pizza	Pepperoni Pizza
	Spinach Feta Pizza	Broccoli and Cheese Pizza	Garden Pizza	Mozzarella Pizza	Grilled Eggplant Pizza	Garden Pizza	Vegetable Supreme Pizza
Stromboli/Calzone of the Day	Potato and Cheese Calzone	Pepperoni Stromboli	Bacon Cheddar Ham Calzone	Chicken Parm Calzone	Italian Provision Stromboli	Roasted Veggie Pizza roll	Turkey and Cheese Calzone
Bread	Bread Sticks	Pasta Flatbread	Garlic Texas Toast	Sun-Dried Tomato Flatbread	Breadsticks		Cappicola & Provolone
Daily Special	Italian Wedding Soup	Minestrone	Fried Lasagna	Gnocchi en Pesto Cream Sauce	Tortellini Soup Greek Salad	Pepperoni Pizza cup	Greek Salad Pizza
Daily Special	Italian Toss Salad	Anti-Pasta Salad	Greek Salad	Italian Tossed Salad			

**7.7 A sample menu plan for the University Center's Redhawk Market (including all retail locations), for Houck's Place, St. Vincent's Commons, and Rowdy's. Such menus must include the portion size and the price per item.**

Chartwells adheres to portion standards at all dining locations and considers these portions when creating menus.

National retail brands are one to one buys, which means these portions brand standards. For Example: At Chick-fil-A, a serving size is one chicken sandwich.

For internal retail brands, we provide nutritional information on the menu or at each station that indicate portion size.

We follow traditional portion sizes of the following:

- Protein/Meat Entrees: 4-5oz.
- Vegetables Sides: 3-4oz.
- Starches: 3-4oz.
- Pasta and Rice: 8-12oz.
- French Fries and Sweet Potato Fries: 4-5oz.
- Action Station Entrees: 12-14oz.
- Soups: 6oz., 8oz., or 12oz.



**Salads 5.19 | Wraps 5.45**

**Greek Salad**  
Chopped romaine piled high with feta cheese, black olives, ripe red tomatoes, red onion, cucumbers & Greek dressing.

**BLT Salad**  
Iceberg lettuce loaded with crispy bacon, diced tomatoes, shredded cheese & ranch dressing.

**Chicken Caesar Salad**  
Tender chicken breast (breaded or grilled), black olives, red onions, croutons, parmesan cheese & Caesar dressing on a bed of romaine lettuce.

**Go Wild**  
Your choice of protein (*meat, egg, or cheese*) and up to three toppings with your favorite dressing.

**Southeast Salad**  
A bed of mixed iceberg lettuce with slow - cooked roast beef, sliced hardboiled egg, crispy bacon, diced tomatoes, shredded cheddar cheese & ranch dressing.

**Mexican Taco**  
A mountain of delicious sour cream, black beans, diced tomatoes, crunchy corn chips, taco beef, jalapeños & black olives on top of iceberg lettuce.

**Turkey Bacon Club**  
Roasted turkey breast, crispy bacon, diced tomato, red onion & iceberg lettuce topped with ranch dressing.

**Chef Salad**  
A bed of romaine with roasted turkey breast, crispy bacon, diced tomatoes, cucumber, shredded cheese, croutons & Italian dressing.

**Extras**

Au Bon Pain Soup	12oz.	3.59
Extra Protein		1.69
Nachos		2.09





## Breakfast

Toast (2 Slices).....	1.29
Biscuit .....	1.29
Scrambled Eggs .....	1.69
Hash Brown .....	.29
2 Pancakes .....	2.79
<b>Breakfast Quesadilla .....</b>	<b>2.39</b>
1 Biscuit with Gravy .....	2.39
2 Biscuits with Gravy .....	3.39
Breakfast Meat.....	1.69
Sausage   Bacon	

English Muffin Sandwich .....	3.29	Combo...5.48
Biscuit Sandwich .....	3.09	Combo...5.28
Toast Sandwich .....	3.19	Combo...5.38

Add a Combo to any Breakfast Entree.... 2.19

Choose Your Side: Hash Browns or Whole fruit  
 Choose Your Drink: Small Fountain Drink, 1/2 Pint Milk or Small Coffee



## Create-Your-Own

Single 3.39 | Double 4.79 | Triple 6.19

### Choose Your Burger:

Single  
Double  
Triple

### Choose Your Bun:

White Bun  
Wheat Bun  
Texas Toast  
Lettuce Wrap

### Choose Your Cheese:

Cheddar  
American  
Swiss  
Nacho Cheese

### Choose Your Toppings:

Onion Straws  
Jalapeños  
Grilled Onions  
Lettuce  
Tomato  
Sautéed Mushrooms  
Cilantro Slaw

### Choose Your Sauce:

Chipotle Ranch  
Buffalo Blue



Extra Patty 1.40 | Extra Cheese .70 | Add Bacon .90

OFFEROR'S INFORMATION

432



## Featured Burgers

Beef in a Bun.....	3.39
All natural ground beef, lettuce, tomato, bun	
A Little Cheese with That?.....	3.39
All natural ground beef, American cheese, lettuce, tomato, bun	
Thrilled Cheese Sandwich.....	3.39
Cheddar and Swiss cheese on Texas Toast	
No Other Like This Veggie Burger.....	3.99
Black bean burger loaded with Swiss cheese, tomatoes, cilantro slaw and chipotle ranch	
Mile High Burger .....	4.29
Cheddar cheese, bacon, bbq sauce, tomatoes, lettuce and crispy onion strings	
Buffalo Blue Burger.....	4.29
Bacon, cilantro slaw, tomatoes and buffalo blue sauce	

## Sides 1.79

Cilantro Slaw  
Onion Straws  
Fries  
Cheese Fries 2.79





**ON THE GO**

Salads

Chef	4.99	Greek Salad	6.29
Asian Chicken	2.99	Green Salad	4.99
Chicken Salad	3.49	Mandarin Quinoa	2.29
Flank Steak	3.49	Quinoa Portobello	5.99
Caesar	5.69	Salmon Asparagus	5.99
Orzo	4.99	Asian Salad	3.49
Chicken Caesar	2.29	Antipasti Salad	4.99
Chicken Chinois	5.99	Fried Chicken Salad	5.99
Cobb Salad	5.99	Bibb Apple Salad	2.99
Curried Chicken	5.99	Chop Salad	2.99



**ON THE GO**

Sandwiches

Turkey Club	4.49	Veggie & Hummus	5.69
Turkey Deluxe	5.99	Ranch Chicken	5.69
Veggie	2.89	Roast Beef Focaccia	5.69
Grilled Veggie Greek	5.69	Eggplant Ciabatta	5.69
Caprese Baguette	5.69	Turkey BLT	5.69
Chicken Salad	5.69	Turkey	5.69
Greek Chicken	5.69	Turkey Pesto	5.69
Ham & Swiss on Rye	5.69		

OFFEROR'S INFORMATION



**ON THE GO**

Wraps

Chicken Caesar	5.49
BBQ Chicken	5.69
Buffalo Chicken	5.69
Curried Chicken	5.69
Roasted Veggie	5.69
Thai Beef	5.49
Thai Chicken	5.69
Turkey Club	5.49



**ON THE GO**

Wings

Teriyaki Wings	4.99
Toasted Ravioli	4.29
Pot Stickers	3.59
BBQ Chicken Strips	3.99
Pretzel Sticks	1.49
Cheesy Sausage Dip	5.99
Flavored Popcorn	1.79
Hummus & Pita	1.99
Crudite Plate	3.99



### ON THE GO

#### Snacks

Cantaloupe Cup	1.69	Brownie Parfait	2.29
Grape Cup	1.69	Pudding	1.59
Honeydew	1.69	Yogurt Parfait	1.99
Fruit Cup	3.99	Banana Parfait	3.29
Yogurt Cup	1.69	Cobbler Parfait	2.29
Cheese & Crackers	3.99	Banana Pudding	2.29
Jello Parfait	1.99		



### ON THE GO

#### Sweets

Cupcake	1.69	Carrot Cupcake	1.69
Iced Cookie	2.29	Goey Butter Cupcake	1.69
Mini Cookie Dipper	2.99	Mini Chocolate Pie	2.99
Brownie	1.59	Apple Crisp	1.99
Rice Crispy	1.59	Lemon Meringue	1.99
Brownie Bites	.99	Strawberries & Cream	2.19
Raspberry Tango Bar	1.59	Strawberry Shortcake	2.19
Lemon Berry Bar	1.59	Cheesecake	2.69
Carrot Cake Slice	2.99	Caramel Apple Cake	3.29
3 Layer Chocolate Cake	2.99	German Chocolate Cake	2.59
Parmelo Cupcake	1.69	Lemon Cake	2.99
Cinnamon Roll	1.99	Whoopie Pie	1.29

OFFEROR'S INFORMATION

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## Panda Express

### Choose Your plate

#### 1. Choose Your Side

Mixed Veggies	Chow Mein
Steamed Rice	Fried Rice

#### 2. Choose Your Entrees

Any 1 side & 2 entrees*	6.39
Any 1 Side + 3 Entrees*	

#### 3. Add A Drink

\*Add \$1 for each single shrimp entree or premium entree  
Limit 4 entrees per plate



## Bowls

Any 1 Side & 1 Entree\*

### A La Carte

#### Any Side

Single	2.25
Large	3.25

#### Any Entree

Single	3.25
Large	9.25



\*For Each Shrimp add \$.50 for Jr., \$1 for Single, and \$3 for large.



## Add-Ons

1.25 each with any plate

- 2 Veggie Spring Rolls
- 3 Cream Cheese Rangoons
- 3 Crispy Shrimp
- 1 Chicken Egg Roll



### Drink



Fountain	
Medium	1.29
Large	1.49
Bottled	
Water	1.49
Juice	1.49
Premium	1.99



### PAPA'S PIZZA FOR ONE

Cheese	4.55
Pepperoni	4.75

### PAPA'S SPECIALTY PIZZA FOR ONE

The Works	4.75
The Meats	4.75
Garden Fresh	4.75

### SIDES

Garlic Parmesan Breadsticks	1.05
Papa's Wings	4.99

### DESSERT

Warm Chocolate Chip Cookie	1.59
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## Rowdy's Grill

Grilled Cheese	3.89
Johnsonville Hot Dog	2.39
Chicken Tenders	3.89
Black Bean Burger	3.99
Chicken Nuggets	3.59
Crispy Chicken Sandwich	3.49
Corn Dog	2.09
1/4 lb. Cheeseburger	4.05
1/3 lb. Hamburger	5.05
Patty Melt	5.69
Add Bacon	1.69
French Fries	1.79
Cheese Fries	2.79
Nachos	2.09
Crispy Ravioli	4.95
Mozzarella Sticks	4.95



<b>Burrito</b>	5.79
<b>Burrito Bowl</b>	5.79
<b>Ensalada</b>	5.79
<b>Tacos (2)</b>	5.79
<b>Half of any Entree</b>	3.29
<b>Black or Pinto Beans</b>	0.95
<b>Tortilla Chips</b>	1.50
<b>Chips &amp; Guacamole</b>	2.50
<b>Chips &amp; Salsa</b>	1.95
<b>Guacamole</b>	1.25
<b>Brown Rice</b>	0.95
<b>Salsa</b>	0.50
<b>Nachos</b>	3.29
<b>Loaded Nachos</b>	3.29
<b>Cheese Quesadillas</b>	3.29
<b>Meat Quesadillas</b>	5.79
<b>Cubano Torta</b>	5.99
<b>Mexican Torta</b>	5.99
<b>Loaded Nachos with Protein</b>	5.79





**Espresso**

	Tall 12oz	Grande 16oz	Venti 20oz
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*Signature*

Vanilla Latte	3.45	4.15	4.45
Caramel Macchiato	3.65	4.45	4.95
White Chocolate Mocha	3.65	4.45	4.95

*Classics*

Caffe Latte	2.95	3.65	3.95
Caffe Mocha	3.45	4.15	4.45
Skinny Vanilla Latte	3.45	4.15	4.45
Caffe Americano	2.25	2.65	3.00
Cappuccino	2.95	3.65	3.90

**Espresso**

Solo (1 oz.)	1.85	Doppio (2 oz.)	2.05
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**Add-ons**

Flavor Shot	.50
Espresso	.80
Organic Soy Milk	.60



**Menu**

**Breakfast**

**3" 6" 12"**

<b>Egg &amp; Cheese</b>	<b>2.50</b>	<b>3.50</b>	<b>5.00</b>
<b>Black Forest Ham, Egg &amp; Cheese</b>	<b>2.50</b>	<b>3.50</b>	<b>5.00</b>
<b>Bacon, Egg &amp; Cheese</b>	<b>2.50</b>	<b>3.50</b>	<b>5.00</b>
<b>Breakfast BMT Melt</b>	<b>2.50</b>	<b>3.50</b>	<b>5.75</b>
<b>Steak, Egg &amp; Cheese</b>	<b>2.50</b>	<b>3.50</b>	<b>5.75</b>
<b>Sunrise Subway Melt</b>	<b>2.50</b>	<b>3.50</b>	<b>5.75</b>



**Sides**

<b>MinuteMaid Orange Juice</b>	<b>1.49</b>
<b>Seattle's Best Coffee</b>	<b>1.49</b>
<b>Yogurt Parfait</b>	<b>1.75</b>
<b>21oz Drink and 1 Side</b>	<b>2.00</b>
<b>Chips</b>	<b>1.19</b>
<b>Cookies</b>	<b>1 for .59</b>
	<b>3 for 1.29</b>
	<b>12 for 5.99</b>
<b>Apples</b>	<b>1.29</b>
<b>Fountain Drink</b>	<b>21oz 1.29</b>
	<b>30oz 1.49</b>
<b>Bottled Beverage</b>	<b>1.49</b>

## **7.8 Examples of satisfaction measurement tools used at other universities.**

### **Strategies for Monitoring Customer Satisfaction**

We employ a wide range of tools and programs designed to track this mission critical information. This gives us an accurate and up-to-the-minute picture of how we are doing.

#### **YouFirst “Simply Listen” Comment Centers**

All of our guests have the opportunity to share their compliments or concerns through Chartwells’ Simply Listen guest feedback program. Chartwells continues this practice at Southeast Missouri State University. A supply of comment cards is available at convenient locations across campus. The guest writes his or her comments down, and drops the card in the box or posts the comment card on Simply Listen comment centers. A written response to the comment is posted within three operating days of its submission. YouFirst/Simply Listen is also available electronically on your Dine On Campus website. In addition, we are excited to introduce this on our mobile App On Campus.

#### **Guest and Client Surveys**

Conducted once per semester by an independent third-party survey company, survey results are disseminated throughout the Chartwells organization and shared with our campus stakeholders. Action plans for improvement are written, reviewed and implemented.

#### **Food and Brand Preference Surveys**

Conducted once a year (or more frequently as needed), these intercept surveys enable us to stay on top of our guests’ changing dining needs and preferences.

#### **Focus Groups**

Conducted once a semester, focus groups are conducted to gather opinions, obtain data, and gain a more in-depth understanding from our guests on a specific topic such as new brands or concepts, service, or new menu items and products.

#### **Online Feedback**

##### **DineOnCampus.com and EatLearnLive.com**

We provide two online forums for our guests to reach out and let us know what’s on their minds. Simply log on 24/7 and provide feedback, ask nutritional questions, inquire about services, or ask for help with a term paper on foodservices, marketing or outsourcing services. We try to answer all inquiries within 24 hours. Between our nutrition specialists and Compass Group’s global resources, we route your request to the appropriate expert or Chartwells manager.

##### **Text2solve Chat System**

Our YouFirst platform focuses on empowering associates and managers to provide an excellent guest service. Chartwells utilizes a program called text2solve to allow our guests to share their questions, concerns, and comments with Dining Hall staff and receive responses in real time. Students can simply text

a comment to the number associated with the facility and our managers instantly receive this feedback. This allows us to provide immediate real time responses to our guests.

##### **Secret Shopper Programs**

Chartwells is excited to bring a professional secret shopping company to Southeast Missouri State’s campus. Structured to be conducted throughout the school year, Chartwells works with the company and hires students to covertly dine in our locations and report back to us on their dining experiences. Their unique perspective lets us measure our performance at all customer touch points and provides a complete view of the customer experience.

Regular evaluation of your dining and shopping experiences helps us build stronger relationships, increase retention, and deliver world-class cuisine and service.

### **Manager's Table**

Conducted at least once a month, Steven Cooper sits down with the Dining Service Action Committee to discuss their dining needs. During these exchanges, we get valuable insights into how we are doing as your campus dining service. Our managers act promptly to remedy any issues or requests.

### **Campus Labs**

To keep our finger on the pulse of your students, Chartwells partners with Campus Labs, a leading student assessment company. Using different technologies and methods, this nonintrusive research and action initiative lets students play an important role in shaping their campus dining landscape.

### **Resolving Complaints**

Chartwells takes the feedback we receive from our guests very seriously. An occasional unsatisfied customer is unfortunate, but unavoidable. When this happens, we immediately take these steps to correct our guests' concerns as quickly as possible:

1. We immediately contact the guest to find out what caused the unsatisfactory experience.
2. We apologize for the service the guest received and do whatever it takes to satisfy the guest immediately. This includes exchanging the meal, offering a refund or offering the next meal on us.
3. Once the guest is satisfied, we develop a corrective action plan with the location management team to remedy the situation so that it will not happen again. Sometimes this is as easy as making sure there is Thousand Island dressing on the salad bar. Sometimes the request or situation is more complex and requires planning.
4. We then implement the plan we have developed.
5. We contact the guest a week later to ensure that he or she has not encountered the same issue again.





## 7.9 Detailed marketing plans to target non-Board Plan customers.

# Marketing Efforts to Target Commuter Students

- Develop multiple incentives targeting this market.

*Timing: Beginning of each semester.*

- Develop and print a commuter brochure with targeted messages to be mailed to home addresses with “To the Parents of” in the mailing address label. Include an insert advertising an incentive to purchase Redbucks.

*Timing: Brochures are developed in early summer and mailed by July 15.*

- Orientations: Set up a table during information sessions promoting the plans, and sign up students on the spot. Incorporate a laptop to encourage purchase through our DineOnCampus.com website for the campus.

*Timing: Throughout the summer and the first three weeks of the semester.*

- Develop a reminder postcard to mail to commuter students’ homes stressing the urgency of signing up before the incentive expires and reinforcing the benefits of having a meal plan. Include a coupon for a free meal to the dining hall and have management give tours to students who redeem coupons, providing an opportunity to sell them a meal plan.

*Timing: August 7.*

- Partner with off-campus apartment complexes to provide dining information targeted to commuters. Chartwells will develop key marketing materials that communicate how Redbucks allow students to “Eat Well. Spend Less.”. Chartwells will target the following apartment complexes: insert 3 complexes here.

*Timing: June, August, December and March.*

- Host a Welcome Back party at two neighboring apartment complexes. Chartwells will provide the pizza and beverages in exchange for being able to make information about our meal plan and sweepstakes available the first week students come back from break.

*Timing: First week of each semester.*

- Recruit a team of students to serve as dining services ambassadors to sell plans to fellow students. Offer student organizations an incentive to sell students meal plans.

*Timing: First two weeks of each semester.*

### HOW WE MEASURE OUR SUCCESS

Measurement: Increase in usage of campus dining locations by commuter students

Key Metrics:

- Increase in Redbucks purchases from commuter students
- Increase in patron counts at our dining locations
- Increase in daily sales at our satellite locations

- Train associates in personal selling techniques, driving meal plan sales to guests paying by cash or credit card in campus dining locations. Provide associates with “Ask Me How to Save You Money” buttons or T-shirts for cashiers to encourage interaction with guests.

*Timing: First two weeks of each semester.*

- Introduce an advertising campaign – posters, fliers, banners, point of sale, table tents, business cards, etc. – generating awareness of meal plans, available incentives and how to sign up.

*Timing: First two weeks of each semester.*

- Use the dining services’ Facebook page to advertise and generate awareness about the benefits of meal plans.

*Timing: First two weeks of each semester.*

- Partner with the campus to send an email blast to students promoting meal plans.

*Timing: Beginning of each semester.*

- Hire students to distribute fliers on parked cars in the commuter garages and lots (gain campus approval prior to implementing).

*Timing: Beginning of each semester.*

- Hire the campus mascot to distribute meal plan information to guests as part of a sales campaign.

*Timing: Beginning of each semester.*

- Partner with the parking office/bookstore to distribute information to students about the benefits of a campus meal plan.

*Timing: Fall semester.*

- Conduct a meal plan purchase sweepstakes. Students that opt into purchasing Redbucks during the deferment process will be automatically entered to win amazing prizes. This will be communicated via banners, digital signage and mass email to commuter students.

*Timing: first three weeks of each semester*

- Greek life communication: Meal plan information will be communicated through a campaign specifically targeting Greek Life students. Incentives to purchase as well as variety and your National Brand partners will be included.

*Timing: start of each semester*

- Work with International Student office to develop meal plan brochure that is available in Mandarin and Spanish.

*Timing: ongoing*

Each year since 2010, Chartwells has routinely exceeded \$2 million in voluntary meal plan sales through our DineOnCampus.com websites alone.

**At Valdosta State University,** student ambassadors used iPads to sell voluntary meal plans and declining balance dollars on the spot to students. The team more than doubled its goal.

**7.10 Plans to maintain current branded food concepts of Chick-fil-A, Starbucks, and Subway. The offeror must provide letters of intent from Chick-fil-A, Starbucks, and Subway with their submission.**

Per the RFP and the student surveys we have arranged to maintain and continue or agreements with Chick-fil-A, Starbucks and Subway. Additionally, we have added an additional national brand – Panda Express.

Below are letters of intent for the proposed national brands.



serviced by  
**FRANCHISE WORLD HEADQUARTERS, LLC**  
325 Bic Drive, Milford, CT 06461 • (203) 877-4281

January 5, 2015

Nicole Hatfield, Director  
Brand Development  
COMPASS Group USA  
2400 Yorkmont Rd  
Charlotte NC 28217

Dear Nicole:

We are pleased to inform you that Naghi Naemi, SUBWAY® Development Agent for Cape Girardeau MO, and Paul Steinle in DA office, have approved COMPASS GROUP, USA (aka Chartwells) to include the SUBWAY® concept in their re-bid proposal for The Scully Building at Southeast Missouri State University, 1115 Woodlawn – Rm 230, Cape Girardeau MO 63707.

Should you have any questions, please contact:

Paul Steinle  
SDC of Eastern MO, Inc.  
2100 Collier Corporate Pkwy  
St. Charles MO 63303  
(636) 940-9449  
Subway\_paul@sbcglobal.net

Regards,

A handwritten signature in black ink that reads "Janet Bencivenga". The signature is written in a cursive, flowing style.

Janet Bencivenga  
Manager-Global Account Services  
Franchise World Headquarters, LLC  
325 Bic Drive  
Milford, CT 06461

JB:jbf





January 5, 2015

Nicole Hatfield  
Director, Brand Development  
Retail Innovations, Business Excellence  
Compass Group  
[Nicole.hatfield@compass-usa.com](mailto:Nicole.hatfield@compass-usa.com)

Re: Letter of Intent Request for Southeast Missouri State University

Dear Nicole,

Thank you for your request for an LOI to include in your bid proposal. Pursuant to your request, Starbucks Coffee Company hereby confirms that Compass Group is a current licensee in good standing with development rights as of January 5, 2015.

Please accept this letter as authorization to continue operation of the Starbucks on campus in the upcoming Compass Group proposal.

Please contact me at 803.554.4644 or [jwasson@starbucks.com](mailto:jwasson@starbucks.com) with any questions.

Warm regards,

James Wasson  
senior national account executive  
Branded Solutions  
803.554.4644



Monday, January 5, 2015

Nicole Hatfield  
Compass Group Retail Innovations  
Business Excellence Team

RE: Chick-fil-A at Southeast Missouri State University

Nicole,

This is our letter of intent to allow Chartwells to continue operating Chick-fil-A Express restaurant on the S.E. Missouri State University campus and include this in your proposal. Final approval would be based upon further evaluation of meal plan changes and physical changes that would be acceptable to our brand.

Please contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Allen DuPont".

Allen DuPont  
Sr. Representative – Real Estate Licensing  
Chick-fil-A, Inc.



January 6, 2015

Ms. Nicole Hatfield  
Compass Group USA  
2400 Yorkmont Rd.  
Charlotte, NC 28217

Re: Papa John's at Southeast Missouri State University

Dear Nicole:

Papa John's International, Inc. ("PJI"), authorizes Compass Group USA ("Chartwells") on a non-exclusive basis to include the Papa John's brand as part of its RFP bid proposal to Southeast Missouri State University.

Final approval by PJI is contingent upon the following:

- Chartwells is awarded the foodservice contract for the location;
- No pizza delivery service will be provided from the location;
- PJI's operational approval of the proposed site, design, and equipment plan;
- PJI receives all necessary documentation from Chartwells required to complete the franchise qualification and approval process, and
- Formal approval by PJI's Franchise Review Board.

Thank you for considering Papa John's for this project. Please do not hesitate to contact me at 502.261.4076 or Ammy\_Harrison@PapaJohns.com if you have any questions.

Best regards,

**PAPA JOHN'S INTERNATIONAL, INC.**

*Ammy Harrison*

Ammy Harrison  
Director, Non-Traditional Business Development





January 6, 2015

**Nicole Hatfield - Chartwells**

RE: Letter of Intent – Southeast Missouri State University

Thank you for speaking to me this past week. For the past few years, Chartwells has been instrumental in new unit development for Panda Express. We feel confident that Panda Express and Chartwells have a successful partnership. We are excited about the possible opportunity to continue to partner with Chartwells yet again, particularly at a wonderful institution like Southeast Missouri State University.

Please accept this Letter as Interest to include Panda Express in your upcoming proposal to the University. This letter does not constitute a granting of a Panda Express store. Such a grant of a Panda Express store would only occur following a site package approval by our Board of Directors as outlined in our master agreement.

We believe that the Panda Express, in partnership with Chartwells excellent operations, will continue to enhance the overall food offerings at the university. The Panda Express store would continue to deliver exceptional dining experiences to the students, staff and faculty at Southeast Missouri State University.

Best Regards,

Brian Jarvis

Sr. Real Estate Manager

Panda Restaurant Group, Inc.

Office: (626) 372-8547

E-Mail: [Brian.Jarvis@pandarg.com](mailto:Brian.Jarvis@pandarg.com)



**7.11 Schematic/conceptual designs and estimated costs for all dining locations. The University is seeking proposals for the following capital investment projects:**

We are pleased to present our preliminary conceptual design plans which encapsulate our vision for Southeast Missouri State University. We believe our design plan achieves our mutually beneficial goal of increasing revenues and the financial return to the University.

**Chartwells Investment**

**\$2,600,000 University Center Student Center**

Kitchen upgrades including asbestos abatement, new walk ins, coolers and freezers, addition of a Panda Express in the Skylight Terrace and refresh of Chartwells and national brands

**\$2,425,000 Towers** Towers Vision 20/20 including a transparent culinary program that blends the kitchen and service areas into one seamless modern restaurant. Kitchen upgrades including equipment, asbestos, abatement, new walk in coolers and freezers

**\$750,000 Merick Hall** Kitchen upgrades including equipment, asbestos, abatement, new walk in coolers and freezers and concept transformation to resident dining location including Chartwells' Balance Kitchen All-You-Care-to-Eat

**\$200,000 Rowdy's** Refresh including new seating, sound system and TVs

**\$350,000 Scully** Expansion of Subway concept to include an additional service line. Relocation of WPS concept to alcove on the opposite side of the building.

**\$250,000 River Campus** Addition of outdoor pavilion doubling as a student hangout and event space and mobile food truck

**\$6,575,000 Total Chartwells New Investment**

Also note statement provided in Legal Exceptions, item 9 located in the Introduction, Background Information and General Overview section.







***7.11.1 Remodeling of Towers kitchen and servery, including demolition, asbestos abatement, new walk-in coolers/freezers, updates to the MEP systems, hood/fire suppression, kitchen equipment, finishes, and A/E fees.***

The existing Towers kitchen equipment will be supplemented with the new design with the addition of exhibition cooking stations and moving other common cooking equipment into student view. Those pieces of equipment not being relocated will be evaluated with regards to usefulness and replaced in situ. Additionally the dishwashing equipment will be replaced or repaired in place. We propose coolers freezers be replaced and supplemented with additional storage in the new Hearthstone Dining concept back of house. More detail can be found in item 7.2. Also all new hoods and existing hoods will have new Ansul fire suppression systems. New exhaust and make up air systems will be provided to properly 'balance' the conditioned space. A Phase 1 environmental report will be completed to determine asbestos present beyond what is known (floor tile, bakery oven insulation). The bakery oven will be removed. All new finishes will be of high quality, as well as cleanable. Many materials will be sustainable in that they are available regionally and have a high percentage of recycled content.

***7.11.2 Remodeling of University Center kitchen, including demolition, asbestos abatement, new walk-in coolers/freezers, updates to the MEP systems, hood/fire suppression, kitchen equipment, finishes, and A/E fees.***

The existing University Center will be improved with new retail food concepts, many of which will be self-sustaining with the exception of pot washing, conditioned and dry storage areas. Those pieces of catering equipment still required will be replaced in situ. Coolers/Freezers will be replaced and enlarged to provide additional storage for all new retail concepts and catering. All new hoods and existing hoods will have new Ansul fire suppression systems. New exhaust and make up air systems will be provided to properly 'balance' the conditioned space. A Phase 1 environmental report will be completed to determine any asbestos present.



**7.11.3 Limited renovation of the Dining Services office space in the University Center. The capital investment project list shall also include the following items, although it is not necessary to submit schematic/conceptual designs and estimated costs at this time.**

Chartwells will work with the university to determine if there is a need for equipment upgrades or renovation of the Dining Services office space.

**7.11.4 Examination of the loading dock and dish room area in the University Center.**

Funds have been allocated for this space. Chartwells will work with the university to determine the needs for equipment upgrades or renovation of the loading dock and dish room areas. Our analysis will include the following:

- Review conditions of existing trash receptacle, used oil storage areas and update/replace as necessary.
- Replace existing kitchen and dishroom floor in its entirety.
- Maintain existing dishwashing equipment and dish tables until it has reached its lifecycle. When appropriate replace with new high efficiency dish machine, garbage disposer, clean and soiled dish tables. Replacement to be Champion SlimLine EUCC series or equal.





#### ***7.11.5 Consideration of catering server space in the University Center (4th floor) and Dempster catering room.***

Chartwells will work with the university to determine the needs for equipment upgrades or renovation of the catering server space and Dempster catering room.

#### **Proposed areas are below**

##### **Catering Servery UC Center:**

- Replace two reach-in refrigerators with 2R refrigerators
- Replace hot boxes with two double-stack DI 2wl roll-in warmers
- New coffee machine which, brews five-plus gallons
- Six new shelving units.
- Replace 3 base sink with new sink.

- Replace freezer with cooler.
- Update dish and smallwares storage containers and busing units
- Add new plating and assembly tables
- Create new beverage preparation area.
- Resurface existing flooring

##### **Dempster:**

- Add reach-in refrigerators with refrigerators.
- Add two Hot Boxes with two Hatco.

## Section 8

*After initially reviewing the proposals, the University reserves the right to contact an offeror to clarify or verify any of the proposal contents. The University anticipates that, after the initial evaluation, a “short-list” will be developed. Offerors on the “short-list” may be invited to campus to host a complete meal presentation for members of the evaluation team. All expenses involved to host the meal presentation will be the responsibility of the offeror. The University also reserves the right to visit any of the offeror’s current foodservice accounts.*

Chartwells understands and will continue to comply with this requirement.

*Section 9 - The offeror may not present any gifts, gratuities, gift certificates, or any other item of substantial value to members of the evaluation team or any other members of the University community.*

Chartwells understands and will continue to comply with this requirement.

*Section 10 - The University reserves the right to request any missing proposal document if no competitive advantage will be realized. However, the offeror is cautioned that it is the offeror’s sole responsibility to submit information related to the evaluation categories included herein and that the University is under no obligation to solicit such information if it is not included as part of the offeror’s proposal. Failure to submit such information will at least result in minimal subjective consideration and may result in rejection of the offeror’s proposal package.*

Chartwells understands and will continue to comply with this requirement.

*Section 11 - If the offeror requires that the University execute some type of agreement in addition to this Request for Proposal, the offeror must submit an exact replica of such with its proposal package. The offeror is cautioned that if any such agreement amends, contradicts, or deletes any terms, conditions, or requirements of the RFP, RFP amendment, or RFP attachment, the offeror’s proposal may be rejected.*

Chartwells understands and will continue to comply with this requirement.

*Section 12 - The offeror must submit a proposal security deposit in the amount of \$10,000.00 with the proposal. The proposal security deposit must be in a form of a cashier’s check, certified check, or bank draft, made payable to Southeast Missouri State University. Personal or company checks are not acceptable.*

Chartwells understands and will continue to comply with this requirement.

*12.1 The proposal security deposit serves to guarantee that the offeror will accept a contract or purchase order in accordance with the requirements of the RFP. Failure of the offeror to accept a contract will cause the amount of the proposal security deposit to be surrendered to the University.*

Chartwells understands and will continue to comply with this requirement.





**12.2 The proposal security deposits of unsuccessful offerors will be returned after a contract award is made. The successful offeror's proposal security deposit will be held until an appropriate performance bond in the amount stated in the RFP is received by the Purchasing Department. Failure to submit a performance bond as specified will result in the forfeiture of the proposal security deposit.**

Chartwells understands and will continue to comply with this requirement.

**Section 13 - Business Information: As a state entity, the University is required to report minority-business and women-business enterprise information to the Office of Administration, Division of Purchasing. Therefore, the offeror is requested to complete and return Attachment 5 with the proposal. Completion of Attachment 5 does not affect contract award.**

Chartwells understands and will continue to comply with this requirement.

**Section 14 - Missouri Service-Disabled Veteran Business Preference: Pursuant to section 34.074, RSMo, a three (3) bonus point preference shall be granted to offerors who qualify as Missouri service-disabled veteran businesses and who complete and submit Attachment 6, Missouri Service-Disabled Veteran Business Preference with the proposal response. If the response does not include the completed Attachment 6 and the documentation specified on Attachment 6 in accordance with the instructions provided therein, no preference points will be applied.**

Chartwells understands and will continue to comply with this requirement.

**Section 15 - Affidavit of Work Authorization and Documentation: Pursuant to section 285.530, RSMo, if the offeror meets the section 285.525, RSMo definition of a "business entity" (<http://www.moga.mo.gov/statutes/C200-299/2850000525.HTM>), the offeror must affirm the offeror's enrollment and participation in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services requested herein. The offeror should complete applicable portions of Attachment 7, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization. The applicable portions of Attachment 7 must be submitted prior to an award of a contract.**

Chartwells understands and will continue to comply with this requirement.



