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1.0 Request for Proposal General Information and Schedule

Concordia Seminary St. Louis invites qualified Food Service Management Companies to submit quotations and proposals, for the provision of food preparation and management services at the Seminary's dining facility and campus at large.

Please direct all questions, comments and requests for meetings to:

Lara Harris
Director, Campus Services
Concordia Seminary, St. Louis
801 Seminary Place
St. Louis, MO 63105
Ph: 314-505-7336
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e-mail harrisl@csl.edu

1.1 RFP Process Calendar

The Seminary's tentative schedule for the 2014 RFP process is as follows:

January 2, 2014	RFP document issued to selected Management Companies
February 3-14, 2014	Campus Services available to Management companies for survey, inquiry, and site visit respectively. Please call to schedule visits.
February 28, 2014	Quotation and proposals due by 5:00pm to Lara Harris, Director of Campus Services.
March 14, 2014	Notification to selected finalists
March 31 - April 11, 2014	Presentations by selected finalists. The Seminary reserves the right to choose a vendor without the presentation stage.
June 2, 2014	Award of Contract
June 9, 2014	Phase in Negotiations and Planning
August 22, 2014	Initiation of Service, 12:01am



1.2 The Seminary

Our Mission Statement:

Concordia Seminary serves church and world by providing theological education and leadership centered in the Gospel of our Lord Jesus Christ for the formation of pastors, missionaries, deaconesses, scholars, and leaders in the name of The Lutheran Church—Missouri Synod.

Concordia Seminary is a graduate school of 300 daily students. There are roughly 200 residential students, of which, approximately 70 participate in the Board Plan. The school operates on a quarterly academic calendar, of which there are approximately 10 weeks per quarter (including summer). Please see **(Exhibit A)** for a look at the Tentative 2014-2015 Academic Schedule.

In addition to contracted Board Plan meals, our foodservice provider has many catering opportunities, both internally and externally. Our Continuing Education Department hosts 40-50 events per year consisting of week-long symposiums, workshops and conferences for several hundred attendees. In addition to Continuing Education activities, another 150 students visit campus for one or two week distance education intensive courses once or twice per year. Advancement, Alumni and Donor events take place throughout the year to support the Seminary and its mission. The Student Association sponsors several activities on campus to promote the Campus Community such as Springfest and Oktoberfest, which are well attended by several hundred students and their families, staff and faculty members as well as some of the residents of the surrounding neighborhoods. Please see **(Exhibit B)** for a look at the Event Schedule from the 2012-2013 Academic Year. Please visit our website at www.csl.edu for more information on specific classes or events.

1.3 Campus Population:

Residential Students

Concordia Seminary provides dormitory housing for single male students and on campus apartments for married students and their families.

Dormitory Residents are required to participate in the current Board Plan. Our current plan consists of six midday meals, Monday through Saturday and four evening meals, Monday through Thursday. All other students are offered the option of purchasing a meal plan.



Continuing Education & Distance Education:

We have a number of departments on campus who host anywhere from 10 to 20 or more distance education students for periods of one to two weeks at a time.

The current culture does not require that these distance programs mandatorily participate in the meal plan while in session; however, most do and we would provide the vendor headcounts per meal for these participants at registration time.

Continuing Education programs vary in length and attendance from one day for a few guests to two weeks for a few hundred attendees. Programs such as these plan a variety of meals for their guests and may arrange for attendees to go through the cafeteria line one day and have a banquet dinner the next.

Staff, Faculty and Guests:

Approximately 130 staff and faculty members are employed by Concordia Seminary. Many Seminary employees and guests choose to purchase lunches in our dining hall. This number varies based on class schedules, work schedules, academic calendars, events and tours, but averages 30 additional lunch guests per day.

1.4 RFP Statement of Purpose

For the purposes of this Request for Proposal, the organization or individual responding to this request will be referred to as the Food Service Management Company (FSMC).

The purpose of this request is to provide for the operation of Concordia Seminary's food service programs. It is also for the FSMC to provide detailed information, basic operation requirements and detailed insight upon which qualified vendors will be able to offer a matching perspective. The FSMC understands it will assume responsibility for the efficient management and consulting service of the food program including purchasing, receiving, storing, and setting up cafeteria lines, counter service, cleanup, sanitation, training, hiring and supervising personnel, and presenting food in a way to create optimum student participation.

1.5 Administrative Guidance

The information herein is intended to assist FSMCs in the preparation of proposals necessary to properly respond to this Request For Proposal (RFP). The RFP is designed to provide interested FSMCs with sufficient basic information to submit proposals meeting minimum requirements, but is not intended to limit a proposal's content or exclude any relevant or essential data. FSMC's are at liberty and are encouraged to expand upon the specifications to evidence service capability under any agreement.



1.6 Response Date

A copy of your proposal must be received in the Campus Services Office to the attention of the Director of Campus Services on the day and time indicated in section "1.1 RFP Process Calendar". Electronic submissions will be accepted under the same guidelines at the email address provided in section "1.0 Request for Proposal General Information and Schedule". Any proposal en route, either in the mail or electronically in any of the Seminary's offices will not be considered timely and will be returned unopened. Proposals received after the deadline will be late and ineligible for consideration.

1.7 Summary of Proposed Contract

Please see **Exhibit F, Responsibility Matrix** for further details.

Terms and Length of Contract

- Contract to be established August 22, 2014.
- Contract Length is to be three years.
- Termination without cause: either party can terminate with 60 day notice to the other.
- Termination for cause: either party can terminate immediately after expiration of the applicable cure period upon written notice of that intention.
- All outstanding bills must be paid in full at close of contract.

Exclusivity Clause

- FSMC has exclusive rights to provide Board Plan meals. FSMC has first right of refusal on all events sponsored by Concordia Seminary held within the Wartburg Commons dining area (Wartburg and Koburg Halls).
- Exclusivity extends to food service lunches, Monday through Saturday and dinners, Monday through Thursday to reduce interference with Board Plan meals.

Employees

- FSMC will consult with Seminary whenever making any significant changes in Management staff, i.e., Director, Catering Manager or Chef.

Equipment and Maintenance

The Seminary Provides:

- All kitchen equipment as well as the building and utilities.



- Maintenance and basic custodial services of building and general equipment in kitchen area. This also includes making sure that equipment and facilities meet all statutory codes.

FSMC Provides:

- Cleanliness of kitchen equipment and food preparation surfaces, including floors in general kitchen areas, to ensure safe and sanitary food preparation areas.
- Ownership of food and beverage inventory. (Seminary is responsible for reimbursement of loss of inventory due to building fires, power outages and the like.)
- Cash register and/or point of sale system compatible with existing Seminary student ID swipe cards and the maintenance and operation of said system.

Dining Program

- FSMC will provide 10 meal per week Board Plan meal for dormitory residents, staff, faculty, guests and campus at large of Concordia Seminary consisting of six midday meals Monday through Saturday and four evening meals Monday through Thursday.
- Food is served cafeteria style. Unlimited seconds are provided during hours of operation.
- FSMC will cater to special, medically necessary diets.

Retail Sales

- Prices for all retail meals and designated serving areas will be mutually agreed upon by FSMC and the Seminary.
- Prices for catered functions will also be mutually agreed upon by FSMC and the Seminary. FSMC bills the Seminary for these functions. The Seminary is responsible for the collection of funds for Seminary sponsored functions.

Compliance

- FSMC shall comply with all laws, ordinances, rules and regulations of all applicable federal, state, county and city governments, bureaus and departments concerning the sanitation, safety and health of the food service facilities and shall procure and maintain all necessary licenses and permits.



2.0 Scope of Work

In addition to Board Plan Meal information, proposals should include A la Carte menu items such as sandwiches, wraps, salads, desserts, etc.. These services are to be provided during Board Plan Meal hours of service excluding holidays and campus closure dates. These items shall be mutually agreed upon to provide the best service to the campus at large. Attached you will find a broad summary responsibility matrix (**Exhibit F**) outlining each party's duties.

2.1 Types and Definitions of Meals Served:

Board Plan Meals

Dorm residents are required to purchase as part of their room and board fees. The current board plan consists of 10 meals per week: six midday meals (Monday through Saturday), and four evening meals (Monday through Thursday).

Through the Line Meals

These are meals that are purchased by non board plan students, visitors, staff and faculty of the Seminary (includes lunch and dinner).

A la Carte Meals

Served at lunch only. There is an A la Carte menu from the grill in concurrence with our serving line for the board plan meal. Through the line customers can order from this menu rather than eating the normal fare from the daily board plan. Board Plan Participants may order A la Carte items for lunch; however, it cannot be substituted for their board plan meal. (You will be asked to price this menu as part of your response to the RFP). See (**Attachment G**).

2.2 Meal Menus

Weekly Meal Menus are posted to the dining page of the Concordia Seminary website. This information should be used as a planning tool for the students as much as the vendor. Menus should be a balance of recurring meals (typically those that are "favorites" of the students) and new, creative menus.

See Section 5.2.2 for meal planning submission requirement.

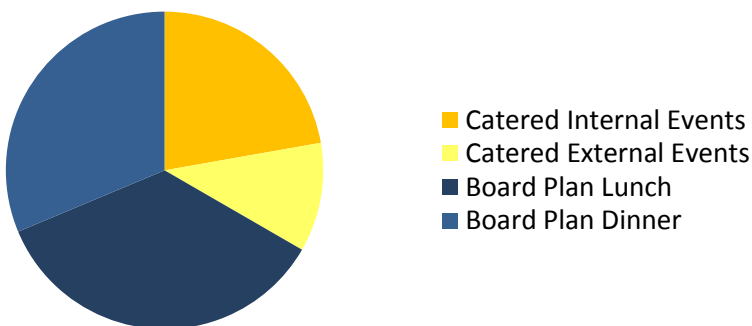


2.3 Catered Events:

Concordia Seminary, St. Louis hosts a number of catered events on campus throughout the year. The majority of the events are considered internal events (events hosted by the Seminary or an organization with a direct relationship to the Seminary). We do not charge a venue utility fee to these organizations; however they pay the regular rate for catered meals and receptions. **(Exhibit B)** outlines most of the “internal” events for the campus that occurred during the Academic Year 2012-2013. By no means is this a comprehensive list, as it is comprised of mainly “big picture”, in house events and does not include day to day meetings, receptions, luncheons or other catered functions. Other, smaller events were not included (for brevity of the RFP). Please keep in mind that **(Exhibit B)** does not include “External” events, i.e. events hosted on campus by organizations other than Concordia Seminary. The following is an estimation of Board Plan vs. Catering meal type distribution:

Board Plan Meals: *roughly 2/3 of meal type distribution*
Cafeteria Lunch
Cafeteria Dinner

Catered Events: *roughly 1/3 of meal type distribution*
Internal Events
External Events



Concordia Seminary has an Event Coordinator on staff whose purpose is to act as the primary liaison to all event vendors, including, if applicable, the FSMC. The Event Coordinator assists various Seminary departments in planning their specific event. The Event Coordinator FSMC relationship is important to the success of all in-house catered functions.

Although not an everyday occurrence at Concordia Seminary, Weddings and other external special events make up an important portion of the FSMCs revenue. During the 2012-2013 Academic Year, Concordia Seminary held four wedding receptions and over a dozen other non-Seminary (or LCMS) affiliated special events in Koburg Hall alone, in addition to several dozen meetings, seminars and receptions in other various venues throughout campus. Although event hosts are not required to use the contracted FSMC, hosts rarely opt to hire an outside caterer due to convenience of the on-site kitchen and personnel and the ease of using the Campus Event Coordinator as the FSMC liaison.



3.0 Quality Expectations

The maintenance of quality standards that are responsive to customer needs is critical throughout the life of the contract. Our focus on quality is centered in the areas of expectations and measurements. Quality expectations are defined within the context of the following: cost, value, consistency, choice, variety, adaptability and customer service.

Cost

There is the overriding expectation that prices will be reasonable and can withstand the scrutiny of customer inquiry.

Value

If this process is inclusive, there is more potential for customers to believe in the value of services because they will feel that they are getting what they paid for.

Consistency

Consistency in the service and standards (in the preparation of repeat dishes especially) will contribute to the development of customer loyalty.

Choice

Choice provides different options on the same day.

Variety

Variety in the selection of foods (with changes daily, weekly and monthly), and the setting in which they are served will prevent boredom and stimulate utilization.

Adaptability

Within the evolution of the service, there is an expectation that annual and/or major changes will occur.

Customer Service

At the heart of these expectations is the need for a customer service program that is responsible to customers' needs. It is imperative that all members FSMC organization not only demonstrate care and concern regarding requests, complaints, etc. but also receive ongoing training that enables them to be creative and inventive.

The food services offered shall enhance the quality of life on campus. The FSMC shall perform in such a way as to contribute to the prestige of Concordia Seminary by providing the campus with a business operation equal to its academic excellence. Successful food operations must gradually evolve (and not remain static) in order to continue to be successful. As a result, creative new ideas should be presented to the campus and demonstrated by the FSMC's staff and defined program. The FSMC shall be alert to changing food service trends, new market forms of food, and the changing diet patterns that evolve throughout the food service industry. They should seek the



input of the Seminary community (including students, faculty and administration) and maintain a goal to continually initiate ideas for varied methods of food service merchandising, culinary leadership and menu presentations to increase usage, improve service and maximize potential revenues.

3.1 Performance Measurements

Quantitative measurement of the quality of food and service is expected. In terms of food quality, the most relevant qualities to be measured will be identified in mutual agreement between the Seminary and FSMC and are expected to include reliability, taste, presentation and variety. In terms of service and again based on mutual agreement, qualities will be identified that measures qualities of services. Those services include cleanliness, friendliness, responsiveness, both short term and long term, and fostering of mutual respect between staff and students. It is expected that both established and innovative practices for such measurement in the food service industry will be considered.

Periodic and random monitoring of the quality expectation components will enable the customer to judge the FSMC's daily operations. A combination of annual and update surveys, with the campus' design input, will ensure a means of scientifically obtaining both success and areas in need of improvement. The use of focus groups will provide a forum for capturing not only the level of emotion associated with the feedback, but also problems that, if allowed to fester, have the potential to become more significant than when initially expressed.

It is proposed that the following data collection methods be utilized to assess the degree to which quality expectations are being met: program monitoring, surveys, focus groups, student feedback systems, and quantity served versus quantity wasted.

It is expected that responsiveness to feedback will be relatively expedient, with expediency determined in mutual agreement with Seminary representatives (perhaps a student, administration, faculty committee), and that exceptional success or failure to act will bear privileges or penalties, respectively.



4.0 Items To Be Provided by the Seminary

The Seminary shall provide the selected FSMC with kitchens, storerooms, lockers and shared toilet facilities, office space and furnishings. The Seminary shall provide an initial inventory of all large equipment, appliances and small wares including but not limited to china, glassware, flatware, utensils, pots and pans and service appointments. Equipment provided by the Seminary **does not include** FSMC's office machines. Upon termination of the Contract, the inventory shall be returned to the Seminary, in kind normal wear and usage is expected. Termination of any contract shall not be complete without both parties having signed off on all inventories and associated financial paperwork.

Kitchen

Renovations to the building that houses our kitchen dining hall, reception hall and community areas was completed in the fall of 2011. The Johann Hinrich Benidt Seminary Center boasts a customized kitchen designed to create meals for a healthier lifestyle. Enclosed you will find drawings and equipment schedules for the renovations to the kitchen and serving areas (**Exhibit E1, E2 & E3**). As not all FSMC's are accustomed to combination ovens, information on these pieces of equipment have been included as well. (**Rational 102 Exhibit C and Rational 202 Exhibit D**) The drawings and specs should provide you adequate information about floor space and equipment.

4.1 Fixed Equipment Responsibility

Replacement of large, fixed equipment and appliance and building utility repairs and maintenance shall be the responsibility of the Seminary.

4.2 Facility Utilities

The Seminary shall be responsible for its utility systems, their maintenance and cost, exclusive of cost resulting from FSMC negligence, such as clogged sinks and disposal drains, etc. The FSMC is responsible for maintaining clear drains. The FSMC will not make any physical modifications to the utilities within the kitchen or office space unless first obtaining written permission from the Seminary that such modifications are necessary. The FSMC will then submit a work order for the work to be performed.

4.3 FSMC Liability and Workers Compensation

It is understood that the Seminary owns and insures its building and equipment and that the FSMC shall assume no liability for loss or damage to same, except to the extent said loss or damage is a result of the negligence of the FSMC, its agents and employees. The successful FSMC will need to provide the following information with



regards to their insurance. Liability coverage should be in the amount of \$1 million dollars per occurrence with an aggregate limit of \$3 million dollars. It is important to note that the Seminary is required to be named as an “additional insured” on the policy. Additionally, the successful FSMC will need to carry Workers Compensation insurance in the amount of \$1 million dollars. If the successful FSMC has any equipment or company vehicles they will be operating on campus, they will need to show proof of insurance on those as well.

4.4 FSMC Telephones

The Seminary agrees to provide necessary telephone extensions to the FSMC in the Kitchen, and to its office space.

4.5 FSMC Waste Disposal

The FSMC shall remove all refuse, recyclables and cardboard from the dining hall, kitchen and reception hall as needed at the end of each day. **(Note the FSMC shall use all recyclable materials when catering all outdoor events on campus)**

Concordia Seminary Environmental Services will be responsible for removal of waste during quarterly breaks.

4.6 Refuse Containers

The Seminary shall furnish adequate refuse containers.



5.0 Information Required for Proposal

Concordia Seminary, St. Louis requests the following information to be included in the text of the proposal. As outlined below, the request should be considered a minimum and FSMC are encouraged to submit any additional information, plans, suggestions or concepts they wish to have considered. However, any additional information should be specific to Concordia Seminary, St. Louis and not of a generic or corporate "boiler plate" nature.

Please see Section 8.6 for additional required information.

5.1 Business Information, Background and Experience:

5.1.1 Legal Information

The name and address of the operating company must be listed. Also list legal status as a partnership, corporation, or other. Please list full names and addresses of principals of the operating company and any person(s) who has controlling interest in the company.

5.1.2 Business History

Number of years in business: The FSMC must show evidence of having been operating a food service business for a minimum of 5 consecutive years.

5.1.3 Business Finances

The FSMC shall supply the most current certified year-end balance sheet and income statement for their company

5.1.4 Business Experience

Number of accounts in education: List the experience of the operating company in the food service business and specifically in institutional food service. List the total number of current Educational Institutional Contracts with the name, address and telephone number, along with the length of time at each institution identifying which schools are of comparable size to Concordia Seminary, St. Louis.

5.1.5 Recent Accounts

A list of three newly acquired educational (colleges or universities) locations and three recently lost locations, of similar operations, where the FSMC has presently or has previously operated dining services. Include account name and address, client contact name and telephone number and reason why account is no longer served for those clients lost.

5.1.6 Customer Satisfaction

An explanation and example of systems used to determine administrative, student, and staff satisfaction within the Dining Service program.



5.2 Sample Menu Submissions and Pricing

Concordia Seminary, St. Louis requests the following information to be included in the text of the proposal. As outlined below, the request should be considered a minimum and FSMC’s are encouraged to submit any additional information, plans, suggestions or concepts they wish to have considered. However, any additional information should be specific to Concordia Seminary, St. Louis and not of a generic or corporate “boiler plate” nature.

Initial pricing of board meal plans, through the line pricing and catered event menus, as well as subsequent price changes will be mutually agreed upon by the FSMC and the Seminary. Any/all charges in pricing **MUST** be submitted in writing to the Seminary for approval thirty (30) days prior to intended implementation.

5.2.2 Menus

Board Plan Menu

Please provide a sample 28 day student dining menu reflecting the 10 Meal Plan according to the following schedule:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Lunch	✓	✓	✓	✓	✓	✓	
Dinner	✓	✓	✓	✓			

Lunch is served 11:30am-1:00pm and dinner is served 5:00pm-6:30pm.

Please label this sample 28 day student dining menu “**Sample 28 Day Menu**”

Please complete Exhibit H – Proposed Board Plan Pricing:

- *Please keep in mind the quality of food we would require:*
 - *Meats (chicken, beef, pork or fish) to be fresh or frozen*
 - *Fruits and Vegetables: Fresh if possible, then fresh frozen. If fresh frozen is not available, then canned is acceptable as long as it does not contain high fructose corn syrup, or artificial sugar. We would prefer if it was canned in its natural juices.*
- *Please keep in mind this price should take into consideration the vendor’s cost of food and labor, overhead, misc. operating expenses and fees.*

A la Carte Menu

Complete **Attachment G – A La Carte Menu**. See Section 2.1 for definition.

Catering Menu

Please provide a sample of your current special event catering menu, pricing included. Please name this file “**Catering Menu**”



The FSMC should also include detailed information regarding any nutritional/healthy eating programs that they would endorse/implement at our school.

5.3 Business Management

5.3.1 Management Structure

The FSMC must state precise plans for each step in assuming management control and describe its ability to commit staff, personnel and resources required to develop a responsive management structure. A statement of the FSMC's management philosophy should also be included.

5.3.2 Statutory Requirements

The FSMC will include a signed statement certifying that it will comply with applicable Federal and State equal employment laws as well as other applicable statutory requirements.



6.0 FSMC's Employees

Subject to employment, the FSMC shall assume responsibility for requiring all of its employees to comply with any and all medical examination requirements (i.e. tuberculosis, hepatitis, and food-handler examinations) in accordance with health and safety codes of Concordia Seminary, City of Clayton, MO, state of Missouri and Federal agencies. Annual or semi-annual physical examinations (depending upon job conditions, etc.) are required. Satisfactory evidence of compliance shall be provided to Concordia Seminary, St. Louis. The costs of all examinations and physical examinations are the sole responsibility of the FSMC.

The FSMC shall also assume responsibility for the distribution and collection of all Seminary provided keys, PINs and other access control items or IDs for the duration of the contract. The FSMC will collect keys and request deactivation of access codes for employees, management or otherwise, upon termination or change in staff. Additionally, FSMC should notify Concordia Seminary of any staff changes in a timely manner for access control purposes.

6.1 Background Checks

The FSMC shall pre-screen all employees, prior to placing them at the Seminary. The screening shall include a National Criminal background check, a state motor vehicle drivers check and also a National Sex Offenders background check. The FSMC shall maintain these records on file and may be subject to inspection by Concordia Seminary, St. Louis. Persons employed shall be at least eighteen (18) years of age and not have a criminal conviction unless the matter has been reviewed by the Director of Human Resources and a written waiver been issued from his office.

6.2 Professionalism

It is expected that the FSMC's employees are to be courteous and neat and professional in appearance. Further they should be wearing uniforms so that they are easily identified by customers.



7.0 Financial Requirements

It is the overall intent to provide students, faculty, staff and patrons of Concordia Seminary, St. Louis with the most courteous and efficient service possible. In addition, it is the Seminary's desire to provide quality food service at the most reasonable and economical prices.

7.1 Cash Register

Ultimately responsibility and ownership for the cash register, it's hardware, software, card swipe ID system and the maintenance thereof will be that of the FSMC. Dining reports from the cash register will be shared with the Seminary as needed.

7.2 Non Board and Through the Line Transactions

Monthly invoices shall clearly identify board plan, catered event and meal ticket billing.

7.3 Student ID Cards

Students eligible to eat meals on any and all of the meal plans in effect shall possess a student identification card. These cards will be issued by Concordia Seminary. It is the responsibility of the FSMC to ensure the POS system is compatible with Seminary issued swipe cards.

7.5 Payment Terms:

Concordia Seminary, St. Louis would prefer to pay management fees on a monthly basis. If this is not possible, we are willing to discuss these terms with the successful FSMC.

7.6 Sample Contract:

Please provide a sample contract from your organization with your proposal.



8.0 Method of Award of Intent to Contract

The award will be made in the interest of Concordia Seminary, St. Louis. This may include visiting other accounts to obtain an indication of the acceptability of the product quality and service generally offered. Final determination shall be the responsibility of the Director of Campus Services. Only those proposals which reflect a full appreciation of the needs at the Seminary and that offer creative solutions to those needs will be considered for final negotiation.

8.1 Site Visits

In addition, it is anticipated that officials of the Seminary may make both announced and unannounced visits to similar operations.

8.2 Creativity

The specifications contained in the RFP are intended to preserve the integrity of the campus's food service operation but not to restrict creativity. Indeed, you are encouraged to be creative and propose practical, innovative programs for the Seminary.

8.3 Award Basis

A contract shall be awarded to the FSMC whose proposal is determined to be the most advantageous to the Seminary. The Seminary is not bound to accept any proposal based on price alone, but based on competitive pricing **and** the ability to fulfill the technical aspects of the RFP as well. The Seminary further reserves the right to reject any and all proposals and will be the sole judge as to whether the FSMC's proposal has or has not satisfactorily met all the requirements of this RFP.

8.4 Late Submissions

FSMC's are cautioned that the Seminary is not obligated to ask for, or accept, after the closing date for the receipt of RFP's, data which is essential for the complete and thorough evaluation of the proposal. The Seminary may award a contract based on the offers received and negotiated without further deliberation. Accordingly, each initial RFP should be submitted on the most favorable and complete priced and technical terms possible.



8.5 Notification to Successful FSMC

The successful FSMC will be notified in writing and will be expected to properly and promptly execute a contract incorporating the terms and conditions in the RFP, including supporting documents. The successful FSMC will be notified of Award of Contract no later than June 2, 2014.



9.0 Negotiation Requirements with Successful FSMC.

(Required of successful FSMC only)

The FSMC chosen to participate with the Seminary will include resumes identifying specific management personnel, (i.e. General Manager, Assistant Manager, Executive Chef, Catering Chef,) and other key support personnel in your employ who will be assigned to the Seminary. The resume should describe the experience, education, background, specific professional accomplishments, and any special qualifications. The Seminary reserves the right to interview finalists to be assigned in a management capacity at the Seminary.



10.0 List of Exhibits:

Exhibit A - Academic Calendar

Exhibit B - Annual Event Schedule

Exhibit C - Rational 102 Oven Specifications

Exhibit D - Rational 202 Oven Specifications

Exhibit E1 - Kitchen Plan

Exhibit E2 - Wartburg Commons Plan

Exhibit E3 - Equipment Schedule

Exhibit F - Responsibility Matrix

Exhibit G - A La Carte Menu

Exhibit H - Proposed Board Plan Pricing