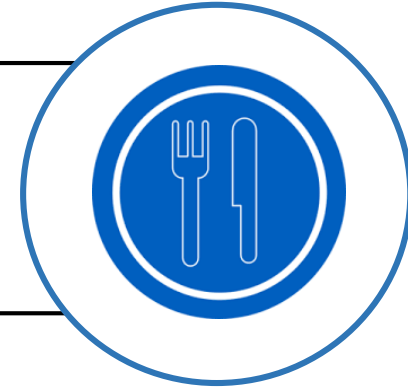




HILLIARD CITY SCHOOLS



Food Service Management Company

Bid Results & Recommendations

BOE Work Session

5/27/2019

THE PROCESS



Ohio Dept. of Education (ODE) School Food Authority (SFA) requirements when hiring a FOOD SERVICE MANAGEMENT COMPANY

✓ Every 5 Years the contract must go out for Public Bid per ODE

When preparing for the Request For Proposal (RFP), the following criteria must be meet:

1. The RFP must be reviewed and approved by ODE in advance of release.
2. The advertisement must be reviewed and approved before posting.
3. The evaluation criteria, contract language and financial statements must be reviewed and approved by ODE
4. All requests for RFPs must be recorded and reported
5. Any questions arising from the RFP must be answered at a required pre-bid meeting on-site in the District.
6. A pre-bid meeting on-site is required. If questions beyond those already answered arise at the pre-bid meeting, those must be answered in writing immediately following the pre-bid meeting.
7. Attendance and communication for any party must be recorded and reported to ODE.
8. The results of the RFP must be provided to ODE for their approval.
9. The recommendation to the Board must be provided and approved.
10. The awardee must submit a contract to the SFA for final approval by ODE.
11. Once approved, the Board acts on the recommendation.
12. The new contract will be effective 7/1/2019.

MARKET PARTICIPATION



HILLIARD CITY SCHOOL DISTRICT
2140 ATLAS STREET, COLUMBUS, OH, 43228
HILLIARD FSMC RFP Proposal and Contract
Vendor Requests AND PRINT SIGN-OUT LOG

DATE	TIME	COMPANY NAME and ADDRESS	COMPANY CONTACT NAME, PHONE & E-MAIL (Please Print)	COMPANY CONTACT SIGNATURE	Attended Informational Meeting	Received Bid	Attended Bid Opening
4/11/2019	9:14am	Aramark	Dave Wilson Dave_Wilson@hboe.org	emailed electronic copy	X	X	X
4/11/2019	3:30pm	Sodexo	Dwight Parker Dwight Parker Director of Business Development Mo: 330.397.4763 Office : 234.228.9045 dwight.parker@sodexo.com	emailed electronic copy	X	X	X
4/15/2019	12:16pm	Southwest Food Service	Kelly Polechko Kelly.Polechko@sfellc.org	emailed electronic copy	X	X	
4/16/2019	11:17am	Chartwells Food Service	Troy Ruger Troy.Ruger@compass-usa.com	emailed electronic copy	X		
4/17/2019	6:59am	Taher, Inc.	Erin Marissa E.Marissa@taher.com	emailed electronic copy			
4/17/2019	11:49am	Interflex In 2001, we began working with a large foodservice manufacturer to develop a website targeted to school foodservice	Lynn Williamson lwilliamson@interflex.net	emailed electronic copy			
4/22/2019	8:10am	The Nutrition Group	Pam Harney pharney@thenutritiongroup.biz	emailed electronic copy	X	X	

ODE APPROVED DOCUMENTATION



1) ODE Procurement Documents page was submitted to verify our submission for ODE review and approval.
As outlined in that document, HCSD has attached (by number and label) the following information to substantiate the requested items:

Proof of publication of advertisement

- 2) Food Service Bid Notice (The Columbus Dispatch)
- 3) Bid Notice on District Website

List of FSMCs that received the solicitation/contract documents and all addenda issued (include date mailed/delivered)

- 4) Food Service Sign out and attendance log
- 5) FSMC QA
- 6) FSMC QA Attachments

List of Proposers in attendance at the pre-proposal meeting

- 4) Food Service Sign out and attendance log

Correspondence from proposers opting not to submit a proposal (or phone call documentation)

- No Attachment: We did not receive any form of notification from proposers declining to submit a proposal.

Scoring information for each proposal

- 7) HCSD_FSMC Scoring Results_2019

Detailed cost information for each proposal

- 8) Cost information for each proposal

The sample contract with all attachments completed

- 9) Sample Contract – Financial Considerations
- 10) Completed Documents – Required Documents

EVALUATION SCORING



- 7 Companies requested RFPs: 4 Companies Bid



HILLIARD CITY SCHOOLS

2019 FSMC Proposal Evaluations

		RESULTS:		1		2		3		4	
CRITERIA: Scale 1-5 (Highest)		Weight	Aramark		Sodexo		Soutwest Foodservice Excellence (SFE)		Nutrition Group		
Description		Weight	Score	Value	Score	Value	Score	Value	Score	Value	
1	Cost.	20%	5	1	4	0.8	5	1	4	0.8	
2	Food Service Management Team (technical training, education, experience).	15%	5	0.75	3	0.45	3	0.45	3	0.45	
3	Financial Performance Record (proven track record of profitability with similar SFA(s) of 10,000 students or more, include references).	15%	5	0.75	5	0.75	3	0.45	2	0.3	
4	Alignment with District Priorities (Present examples of unique or non-routine client accommodations for menu & diet planning, dining experience, innovation, and staffing).	10%	5	0.5	5	0.5	4	0.4	3	0.3	
5	Employee Retention, Training and Development.	10%	5	0.5	4	0.4	2	0.2	3	0.3	
6	Food Production System (preparation methods, equipment preferences, satellite capabilities, purchasing program advantages).	10%	5	0.5	5	0.5	2.5	0.25	2.5	0.25	
7	Communication Plan (education, promotions, special events, participation-drivers).	10%	4	0.4	5	0.5	4	0.4	4	0.4	
8	Sustainability (describe your role in energy or waste conservation).	10%	5	0.5	4	0.4	3	0.3	3	0.3	
TOTAL		100%	39	4.9	35	4.3	26.5	3.45	24.5	3.1	

Aramark is being recommended to the Hilliard School District Board of Education as the Proposal Winner.

1. COST (20%) - Highest value Measure as required by ODE



- Financial Templates provided by ODE
- Assumptions:
 - No equipment purchases
 - No expected staffing increases
 - Financials were provided
 - Claims history was provided
 - Menus were made available
 - Site visits were provided to:
 1. HS
 2. MS
 3. Elementary

1. Aramark
 - +\$425,174 (current P&L)
 - Best based on actual performance
 - Used ODE template
2. SFE
 - Guaranteed +\$500,000 gain
 - Assumed +\$500,000 increase in revenue
 - Did not use ODE template
3. Sodexo
 - +\$208,524 (current P&L)
 - Used ODE Template
4. Nutrition Group
 - +392,293.38 (current P&L)

2. FOOD SERVICE MANAGEMENT TEAM (15%)



- Technical Training
- Education
- Experience

The local team is who the District works with everyday.

1. Aramark
 - HCSD Team identified
 - Director: 18 years in District leadership
 - Asst. Director: Parent in Community
2. Sodexo
 - No local team provided
 - Corporate team only
3. SFE
 - No local team provided
 - Corporate team only
4. Nutrition Group
 - No local team provided
 - Corporate team only

3. FINANCIAL PERFORMANCE RECORD (15%)



- Financial Performance Record
- Proven track record of profitability with similar SFA(s) of 10,000 students or more, include references

1. Aramark
 - Largest in Revenue: \$10.1B
 - Meets reference criteria
 - Largest Ohio footprint
2. Sodexho
 - Second largest in Revenue: \$9.6B
 - Meets reference criteria
 - Strong Ohio Footprint
3. SFE
 - Third Largest in Revenue: \$350M
 - No Ohio clients
4. Nutrition Group
 - Fourth Largest in Revenue: \$167M
 - Largest Ohio School client has 2,500 students

4. ALIGNMENT WITH DISTRICT PRIORITIES (10%)



- Present examples of unique or non-routine client accommodations for menu & diet planning, dining experience, innovation, and staffing.

1. Aramark

- Responsive to District needs and requests
- Competitive Menus/Themes/Concepts

2. Sodexo

- Positive success stories
- Competitive Menus/Themes/Concepts

3. SFE

- Positive success stories
- K-8 menus are limited
- Competitive Menus/Themes/Concepts (HS)

4. Nutrition Group

- Positive success stories
- Not to our scale
- Competitive Menus/Themes/Concepts

5. EMPLOYEE RETENTION, TRAINING & DEVELOPMENT (10%)



- Ohio Market Recognition
- Safety
- Advancement Programs
- Familiarity w/SERS
- Employment Experience in Ohio
- Experience with Franklin County Health Dept.
- *Expressed confidence w/Transitioning existing labor pool*

1. Aramark

- Experienced pool of Ohio SMEs
- Competitive Training Programs
- No EE complaints

2. Sodexo

- Experienced pool of Ohio SMEs
- Competitive Training Programs

3. SFE

- No employment experience in Ohio

4. Nutrition Group

- Lesser resources

6. FOOD PRODUCTION SYSTEM (10%)



- Preparation Methods
- Equipment Preferences
- Satellite Capabilities
- Purchasing Program Advantages

1. Aramark
 - Healthy Methods with Variety
 - \$759,647 (PPA)
2. Sodexo
 - Healthy Methods with Variety
 - \$872,929 (PPA)
3. SFE
 - Healthy Methods with Variety
 - Needs some capitalization
4. Nutrition Group
 - Healthy Methods with Variety
 - Needs some capitalization
 - \$506,790 (PPA)

7. COMMUNICATION PLAN (10%)



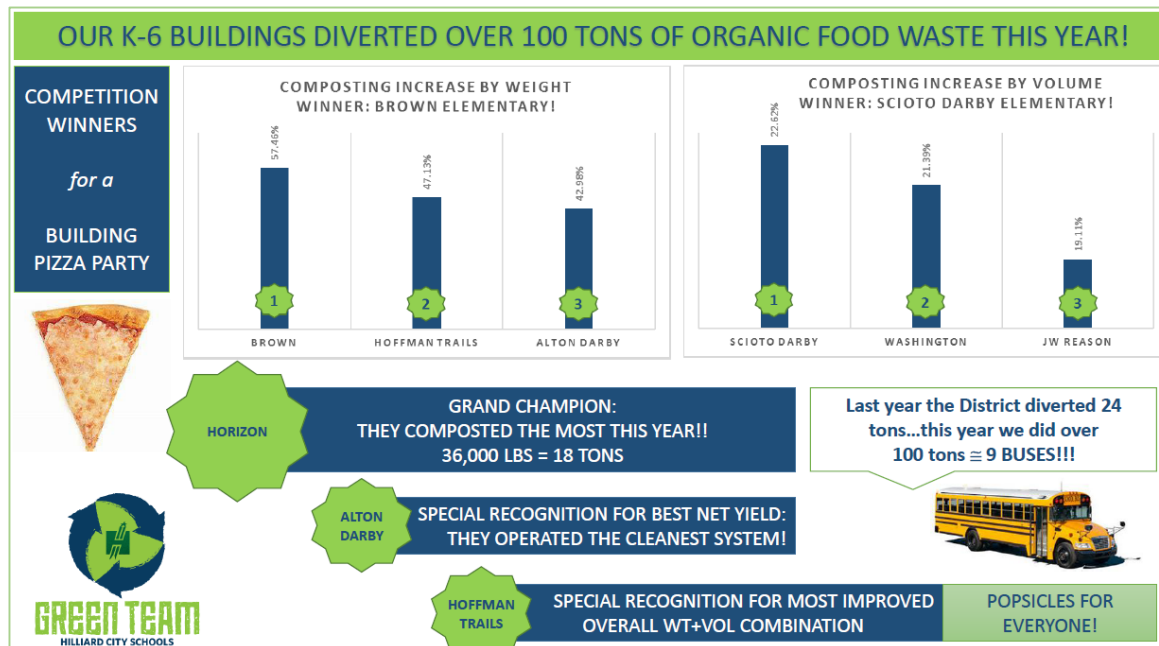
- Education
- Promotions
- Special Events
- Participation-drivers

1. Aramark
 - High Quality
 - Interactive
 - Evidence-based
2. Sodexo
 - Highest Quality
 - Interactive
 - Evidence-based
3. SFE
 - High Quality
 - Interactive
 - Evidence-based
4. Nutrition Group
 - High Quality
 - Interactive
 - Evidence-based

8. SUSTAINABILITY (10%)



- Describe roles in conservation.



1. Aramark

- Organic Food Waste Diversion Leader in Ohio Schools

2. Sodexho

- Extensive experience
- No Ohio School program was noted

3. SFE

- No Ohio School program was noted

4. Nutrition Group

- No Ohio School program was noted

FINAL OBSERVATIONS



Achievements of Note

- 2 successful ODE Administrative Reviews over the last 5 years.
- Financial Solvency: over \$2M surplus.
- Have not increased meal prices since 2012
- Advancing Student Achievement (working w/Nurses & Principals to improve attendance)
- D&D w/funding support on new MS Building.
- HS/ILC: School Stores, Panini, Sushi, etc.
- 2019 Student Survey: 61% of students state it was the best cafeteria possible.
 - (216 MS / 250 HS Respondents)
- Composting Commitment: 100+ tons of organic food waste diverted.

Written Support from

- Building Administrators (16)
- Classified Union President
- Central Office Administration (5)
- Teachers (3)
- Wellness Coordinator
- Building Secretaries
- School Age Child Care (SACC)



See attached Partnership Timeline
in support of recommending
Aramark

PARTNERSHIP TIMELINE



2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014

2000 - 2005

- Aramark Food Service contract Begins in July of 2000**
- Total student enrollment is under 12,000
- Free / Reduced students make up 18% of student population
- One World marketing program implemented at all schools
- Menus are expanded at all grade levels from the former management company
 - Middle and High Schools have three kinds of pizza, homemade soup, made to order deli sandwiches, self-serve Mexican and Italian pasta bars offered daily or weekly
- Serving line at Memorial Middle School is reconfigured using existing equipment, allowing for the addition of a deli and salad bar.
- Increased speed of service at all middle and high schools through serving line reconfiguration
 - Moved cash registers off of serving lines and out into cafeterias, which allows students to make the rational choice of selecting the serving line with the smallest number of customers
- Added Made to Order deli bars in all Middle and High Schools
 - Even in districts that have MTO deli bars, they typically aren't implemented in middle schools
- Proposed and built free-standing freezer at then Hilliard Memorial to house product formerly held off-site at International Cold Storage
 - Total savings over the past 19 years is at least \$200,000
 - Unit paid for itself after 10 to 12 years
- Alton Darby Elementary, Hoffman Trails Elementary, and Tharp 6th Grade buildings open
- Aramark provides 5,063 reimbursable lunches and 1,955 equivalent meals (adjusted to current equivalency factor) per day at 20 buildings
- Successfully pass CRE in 2003
- Implement improvements to Elementary serving line configurations, allowing more self-service, increasing line speed
 - Moved cash registers off serving lines and out to cafeteria as we did with Middle and High schools. This is a strategy that many districts do not adopt in spite of the clear improvement to speed of service
- Elementary menus expand to include two hot entrees.
- David Wilson is promoted to Food Service Director, Kyle Mahan joins the management team as Assistant Food Service director
- Management structure is streamlined, resulting in over \$50,000 in annual savings
- Aramark finances implementation of new Horizon Software Point of Sale system in all buildings in 2005, costing approximately \$250,000.
 - District repays Aramark for the investment over five years at 0% interest
 - Each year we have employees work at school opening events to collect payments on account for students
 - Doing this helps reduce confusion and long lines during the first few days of school, and helps increase student participation rates

2006 - 2014

- Pilot fresh fruit and vegetable sampling program at Norwich Elementary in 2006
 - By 2009 all Elementary buildings are participating in the program
 - In 2010, an intern student from Ohio Action for Healthy Kids develops fact sheets for teachers and parents to accompany the program
 - The fruit and vegetable sampling program is still in place in 2019, offering students a chance to sample fresh fruits and vegetables they may not have tried before, once a month with their fellow classmates
- Washington Elementary, Bradley High School, and the Innovative Learning Center open
- Introduce shared staffing concept at some elementary buildings
 - In many districts, all elementary buildings are staffed the same, feeling that parity is a sufficient way to determine staffing levels
 - Participation at some buildings require more than two employees, but less than three
 - We start having one employee work at one elementary two days a week, the remaining three days at another.
 - By 2018, we have three buildings (Crossing, Hoffman Trails, and Norwich) that have one employee who works limited days, five elementary buildings with two employees, and the rest with three.
- During the planning process for Bradley High School, Dave Wilson proposes a change to the initial drawing offered by the architect
 - Original plan calls for a large, two sided salad bar in the middle of the serving area, with a deli bar next to the serving line entrance
 - The salad bar is swapped with the deli bar to avoid lines snaking out of the serving area down the hallway
 - A presentational cooking line is added to accommodate future made to order premium meals
- Coffee Shop at ILC is launched, providing food service and hands on learning experience for ILC students
 - Dave Wilson leads the design and procurement for ILC coffee shop
 - The implementation requires additional plumbing and a grease trap to comply with health department regulations
- In 2007 a Breakfast program is implemented for the first time
- Aramark's Cool Cal marketing program is implemented in all Elementary buildings
- UBU marketing program implemented at both High Schools
- 12 spot marketing program implemented at all Middle and 6th Grade school buildings
- Serving lines at Scioto Darby and Ridgewood Elementary buildings are replaced
- Serving lines are reconfigured and replaced at Davidson High, Darby High, Weaver Middle, and Heritage Middle Schools.
 - The designs were a collaboration between Dave Wilson and the Operations department
 - At the high schools the new layout allowed for the introduction of additional hot holding equipment, and the introduction of toasted sandwiches on the deli line
 - They also opened up more room for students in the serving area
 - At middle schools, the reconfiguration completely changed the look and layout of the serving area. Instead of one long continuous line stretching the length of the serving area, students had two grab and go areas, along with a new salad bar and deli line.
- The changes made to high and middle schools alike allowed for faster speed of service and enhanced menu options.
- A recurring theme in the coming years will be the replacement or introduction of new equipment in the Food Service Department. As with the POS system, the source of the funding is from Food Service revenue, not from the General Fund.
- Successfully pass CRE in 2008
- Aramark provided 488 reimbursable breakfasts per day at 20 buildings during the first year of the breakfast program
- Breakfast program is expanded to include the following daily offerings:
 - Hot breakfast sandwiches
 - Parfaits or smoothies
 - Cereal and hand-held breakfast options
 - Multiple varieties of fresh fruit and juice
 - String cheese and yogurt
- Purchased a table at the HEF Evening for Excellence from 2003 through 2008
- Implement self-serve salad bars at all grade levels
- High Schools start Action lines featuring made to order Asian, Italian, and Mexican favorites
 - These are premium meals featuring counter top induction cooking, where students can select from a variety of ingredients to add to their pasta, Asian, or Mexican entrée, and watch our staff cook or build it for them on the spot.
 - The restaurant equivalent for these new lines are P.F. Chang's, BJs Mongolian BBQ, and Chipotle
- High School made to order deli lines feature impinger ovens for toasted sandwiches
- The Healthy Hunger-Free Kids Act passes, permanently changes regulatory structure for USDA programs
- Can no longer provide scratch made soup daily as it won't fit under the Food Based menu plan that is mandated for all districts
 - Approved for \$.06 supplemental reimbursements under new HRFKA guidelines
 - All meals must now include either a fruit or vegetable side to qualify for federal reimbursements
 - Before the regulations go into effect, Dave Wilson proposes a change to the pricing structure at middle and high schools
 - Because we can no longer employ the Nutrient Based menu planning, the district will lose \$50,000 in federal reimbursements if we don't increase the a la carte entrée price to the same as the reimbursable meal price, which encourages students to take a fruit or vegetable side
 - In spite of changes that mandate the use of whole grains and reduced sodium, meal participation holds steady where other districts see declines
- By 2013, we are returning an average of \$273,600 in annual surplus funds from the food service program
- Made to order Belgian Waffles introduced at High Schools for breakfast
- Successfully pass CRE in 2013
- Food Service Fund balance reaches \$2M for the first time

PARTNERSHIP TIMELINE



2015

2016

2017

2018

2019

2015 - 2019

- Beacon kitchen and serving line are replaced and reconfigured for service in cafeteria
 - Beacon's kitchen remodel is an example of thinking outside the box to provide a better lunch and breakfast experience with limited space
 - At our suggestion, a new serving line is placed in the cafeteria, rather than the existing kitchen location. The resulting serving line is longer, allowing for more menu variety and a salad bar.
 - Additionally, the space previously occupied by the serving line in the kitchen frees up much needed space for dry and cold storage units
- Aramark is put in charge of running school stores to ensure compliance with new HHFKA guidelines. New equipment installed over the summer.
- New compostable tray is sourced for pilot program at Alton Darby Elementary
- Add second POS terminal to select elementary buildings (Beacon, Horizon, JW Reason) to help speed of service at breakfast, and two terminals at lunch at Horizon, JW Reason, and Scioto Darby
 - Additional terminal resulted in minimum gains of 10% in participation
 - Accomplished with minimal or no increase to labor costs
- Annual \$10,000 grant helps build new weight training facility at Davidson High School
- Composting program is expanded to Alton Darby, Britton, and Horizon Elementary schools, additional compostable paper products are researched
- Fruit and vegetable bar is piloted at Britton Elementary
- \$10,000 grant helps program at JW Reason and the Hilliard Education Foundation
- As of 2018, the financial return to the Food Service Fund averages \$355,096 over the prior four years
- Elementary menus expand to include three hot entrée selections daily
 - In a survey of central Ohio districts, we are the only district to serve three hot entrees daily
- New building for Memorial Middle School opens adjacent to Bradley High School
- Former Memorial Middle School becomes new Hilliard Station Sixth Grade, former Station Sixth Grade becomes the ILC-Hub
 - The Hub operates in much the same way as the ILC. The kitchen remains open to students each day from 7am until 1:30 in the afternoon.
 - The ILC and the Hub are used as pilot locations for new entrée or menu ideas
 - In 2018, sushi is sold at the ILC and Hub for the first time
 - Unlike the few districts that sell sushi, we don't bring it in from outside vendors. Our staff are trained to make it in house, allowing us to sell it at a much lower price.
 - During the approval of the building plans, Dave Wilson sees that the configuration of the serving line hasn't been updated to the new middle school setup
 - He alerts the architects, who schedule a follow-up visit to Weaver Middle School to make sure they get the correct setup and dimensions
- Successfully pass Administrative Review in 2018
- Conduct comfort food sampling day at ILC-Hub, as part of a student project. Samples include tamales, arepas, and sushi.
- At the wrap up meeting for the Administrative Review, the state Program Specialists comments that:
 - Staff have great engagement with students
 - The food is "incredible"
 - He wished all schools ran things the way Hilliard does
- Food service funds are used to purchase kitchen and cafeteria equipment for Memorial Middle School, fund balance still at \$2.3M
- Lunch and breakfast prices, unchanged since 2012, are the lowest, or tied with the lowest among nearby districts
- Andrea Grobe and Corina Almanz join the staff as Food Service Managers
- Dave Wilson trains to provide state certification training in food safety to Food Service Department staff
- Composting is rolled out to all Elementary and Sixth Grade buildings, compostable portion cups sourced to replace non-compostable cups
- A new training program is adopted for new hires in 2018
 - The Bradley kitchen is divided into five work stations where new hires are given hands-on experience with tasks and procedures they will use every day
 - Feedback was extremely positive, with new hires feeling much more at home when the school year started.
- Commodities are ordered directly for all buildings, eliminating need to replace recently retired delivery driver.
 - Leaving the position unfilled saves the district approximately \$36,000 in salary and benefits
- In spite of an extremely tight labor market, all positions are fully staffed at start of the 2018-2019 school year
- Since 2007, we've used Food Service Department income to purchase more than \$1M worth of new and replacement equipment, including all kitchen equipment for the construction of Memorial Middle School, and our Food Service Fund still stands at over \$2M.
- In 2018-2019 total student enrollment is over 16,000
- 23.5% of students are eligible for free/reduced price lunch
- We serve 6,619 average daily reimbursable lunches, 1,677 average daily reimbursable breakfasts, and 2,231 average daily equivalent meals.