Request for Proposal
Food Service Operations
Mattatuck Historical Society
d/b/a Mattatuck Museum
March 31, 2021
1.0 General Information

1.1 Purpose
The Mattatuck Museum (Museum) desires to retain the services of a qualified entity to provide the complete operation and management of food service operations at the Museum. Food service operations include (1) operation of the on-site cafe & roof terrace including menu services and grab-and-go, (2) catering services within the Museum, (3) limited menu services and box lunches geared toward tour group patrons, and (4) establishing and maintaining a liquor license which allows alcohol to be served in the cafe and on the premises of the facility.

The Museum is looking for a strategic collaborator, which will treat food service operations as an integral part of the Museum’s services and functions. The successful proposer will be one who will offer creative solutions to operational challenges, who is interested in programmatic alliances, who is committed to collaboration and problem solving and who can identify opportunities for better serving the Museum’s patrons.

1.2 Background
The Mattatuck Museum (AMA) attracts approximately 40,000 visitors annually. Visitors include tour groups, school groups, and individual visitors. The Museum also conducts catered events, conferences, large and small meetings within the facility; those funded by the Museum (internal and public events) and those conducted by other organizations, which rent out portions of the Museum through the Museum facility rental operation (private events).

The Museum requires excellent food service, to serve the Museum’s existing patrons and draw new patrons to the Museum, both through the operation of the cafe, programmatic collaboration, and by assisting in the marketing of facility rental operations. Priority will be given to the proposer who can identify revenue opportunities and provide creative approaches to operational realities.
The successful bidder will include information regarding marketing goals and intentions for the cafe. Contractor should describe marketing capability, budget for marketing, and plans to partner with the Museum for joint marketing efforts.

Lunchtime visitors to the Museum include people employed downtown, tour groups, which often are on tight schedules, families with small children, and individuals socializing or conducting business who may or may not have more time and desire a more relaxed environment. Priority will be given to the responder who can offer provide a range of service while maximizing patron satisfaction.

Priority will also be given to the responder who will collaborate with the Museum to jointly market the Museum as a desirable event destination with high-value catering services. Sample catering menus, including corporate meeting AM/PM breaks, breakfast, lunch and dinner menus, will be considered in the review.

There is a potential benefit to responding entity and the Museum of making the cafe and roof terrace a desirable downtown destination, though the Museum itself may be closed. Responders are encouraged to articulate their approach to dinner service, hours of operation, outline potential challenges, and offer creative approaches.

1.3 Questions
Any questions regarding this request for proposal are to be submitted in writing to:

Stephanie Harris, Chief Experience Officer
Mattatuck Museum
144 West Main Street
Waterbury, CT 06702
Phone (203) 753-0381 ext. 111
Email: Stephanie@mattmuseum.org

Note: Email is the preferred method of contact.

1.4 Preparation Costs
The Museum shall not be responsible for proposal preparation costs, nor for costs including attorney fees associated with any challenge (administrative, judicial or otherwise) to the determination of the highest-ranked proposer and/or award of contract and/or rejection of proposal.
By submitting a proposal each responder agrees to be bound in this respect and waives all claims to such costs and fees.

2.0 Rules Governing Competition

2.1 Examination of proposals
   Responder should carefully examine the entire RFP and any addenda thereto, and all related materials and data referenced in the RFP. Responder should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

2.2 Confidentiality
   The content of all proposals will be kept confidential until the selection of the Contractor is publicly announced. At that time, the selected proposal will be made available for review at the Museum by prior appointment. No copies of the selected proposal will be made for the reviewer.

   Proposal Format
   2.3 Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of the proposer's capabilities to satisfy the requirements of this RFP. Emphasis should be concentrated on

       1) Conformance to the RFP instructions;
       2) Responsiveness to the RFP requirements;
       3) Completeness and clarity of content.

2.4 Signature Requirements
   All proposals must be signed. A proposal may be signed: by an officer or other agent of a corporate vendor, if authorized to sign contracts on its behalf; a member of a partnership; the owner of a privately-owned vendor; or other agent if properly authorized by a power of attorney or equivalent document.

2.5 Proposal Submission Requirements

   2.5.1 One original, single sided unbound copy plus 5 bound copies of the proposal must be received by the Museum prior to the due date specified in this request for proposal.
2.5.2 In addition to the copies indicated in paragraph 2.5.1 above, the proposer will send an electronic copy in PDF format to Stephanie@mattmuseum.org.

Proposals must be delivered or mailed to:

Mattatuck Museum
Attention: Stephanie Harris, Chief Experience Officer
144 West Main Street
Waterbury, CT 06702

2.6 Disposition of Proposals
All materials submitted in response to this RFP will become the property of the Museum.

2.7 Oral Change/Interpretation
No oral change or interpretation of any provision contained in this RFP is valid whether issued at a pre-proposal conference or otherwise. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary by the Museum.

2.8 Modification/Withdrawal of Proposals
A respondent may withdraw a proposal at any time prior to the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the organization. The respondent may thereafter submit a new proposal prior to the final submission date; or submit written modification or addition to a proposal prior to the final submission date. Modifications offered in any other manner, oral or written will not be considered. A final proposal cannot be changed or withdrawn after the time designated for receipt, except for modifications requested by the Museum after the date of receipt and following oral presentations.

2.9 Late Submissions
Proposals not received prior to the date and time specified in the cover letter will not be considered and will be returned unopened after the award announcement.

2.10 Rejection of Proposals
The Museum reserves the right to reject any or all proposals if determined to not be in the best interest of the Museum.
3 Timeline and Process for Awarding of Contract

3.1 General Timeline

3.1.1 Term: The contract resulting from this RFP will be 3 years, beginning July 1, 2021. In addition, the museum at is sole option may extend the contract for up to two (2), 2-year extensions, by mutual agreement, of both parties at the end of the initial 3-year term.

3.1.2 A pre-bid meeting, which will include a question and answer period, will be held on Monday, April 12, 2021 at 10:00 am in the Studio at the Mattatuck Museum. This meeting will include a brief tour of the cafe, servery, roof terrace, catering storage and walk-in unit. To keep the number on the tour to a manageable group, only one representative from each company will be permitted on the tour. It is mandatory that a prospective bidder or authorized representative attend this meeting. Responders are asked to RSVP for the tour by emailing Stephanie@mattmuseum.org.

3.1.3 Any question(s) received from a prospective bidder will be disclosed through email to all other know bidders. No telephone or personal contact will be considered after the preliminary meeting on April 12.

Proposals are due at the Mattatuck Museum no later than 3:00pm on Thursday, May 6, 2021. Proposals received after the time specified will be returned unopened. Six (6) copies of the proposal must be submitted. Proposals must be delivered or mailed to:

Mattatuck Museum
Attention: Stephanie Harris, Chief Experience Officer
144 West Main Street
Waterbury, CT 06702

3.2 Proposal Evaluation and Scoring

The proposals will be reviewed and rated by the designated Museum staff based on the 120-point scale. Non-conforming proposals will not be considered. The Museum will conduct interviews with selected
bidders to provide additional information. The Museum reserves the right to negotiate terms and conditions with any or all bidders prior to making the final selection. The preferred bidder and draft contract will be submitted to the Museum Board of Directors for approval. The operator will be announced Monday, May 24, 2021.

The Museum reserves the right to reject all submitted proposals and solicit new proposals.

3.3 Content of Proposals

1. **Management and Operations Plan**: A written detailed plan for the Café and Catering operations for the first two years including a description of proposed staffing, actual menus, price ranges, food service to be offered, detailed marketing plans with budget, proposed budgets for years one and two, hours of operation and other pertinent details. The Museum is looking for a creative effort on part of an operator who would look at this operation beyond the information provided.
   **40 points**

2. **Fee**: The proposal will include a fee structure for the use of the facility. This fee structure may include a percentage commission on revenues or propose alternative approaches. The fee proposal should recognize the market value of the space, equipment and services provided by the museum.
   **40 points**

3. **Management and Operations Team**: Identification of the on-site café manager, catering manager, chef, and key staff with their resumes or statements of qualifications. In addition, identification of accounting system capabilities that will supply full monthly financials for café and catering activities to the Museum.
   **20 points**

4. **Qualifications**: A description of previous experiences in managing and operating similar food service operations together with names and references. Evidence of an existing beer and wine license and the ability to acquire licensing for occasional alcohol sales for catered events.
   **20 points**
3.4 **Insurance**

The operator will be required to show proof of insurance with such coverages and in such amounts as is acceptable to the Museums. The Museum will be named as additional insureds on the operator’s policies. This must be in place upon commencement of the operation.

3.5 **Exclusivity**

During the term of the agreement with the Café Operator, the Museum will not operate any competing cafeteria, restaurant, or similar food service establishment in the Museum unless the operator has formally relinquished the right to the opportunity or, in the case of programmatic events, has been properly notified. The Museum does occasionally invite local food trucks and local chefs to participate in events and programs.

4 **Scope of Work**

4.1 **General**

4.1.1 Term: The contract resulting from this RFP will be 3 years, beginning July 1, 2021. In addition, there will be an optional 2-year extension, by mutual agreement, of both parties at the end of the initial 3-year term.

4.1.2 The contractor will hire, train and supervise all staff necessary to meet the scope of work as defined in this RFP. Staff will be neatly dressed, professional and treat visitors, Museum contractors and Museum staff with respect at all times.

4.1.3 The contractor will purchase all necessary supplies, food, alcohol, beverages, small-wares, linens, dishes, cutlery and any equipment necessary to meet the scope of work other than the equipment specifically provided by the Mattatuck Museum as listed in this RFP.

4.1.4 The contractor will be responsible for cleaning the public area of the cafe, the servery and food storage areas, the foyer tables and clean up all catering areas after events.
to Museum standards. The Museum will be responsible for cleaning the public restrooms.

4.1.5 The contractor will be responsible for performing and documenting all preventative maintenance and routine repairs required due to normal wear and tear on the equipment provided by the Museum. The Museum will be responsible for major repairs on the equipment (greater than $1,000) provided the contractor has performed and documented all preventative maintenance and routine repair and the damage is not the result of misuse.

4.1.6 The contractor will be responsible for paying all fees, permits, fines related to the food service operations within the Mattatuck Museum. The contractor will be responsible for adhering to all federal, state and local laws and regulations associated with food service operations.

4.1.7 The contractor will be responsible for obtaining and maintaining the alcohol license agreed to in the contract arising from this RFP. The contractor will be responsible for adhering to all regulations and best practices regarding serving alcoholic beverages.

4.1.8 The contractor will maintain their own accounting and payroll records, pay their own vendors and conduct business in a professional manner that reflects well upon Museum.

4.1.9 The contractor will allot a minimum of 5% of profits towards a marketing campaign for promotion. This budget can be shared with efforts within Museum and a separate marketing effort on the part of the contractor. An outline of the marketing plan should be submitted with the bid.

4.1.10 The Museum retains design control for signage, furniture and other aspects of the food-service operation. These spaces are considered representative of the Museum and must be maintained and presented to Museum design standards for graphics, environment and with regard to any artwork.
4.2.1 The contractor will operate sit-down restaurant service from, at minimum, 11am through Museum closing, in accordance with Museum public hours of operation and in conjunction with pre-scheduled events. The Museum is open every Thursday night until 7:30pm. The Museum occasionally may stay open beyond these hours for special events and desires a responder who agrees to work cooperatively in such events to find revenue and food service opportunities. Operator is encouraged to extend current open hours to include seasonal dinner weekend dinner service on the terrace. Sunday brunch would also be possible. Menus and staffing levels will recognize the diverse type of guests and the limited amount of time some guests may wish to spend dining. The contractor will strive to satisfy both guests with limited time and those who desire a more relaxed dining atmosphere.

4.2.2 Free parking on Park Place and Gaffney Place may be utilized by cafe patrons, during and outside Museum hours.

4.2.3 The Museum considers offering dinner service during hours that the Museum is closed a potential benefit to the Museum, but does not require such under this Request for Proposal. Extended hours for the restaurant will be coordinated with Museum staff.

4.2.4 Pricing of all restaurant menus and catering menus must remain competitive with venues of similar product and venue offering.

4.2.5 The contractor should consider offering Museum employees an established discount of 20-30% on lunch while they are working their shifts at the museum.

4.3 **Catering Operations**

4.3.1 Except as noted below, the contractor will have exclusive rights and responsibility to provide catering services for events within the Museum, though the Museum may opt out upon mutual agreement, in writing, between both parties if price and timing are prohibitive to the Museum.
4.3.2 Catering services are provided for private events—most often in the Museum’s Foyer, Performing Arts Center, Roof Terrace, Studio and classroom. The contractor will coordinate with the Museum’s Facility Rental Coordinator and negotiate menus, pricing, schedules, and other details with the representative of the private event. The contractor will directly bill the private event for the catering services. The contractor will be responsible to provide all catering staff.

4.3.3 The contractor will be responsible for event set up of all tables, chairs and linens for catered events. Assistance from Museum staff may be provided on a case by case basis. Breakdown of events upon completion will be provided jointly by catering staff and security/maintenance staff.

4.3.4 Internal and Public Events are organized by Museum staff and occur in the same locations as private events. The contractor will negotiate menus, pricing, schedules, etc., with the Museum Facility Rental Coordinator and the Museum staff member responsible for the event. The contractor will bill the museum for the catering services.

4.3.5 Contractor should provide special consideration and break-even pricing for the Museum’s Fundraising Gala, which is held annually (traditionally in September).

4.3.6 Contractor should provide a catering menu for Museum meetings that provide for a variety of AM/PM coffee/tea service breaks and lunch service that are appropriate for service in a meeting environment. This menu should be available to Museum staff so that they may easily order catering for meetings held within the museum. This internal meeting and event menu should be provided at a discounted rate.

4.3.7 The contractor may, at their discretion, use the museum facilities to conduct catering services outside of the Museum’s facilities provided such outside catering does not interfere or compete with catering for events inside the Museum.
4.3.8 **Exceptions to Catering Exclusivity Rule**

The contractor will have exclusive rights and responsibility to provide catering services within the Mattatuck Museum. The following exceptions apply:

1) Small Events – The Museum would have the option for both internal, public and private events whose catering bills would be less than $2,000, to use another caterer.
2) The Museum’s Facility Rental Coordinator has the option of allowing up to 5 private events per year to use their own caterer in cases where the representative of the private event and the contractor cannot reach agreement on the pricing, menus, etc.
3) The Museum has the option to use a different caterer for 4 internal or public events per year in cases where the Museum and the contractor cannot reach agreement on the pricing, menus, etc.

4.4 **Limited Lunch/Dinner Menu**

4.4.1 As part of the contract negotiation, the contractor will be asked to develop a Limited Lunch/Dinner Menu designed for the tourism industry, including price.

4.4.2 After the first two years and for each subsequent year of the contract, the Limited Menu and price will be renegotiated.

4.4.3 If the increase in the Limited Lunch Menu price (for comparable quality) offered by the contractor is less that the increase in the Consumer Price Index for Waterbury, the new price will be accepted.

4.4.4 If the increase in price is more than the change in the CPI, the Museum and the contractor will negotiate in good faith a new menu and price for the next year.

4.4.5 The contractor also has the option of offering a box lunch to guests. The menu and pricing of the box lunch will be handled in the same manner as the Limited Lunch Menu. However, if a menu and price cannot be agreed upon, the Museum has the option of using another caterer for the box lunch.
5 Green and Sustainable Practices

5.1 The successful bidder will include data to show how they will operate in best practice for a museum environment. The proposal should include documentation of past experience implementing environmentally-responsible practices is requested, as well as information about how the contractor will implement “green” practices. Outline resource-efficient practices for restaurant operations that comply with Museum’s principles in safeguarding collections.

**Green or sustainable practices:** To the best of their ability, the successful bidder will seek to operate all food services under established “green housekeeping procedures” and recycling programs. Potential candidates will be asked to use Green Seal Certified (or comparable) chemicals and supplies and may be required to use paper products with a predetermined post-consumer recycle content.

5.2 The Operator is responsible for keeping the cafe, servery, foyer and terrace clean and inviting at all times during operations.

6 Proposal and Submission Requirements

The proposal should consist of the following sections:

6.1 Title page showing the name of your firm, address, telephone numbers(s), name of contact person and date.

6.2 **Table of Contents**

6.3 Provide a brief overview of your company and state your understanding of the services to be performed.

6.4 **Experience and Capabilities**

6.4.1 Document your experience with the type of partnership the AMA is envisioning. Cite examples of when your business’ food services were integrated into the programs of the partner organization.
6.4.2 Detail your business’ experience in managing catering operations and relate that experience to the needs of the Museum.

6.4.3 Detail your firm’s experience in managing a restaurant, particularly one that serves a variety of patrons.

6.4.4 Provide any relevant information about serving alcohol, including any permits or licenses that your business holds.

6.4.5 Provide a description of any other unique and relevant capabilities offered

6.5 Methodology/Approach

6.5.1 Outline your vision for how the food-service operation at the Mattatuck Museum would be run. Explain how this approach would benefit the Museum. Outline how you would envision the collaborative relationship between the Museum and your organization.

6.5.2 Offer creative solutions to the challenges and opportunities identified in this RPF or explain the process you would use to approach the challenges, particularly as it relates to serving customers with limited time available for dining.

6.5.3 Explain how you would work with the Museum to market to tour groups and potential facility-rental customers. Professional catering menus, updated regularly as needed, with pricing will be required. Provide sample menus as appropriate.

6.5.4 Document your assessment of whether making the Museum an evening downtown dining destination is practical and, if so, offer how you would go about providing and marketing the service and what the challenges and opportunities might be.

6.5.5 Please provide a description of the cuisine that you have prepared/offered in other locations and what approach you would take in creating a menu for Mattatuck Museum patrons, partners and catered events. Provide sample menus as appropriate.
6.5.6 Outline whether you would serve alcohol in the cafe and at catering events in a museum setting. Discuss advantages and disadvantages of doing so. Describe your access or process to acquire a liquor license of the cafe and for catering.

6.6 Fee Schedule
The Museum seeks a contract based upon a tiered percentage of your overall monthly revenue from cafe, on-site and off-site catering revenue. Respondents can propose fees based upon this method or offer an alternate approach. If you wish to use the existing approach please document the fee estimate as follows:

- Monthly Charge: $x,xxx
- Annual Credit toward catering of internal events: $x,xxx

Tiered Rate:

<table>
<thead>
<tr>
<th>Monthly Revenue</th>
<th>From</th>
<th>To</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1</td>
<td>$0</td>
<td>$x,x,xxx</td>
<td>x%</td>
</tr>
<tr>
<td>Tier 2</td>
<td>$x,x,xxx</td>
<td>$x,x,xxx</td>
<td>x%</td>
</tr>
<tr>
<td>Tier 3</td>
<td>$x,x,xxx</td>
<td>$x,x,xxx</td>
<td>x%</td>
</tr>
<tr>
<td>Etc.</td>
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If you offer an alternative approach for calculating the fee and part of it is based upon volume, then please provide an estimate of the anticipated volume.

7 Evaluation Process and Schedule

7.1 The Museum anticipates the following schedule for this RFP:
- Wednesday, March 31, 2021 RFP is made public
- Monday, April 12, 2021, 10:00am Pre-bid Meeting
- **Thursday, May 6, 2021, 3:00pm** Proposals Due
- May 7-May 17, 2021 Evaluation and interviews
- May 18-20, 2021 Contract Negotiation
- Monday, May 24, 2021 Operator will be Announced
- Thursday, July 1, 2021 Contract Start Date
7.2 The proposals will be evaluated by members of the Museum executive and leadership staff. The evaluation will be based upon the criteria established in this RFP, including experience, methodology, demonstrated ability and willingness to identify creative solutions to operational issues and willingness to engage as a collaborator with the Museum while integrating food service into the Museum’s programs and spaces.

7.3 Once the most qualified proposer is identified, the Museum will begin contract negotiation based upon the proposal and the scope of this RFP. The negotiation may include changes to the fee structure. If negotiations are not successful, the Museum reserves the right to cut off negotiations and begin negotiations with the second-most-qualified proposer.

8 Operating Data

8.1 Cafe Size XXXX Square Feet
8.2 Foyer Seating XX table seats, XX Bar seats
    Terrace Seating XX table seats
8.3 Servery Size XXXX Square Feet
8.4 Storage Area XXXX Square Feet (basement)
8.5 Number of Internal events per year with Catering XX
8.6 Number of Private Events per year with catering under $1,000 XX
8.7 Number of Private Events per year with catering over $1,000 XX
8.8 Number of Tour Group Pre-Arranged Lunches XX
8.9 CATERING INVENTORY
    X-size rounds XX
    X-size rounds XX
    X-size rectangles XX
    X-size rectangles XX
    Wooden chairs (white) XX
    Plastic chairs (white) XX
    Charivari (pear/wood) XX
    X-size plates XX
    X-size plates XX
    X-size wine XX
    X-size water XX
    3-piece flatware XX