

Request for Proposals (RFP)
Food Service Operations
Anchorage Museum
October 1, 2021

Overview

The Anchorage Museum (AM) is seeking a highly qualified vendor to collaborate with the Anchorage Museum and to provide the complete operation and management of food service operations at the Anchorage Museum, located in Anchorage, Alaska. Food service operations include (1) Operation of the on-site Muse restaurant, 2) Catering services within the Museum, (3) Limited menu services and box lunches geared toward tour groups patrons, (4) Operation of the atrium café, (6) and serving alcohol in the restaurant and premises of the facility under strict adherence of the Muse, LLC alcohol license.

AM requires excellent food service to serve the Museum's existing patrons and draw new patrons to the Museum and to Muse and to contribute to the food culture and community of the city, through the operation of the Muse restaurant, programmatic collaboration, and by assisting in the marketing of facility-rental operations. Priority will be given to the proposer who can identify revenue opportunities, a narrative and philosophy/goals aligned with the Museum and provide creative approaches to operational realities.

The Anchorage Museum has developed the following request for proposals to identify for the proposer(s) the parameters of food service operations at the Anchorage Museum.



1. GENERAL INFORMATION

1.1 Statement of Purpose

The AM is looking for a strategic collaborator, who will envision food service operations as an integral part of the Museum's services and functions and tie to mission. 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 as well as the community-at-large.

The Anchorage Museum sits on the traditional homeland of the Eklutna Dena'ina. The Museum is committed to recognizing and honoring the land, culture, and language of the Dena'ina people. We recognize and respect the continuing connection, by Alaska Native people and all Indigenous people, to the land, waters, and communities. Our mission is to be a museum for people, place, planet, and potential, in service of a sustainable and equitable North, with creativity and imagination for what is possible. The Museum is a place of ideas and transformation, narratives and perspectives, resilient and relevant communities, responsive to a rapidly changing world toward a better future for all.

1.2 Background

The Anchorage Museum (AM) attracts approximately 210,000 visitors annually (does not apply to pandemic-affected annual statistics). Visitors include tour groups, school groups, and individual visitors. The Museum also conducts catered events, conferences, free-admission/community days, community events, large and small meetings within the facility; those hosted 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).

Museum Hours of Operation (subject to change)		
Tuesday – Saturday	10:00am – 6:00 pm	October - April*
Sunday	12:00 pm – 6:00 pm	
Friday Polar Nights	6pm – 9pm	
Monday – Saturday	9:00am – 6:00 pm	May – October*
Sunday	10:00am – 6:00 pm	

*Closed to the public on New Year's Day, Thanksgiving Day, and Christmas Day

AM welcomes conversation about restaurant operation outside these hours. There is a potential benefit to the Contractor and the AM of making Muse a desirable downtown dinner destination, though the Museum itself may be closed.

1.3 Operating Data

1.3.1 Restaurant Size - 2150 Square Feet

1.3.2 Restaurant Seating

- dining area tables 68
- tall tables 24
- bar seats 14
- outdoor patio 26 (during the summer)

1.3.3 Kitchen Size - 1500 Square Feet

1.3.4 Dry Storage Area - 1050 Square Feet

1.3.5 Number of Internal events per year with Catering - 20

1.3.6 Number of Private Events per year with catering under \$1,000 - 12

1.3.7 Number of Private Events per year with catering over \$1,000 -35

1.3.8 Number of Tour Group Pre-Arranged Group Lunches or Dinner s in Muse – 35

* These statistics may be impacted by COVID-19

1.4 Questions

Any questions regarding this RFP should be submitted in writing electronically to: Brian Steele, Deputy Director of Facilities and Operations, Anchorage Museum
bsteele@anchagemuseum.org

1.5 Preparation Costs

The AM shall not be responsible for any proposal preparation costs, including any legal, design, printing, administrative or other costs associated with the preparation of the proposal. This includes any costs associated with any challenge to the determination of ranking and award or rejection of proposal. By submitting a proposal, the respondent agrees to be bound in this respect and waives all claims to such costs and fees.

2. PROCESS

2.1 Proposal format

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. *Management, operations plan, team members, and approach to food and sustainability:* A written detailed plan for the Cafe 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. In addition, identification of accounting system capabilities that will supply full monthly financials for cafe and catering activities to the AM. Please also address plan for a catering manager for events outside regular restaurant operations, as well as onsite manager, chef and key staff with resumes or statements of qualifications. The AM is looking for a creative effort on part of a contractor who would look at this operation beyond the information provided. We would also like to learn about your approach to food, local ingredients, and sustainable/green practices. Please also include disclosures related to any Department of Labor or Equal Right Commission complaints. **(40 points)**
2. *Fee structure:* including a fee structure of the use of the facility. This fee structure may include a percentage commission on revenues or propose alternative approaches. The proposed fee structure should recognize the market value of space and equipment, services provided by the museum, and value of brand alignment. **(20 points)**
3. *Qualifications:* A description of previous experiences in managing and operating similar food service operations including names and references. Qualification should include evidence of the ability to acquire licensing for occasional hard alcohol sales for catered events. Descriptions of partnership with other entities (leaseholder, etc.), growth in audience, and innovative revenue generation potential is encouraged. **(40 points)**

*Insurance: The contractor will be required to show proof of insurance with such coverages and in such amounts as is acceptable to the AM. The AM will be named as additional insured on the contractor's policies. This must be in place upon commencement of the operation.

Proposal shall be delivered in the following format:

- The proposal must be received digitally by the Museum prior to the due date specified in this request for proposal. Send to: bsteele@anchagemuseum.org

2.2 Confidentiality

The content of all proposals will be kept confidential until the selection of a Contractor is announced. The final selected proposal will be available at the Anchorage Museum for review by announced, by appointment only. All proposal materials submitted in response to this RFP become the property of AM.

2.3 Signature requirement

All proposals must be signed (digital signature accepted). 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.

2.4 Modifications and withdrawals

2.4.1 No oral changes or interpretation of the RFP shall be considered valid unless shared in writing to all proposers via email. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary by AM. After pre-bid meeting, an email will go out to all attendees with final clarifications and answers to questions.

2.4.2 Any respondent can withdraw a proposal at any time prior to the final submission date by email notification. If desired, a respondent can submit a new submission, or written modification or addendum to an existing proposal, prior to the final submission date. Any changes received after the final date will not be considered, except for any modifications requested by AM after receipt and before presentations.

2.4.3 No late submissions will be accepted.

2.4.4 AM reserves the right to reject all proposals that are determined to be not in the best interest of the Museum or its stakeholders.

2.5 Timeline

October 1, 2021	Request for Proposals released
October 18, 2021	Pre-bid meeting and site walkthrough
October 29, 2021	Final questions answered via email
November 8, 2021	Deadline for Proposal submission of RFP
November 9 – 29, 2021	Evaluation and selection process
November 22, 2021	Contractor Award of Contract
January 1, 2022	Start date of Contract
January 18, 2022	Restaurant Service Begins

Applicant shall propose a timeline for opening, considering season, traffic, and potential phasing. Space shall not turn over to the contractor before fully executed agreement and insurance requirements are in place.

2.6 Evaluation

2.6.1 Proposals will be reviewed by a team of staff and board and potential advisors from outside the organization, based on a 100-point scale (see above). The evaluations 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 AM while integrating food service into the Museum's programs and spaces. Interviews of finalists may be requested after receipt of proposals.

2.6.2 Proposals that do not meet the basic criteria of this RFP will not be considered.

2.6.3 AM reserves the right to negotiate with any or all bidders prior to selection. The negotiation may include changes to the fee structure.

2.6.4 AM reserves the right to reject all proposals and solicit new proposals should no applicant be deemed an appropriate fit. By submitting a proposal, each responder agrees to be bound in this respect and waives all claims to such costs and fees.

3. SCOPE OF WORK

3.1 Term

This contract awarded to a successful applicant shall be for 3 years, commencing in January 2022, with the initial term ending in December 2025. After the initial term, renegotiation of contract may be made by mutual agreement in no less than 2-year increments.

3.2 Responsibilities of the contractor

3.2.1 The contractor will hire, train, and supervise all staff necessary to meet the scope of work as defined in this RFP. Staff hiring, training, and comportment must be aligned to AM standards, Staff will be neatly dressed. The contractor shall describe their staff diversity plan, Equal Opportunity status, and any DEAI initiative.

3.2.2 The contractor will provide all necessary supplies, food, alcohol, beverages, small-wares, linens, dishes, cutlery, and any equipment necessary to meet the scope of work including onsite catering, unless equipment specifically provided by the Anchorage Museum as listed in this RFP.

- 3.2.3 The AM retains design control for signage, furniture, artwork, 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, artwork, and narrative language.
- 3.2.4 Contractor is responsible for always maintaining a clean and sanitary space, including ongoing cleaning of the dining area and kitchen space, trash removal from kitchen and dining area, food storage areas, the atrium tables used for the atrium café and all catering areas after events to AM cleaning standards. Contractor will clean Museum-owned coolers, sinks, and drains. Contractor is solely responsible for their equipment. The AM will be responsible for cleaning the public restrooms within the restaurant.
- 3.2.5 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 AM. It is the responsibility of the contractor to keep all kitchen and restaurant equipment always clean and operable and to coordinate routine maintenance as required by the manufacturers recommended maintenance schedule. The AM 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 negligence or misuse.
- 3.2.6 Contractor is responsible for costs of doing business including any fees, permits, or fines associated with food service operations within the AM. Contractor will adhere to all municipal, state, and federal laws and regulations associated with food-service operations.
- 3.2.7 The contractor will manage the AM Muse LLC liquor license and agrees to strictly adhere to all internal, municipal, state, and federal laws and regulations, and recordkeeping requirements for the distribution of alcohol. The contractor will be responsible for adhering to all regulations and best practices regarding serving alcoholic beverages. Contractor will be responsible for obtaining special event permits, when necessary.
- 3.2.8 Contractor must have the following provisions included in their insurance. More specific information on limits and values will be agreed upon during contract negotiation with the successful proposer.
- Fire and extended coverage
 - Worker's Compensation
 - Liability (no less than two million dollars / \$2,000,000)

- Destruction of Premises

3.2.9 Contractor will maintain their own financial records, pay their own vendors, and conduct business in a professional manner that aligns with the Anchorage Museum Mission and Code of Ethics. Contractor will share monthly sales reports with AM.

3.2.10 Contractor will work in partnership with AM on marketing efforts. An outline of the contractor's marketing plan should be submitted with their proposal. Please include approaches to social media, sponsorships, donations to nonprofit auctions, downtown maps, ADN banner ads, and other.

3.2.11 Contractor will follow and agrees to have all restaurant staff follow all AM Covid-19 and other public health and emergency policies and procedures and AM mitigation plan in its entirety.

3.3 Responsibilities of the Museum

AM shall be responsible for the following areas related to the operation:

- City waste management services including maintenance of the dumpster
- All utilities
 - Electricity (200 amp)
 - Water
 - Sewer
- Pest control
- HVAC
- Plumbing/drains
- Garbage disposal/Dumpster
- Phone/Internet - AM agrees to provide one phone line and internet connection points as needed for food service provider.
- Lobby Restrooms
- Open communication and consideration regarding changes to scheduling, anticipated shifts in attendance patterns, policy and training changes, staffing changes, etc.

The Museum's responsibility is limited for equipment and mechanical failures and in the case of emergencies, such as earthquakes and power outages. The Museum will not be responsible for food that needs to be disposed of due to such mechanical failures. Maximum liability for losses beyond the Museum's reasonable control is \$2500.

3.4 Muse Restaurant operation

The primary role of the contractor is to provide food service in the Muse restaurant Key areas of consideration include:

3.4.1 Minimum hours

Contractor will operate sit-down restaurant service from, at minimum, 11am through Museum closing, in accordance with AM public hours of operation.

3.4.2 Extended hours

Contractor agrees to work collaboratively with AM to provide food service during extended hours for special events. Contractor is encouraged to extend open hours in the restaurant to include Saturday dinner service. Some contractors have offered Sunday brunch service. AM 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 AM staff.

3.4.3 Menu

Menus and staffing levels will recognize the diverse type of guests at Muse (and the potential for more) and the limited amount of time some guests may wish to spend dining. The contractor will strive to satisfy guests with limited time and those who desire a more relaxed dining atmosphere.

3.4.4 Limited Lunch/Dinner for the Tourism Industry

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. Contractor will adhere to the following:

- 1) After the first two years and for each subsequent year of the contract, the Limited Menu and price will be renegotiated.
- 2) If the increase in the Limited Lunch Menu price (for comparable quality) offered by the contractor is less than the increase in the Consumer Price Index for Anchorage, the new price will be accepted.
- 3) If the increase in price is more than the change in the CPI, the AM and the contractor will negotiate in good faith a new menu and price for the next year.

The contractor has the option to offer 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 for scheduled tour groups, AM reserves the right to use another caterer for the box lunch. Contractor will adhere to the following:

3.4.5 Pricing

Menu pricing should be competitive with the local downtown market and venues of similar offerings. Pricing shall include a 40% discount to AM Staff.

3.4.6 Parking

Heated, underground parking in the Museum can be validated for Muse restaurant patrons on Friday and Saturday nights or as determined by mutual consent.

3.5 Atrium Café Operation

3.5.1 Atrium Café minimum hours

The contractor will operate the beverage/coffee and food kiosk in the Museum atrium during all hours the Museum is open to the general public, and for special events. It can be advantageous to both parties, for example to have the kiosk open for both Museum large Museum events after regular public hours and for rentals, such as high-school proms.

3.5.2 Atrium Café Menu

The contractor will offer coffee, specialty teas, juices, and other beverages and a selection of healthy snacks, pastries, and candy. Contractor will include a selection of other grab-and-go lunch items such as soup, salads, and sandwiches.

3.5.3 Atrium Café Pricing

Contractor will consider the diverse population of Museum visitors and will include food and drink options at multiple price points.

3.6 Catering Operations

3.6.1 The contractor will be given preference on catering proposals and will have rights and responsibility to provide catering services for events within the Anchorage Museum and will be responsible to provide catering staff for catering private events.

3.6.2 Catering services are provided for private events-most often in the Museum's atrium, Muse restaurant, the 4th-floor exhibition space (primarily during the holiday season), the lawn in front of the Museum, and in various conference rooms and classrooms.

3.6.3 Private events: The contractor will coordinate with the Museum's Event and 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.

- 3.6.4 Internal and Public Events: Contractor should provide a catering menu for AM 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 AM staff so that they may easily order catering for meetings held within the Museum.
- 3.6.5 Contractor will negotiate menus, pricing, schedules, etc., with the AM Facility Rental and Event Coordinator and or the AM staff member responsible for the event. This internal meeting and event menu should be provided at a discounted rate of 25%.
- 3.6.6 The contractor should provide special consideration on pricing for AM fundraising gala, which is held annually (traditionally in September/October) – subject to change.
- 3.6.7 Set-up and break-down: The contractor will be responsible for event set up of all tables, chairs and for providing all linens for catered events. Assistance from AM staff may be provided on a case-by-case scenario. Breakdown of events upon completion will be provided by jointly by catering staff, and security staff in association with AM staff to help and oversee.
- 3.6.8 Other Agreement
- The contractor may, at their discretion request to use the kitchen facilities to conduct catering services outside of AM's facilities provided such outside catering does not interfere or compete with Anchorage Museum events or programing.

Exclusivity

The Museum retains the right to use an outside caterer if the contractor is unable to accommodate the necessary services including food choices, budgetary needs, timing, staffing, etc. or would like to waive the event/program.

3.7 Green and Sustainable Practices

- 3.7.1 The successful bidder will include data to show how they will operate Muse in best practice for a living building. 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 with Muse and in the Atrium Café. Contractor should outline resource-efficient practices for restaurant operations that comply with AM's green -building principles.

- 3.7.2 Green or sustainable practices: The successful bidder will be required to operate Muse, Kiosk, and all catering under established "green housekeeping procedures" and recycling programs. Potential candidates will be required 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.

4. PROPOSAL AND SUBMISSION REQUIREMENTS

Proposal should follow the following format

4.1 Title Page

Name of company, address, phone numbers, website (if available), social media (if available) and name of contact person.

4.2 Table of contents

4.3 Overview of company and demonstration of understanding of services to be performed

4.4 Experience and Qualifications

Proposer should provide details on current facilities under their management, number of years involved in each food service business, type of catering or restaurant ventures engaged in, a list of past and present clients (individuals and organizations), client and vendor reference contact information, and a list of key personnel with brief bios relative to their food & beverage experience and length of service with the company.

4.5 Full Proposal Narrative, including Methodology and Approach

The full proposal should include the following items:

- 1) Detail your company's experience in managing a full-service restaurant particularly one that serves a variety of patrons.
- 2) Proposer should provide details on what the experience with the type of partnership AM envisions might include or entail
- 3) Detail your business' experience in managing catering operations and relate that experience to the needs of the Museum.
- 4) Provide any relevant information about serving alcohol, including any permits or licenses that your business holds.
- 5) Provide a description of any other unique and relevant capabilities offered.

- 6) Outline your vision for how the food-service operation at the Anchorage Museum would be imagined and run. Explain how this approach would benefit the Museum and the community. Outline how you would envision the collaborative relationship between the AM and your organization and your philosophy of/approach to food and sustainability. Describe any potential collaborative opportunities you see related to exhibitions, First Fridays, outdoor programming, pop-up events and other.
- 7) 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.
- 8) Explain how you would work with AM 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.
- 9) Document your assessment of whether making the Muse 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.
- 10) 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 Anchorage Museum patrons, partners, and catered events. Provide sample menus as appropriate.
- 11) Describe your access or process to acquire a “special event permits” if needed to serve hard alcohol in the restaurant, for special programming, or for catering.
- 12) Reveal any former or ongoing issues with Department of Labor or Equal Right Commission complaints.

4.6 Fee Schedule

The Museum has worked with vendors in a variety of ways, including a tiered percentage of overall revenue from restaurant, atrium café, and monthly on-site and off-site catering revenue. The respondent can propose fees based upon this method or offer an alternate approach. The Contractor will pay per-square-foot of 4,700 square feet.

4.7 Disclosures

Proposal must disclose any health department violations (at any point), negative media coverage and any fines, judgements, or litigation and any complaints made about the Contractor or his previously business/businesses to the Department of Labor and the Equal Rights Commission. If legally permitted, the narrative should include how these problems were addressed and steps that have been taken to prevent further issues.

Corporation Rights

The Museum, its interested parties, or its Board of Directors may reject any or all proposals or parts of proposals to create a project of greater or lesser scope than described in this RFP before or after the formal proposal occurs. The Museum also reserves the right to cancel the RFP without penalty if circumstances arise which prevent the Museum from completing the project or for convenience.

Any submitted proposal shall, in its entirety, remain a valid proposal for a period of twelve months after the proposal submission date. All proposals become the property of the Museum and shall have the rights to any/all ideas or adaption of those ideas proposed therein.

The proposer must treat the RFP process and proposal as confidential and must not discuss the proposal with any interested party, employee, agent, or board member except as expressly requested in writing.

