

4.2.10 Development and adherence to a risk minimization program that requires strict performance measures, incorporates full disclosure financial reporting to the University (including monthly and annual profit/loss statements), and tracks key performance indicators. The established risk minimization and performance measurement system will be agreed to by both the University and the Food Services Contractor prior to the award of the contract. The minimum performance metrics proposed by the successful Contractor will serve as the lowest level of performance acceptable to the University. The risk minimization program must efficiently capture performance and compare it to the established minimums.

4.3 Human Resources Expectations

4.3.1 Human resource practices that are industry leading, and that support workplace diversity, employee retention and generally reflect the human resource practices of the University;

4.3.2 Wage, benefits and human resource practices that conform to the University's Values Based Standards for Business Relationships With Significant University Service Providers (see Section 10 – Sample Contract for additional information);

4.3.3 A significant and ongoing focus on technical and service training for all employees and designed to maintain high standards across the program;

4.3.4 Preferential hiring of qualified, existing dining staff;

4.3.5 A strong focus on the hiring, retention and advancement of student employees at wages that are competitive with other student employment options on campus;

4.4 Sustainability Expectations

4.4.1 A commitment to recycling that, at a minimum, matches and evolves with the University's recycling program, and actively seeks Good Neighbor participation with the City of Tempe.

4.4.2 A sustainability program that reflects the University's position as a national academic leader in this area, with particular emphasis on four key areas:

- purchase and transport of food – does the program seek out suppliers minimizing their environmental impact through the effective use of ecologically sustainable techniques? Are seasonally available local produce options integrated into menu options? Is transport from farm to campus energy-efficient?
- preparation – are initiatives in place to ensure that management, kitchen, and serving operations use resources efficiently through the effective deployment of resource-saving practices and technology? Are staff situated to make a contribution to sustainability?
- disposal – is as little waste as possible produced? Are there mechanisms in place for composting or otherwise reducing the impact of food waste? Is packaging and other waste minimized? Are more ecologically-sensitive disposable products preferred? Are recycling and other efficient waste disposal mechanisms in place?
- innovation and education – are sustainability practices constantly evaluated and updated regularly? Is campus dining situated as an innovator in food service sustainability? Are programs in place to educate the customer/student body about innovations and reasons for operations decisions in food service?

4.5 Compensation

- 4.5.1 A fair and balanced compensation agreement that supports both the Contractor and the University in meeting their respective financial objectives;
- 4.5.2 Compensation to the University sufficient to cover the University's direct and indirect costs of the dining program;
- 4.5.3 Provision of a Contractor contributed capital investment plan designed to support the capital development needs of the dining program over the life of the contract.
- 4.5.4 Provision of Contractor contributed funding to support student organization events.