



## United States Olympic Museum Request for Proposal--Food Services



January 26, 2016

**RE: United States Olympic Museum– Food Services RFP**

Dear Prospective Operator:

The United States Olympic Museum (“USOM”) invites your company to submit a proposal to operate a Café and catering services in the USOM. The museum building, currently under construction, is located in downtown Colorado Springs, CO and will be completed in late 2017. The Museum anticipates opening to the public in early 2018.

USOM seeks an experienced food service provider (Operator) with proven and outstanding credentials in managing and operating high profile cultural commerce and/or attraction venues. We will also look to the operator to assist in the final design and build of the food space at the complex.

**RFP Related Documents & Separate Enclosures:**

The *RFP Document* and all submittal forms are being provided to you in this document and separate emailed enclosures. Please note the following are key dates and times:

Confirmation of interest in attending the Pre-Proposal Conference Call:	February 1, 2016
Pre-Proposal Conference Call:	February 2, 2016
Follow up Questions Due:	February 16, 2016
Proposal Due Date:	March 4, 2016
Shortlist Notification:	March 17, 2016
Oral Presentations and Q&A:	week of March 21 or March 28, 2016
Contract Award:	March 31, 2016

**Pre-Proposal Conference Call:** We have scheduled a pre-proposal call that a prospective operator is expected to attend for introductions; and to answer any questions you and other operators may have about the USOM food opportunities, goals and/or the RFP process. The call will be held on **Tuesday, February 2, 2016** and will begin promptly at **1p.m. Mountain Time** and end (approximately) at 2:30 p.m. Mountain Time.

**Confirmation of your Attendance:** Please confirm your company’s attendance at the pre-proposal meeting via email along with the name(s) and title(s) of all those persons who will be representing your company. Please send your attendance confirmation to [kdowns@usolympicmuseum.org](mailto:kdowns@usolympicmuseum.org) on or before **4:00 p.m. MT, February 1, 2016**.

**RFP Questions:** Questions on all matters regarding the RFP process and matters requiring further clarification concerning the contents of this RFP should be in writing, addressed to the undersigned and sent via email.

*Inquiry to:*

**Kristen Downs**

**Director of Administration**

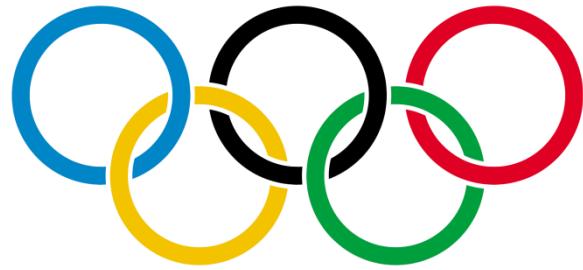
**[kdowns@usolympicmuseum.org](mailto:kdowns@usolympicmuseum.org)**

All questions submitted before the pre-proposal meeting will be answered at the meeting to the best of our ability. In addition, responses to all follow up questions will be forwarded only to the firms that attended the pre-proposal meeting.

Sincerely yours,

BJ Hybl

Treasurer of Board of Trustee and Co-Committee Chair



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United State Olympic Museum--RFP  
**FOOD PROVIDER**  
**REQUEST FOR PROPOSAL**  
January 26, 2016

## I. INTRODUCTION & OPPORTUNITY

### A. BACKGROUND

#### Overview & History

The 2012 Olympic Games in London was the most-watched television event ever in the United States with more than 219 million viewers. Olympic interest is extremely high and growing. And yet, with all this attention, there is no Olympic Museum in the United States.

The Museum will work closely with the United States Olympic Committee to create not simply a new museum but also, collaborating with the Olympic Training Center, an engaging and memorable “Olympic Experience.” The Museum and Hall of Fame will highlight the values, historic moments, outstanding athletes and teams, and our collective memories of the Olympic and Paralympic Games and will create interactive experiences that convey the universal power of the Olympic movement.

The architecture of the Museum will be a 21st century icon for both the Olympic movement and the nation. Its shape and design will represent the values and spirit of the US Olympics and Paralympics in every way. These include, but are not limited to, full accessibility for all visitors, state-of-the-art technology incorporated throughout, energy efficiency and environmental sustainability.



## The Museum Building, Collections and Exhibits

The U.S. Olympic Museum will be located where many Olympic and Paralympic dreams begin – at 6,035 feet above sea level, in the shadow of Pikes Peak – just a few blocks away from the United States Olympic Committee headquarters in Colorado Springs, Colo. Just a few minutes from the new museum site, the Colorado Springs Olympic Training Center will offer visitors an exclusive, behind-the-scenes look into the daily lives and training regimens of Team USA. With plans for development on 1.7 acres of land in the city's Southwest Downtown Urban Renewal District, the museum will create a stunning gateway to downtown Colorado Springs when it opens in 2018.

The U.S. Olympic Museum will become a premier cultural destination, welcoming people from near and far, and of all ages and backgrounds, to come together in the spirit of the Olympic and Paralympic Games. The 60,000-square-foot building will embody the forward-looking values of Team USA, with 20,000 square feet of highly interactive exhibit space, a state-of-the-art theater, retail, café, and event spaces.



## Estimated Attendance, Hours, and Admission Fees

Business plans developed for USOM project attendance of 350,000 visitors per year. Attendance projections by market segment will include tourists as the largest segment (anticipated to be over 80%), residents and school groups

The Museum's hours of operation will be seven days a week, and are anticipated to be 10am to 5pm, but may be extended seasonally to respond to visitor demand. The Museum will be open on most holidays except for Thanksgiving Day and Christmas Day. Admission will be charged and although final pricing is not yet determined it is expected to be competitive (\$18 to \$23).



## **A. Food Service Opportunities**

The Museum sees the café and catering activities as an opportunity to provide visitors with high quality food services to all who visit the USOM; and of equal importance, the Museum sees food as a contributor to the Museum's earned revenue stream. USOM seeks proposals from qualified food providers for the planning, design, construction and management of the USOM food opportunities.

The Museum is looking for a food service provider that will make the café a welcoming family-friendly casual dining facility providing high quality local food and beverages that appeal to a variety of guest palates. It is of the utmost importance that the atmosphere, food and service be of the highest quality and reflective of the Museum's commitment to excellent visitor experiences.

At this time, the anticipated food service opportunities consist of the following:

### **1. Cafe (see attached architecture drawings)**

1. The cafe has a prominent location on the ground floor adjacent to the Museum's retail area and directly accessible from exterior plaza.
2. The cafe includes approximately 1,500 square feet of indoor seating with a ceiling height of 15'.0. In addition, there will be outdoor seating available.
3. Adjacent to the indoor seating, there is approximately 400 square feet dedicated to kitchen area. In addition, there is approximately 300 square feet for food service staff.
4. The store will be delivered in "warm, white box" condition. The cost of capital investments for store design, construction and fit-out will be the responsibility of the food service operator, with design approvals by USOM.
5. Additional onsite storage space is provided on the lower level of the Museum near a freight elevator. The storage space will be delivered with walls, floors and ceilings installed and industrial shelving will be provided by USOM.
6. The food service vendor will have access to the Museum's loading dock, which has direct access to the Freight elevator. Large deliveries must be made to the loading dock.

### **2. Catering/Events (see attached architecture drawings)**

The Museum expects to host 150-200 "events" each year. From small groups to large banquet receptions, the museum will provide multiple spaces within the complex for planners to host their events.

We expect the food service provider to be the preferred caterer for all museum events.

1. The museum will have a dedicated indoor event space of approximately 1,800 square feet
2. Adjacent to the event space, there is approximately 500 square feet dedicated to warming/kitchen area.
3. The lobby (5,000 square feet) and board room (1,200 square feet) will also be available for events.
4. The complex design includes significant outdoor terraces and landscaped spaces for tented and other outdoor events

5. Onsite storage space is provided on the lower level of the Museum near a freight elevator. The storage space will be delivered with walls, floors and ceilings installed and industrial shelving will be provided by USOM.
6. The food service vendor will have access to the Museum's loading dock, which has direct access to the Freight elevator. Large deliveries must be made to the loading dock.

## **B. PROSPECTIVE OPERATOR PROFILE**

Prospective operators must have relevant and similar experience in the industry and ideally in working with high profile tourism venues that provide like/very similar high-quality services for all levels of constituencies and prospective customers.

Given the specialty focus of USOM on the Olympics, the USOM will consider proposals that wish to pursue partnerships and or joint ventures between firms that offer expertise and resources that will enhance and support the success of the food operation. Such proposals must detail all business entities in the partnership / joint venture including structure and fiscal resources.

## **C. OPERATOR INVESTMENTS: MANAGEMENT, STAFFING, INVENTORY, EQUIPMENT, FURNISHINGS & FIXTURES**

Ideally, USOM envisions a relationship where the Operator designs and fully builds-out and equips the museum café and catering business. USOM will provide industrial shelving for the storage area. USOM is however, dedicated to entering into a productive relationship with the right partner and as such is willing to entertain proposals that do not fund all of the above items. All other things being equal, proposals with higher investment will be viewed more favorably. Title of all items funded by Operator's investment will revert to USOM through a prorated formula over the life of the contract.

Additional pre-opening and start-up costs/expenses including change fund (operator's on-hand cash inventory for POS) and products and supplies inventory will be provided by the Operator. These items will remain the property of the operator during the term of the Agreement.

In addition the Operator will:

- Provide all management and operational support and service staff. All personnel must be neatly attired in uniforms approved by USOM and all personnel must meet standards of conduct and customer service training required for USOM personnel.
- Provide and be responsible for the menu, sourcing and procurement of all inventories, price points.
- Provide all kitchen equipment, fixtures, tables, point-of-sale "POS", space finishes, small wares, etc.
- Be required to have a liquor license.
- Provide commission checks and financial updates monthly.
- Work with museum management on operating during public hours.
- Be responsible for sales responsibility for catered events and coordination with Museum Director.
- Be responsible for equipment and tables, etc.
- Be responsible for offsite kitchen equipment for large catered events.
- Be required to use major suppliers who sponsor the USOM.
- Be responsible for local, state, and federal taxes, licenses and permits.
- Be required to maintain agreed upon insurance requirements at its sole cost and expense.

#### **D. FINANCIAL & CONTRACTUAL CONSIDERATIONS**

USOM will only consider a shared commission type of contract with a term of 5 to 7 years, wherein start-up, inventory, licensing and pre-opening costs and expenses are paid by the operator and the operator provides a commission (% of gross sales) and minimum dollar guarantee to USOM. The percentage can be different for the café and catering gross sales.

Operator proposals will include the total estimated cost to fully build-out the museum café and any necessary equipment or other costs for catering services.

#### **E. OTHER CONSIDERATIONS**

Per the USOM's agreement with the United States Olympic Committee (USOC), all licensed products must be sourced solely from USOC licensees. The current list of licenses will be provided to the Operator after the short list is finalized. The USOC licensee selected to produce/manufacture each item of licensed product will manage all administrative aspects of the process with USOC and will be responsible for all applicable royalties to USOC. There are no additional USOC royalties other than those paid by licensee to USOC.

### **II. RFP PROCESS & SCHEDULE**

#### **A. RFP SCHEDULE & EVALUATION PROCESS**

January 26, 2016	RFP Package emailed to prospective operators
February 1, 2016	Operator confirmation of attendance at Pre-Proposal Meeting
February 2, 2016	Pre-proposal meeting/conference call, 1:00 pm MT
February 16, 2016	Last day to receive additional questions from operators
February 24, 2016	Response to additional questions (after pre-proposal meeting) emailed to operators
March 4, 2016	Proposal Due Date
March 17, 2016	Shortlist Notification
Week of March 21 or March 28, 2016	Oral Presentations
March 31, 2016	Finalist selection and contract negotiations begin

#### **B. PRE-PROPOSAL MEETING**

It is suggested that any prospective operator that will be submitting a proposal attend the pre-proposal meeting for the purpose of meeting with the USOM team and to answer any questions you and other operators may have about the USOM goals and/or the RFP process. The meeting will begin promptly February 2 at 1:00 p.m. MT and end (approximately) at 3:00 p.m.

#### **C. ORAL PRESENTATIONS/INTERVIEWS**

The USOM will receive oral presentations and interviews the week of March 21 or 28, 2016 with companies the USOM feels were most responsive in their proposal and that have demonstrated, through the proposal process, the resources, experience and capabilities necessary to provide the services. Any operator that submits a proposal should tentatively block the oral presentation dates pending notification from USOM if the proposer is on the short-list (short-list will be announced on or about March 17, 2016). Date and time (Approximately 2 hours for each presentation) will be assigned by USOM. Operator may submit day and time (a.m. or p.m.) preferences to USOM but no guarantees or promises can be made in this regard and such preferences will be considered on a first-come, first-served basis.

**Presentation:** Oral presentations will include a presentation of product items based on your proposal. Timing will permit up to 30 minute set-up before the scheduled start of the presentation. Additional details will be provided to finalists when the oral presentation date and time is confirmed.

### III. SUBMITTAL INFORMATION

Please develop your proposal in the following format and separate each section by "TABS" labeled as noted in the format below. Be certain to include information in response to each and every alphabetical tab and number sub-submission, even if such response is "not applicable" or refers to an attachment in the appendix (see "Appendix" below).

#### A. PROPOSAL FORMAT & ORDER

**Format & Binding:** All materials must be in 8.5" wide x 11" high, portrait format, with graphic exhibits up to 11" x 17" format folded to fit within an 8.5" x 11" 3-ring binder and also formatted to be submitted electronically as one PDF file (ready for printing).

**Cover Letter:** Include a cover letter addressed to Ms. Kristen Downs, Director of Administration, from the person representing the proposer for all contact during the review, evaluation and contract process. The cover letter should indicate that the proposer has read the RFP Document, attended the pre-proposal call and/or submitted questions, and is in agreement with all the terms and conditions outlined in the RFP Document, except as may be modified by proposer's proposal submission.

**Table of Contents & Page Numbers:** Provide a table of contents reflecting sections ("Tabs") A – C, sub-sections and the appendix as follows. The table of contents and all pages should be numbered. The appendix portion of the table of contents should list all enclosures in the order included.

**Executive Summary:** Following the table of contents, and preceding Tab A, provide a 5-7 page (maximum) executive summary of your entire proposal in a bullet-point format. The executive summary should provide condensed highlights of Tabs A, B and C in sufficient detail for the reader to fully understand the scope and intent of your proposal. The executive summary should include specific details about:

1. Your company
2. Your clients and experience
3. Your proposed management team
4. Proposed Café concepts, menu and pricing strategy
5. Financial proposal
6. Contractual exceptions

**Proposal Sections Tabbed A – C:** Include your responses to each alphabetical section as follows. Be certain that you include a response for each alphabetical section and sub-section, even if the response is "not applicable" or "does not apply" to your proposal.

**Appendix:** Include any *standard* material that directly relates to your proposal. For example, if in Tab A, section 7 there is a request for financial statements or annual report, you can indicate in Tab A, section 7 that the document(s) is included in the Appendix.

## B. PROPOSAL SUBMISSION PROCEDURES

Proposal must be submitted, electronically, clearly identified in the subject line as "USOM Proposal for Food Service Operator" on or before 4:00 p.m. Mountain Time, March 4, 2016 to the following email addresses:

[kdowns@usolympicmuseum.org](mailto:kdowns@usolympicmuseum.org) and;

[mdevine@algadv.com](mailto:mdevine@algadv.com)

## TAB A-Your Company

In this section of the proposal present your company ownership, structure, size, history and financial resources.

1. **Ownership:** Describe your ownership (i.e. are you a corporation, general partnership, limited partnership, where incorporated, limited liability partnership, proprietorship, joint venture, limited liability company), names of officers and partners, stockholders, etc., and tax status of your entity.
2. **Company Address:** Provide complete address of office that is responsible for USOM's services including telephone, fax, email, and web site.
3. **Company History:** Indicate length of time your company has been in business, the business origins, the business specialty / focus and the business evolution to present day operations.
4. **Corporate and Regional Management:** Provide names of company representatives that will have the responsibility of USOM Food Services, including, but not necessarily limited to, local/regional managers, area vice president, and the person that has the contractual authority to bind your company (i.e., execute the contract). Additionally, provide an organizational chart reflecting positions and authorities from your CEO/Owner to the USOM on-site general manager.
5. **Company Size:** What is the size of your company (i.e., annual sales, number of operating units, number of employees, geographic area that you operate, etc.).
6. **Company Services:** Description of services your firm provides (i.e., cafe, catering, restaurants, etc.) and the types of venues/locations that you provide your services to.
7. **Financial Resources and Capabilities:** Indicate if upon USOM's request, you will provide company and/or personal financial statements, verification of assets, and banking information on a strictly confidential basis.
8. **Operator Investment:** indicate if the total capital investment included in your proposal has been approved by your bank, suppliers, etc. If the investment is not approved, indicate on what basis the USOM can consider your company's financial offer a "firm" and a "committed" offer. Indicate source of funds for the total estimated capital investment.
9. **Overall Company Policies & Procedures:** Describe your company's policies and procedures relating to training, customer service, accounting and financial controls, internal audits, purchasing and purchasing specifications, security, quality control and related day-to-day operational issues (boilerplate material, if necessary, should be placed in the appendix).
10. **Partners/ Joint Ventures and/or Sub-contractors:** If you will be involving any key and important third-party, provide complete details about the firm(s) and/or its people. Provide "specific" details about their role, relationship and day-to-day management of food services with as much specifics as possible to enable the USOM to fully understand the operational and financial implications of this relationship.

## TAB B-Your Clients /Other Food Service Operations

In this section of the proposal present your company experience.

1. **Similar Client Experience:** List up to four (4) of your current client food services client operations that are most similar to the USOM food services. Include the following for each listed, as applicable (*we are aware that all of the requested information below is confidential*):
  - a) Name and description/narrative of overall operations.
  - b) Location (i.e. address) of operations.
  - c) Name, address, phone, fax number, and email address of client/landlord to contact at each location. (*Please be sure that telephone and email address are up-to-date and correct.*)
  - d) Date you started/opened/closed.
  - e) Indicate whether you opened the operation new or assumed the operation from another operator.
  - f) Sales, by department, customer counts, per capita spending and average sale for each client location. Specifically describe the type of operation / event, the approximate number of attendees or visitors per location / event
  - g) Indicate how many on-site general managers you have had at each location during your tenure.
2. **Client References:** List relevant client references for events / locations. Include the name(s), address, phone, fax number, and email address of the client to contact at each location. (*Please be sure that telephone and email address are up-to-date and correct.*)

## **TAB C-Financial Proposal and Projections**

As indicated in the Introduction section, the services covered under this RFP will be provided under a shared commission type of contract.

**1. Financial Proposal:**

- a) Proposed commission percentages on all food services.
- b) Proposed minimum commission payment, if applicable, to your proposal.
- c) Proposed capital investments, if applicable, to your proposal.

**2. Financial Projections:**

Prepare your financial projections for the services you are proposing. Be sure to provide assumptions for all financial projections including but not necessarily limited to transaction numbers, average sale, per capita spending, operating expenses, etc.

**3. Contracts:**

If available, please submit a sample contract.

## **ACCEPTANCE, NEGOTIATION & AWARD**

USOM will negotiate a contract with the operator whose proposal, in the sole judgment of USOM, is most advantageous to USOM. Financial return to USOM, consistency with the brand of the Museum, financial capabilities, resources of the operator, and other factors will be considered in the evaluation.

### **PROPOSALS SHOULD BE SUBMITTED BASED ON THE MOST FAVORABLE TERMS POSSIBLE**

USOM reserves the right to accept or reject any or all of the proposals. Upon selection of the successful proposer, USOM and the successful proposer shall expeditiously finalize a contract reflecting the agreed upon terms and conditions.

## **ASSESSING PROPOSALS**

USOM and its committee will examine and evaluate each proposal received. No proposer shall have any cause of action against USOM arising out of a failure to award a contract to that proposer, failure to consider any proposal, or any expenses incurred by proposer in the course of the preparation of the proposal. The selection of the food provider, if any, shall be at the sole discretion of the USOM.

## **AUTHORITY TO BIND PROPOSER**

Your proposal should indicate the name of individual(s) having authority to contractually bind your company. The proposal should also indicate the name of the person to be contacted both during the period of evaluation of proposals, negotiation of a contract and execution of arrangements.

## **BINDING SUBMISSION**

The proposal terms and conditions submitted by prospective operators shall be binding upon the operator for a period up to six (6) months from the date of submission.

## **DATE OF AWARD & COMMENCEMENT OF OPERATIONS**

The USOM anticipates awarding the contract on/about March, 2016. The starting date of the services is contemplated to be Spring, 2016.

## **LATE PROPOSALS & MODIFICATIONS**

USOM reserves the right to not consider any proposals and modifications to proposals that are not received by the date and time specified herein above.

## **RELEASE OF OPERATOR CONFIDENTIAL BUSINESS INFORMATION**

1. The USOM may find it necessary to release information submitted by the operator—either in response to this solicitation or pursuant to the provisions of a contract executed at a later date—to individuals employed by the USOM as consultants and/or staff. Business information that is ordinarily entitled to confidential treatment may be included in the information released to these individuals and should be clearly marked as operator confidential business information. Accordingly, by submission of a bid/proposal or signature on the resulting

contract, the operator understands and agrees to the limited release of information it has designated confidential business information (CBI).

2. Possible circumstances where the USOM may release operator's designated CBI include, but are not limited to the following:
  - a) To USOM staff/consultants/attorneys tasked with assisting the USOM in the technical evaluation of requests for proposals (RFP); assisting in conducting pre-award surveys; and assisting in the review of pricing and technical data supporting contract modifications and task orders;
  - b) To USOM staff/consultants/attorneys tasked with assisting the USOM in handling and processing information and documents in the administration of USOM contracts, such as reviewing technical submittals and invoices;
  - c) To entities such as USOM's Board of Trustees and other select groups of USOM's community advisors, and the Courts in the resolution of solicitation or contract protests and disputes; or

#### **RELEASE & USE OF USOM INFORMATION**

The proposer shall secure the prior written approval of the USOM before any specifications, records, drawings, data, and other information relating to the contract are released to anyone other than the proposer's directors, officers, employees, accountants, attorneys, or to proposer's sub-contractors or partners requiring the information for the performance of their duties under the specific scope of the sub-contract involved.

#### **SUFFICIENT INFORMATION & REPRESENTATION**

This RFP is intended to provide all proposers with sufficient information to enable them to prepare and submit offers for consideration by the USOM. This request does not obligate USOM to procure or contract for services or supplies, and it shall not be construed as authorization to proceed with or be reimbursed for any of the costs of the work specified herein. The statistical information provided in this document is provided as a frame of reference and not presented as a guarantee of future performance by the food provider. All statistical or informational data presented herein may not be one hundred percent accurate.

#### **IV. EVALUATION CRITERIA**

Proposals that are considered responsive will be reviewed and evaluated with emphasis placed in the following areas.

##### **Experience:**

- Company's creativity, standards, reputation, quality, innovation, operational and financial experience, financial resources and history with USOM food services at *similar* events or locations.
- Resumes of the key management that will be working at and with USOM management that demonstrate *diverse* individual background and experience consistent with the scope of operations and services at the USOM, and a comfort level that the key individuals will be easy to work with and are compatible with USOM's goals, mission, management and project team.
- Company's client reference checks and on-site visitations.

**Quality and Content of Written Proposal:**

- Demonstrated understanding of USOM's goals, vision, mission, and objectives.
- Presentation of concept, capital budget, operating plans, marketing/promotion plans, financial/contractual, and time-line in a clear and concise format.
- *Creative and innovative* approach that will provide the very best service for USOM visitors and staff, optimize food opportunities and maximize revenue potential for USOM and operator.

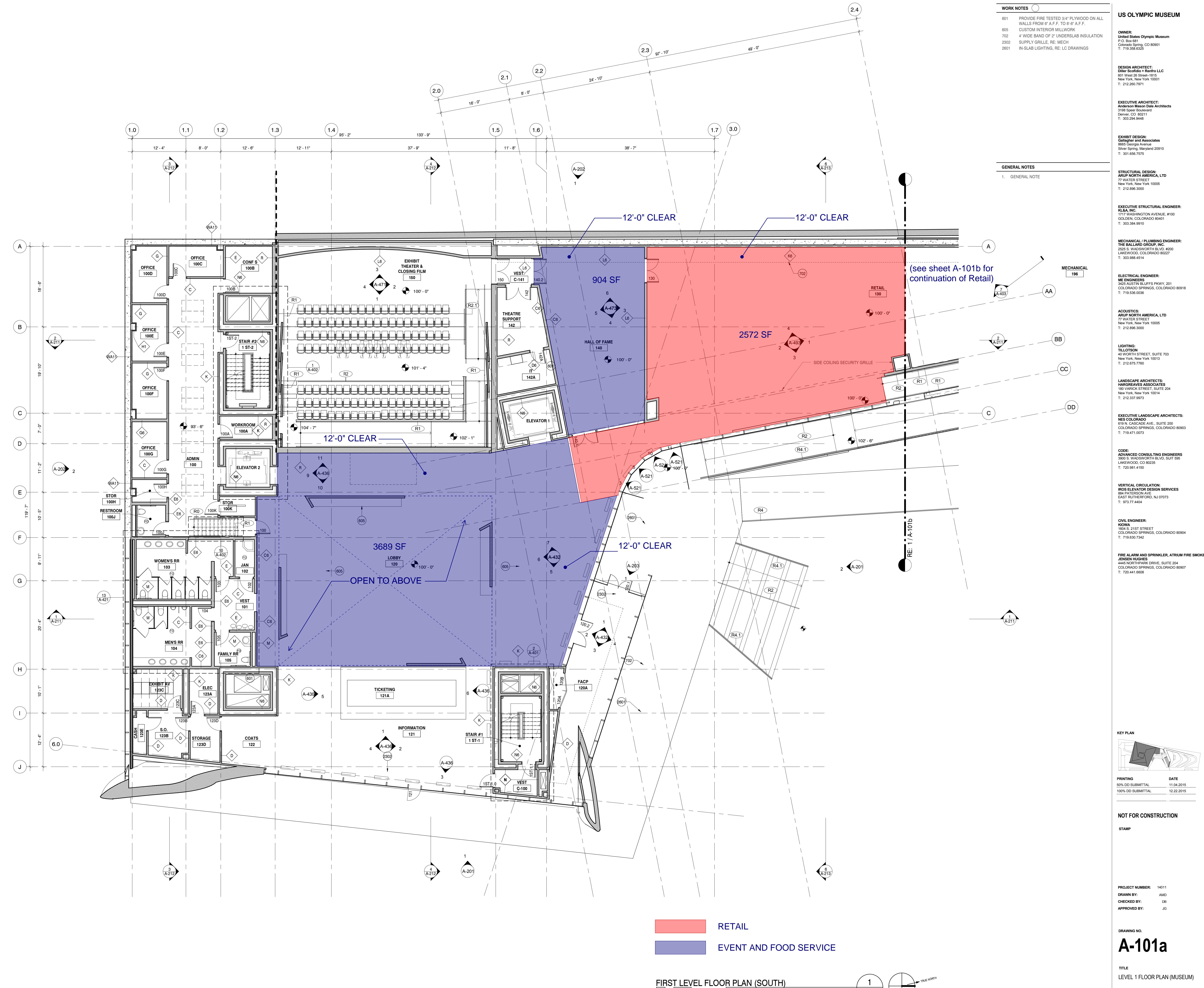
**Other:**

- Proposers shall furnish and include "all" data requested in Tabs A - C of this RFP Document. Statements are required to be complete and accurate. Omission, inaccuracy, or misstatement will be sufficient cause for rejection of proposals.
- Proposals should be prepared in such a way as to provide a straight forward, concise delineation of capabilities, concept, operating plan, and financial and contractual arrangements.
- Only proposals from financially responsible organizations, individuals or partnerships, as determined in the sole judgment of the USOM, presently engaged in the business of providing food services shall be considered. The USOM shall place significance on operator's relevant experience, financial resources and potential financial return to USOM.
- Expensive bindings, promotional materials and other "*boilerplate*" information *not specifically applicable* to the proposed Food Services at USOM are not necessary and should not be included.

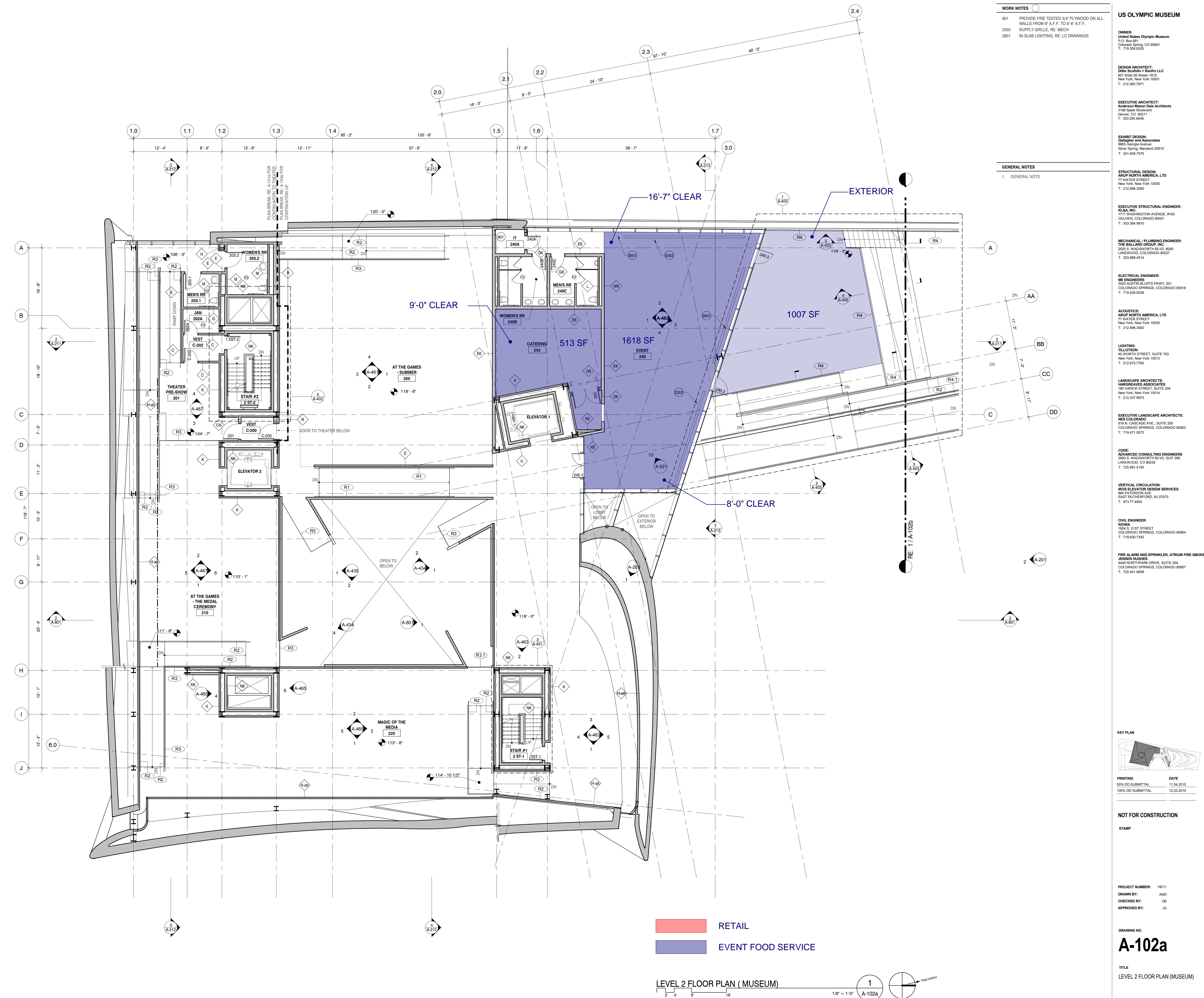
**Proposals will be evaluated against the following factors:**

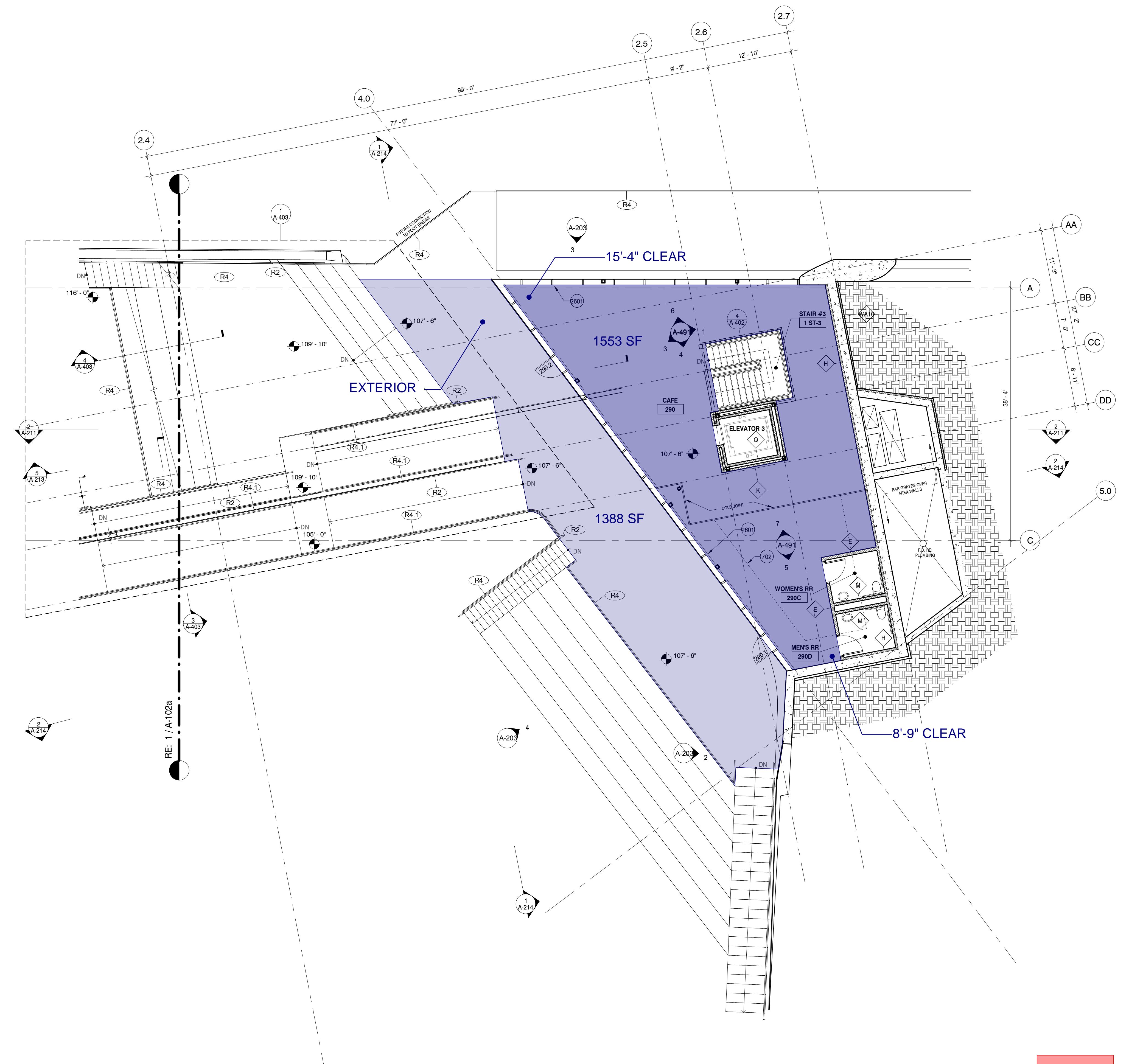
- 1) Proposed commissions (percentage of gross revenue and minimum payments) to USOM and/or financial upside.
- 2) Food service concepts, appeal to tourism travelers and Olympic enthusiasts including family, school group audiences and overall operational proposal; proposer's ability to support and enhance the audience experience and understanding and alignment with the USOM's mission, vision and goals.
- 3) Proposer's experience and track record in the industry, financial and personnel resources commensurate with the size and scope of USOM's operations; and stability and reputation.











SECOND LEVEL FLOOR PLAN (NORTH)  
1/8" = 1'-0" A-102b

RETAIL  
EVENT FOOD SERVICE

