FOOD SERVICE PLANNING GUIDELINES

For General Fund Academic and Administrative Units &
Units Reporting to the Vice President for Student Affairs

M UNIVERSITY OF MICHIGAN

Last updated: March 4, 2009
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OVERVIEW

From dining halls to coffee shops to full-service restaurants, food service operations contribute significantly to the overall campus experience at the University of Michigan. Only at a campus food venue will you see students cramming at the last minute for an exam next to employees re-energizing midday next to renowned faculty collaborating over interdisciplinary research.

While food provides a number of services to campus—gathering space, sustenance—it also presents new challenges and opportunities for the University. In generations previous, food was served exclusively or primarily in residential dining halls and student unions. Planning was simple, as food was contained in specific locations and buildings. Today, however, food can be found in all corners of campuses: in classroom buildings, near research labs, and even in libraries. As food is increasingly integrated into the campus landscape and life, the University must adjust to this new reality and be more proactive and strategic in planning and placing its food service operations.

This document outlines the process for proposing, planning, placing, and constructing food service operations on the Ann Arbor campus. The goals of the process are to ensure that food service operations are planned and placed based on campus needs, potential market demand, ability to be as financially self-sustaining as possible, and overall fit with campus master plans. Additional goals of the process are to:

- Clarify the University’s decision-making process for planning and placement of food service
- Ensure that any new food service operation aligns with the University’s mission and food service guiding principles and feasibility criteria
- Promote productive use of existing facilities
- Ensure food service needs are carefully analyzed
- Clarify the process and requirements for selecting suppliers and contractors
- Document the complex approvals and inspections for compliance with building, fire, and food safety codes

The food service planning process applies to General Fund academic and administrative units reporting to the Office of the Provost and Executive Vice President for Academic Affairs and units that report through the Division of Student Affairs on the Ann Arbor campus only. It does not apply to Athletics, the U-M Health System (i.e., U-M Hospitals and Health Centers), or the Dearborn and Flint campuses.

NOTES: The terms “food service” or “food service operation” used in this document refer to all types of food service operations, from full-service restaurants to beverage-only services, such as coffee shops.

For an overview of the food service process in flow chart form, refer www.foodplanning.umich.edu.
Roles & Responsibilities

Planning a new food service on the Ann Arbor campus is a coordinated process, involving a number of individuals and offices interested in meeting the food service needs of the University, while also ensuring the regulatory safety and fiscal responsibilities of the University.

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
<td>Identifies a critical need for food service&lt;br&gt;Submits the unit need for food service to the Food Service Review Committee&lt;br&gt;Develops a proposal that outlines the need, physical space requirements, and financial estimates&lt;br&gt;If approved to proceed, plays an active role during the procurement, supplier selection, site planning, design, construction, and opening phases</td>
</tr>
<tr>
<td>Food Service Review Committee</td>
<td>Reviews food service needs and ensures that the needs meet institutional requirements for food service operations (campus food plans, guiding principles, feasibility considerations, and financial impact)&lt;br&gt;Includes representatives from the following offices:&lt;br&gt;  - Office of the Vice President for Student Affairs&lt;br&gt;  - Office of the Executive Vice President and Chief Financial Officer&lt;br&gt;    - University Planner’s Office&lt;br&gt;    - Architecture, Engineering and Construction&lt;br&gt;    - Occupational Safety and Environmental Health&lt;br&gt;    - Office of the Associate Vice President for Finance&lt;br&gt;    - Procurement&lt;br&gt;    - Office of the Provost and Executive Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Procurement</td>
<td>The official U-M liaison to prospective suppliers&lt;br&gt;Identifies suppliers that may meet the needs and scope of an approved proposal&lt;br&gt;Works with units to create Requests for Proposal or Information for food service suppliers&lt;br&gt;Coordinates the procurement and supplier selection process&lt;br&gt;Obtains final approval of supplier and plan from the Executive Officer of proposing unit&lt;br&gt;Signed all contracts on behalf of the University</td>
</tr>
<tr>
<td>Occupational Safety and Environmental Health (OSEH)</td>
<td>The official food safety and licensing authority at the University of Michigan&lt;br&gt;Assesses the physical space of a proposed location to ensure it is conducive to food service&lt;br&gt;Prior to the start of construction, reviews and approves architectural and construction plans, including layout, plumbing, electrical, heating, ventilation, air conditioning, materials list, equipment specifications, etc.&lt;br&gt;Prior to the start of construction, reviews and approves food supplier equipment requirements and menus&lt;br&gt;Prior to opening, reviews and approves the standard operating procedures, inspects the construction of the food service operation, and licenses the facility</td>
</tr>
</tbody>
</table>
Role | Responsibilities
--- | ---
Architecture, Engineering & Construction (AEC) | - The official construction and building code and compliance authority at the University of Michigan
- Assesses the physical space of a proposed location to ensure it would meet building codes and regulations for food service space
- Responsible for approving the terms of the a contract related to leasing and cost of build-out
- Selects an architect and develops construction plans
- Selects a contractor
- Manages the construction project
- Inspects the construction site and approves the completed facility

Executive Officer of proposing unit | - Reviews Food Service Review Committee recommendations and endorses or denies proposals.
- Responsible for approving the terms of any contract between a supplier and the University
*Note: The Vice President for Student Affairs, Provost and Executive Vice President for Academic Affairs, or the Executive Vice President and Chief Financial Officer may also designate another individual for this role.*

U-M Fire Marshal (OSEH Fire Safety) | - Assesses physical space, construction plans prior to construction to ensure it complies with fire safety regulations
- Inspects the construction site and approves the completed facility

Supplier | - The entity chosen by the U-M unit and Procurement to run the food service operation
- Works closely with the U-M unit, contractor, and OSEH in the planning, licensing, and build-out of the new operation
*Note: In some cases, the supplier may be a U-M unit, such as University Unions.*

Contractor | - Selected by AEC
- Leads the construction of the project
- Works closely with all parties in the planning, licensing and build-out of the new operation

### Required Review & Approvals
The following table provides an overview of the required institutional and administrative approvals that are required in the food service planning process:

<table>
<thead>
<tr>
<th>Type of Approval</th>
<th>Approving Authority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit need for food</td>
<td>Dean or Director</td>
<td>Validates that the unit need for a food service operation is fully supported by the unit leadership.</td>
</tr>
<tr>
<td>Fit with campus food plan</td>
<td>Food Service Review Committee and Executive Officer of proposing unit</td>
<td>Ensures that a proposed food service operation meets an identified or potential need for food in specific campus location, based on campus food zones and inventories of existing food service operations.</td>
</tr>
<tr>
<td>Type of Approval</td>
<td>Approving Authority</td>
<td>Description</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Appropriate physical space</td>
<td>OSEH, U-M Fire Marshal, and AEC</td>
<td>Ensures that the proposed physical space is conducive to food service operations.</td>
</tr>
<tr>
<td>Fit with campus guiding principles</td>
<td>Food Service Review Committee and Executive Officer of proposing unit</td>
<td>Ensures that a proposed food service operation meets the campus guiding principles and feasibility considerations.</td>
</tr>
<tr>
<td>Request for Proposal (RFP)</td>
<td>Executive Officer of proposing unit, Procurement, and AEC</td>
<td>Ensures that the RFP reflects the appropriate terms for building out the physical space and any lease arrangements.</td>
</tr>
<tr>
<td>Selection of supplier</td>
<td>Executive Officer of proposing unit</td>
<td>Ensures that the Executive Officer of proposing unit supports the selected food service operator and financial arrangement.</td>
</tr>
<tr>
<td>Construction plan</td>
<td>OSEH, U-M Fire Marshal, and AEC</td>
<td>Ensures that the construction plan meets U-M and State of Michigan building, fire, and food safety codes and standards.</td>
</tr>
<tr>
<td>Food plan</td>
<td>OSEH</td>
<td>Ensures that the food equipment specifications, menu, and standard operating procedures meet U-M and State of Michigan health and safety codes and standards for food operations.</td>
</tr>
<tr>
<td>Construction and equipment installation</td>
<td>OSEH, U-M Fire Marshal, and AEC</td>
<td>Ensures that the construction and equipment installation meets U-M and State of Michigan building, fire, and food safety codes and standards.</td>
</tr>
<tr>
<td>Operating license</td>
<td>OSEH</td>
<td>Ensures that the food service operation is licensed for operation by the State of Michigan.</td>
</tr>
</tbody>
</table>
Decisions on food service proposals and determining the campus need and priority for placing a food service operation in a specific location take the following general factors into consideration. Some factors may be given greater consideration, based on the intended function of the food service operation.

- Provides food sustenance
- Provides a venue for social gathering
- Ensures the highest and best use of campus physical space
- Ensures institutional fiscal responsibility

Guiding Principles

When coordinating and planning food service operations on the Ann Arbor campus, the University seeks to:

- Be strategic in placing food service operations, based on known and expected building populations, traffic flow, and proximity to other campus or local food service operations.
- Guide the development of new food service facilities in a manner that supports the University’s principles for the highest and best use of available space.
- Encourage diversity in the types of food offerings, price points, service hours, and operators to address varying needs of the University community.
- Provide food service operations that promote social or interdisciplinary gathering or are placed near areas where social or interdisciplinary gathering can occur easily.
- Encourage the development of food service operations that are open and easily accessible to all members of the University community.
- Encourage financial and environmental sustainability where feasible in both the development and operation of food service venues on campus.

Feasibility Considerations

The following financial and operational considerations are used when determining the institutional need and priority of a proposed food service operation. At a minimum, a food service operation should:

- Demonstrate that the new venue meets an identified and defined campus need for food service operations relative to demand, diversity and support of social and interdisciplinary gathering principles.
- Include a business plan that provides a realistic projection for break-even operation (revenues cover all operating and overhead expenses), unless the University unit has specifically agreed to provide an ongoing subsidy for compelling mission reasons.
- Demonstrate that the location of the proposed operation will complement, rather than compete with, existing food services. The University may include in this consideration the opportunity to leverage existing private sector operations where appropriate.
- Include a physical plan that includes a space program, floor plan, equipment list and estimated construction costs. Consideration should be given to existing conditions, public access and regulatory requirements.
- Clearly identify the resources and qualifications of the intended operator. Food service venues must be managed by individuals and departments knowledgeable of food service standards (i.e., food safety,
sanitation, health codes, menu development, food presentation), whether University-operated or privatized/contracted.

- Include an overview operations plan that demonstrates the food service will be provided in a manner consistent the University’s standards of performance as well as all applicable regulations, whether University-managed or privatized/contracted and regardless of the oversight department.

Planning Model

The campus food planning model ensures that, as an institution, food is placed intentionally and strategically, supporting and tying needs at the individual school or college level to nearby campus “neighborhoods” or zones to the overall campus community. It also considers the campus geography and potential populations or markets in various areas that a food service operation might serve to predict the operations ability to succeed.

### Table 3: Types of Food Service Functions

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Purpose</strong></td>
<td>Campus Community Building</td>
<td>Neighborhood Support</td>
<td>Local Convenience</td>
</tr>
<tr>
<td><strong>Socialization vs. Convenience</strong></td>
<td>Support socialization and interaction among diverse groups, people, and neighborhoods, drawing from all corners of campus</td>
<td>Support socialization of populations within specific neighborhoods while providing convenience</td>
<td>Provide convenience first, and social opportunities if space allows</td>
</tr>
<tr>
<td><strong>Importance of Placement</strong></td>
<td>Most visible and accessible to public</td>
<td>Accessible and visible within neighborhood areas</td>
<td>Accessible or visible within a building or group of buildings</td>
</tr>
<tr>
<td><strong>Financial Responsibility vs. Primary Purpose</strong></td>
<td>Fulfill primary purpose while striving for financial viability</td>
<td>Balance both financial viability and needs of neighborhood</td>
<td>Profitability takes higher priority over convenience</td>
</tr>
<tr>
<td><strong>Examples</strong></td>
<td>• Michigan Union</td>
<td>• Hill Dining Center</td>
<td>• Bert’s Café (Undergraduate Library)</td>
</tr>
<tr>
<td></td>
<td>• Pierpont Commons</td>
<td>• Glass House Café (Palmer Commons)</td>
<td>• Mujo Café (Duderstadt Center)</td>
</tr>
</tbody>
</table>
**PROCESS OVERVIEW**

The process of proposing, reviewing, planning, constructing, opening, and operating a new food service location is complex and is defined in three phases:

- Unit proposal and institutional review
- Procurement and supplier selection
- Site planning, construction, and licensing

**NOTES:** *For the detailed, end-to-end process for Phases 1, 2, and 3, which includes specific roles, tasks and the order in which they occur, refer to www.foodplanning.umich.edu.*

*Units interested in proposing a new food service operation should submit Food Service Planning Form A - Statement of Need and Concept Proposal and submit it to the Food Service Review Committee to begin the process. Refer to “Contacts & Submission Material” for submission material information.*

**Phase 1: Unit Proposal and Institutional Review**

The food service process begins when a unit identifies and describes a critical need for a food service operation, using the *Food Service Planning Form A - Statement of Need & Concept Proposal*.

Before proceeding, however, it is important that the campus Food Service Review Committee assess the need to determine if the proposed food service operation is in the best interest of the University as a whole. Using the guiding principles and feasibility considerations as the basis, the Food Service Review Committee determines:

- How a proposal fits in with the overall campus plan for food service
- If there is a potential market demand for the food service
- If the proposed operation can be financially self-sustaining or if subsidies are expected
- What impact the proposed operation might have on existing food service operations

By conducting this type of strategic planning analysis early in the process, all parties whose institutional resources are required in the planning, funding, build-out, and potential operation of a new food service can also provide their knowledge and expertise to determine the feasibility and likelihood that:

- Physical space and location will support a food service operation
- Proposed food service will generate interest with potential suppliers
- Proposed food service will break-even financially

This type of upfront, strategic analysis enables the unit to better understand the potential of getting responses to an RFP and having the operation succeed, and the financial impact, without going through the entire process only to find that suppliers are not interested in the opportunity or that the operation will need significant subsidies.

After this analysis is completed, the Food Service Review Committee makes a recommendation to the unit’s Executive Officer. After reviewing the unit’s proposal and the committee’s recommendation, the Executive Officer either endorses or denies the proposal. If the proposal is denied, the Committee may recommend alternative food options to the unit. After this point, the committee is not involved in the remaining phases, unless requested.
Phase 2: Procurement and Supplier Selection

During Phase 2, the unit works through Procurement to identify potential suppliers and procure and select the supplier to run the operation. Procurement is the official U-M liaison between the unit and supplier during this phase.

The process of selecting a supplier is similar to other RFP processes and includes:

- RFP development by Procurement and the unit
- Supplier pre-proposal conference to allow interested suppliers to view the proposed physical space and learn more about the food service needs of the unit
- Submission of RFP responses by interested suppliers
- Supplier presentations
- Supplier quality audits conducted by OSEH
- Supplier selection
- Contract negotiation and review of terms of build-out and lease agreements
- Contract signing

NOTE: Units are not permitted to contact or communicate directly with suppliers during this phase.

Phase 3: Site Planning, Construction, and Licensing

Phase 3 involves a number of units on campus and is one that requires strict compliance with State of Michigan and local building, fire and food safety codes and regulations. This final phase occurs in two parts, as described below.

Site Design, Planning and Approval

The unit and supplier define their specific requirements for the physical space and submit the requirements to AEC. AEC, in turn, develops the designs, prepares the construction documents, and selects the contractor. The supplier, in coordination with the unit, develops its food plan, which includes menu information, equipment list and specification, standard operating procedures (SOPs), etc. and submits it to OSEH for review.

Before construction begins, OSEH must review the construction documents and food plan to determine if they meet fire and food safety codes. After OSEH approves the plans, they issue a formal written approval for construction to begin.

Construction, Licensing, Inspection and Opening

The assigned contractor, unit, and supplier work closely to ensure that the construction and equipment installation goes smoothly, stays on schedule, and stays within budget. During mid-construction inspection(s), AEC ensures compliance with all building and construction codes. During mid-construction, the supplier may also request a mid-construction inspection from OSEH to ensure compliance with fire and food safety codes.

When the construction is complete or near completion, final building, fire and food safety inspections and licensing occurs. Refer to “Expected Timeframes”, next in this document, for specific information.
EXPECTED TIMEFRAMES

The overall process from identifying unit needs, preparing a request for proposal (RFP), constructing a new facility, conducting site inspections, etc. varies, depending on whether the project is a minor renovation of an existing space or part of a larger building construction project. The rough timeframes for each section of the process are described in the table below:

**Table 4: Expected Timeframes by Phase**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Expected Timeframes</th>
</tr>
</thead>
</table>
| **Phase 1: Unit Proposal and Institutional Review** | Units wishing to propose a new food service location may submit the *Food Service Planning Form A - Statement of Need & Concept Proposal* to the Food Service Review Committee any time during the year. The sequence of submission and institutional reviews occurs as follows:  
  - Once the *Food Service Planning Form A - Statement of Need & Concept Proposal* is submitted to the Food Service Review Committee, the committee will assess the proposal and make a recommendation to the Executive Officer of the proposing unit. The Executive Office or designee will provide the status of this initial review generally within 2 months of Form A's submission.  
  - Once the site is inspected and approved by OSEH and/or AEC, the unit will then prepare *Food Service Planning Form B - Building & Operational Details and Financial Proforma* and submit to the Food Service Review Committee within 1 month of getting site approval.  
  - The committee will review *Food Service Planning Form B - Building & Operational Details and Financial Proforma* and make a recommendation to the Executive Officer of the proposing unit. The Executive Officer or designee will provide an answer to the unit generally within 1 month of Form B’s submission. |
| **Phase 2: Procurement and Supplier Selection** | The process of preparing and releasing RFPs, the time to coordinate pre-proposal conferences, supplier presentations and availability, final selection and contract negotiation depends on the number of interested suppliers and the level of review each requires.  
  This phase may take anywhere from 2-4 months. |
| **Phase 3: Site Planning, Construction and Licensing** | There is no set timeframe for the site planning and design phase; however, once the planning process has begun and a contractor has been selected, certain approvals need to happen in a specific sequence:  
  - Before construction may begin:  
    - OSEH must review and approve of all architectural/construction plans and operational plans, such as menus, equipment lists. The supplier and contractor must receive written approval before construction may begin.  
  - Prior to opening the food service operation:  
    - The contractor must request and pass a final building inspection by AEC.  
    - The contractor must request and pass a fire safety inspection by OSEH Fire Safety.  
    - The supplier must apply for an operator’s license from OSEH Food Safety 30 days before opening.  
    - The supplier must request and pass a pre-opening inspection by OSEH Food Safety. Once passed, OSEH will issue a food operator’s license and the facility may open. |
The following resources are available to assist you during the three phases of proposing, planning, and constructing a food service operation:

### Table 5: Contacts and Forms for Specific Phases

<table>
<thead>
<tr>
<th>Phase 1: Proposal &amp; Institutional Review</th>
<th></th>
</tr>
</thead>
</table>
| **Contact** | Loren Rullman  
Associate VP for Student Affairs  
Food Service Review Committee Chair  
foodplanning@umich.edu  
734.763.1291 |
| **Required materials** |  
Food Service Planning Form A - Statement of Need & Concept Proposal  
Food Service Planning Form B - Building & Operational Details  
Financial Proforma  
(on website) |
| **Process Diagrams & Website** | www.foodplanning.umich.edu |

<table>
<thead>
<tr>
<th>Phase 2: Procurement &amp; Supplier Selection</th>
<th></th>
</tr>
</thead>
</table>
| **Contact** | Gabriel Benitez  
Senior Procurement Agent  
gbenitez@umich.edu  
734.615.5961 |
| **Process Diagram** | www.foodplanning.umich.edu |
| **Required materials** | Contact Procurement  
Website |
| **Website** | www.procurement.umich.edu |

<table>
<thead>
<tr>
<th>Phase 3: Planning, Construction, &amp; Licensing</th>
<th></th>
</tr>
</thead>
</table>
| **Contact** | **Design and Construction**  
Mark Eboch  
Architecture, Engineering and Construction  
meboch@umich.edu  
734.615.9023  
**Food and Fire Safety**  
Pam Koczman  
Occupational Safety and Environmental Health  
pkoczman@umich.edu  
734.647.1139 |
| **Process Diagram** | www.foodplanning.umich.edu  
www.foodplanning.umich.edu |
| **Required materials** | Contact AEC  
Contact OSEH |
| **Website** | www.aec.bf.umich.edu  
www.oseh.umich.edu |
APPENDIX A: MEASURING THE PERFORMANCE OF AN OPERATION

There are a number of factors that contribute to the success of food service operations, such as quality of food, customer satisfaction, overall ambiance, financial viability, and so on… Included below are tips for monitoring a food service operation’s financial performance and customer satisfaction.

**Financial Performance**

While not every factor is easily measured or quantifiable, units are encouraged to use the following three basic metrics to monitor the financial performance of an operation:

- Monthly and annual gross revenue (the total of all revenues before deductions for expenses)
- Monthly and annual net revenue, profits, and commissions (revenues minus operating costs)
- Monthly and annual customer transactions (total customers served during a 12 month period)

Though success cannot be measured only by the above three metrics, these are ones that are commonly used in the food service industry and can be calculated quite easily. Access to the above information is dependent on the agreement established between the U-M and the food service supplier. When negotiating contracts with suppliers, the unit should work with Procurement to ensure language requiring these metrics are included.

*For more information on or assistance with gathering, estimating, or interpreting the information required for the above metrics, contact Food Service Review Committee chair, Loren Rullman, at foodplanning@umich.edu.*

**Customer Satisfaction**

Customer satisfaction surveys are another effective way to gauge the more qualitative factors related to food service. While most suppliers regularly conduct such surveys, Procurement and the unit should still request regular satisfaction surveys when negotiating contracts with suppliers. Units may also consider conducting internal surveys, whether or not the supplier conducts its own. Refer to Appendix B for a sample customer satisfaction survey.
APPENDIX B: SAMPLE CUSTOMER SATISFACTION SURVEY

How Are We Doing?
Your opinion is very important to us and we’d like to know what you think. Please take 5 minutes to complete this short survey of our products and service. Thank you for being a valuable part of our store, we hope we can serve you even better in the future.

Please indicate your level of satisfaction in the following areas:

<table>
<thead>
<tr>
<th>The Food/Beverages:</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Below Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>The food temperature and freshness:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The menu’s variety of items:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The quality of food/beverage was:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The food/beverage taste and flavor:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>How would you rate your meal overall:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>How would you rate the value of your meal:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Customer Service:</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Below Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion and correctness of order:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Courteousness and friendliness of staff:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Knowledge level of products/services:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Promptness of service:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The attentiveness of the staff:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Cleanliness of dining area and operation:</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Please rate your visit on value of service:</td>
<td>○</td>
<td>○</td>
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</tbody>
</table>

How often do you dine with us?
- Daily
- Weekly
- Monthly
- Once a Semester
- First Time
- Other ______________________

Would you recommend us to your friends or colleagues?
- Definitely
- Probably
- Probably Not
- Definitely Not
- Not Sure

What is your favorite item on our menu? ___________________________________________
What would you like to see on our menu? ___________________________________________
Do you have any other suggestions? ________________________________________________