

# United States Air Force Food Transformation Initiative – FTI

## Qualification Survey

### Introduction

The Air Force Services Agency (AFSVA), San Antonio, TX is a field operating agency of Headquarters, U.S. Air Force, Washington, D.C. The Air Force Morale, Welfare, and Recreation Fund (AFMWRF) a Nonappropriated Fund Instrumentality (AF NAFI) of the United State Government, is piloting a new food transformation concept to improve delivery of Air Force food services globally. The NAFI will execute a strategic plan for portfolios of food and beverage activities at multiple selected Air Force Bases and related facilities throughout the world. The AF NAFI's objective is to pre-qualify strategic sources for the Food Transformation Initiative (FTI) to offer business opportunities to selected Contractors awarded Nonappropriated Purchasing Agreements (NPAs) to assist the NAFI in executing its strategic plan. The scope of the work to be performed by the Contractor entails certain services including and related to the provision of food and beverage services, facilities management, maintenance/repair services, and other related services.

The Contractor will be required to provide food, beverages and catering services on Air Force Bases and related facilities, including the provision of managerial and operational personnel, food products, supplies, equipment, materials, technical support, training, systems, and effort necessary for the accomplishment of FTI Program functions, at a level of quality acceptable to the AF NAFI. The Contractor will be responsible for food purchase and production, quality control, human resources management (hiring, training, development, dismissal, etc.), and financial management of the FTI. Additionally, Contractor shall provide food service training to Air Force food service personnel assigned by the Air Force to work in Base FTI, as per guidelines established by the U.S. Air Force and local Base requirements.

If you are interested in the opportunity to be an AF NAF FTI strategic sourcing partner, please respond to the following Qualifications Survey.

All correspondence regarding this Survey and subsequent NPA awards will be handled through:

Max E. Browning, Contracting Officer

max.browning@us.af.mil

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**I. Current and Past Performance/Experience**

The AF NAFI is looking to partner with a firm that has demonstrated experience in the operation and management of diversely located food and beverage outlets.

- Please provide a brief overview of your company.
- Please provide a list of all current and historically managed/owned facilities (within the last 3 years), including geographic locations; domestic and overseas, where you have been retained to manage large corporate, higher education, or government accounts. Experience in these market segments is required. Complete the attached four (4) tabbed worksheets.

**II. Corporate/Operating Structure**

The AF NAFI wants to ensure that its contractor(s) has the appropriate corporate structure to manage and react to the requirements of the NPA that governs the business opportunity. Please respond to the following questions/requests, providing additional detail in the form of exhibits, schedules, etc., that can help substantiate your response.

*Organizational Structure*

- Please outline your organizational structure in sufficient detail as to delineate all divisions, departments and groups that support the core competency and industry focus of your entity.
- Please outline why your organizational structure is beneficial to the AF NAFI in accomplishing its outsourcing objectives.

*Management and Operating Structure*

It is important that the management and operating structure of a selected entity be established with a focus on similar clients with a dedication to the sector in which these clients operate.

- Please outline the specific management structure, including specific names and titles of individuals and their geographic locations that would support the objective as outlined herein.
  - Please outline your specific operating philosophy and structure.
  - Please outline what operating systems you use and might propose to use to accomplish the objectives outlined herein.
  - Please outline the degree to which you have experience in certain systems and the reporting capabilities necessary to manage a diverse and geographically decentralized
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portfolio. Also, please outline your experience in working with client implemented legacy systems.

- What qualities are unique to your company in the food service industry and what sets your company apart from its competition?

#### *Management Expertise*

- Please outline the availability of competent staff support your firm would dedicate to this project to provide corporate, in-field, and regional management and management backup. Please also include the CVs of Senior Level Management personnel that demonstrate their specific level of experience and relevance to the objectives as outlined.
- Please outline your experience in training “other” personnel that do not report directly to you. Please provide examples of this or similar situations, where you have had to take on this responsibility.

#### *Geographical Reach and Capabilities*

The geographic breadth of USAF base locations, both domestically and overseas, would require an entity to have the capabilities to serve and support these locations effectively and comprehensively.

- Please provide an overview of how your company would accomplish this including, but not limited to, staffing (including initial deployment), training, procurement of goods and services, distribution, etc.

### **III. Financial Strength and Capabilities**

It is important that the USAF engage with an entity that has the financial strength and stability to effectively carry out the objectives as stated herein for the term of the initial contract and potentially beyond.

#### *Financial Strength*

- Please demonstrate the financial strength and stability of your company by providing your company’s Income Statement, Balance Sheet and Statement of Cash Flow for the past three years.
  - State your company’s estimated Capital Investment Capacity available for the AF FTI program over the next five years.
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