

## **J.18 - Food Consultant Report**

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# PREFACE

In August 2013, the Chief Administrative Officer (CAO) of the United States House of Representatives (USHR, the House) engaged Brailsford & Dunlavey (B&D, the Project Team) to conduct a comprehensive foodservice needs study for the dining venues at the House. The study seeks to address the current satisfaction with existing dining venues, understand where people are eating off campus, and what employees would like to see in improved dining facilities. The information gathered in this assessment will be used to inform a Request for Proposal (RFP) that will be conducted prior to the December 2014 contract termination.

The report sets forth B&D's findings with respect to various market conditions and concept options. The findings contained herein represent the professional opinions of B&D's personnel based on assumptions and conditions detailed in this report. B&D has conducted research using both primary and secondary information sources which were deemed reliable, but whose accuracy cannot be guaranteed.

## INTRODUCTION

B&D made the following statement in its response to the CAO's request for proposals:

*"The House of Representatives has very diverse foodservice needs, whether for unexpected special events or, more importantly, to sustain the always critical legislative process."*

We believed that statement then and had it reinforced for us throughout the assignment. The primary scope of the assignment called for a comprehensive assessment of incumbent foodservice contract management companies' performance (Restaurant Associates / RA and Capitol Host / CH). A research process such as the one requested by the CAO can be as simple as hosting a number of focus groups, preparing and mounting a web-based survey, performing a cursory results analysis, and then presenting those results in the form of colored graphs and charts. B&D, due to its project team's extensive foodservice management and operations experience, has made a good faith attempt to offer what it believes may be one or more reasons for what House and RA positive and negative factors may be driving the qualitative and quantitative survey results.

## SCOPE OF WORK

The scope of assignment, as we understand it, was to ascertain one or more of the following:

1. How well is the incumbent foodservice management company (Restaurant Associates) meeting the needs of the approximately 10,000 persons working on the House side of the Capitol?
2. What are the foodservice-related needs of the House of Representatives' employees, particularly those in the critical under-35 age group?
3. What infrastructure and/or institutional inhibitors need to be considered as part of this evaluation process?
4. What are the reasons for dining at restaurants in close proximity to the Capitol vs. dining on site?
5. Using local restaurant preferences as a base, what food preferences are not being met by the current provider?
6. With respect to #3-5 above, once the food choices are known, what are the expectations regarding convenience (both time and distance), service concepts, service delivery, and price/value points?

Regular in person or telephone conference project update meetings were held with Dan Weiser, John Wilwol, and Mitch Green. The project completion date was, by mutual consent, extended to December 21, 2013 due to the lack of appropriations in October.

Given an extensive and comprehensive research process, the B&D Team believes that it has a definitive answer to original CAO posed question: "How does the House of Representatives community assess the foodservice program as managed by Restaurant Associates and Capitol Host?"

# EXTENDED EXECUTIVE SUMMARY

In August 2013, Brailsford & Dunlavey (“B&D”) was engaged by the Chief Administrative Officer (“CAO”) to conduct a comprehensive foodservice needs study for the dining venues in the House of Representatives. The study seeks to address the current satisfaction with existing dining venues, understand where people are eating off campus, and what employees would like to see in improved dining facilities. The information gathered in this assessment will be used to inform a Request for Proposal (“RFP”) that will be conducted prior to the December 2014 contract termination.

## CURRENT FACILITY ASSESSMENT

To assess the current facility conditions, the Project Team toured each of the House dining facilities to observe the physical condition and typical operations, reviewed financial documents to see how the venues are performing, and conducted a secret shopper exercise to interact with front line employees anonymously.

## FACILITY TOUR

The Project Team toured each of the dining facilities within the Capitol during peak and non-peak operating hours.

## KEY FINDINGS

- ◆ Facilities are dated in terms of furnishings and décor, and many venues have the same basic layout and furniture selection.
- ◆ There is no differentiation of seating areas based on customer preferences for seating arrangement, noise, privacy, and general atmosphere.
- ◆ Most of the venues are not designed to efficiently provide made-to-order meals, creating a speed of service problem.
- ◆ Facilities are not adequately designed to handle the peak crowds that occur during busiest times, such as peak tourist season.
- ◆ Vending at the House appears to be the “foodservice option-of-last-resort.”

## FINANCIAL EVALUATION

A review of current financial documents was conducted to ascertain if there is a correlation between customer satisfaction and profit. There is a need to approach such an analysis from two perspectives: 1) those circumstances or events controlled by the client (i.e., the House CAO and AOC.) and, 2) those circumstances or events controlled by the contract foodservice management company(s).

**KEY FINDINGS**

- ◆ The number of days the House is in session has an impact on the House foodservice's revenues and bottom line profit or loss.
- ◆ Operating hours' unpredictability creates significant operational and financial challenges for the operator as they may be open when Congress has adjourned or vice versa missing an opportunity to serve House employees.
- ◆ Analysis of the combined House foodservice program (retail, catering, and vending) demonstrates a 13.2 percent drop in revenue and continued net losses since 2011.
- ◆ The decrease was found in all components but especially retail and catering with net decreases of 12.3 percent and 11.8 percent respectively.
- ◆ This drop is likely a result of decreasing customer satisfaction and the lingering impact of the economic conditions on discretionary spending.
- ◆ With a significant drop in all segments, there is a very real possibility that the respective management teams have had to reduce the number of employees and create other cut-backs that could be directly linked with poor food and service quality perceptions.

Some of the other important foodservice related issues under the control of the CAO and AOC are:

1. Facility and equipment maintenance timeliness, especially when it negatively impacts revenues, food losses, and employee productivity.
2. Security regulations for outside catering vendors and the security barriers deterring food delivery services (parking and locating the office).
3. The amount of money that the House is paid via commissions.
4. The overall age and effective functionality of the foodservice storage, preparation, and service equipment.
5. The annual losses being incurred in the Member's Dining Room. Over the past two years, the losses have exceeded the annual revenues (2012 Revenues = \$210,000 / Losses = \$225,000 and 2011 Revenues = \$210,000 / Losses = \$328,000).

Related issues under the control of Restaurant Associates:

1. Aggressive marketing and promotion with the objective to achieve incremental gross revenue increases.
2. Frequent purchase reward programs.
3. Use of the Internet and related technology to effectively communicate menus, nutritional information, and program specials.
4. Use of social media to send general and venue unique marketing and promotion messages.
5. The resources to introduce new menu and service concepts.
6. Training and staff incentives to achieve optimum customer satisfaction rankings.

## **SECRET SHOPPER ASSESSMENT**

B&D utilized its internal team of secret shoppers to evaluate each House Dining Facility. The secret shopper evaluation factors were developed in conjunction with the CAO to consider critical operator performance areas, such as cleanliness, customer service, wait times, and food quality. Shoppers tracked each evaluation factor in real time during the secret shopping session.

### **KEY FINDINGS**

- ◆ Accurate charging of receipts and employee's friendliness (with some exceptions) emerged as areas receiving positive marks.
- ◆ Secret shoppers identified several areas where improvements could be made, such as facility cleanliness and consistency of sanitation practices, visibility of managers and/or floor supervisors, clarity of pricing at/near the point of sale, employee's menu and ingredient knowledge, and the perceived quality of the food being served.

## **SURVEY PROCESS AND ANALYSIS**

A series of qualitative and quantitative analyses were undertaken to assess overall satisfaction with the House dining facilities.

## **FOCUS GROUP ASSESSMENT**

The Project Team first conducted a series of focus groups with House employees and heard a variety of opinions and experiences with the foodservice venues at the House. B&D specifically solicited input on the menu and concept offerings, food quality, customer service, hours of operation, location of dining facilities, pricing, and perceived value.

### **KEY FINDINGS**

- ◆ Facilities are convenient to employees when the House is in session; however, there are insufficient options when the House is out of session.
- ◆ Perceived food quality is inconsistent based on preparer and time of day.
- ◆ Customer service levels vary by individual, and service declines near the end of shifts.
- ◆ Hours of operation are difficult to predict and, as cited by many research respondents, do not coincide with their busy schedules.
- ◆ Employees do not perceive that the food represents a good value for what it costs.
- ◆ Employees supported the idea of adding branded concepts due to their perceived consistent quality, variety of menu options, and known price points.
- ◆ Employees expressed interest in using a mobile app or online ordering system for pick up or desk delivery.
- ◆ The Quick Pay card was perceived to be convenient although employees expressed a desire to receive a discount.

**SURVEY ANALYSIS**

Using the information uncovered in the focus groups, the project team developed and implemented an on-line survey to quantitatively understand employee dining preferences, habits, and satisfaction. The survey was made available to all House employees and 1,051 responded.

**KEY FINDINGS**

- ◆ Survey analysis revealed that the foodservice venues are convenient and meet employees' basic dining needs.
- ◆ Despite their convenience, employees generally find the venues to be very inconsistent in terms of hours of operation, food quality, and customer service.
- ◆ Many respondents confirmed that the quality of the food varies from day to day and that customer service is hit or miss.
- ◆ Many employees believe that the food is overpriced for its quality.
- ◆ Respondents echoed the same popularity of branded concepts that was expressed in focus groups.
- ◆ There is a demand for increased food variety, especially healthy options and vegetarian entrees.
- ◆ Employees expressed their preference for a wider variety of price points to accommodate their budget and dining preferences on any given day. Average lunch spending is consistent across all salary levels, reinforcing this need.
- ◆ When employees do choose to eat off site, they are seeking more menu options and better perceived food quality.

**COMPARABLE FACILITY ANALYSIS****COMPARABLE FACILITY ANALYSIS**

To gain an understanding of comparable foodservice operations and current trends, the project team visited nine federal agencies in the Washington, D.C. area. The team toured each facility and dined during peak operating hours to experience typical operations. The peer facilities were chosen based on their location, size, contract operator, and dining concept. Visual inspection revealed that the facilities physical condition and dining concepts ranged from dated to traditional to very contemporary and innovative.

**KEY FINDINGS**

- ◆ Comparative analysis revealed that the condition and quality of the House foodservice facilities falls within the same menu, price points, and perceived food and service quality range.
- ◆ Comparable House foodservice practices observed at peer institutions included: multiple price points, a combination of both self-service and made-to-order options, regularly updated menus, clear nutrition labeling, effective use of technology, and consistent hours of operation.

- ◆ There is nothing particularly outstanding or unique about the comparable foodservice facilities. This fact gives the House the opportunity to leverage service concepts, technology, and other progressive foodservice applications to create a thriving foodservice program.

## **MARKET ANALYSIS**

### **NEIGHBORHOOD MARKET ANALYSIS**

An evaluation of the dining options surrounding the Capitol was conducted to gain an understanding of the options available to House employees should they decide to leave the campus to dine. Analysis revealed that the neighborhood surrounding the Capitol has three distinct market areas with a significant concentration of dining establishments. The geographic boundaries of the market areas are generally defined by the walking distance from the Capitol.

The primary market area most proximate to the Capitol is less than a ten-minute walk, the secondary market area is a 10- to 15-minute walk, and the tertiary market area is a 15- to 20-minute walk or short Metro ride. The restaurants within the market area offer a variety of dining types, cuisines, and price points providing the House foodservice venues formidable competition.

### **KEY FINDINGS**

- ◆ Overall, the House is located in a competitive restaurant market.
- ◆ Quick service, fast casual, and fine dining restaurants in the area all directly compete with House dining facilities.
- ◆ While there is no directly comparable casual dining concept in the House, nearby casual dining restaurants are indirectly competitive as they redirect spending from House dining facilities.

### **CONCEPT GAP ANALYSIS**

A concept gap analysis was also conducted to determine if the branded concepts preferred by survey respondents exist in the local market place.

### **KEY FINDINGS**

The concept types most frequently listed by respondents include:

1. Chicken,
2. Deli-sandwiches,
3. Premium burritos,
4. Fast food hamburgers,
5. Premium sandwiches,



6. Fast food Mexican,
7. Salads,
8. Premium burgers,
9. Premium pizza, and
10. Premium world cuisine.

Analysis revealed that the market is generally saturated with the desired concepts with the exception of chicken, premium burritos, fast food hamburgers, and fast food Mexican. These concepts have the potential to be successful if they were introduced to the housing dining facilities as stand-alone branded venues.

### **RECOMMENDATIONS**

As a result of a comprehensive assessment of dining needs, the Project Team recommends the following considerations for a new/revised foodservice RFP:

1. Introduce one or more national or regional branded concepts into Cannon, Rayburn, or Longworth.
2. Require proposing contract management companies to address how technology can be incorporated to allow for on-line ordering, providing accurate nutritional information, accelerate the payment and checkout process, and ultimately increase revenues.
3. Enhance menu selections by offering expanded Red Tag specials, restructuring the pay-by-the-ounce program to account for different food types and comparable weight, refresh dining concepts on a consistent basis, and explore the addition of limited service food kiosks or pop-up concepts.
4. Enhance customer service by developing a frequent customer or loyalty rewards program, by adding barcodes to all menu items to speed up check out, and by placing portion scales near self-serve stations to help customers gauge by-the-ounce costs.
5. Request that the contractor provide input on how dining and serving areas can be improved in terms of layout, furnishings, way-finding, and traffic flow to improve efficiency within the venues.
6. Require proposing contractors to consider converting one of the existing vending banks into an “honor market” concept that sells fresh grab and go food.

# PREFACE

In August 2013, the Chief Administrative Officer (CAO) of the United States House of Representative (USHR or House) engaged Brailsford & Dunlavey, Inc. (B&D, or Project Team) to conduct a comprehensive foodservice needs study for the dining venues at the House of Representatives (Study). The Study seeks to address the current satisfaction with existing dining venues, understand where people are eating off campus, and determine what employees would like to see in improved dining facilities. The information gathered in this assessment will be used to inform a request for proposal (RFP) that will be issued in advance of the December 2014 contract expiration.

B&D would like to thank the following individuals who provided insight and comments throughout the process:

- ◆ Mitch Green, Contract Administrator, CAO Acquisitions Management
- ◆ Dan Weiser, Communications Director, U.S. House of Representatives
- ◆ John Wilwol, Senior Communications Specialist, U.S. House of Representatives

The B&D team that produced the Study was comprised of the following individuals:

- ◆ John Cornyn, Vice President
- ◆ Nicholas Gabel, Project Manager
- ◆ Whitney Duffey, Assistant Project Manager
- ◆ Tara Bliss, Project Analyst

The report sets forth B&D's findings with respect to various market conditions and concept options. The findings contained herein represent the professional opinions of B&D's personnel based on assumptions and conditions detailed in this report. B&D has conducted research using both primary and secondary information sources that are deemed reliable, but whose accuracy cannot be guaranteed.

## INTRODUCTION

B&D made the following statement in its response to the CAO's RFP:

*"The House of Representatives has very diverse foodservice needs, whether for unexpected special events or, more importantly, to sustain the always critical legislative process."*

We believed that statement then and had it reinforced for us throughout the assignment. The primary scope of assignment called for a comprehensive assessment of incumbent foodservice contract management companies' (Restaurant Associates / RA and Capitol Host / CH) performance. Such a review can be as simple as hosting focus groups, administering a survey, performing cursory results analyses, and then presenting results. Because its Project Team has extensive foodservice management and operations experience, B&D knew such an approach would be insufficient; therefore, this Study goes beyond cursory assessments to determine the factors driving the qualitative and quantitative survey results.

This Study's findings and recommendations will be an important part of the CAO's RFP process, which will be conducted prior to the December 2014 contract expiration date.

#### **SCOPE OF WORK**

The Project Team understood the scope of this Study to ascertain one or more of the following:

1. How well is the incumbent foodservice management company (Restaurant Associates) meeting the needs of the approximately 10,000 persons working on the House side of the Capitol?
2. What are the foodservice-related needs of the House of Representatives' employees, particularly those in the critical under-35 age group?
3. What infrastructure and/or institutional inhibitors need to be considered as part of this evaluation process?
4. What are the reasons for dining at restaurants in close proximity to the Capitol vs. dining on site?
5. Using local restaurant preferences as a base, what food preferences are not being met by the current provider?
6. With respect to numbers three through five above, once the food choices are known, what are the expectations regarding convenience (both time and distance), service concepts, service delivery, and price/value points?
7. What is the demand for local vs. regional or national restaurant brands?

8. Given the above points, how do House employees define food and service quality?

B&D used a variety of research methodologies and techniques to complete this Study. The team based its research in part on the operational and financial data received from the CAO's office, which included the documents below:

1. Catering Guide for Internally and Externally Organized Events
2. House Conducted Surveys in 2012 for the following locations:
  - a. Cannon Cafe
  - b. Capitol Host Catering
  - c. Capitol Market
  - d. Ford Cafeteria
  - e. Ford Carryout
  - f. Longworth C-Store
  - g. Longworth Creamery
  - h. Longworth Food Court
  - i. Members Dining Room
  - j. Rayburn Cafeteria
  - k. Rayburn Deli
3. Customer Compliments and Complaints Received in 2011, 2012 and 2013-to-date by Mitch Green, Contract Administrator – Food Services
4. Office of the Attending Physician / Environmental Health Division 2013-to-date Inspection Reports
5. Customer Counts and Sales/Commissions Summaries for 2011,2012 and 2013-to-date
6. Floor and seating plans for each venue (except the Creamery and C-Store)
7. A spreadsheet showing the number and dollar value (subsidy) for the Red Tag meals sold since May 2010 through June 2013
8. Restaurant Associates' annual revenues and expenses statements for the two most recent fiscal years (2011 and 2012)
9. House-prepared sales and commissions statements for the same two most recent fiscal years
10. Restaurant Associates' sales reports for the two most recent fiscal years

11. A House-prepared chart showing the number of “in-session” days, number of business days, and total Restaurant Associates’ revenues for the three most recent fiscal years

As part of its research process, the Project Team and other B&D employees conducted secret shopper visits in order to observe the House foodservice venues during what are typically peak, moderate, and low volume periods to judge food and service quality. A copy of the secret shopper form is enclosed as Exhibit B. Before the secret shopper process was initiated, a Web-ex based tutorial developed specifically for this assignment by the project executive, John Cornyn, was conducted with all participants.

The Project Team’s initial research process included a series of stakeholder interviews with members of Congress and their respective staffs, the AOC, USCP, Clerk’s office, and, of course, the CAO staff. These individual and focus group sessions influenced the development of a comprehensive web-based survey that was made available to 10,000 House employees. Since one of the survey announcement methods were table tents and posters in each dining venue, a small percentage of the respondents were visitors. The survey tool allowed for visitor participation so it was easy to isolate those responses to ensure a statistically valid assessment from House employees only.

Two additional research efforts were conducted simultaneously. The first was to conduct a comprehensive survey of all restaurants within defined walking/Metro time zones of the House. Special attention was paid to those restaurants cited by focus group participants as being particularly popular. The second was to identify and personally visit other Federal Government building foodservice venues in the District identified by focus group participants as comparable to or better than those offered in the House office building and the Capitol.

Regular update meetings were held with Dan Weiser, John Wilwol, and Mitch Green to keep them informed of the Project Team’s progress. This report concludes the Study, which was to be completed by December 21, 2013.

Given its extensive and comprehensive research process, B&D believes that it has a definitive answer to the original CAO posed question: “How does the House of Representatives community assess the foodservice program as managed by Restaurant Associates and Capitol Host?” The remainder of this report outlines the team’s answers in detail.

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# Section I

# EXECUTIVE SUMMARY

In August 2013, Brailsford & Dunlavey (B&D) was engaged by the Chief Administrative Officer (CAO) to conduct a comprehensive foodservice needs study (Study) for the dining venues in the House of Representatives. The Study seeks to address the current satisfaction with existing dining venues, understand where people are eating off campus, and determine what employees would like to see in improved dining facilities. The information gathered in this assessment will be used to inform a request for proposal (RFP) that will be conducted prior to the December 2014 contract expiration. The key findings of the market analysis are presented below.

## CURRENT FACILITY ASSESSMENT

To assess the dining facilities' current conditions, the Project Team:

- ◆ Toured all locations to observe their physical condition and typical operations,
- ◆ Reviewed financial documents to see how the venues are performing, and
- ◆ Conducted a secret shopper exercise to evaluate food quality and interact with front-line employees anonymously.

The Project Team toured each of the dining facilities within the Capitol complex during peak and non-peak operating hours. Analysis revealed that the majority of the facilities are dated in terms of furnishings and décor. The design and physical layout of many of the facilities is confusing because there is no logical flow pattern to the design. This issue creates confusion for the consumer and inhibits operating efficiencies for the operator. Most of the venues are also not designed to provide made-to-order meals in an efficient manner. To compensate, Restaurant Associates (RA) has introduced a self-service-by-the-ounce concept that allows patrons to fill a container with various food items and pay a blanket rate per ounce regardless of the food type. The concept is popular with customers since it provides more options, but the pay-by-weight pricing is inconsistent and creates a poor sense of value.

A review of current financial documents was conducted to ascertain if there is a correlation between customer satisfaction and profit. While the days that Congress is in session are generally known long in advance, there are frequent changes in daily operating hours when the House is out of session. This creates significant operational and financial challenges for the operator, who may be open when Congress has adjourned or vice versa, thus missing an opportunity to service House employees. Analysis of the combined House foodservice program (retail, catering, and vending) shows a 13.2 percent drop in revenue and continued net losses since 2011. These decreases were found in all program components, but especially in retail and catering where net decreases of 12.3 percent and 11.8 percent, respectively, were reported.



This drop is likely a result of a declining number of days that the House is in session, decreasing customer satisfaction and the lingering impact of the economic conditions on discretionary spending. Detailed information regarding the current facilities assessment can be found in Section 2.

### **SURVEY PROCESS AND ANALYSIS**

A series of qualitative and quantitative analyses were undertaken to assess overall satisfaction with the House dining facilities. The Project Team first conducted a series of focus groups with House employees and heard a variety of opinions and experiences with the foodservice venues at the House. Using the information uncovered in the focus groups, the Project Team developed and implemented an on-line survey to assess quantitatively employee dining preferences, habits, and satisfaction. The survey was made available to all House employees and 1,051 responded.

Three main themes emerged from both the focus group discussions and on-line survey: convenience, service inconsistency, and food value. House employees stated that when the House is in session, their work schedules are unpredictable so having a convenient place to grab a meal is essential. The survey analysis revealed that foodservice venues are convenient and meet employees' basic dining needs; however, despite their convenience, employees generally find the venues to be very inconsistent in terms of hours of operation, food quality, and customer service. The unpredictable nature of the House operating schedule creates significant confusion over what is open and what is closed. Many stated that the quality of the food also varies from day to day and that customer service is hit or miss. The final theme that emerged in the focus group discussions and was evident in the survey results is the perception of poor value. Many employees believe that the food is overpriced for its quality. In summary, the inconsistency of the foodservice venues has ultimately left customers with a negative impression of the overall operations. Detailed survey and focus group information can be found in Section 3.

### **COMPARABLE FACILITY ANALYSIS**

To gain an understanding of comparable foodservice operations and current trends, B&D visited nine federal agencies in the Washington, D.C. area. The team toured each facility and dined during peak operating hours to experience typical operations. The quality and condition of the peer facilities varied giving the Project Team a diverse spectrum of which to compare the house dining facilities. The peer facilities were chosen based on their locations, sizes, contract operators, and dining concepts. Visual inspections revealed that the facilities' physical conditions and dining concepts ranged from dated and traditional to contemporary and innovative. The Project Team's analysis revealed that the condition and quality of the House foodservice facilities is among the average of the peer institutions. Detailed information can be found in Section 4, Comparable Facility Analysis.

## NEIGHBORHOOD MARKET ANALYSIS

An evaluation of the dining options surrounding the Capitol was conducted to gain an understanding of the options available to House employees should they decide to leave the campus to dine. B&D's analysis revealed that the neighborhood surrounding the Capitol complex has three distinct market areas, each with a significant concentration of dining establishments. The geographic boundaries of the market areas are generally defined by the walking distances from the Capitol complex. The primary market area most proximate to the Capitol complex is less than a ten-minute walk, the secondary market area is a 10- to 15-minute walk, and the tertiary market area is a 15 to 20-minute walk or short Metro ride to Eastern Market. The restaurants within the market area offer a variety of dining types, cuisines, and price points, providing the House foodservice venues with formidable competition.

A concept gap analysis was also conducted to determine if the branded concepts preferred by survey respondents exist in the local market place. The concept types most frequently listed by respondents include fried chicken, deli sandwiches, premium burritos, fast-food hamburgers, premium sandwiches, fast food Mexican, salads, premium burgers, premium pizza, and premium world cuisine. B&D's analysis revealed that the market is generally saturated with the desired concepts with the exception of fried chicken, premium burritos, fast food hamburgers, and fast food Mexican. These concepts might be successful if introduced to the House's dining facilities as stand-alone branded venues. Detailed information regarding the neighborhood market analysis can be found in Section 4.

## RECOMMENDATIONS

As a result of a comprehensive assessment of dining needs, the Project Team recommends the following considerations for a new/revised foodservice RFP:

1. Introduce one or more national or regional branded concepts into Cannon, Rayburn, and, potentially, Longworth.
2. Require proposing contract management companies to address how technology can be incorporated to allow for on-line ordering, providing accurate nutritional information, accelerate the payment and checkout process, and ultimately increase revenues.
3. Enhance menu selections by offering expanded Red Tag specials, restructuring the pay-by-the-ounce program to account for different food types and comparable weight, refresh dining concepts on a consistent basis, and explore the addition of limited service food kiosks or pop-up concepts.

4. Enhance customer service by developing a frequent customer or loyalty rewards program, by adding barcodes to all menu items to speed up check out, and by placing portion scales near self-serve stations to help customers gauge by-the-ounce costs.
5. Request that the contractor provide input on how dining and serving areas can be improved in terms of layout, furnishings, way-finding, and traffic flow to improve efficiency within the venues.
6. Require proposing contractors to consider converting one of the existing vending banks into an “honor market” concept that sells fresh grab and go food.

# Section II

# CURRENT FACILITY ASSESSMENT

B&D toured each of the dining facilities to observe their physical conditions and typical operations, reviewed financial results to see how the venues are performing financially, and conducted a secret shopper exercise to interact with front-line employees anonymously. The following section highlights the Project Team's findings.

## SUMMARY OF FINDINGS

When compared to other, more contemporary federal government facilities within the District, most House facilities are dated in terms of layout and décor. Since House employees identified service speed as a major concern, especially when Congress is in session, most venues' made-to-order (MTO) concepts are not designed to provide fast and efficient service similar to those found in local area restaurants. To offset layout and design service inhibitors, Restaurant Associates (RA) has introduced a number of self-service by-the-ounce concepts. While this change has been well received, there have been numerous complaints about "cash register sticker shock" since patrons have no way of knowing how much food they have taken until it is weighed at the register.

All venues have clean, 80's-90's contemporary appearances in terms of décor. With the exception of the Members' Dining Room, the dining areas are not as up-to-date looking in terms of décor or seating arrangements. Dining rooms in Longworth, Cannon and Rayburn have the same basic layout and furniture. Several focus group participants noted that they might use these spaces more often if there were seating zones, (i.e., different privacy and atmosphere choices) that they could choose based on their personal preferences. .

A complaint voiced by employees in both the focus groups and survey comments was dealing with "all the tourists." B&D's secret shoppers can attest that initially arriving at the Longworth, Rayburn and Cannon Food Courts / Cafeterias can be somewhat intimidating as there is no logical flow pattern to any of their designs. At peak times, it can be somewhat chaotic for regular patrons who are in a hurry to get their first or second choice meal while navigating around uninitiated tourists. The same situation occurs once tourists receive their meal choice and then wander around again finding a dessert and/or beverage before finding the right cashier line. There is additional confusion and inevitable questions regarding where condiments and serviceware are located. Once that step is completed, then tourists commence the "where to sit hunt" since seating options are not always obvious in venues like the Capitol Market.

A serious issue that patrons reported to the Project Team on numerous occasions is the rat/mice and bug problem that exists throughout the historic portions of the Capitol complex. Several focus group participants cited one or more situations where mice and other pests were observed in the servery and dining areas. These participants asked: If bugs and rodents are in these areas during the day, what are conditions like in the kitchen? A few of the focus group participants who have House foodservice facility and equipment maintenance responsibilities reinforced the fact that this is a serious, ongoing problem. B&D understands that the AOC and Office of the Attending Physician are attempting to deal with this issue. A solution should be developed prior to launching a foodservice RFP process since the problem may discourage one or more potential operators from submitting a proposal.

## FINANCIAL RESULTS

B&D asked to review and analyze the operator's financial results to ascertain if there is any correlation between positive and negative survey results and net profit or loss. There is a need to approach such an analysis from two perspectives: 1) To understand the circumstances or events controlled by the client (i.e., the House CAO and AOC.) and 2) To understand the circumstances or events controlled by the contract foodservice management company). The number of days the House is in session has an impact on the House foodservice operator's bottom line. When the schedule is known well in advance the CAO has an opportunity to plan which facilities will remain open or be shut down when the House is not in session, allowing the operator to plan accordingly. However, the operator faces significant scheduling, operating, and financial challenges when Congress is forced to extend its workday well into the evening or schedule emergency sessions with little or no prior notice.

Foodservice financial history provided by the CAO (Exhibit A), shows the combined retail, catering and vending program suffered a significant drop in revenues and continued net losses over the past two fiscal years (2011 to 2012).

Year	Retail	Catering	Vending	Total	
2011	\$10,730,364	\$6,423,371	\$767,568	\$18,152,576	
2012	\$9,412,876	\$5,662,816	\$679,290	\$15,754,982	
Difference	\$1,317,488	\$760,555	\$88,278	\$2,397,576	-

**FIGURE 2.1:** Foodservice revenues 2011-2012

With a significant drop in all segments, but especially those related to the retail and catering components, there is a very real possibility that the respective management teams have reduced the number of employees and made other cutbacks that could be linked directly to poor food and service quality perceptions.

Another factor affecting the foodservice program's financial performance is the post-recession economic uncertainty that decreased employees' discretionary spending on items like retail food. More people are "brown bagging" to save money. Figure 2.2 illustrates the decline in

foodservice sales since 2010. The Project Team believes this trend is due to a combination of factors, including employee fatigue with current dining facilities, increased off campus retail competition, fewer in-session days, and a reduction in discretionary spending.

Year	Business Days	In Session Days	House Sales
2010	247	151	\$11,098,966
2011	250	100	\$10,647,493
2012	251	117	\$9,935,667

**FIGURE 2.2:** Total foodservice sales 2010-2012

The B&D team identified numerous important factors under the control of the CAO and AOC that affect foodservice economics, including:

1. Retail, vended, and catering pricing: B&D understands that no price increases have been granted over the past four years. Operating costs increased during this period so operators must find savings somewhere. Two logical places are labor and food costs. Cuts in either area could quickly affect patrons' perceptions of food quality and customer service.
2. Facility and equipment maintenance: Timely repairs are crucial to preventing revenue food, and labor losses.
3. Security: Inconsistent security regulations for outside catering vendors and the security barriers deter food delivery services to employees.
4. Commission structure: The amount of money that the House is paid via commissions has a negative effect on operator profitability.
5. Facility conditions: The overall age and functionality of the foodservice storage, preparation, and service equipment creates problems for the operator.
6. Members' Dining Room: Over the past two years, this venue's losses have exceeded the annual revenues (2012 revenues = \$210,000 and losses = \$225,000; 2011 revenues = \$210,000; losses = \$328,000).

Important factors that affect foodservice economics that are under the control of Restaurant Associates include:

1. Marketing and promotion: Aggressive marketing and promotion need to occur to achieve gross revenue increases.
2. Shopper awards program: Patrons should be rewarded for frequent purchases.
3. Customer engagement: RA should communicate menus, nutritional information, and program specials more effectively.
4. Social media: Use of social media to send general and venue-specific marketing and promotion messages is crucial, particularly for the under 35-age group.

5. Menu concepts: Customers need new menu and service concepts, especially in an urban area like D.C.
6. Employee training and performance: Training and staff incentives are needed to achieve optimum customer satisfaction rankings.

## **VENDING**

To paraphrase the market research, vending at the House is considered the “foodservice option-of-last-resort” for most personnel either because it is the only convenient option, especially when the House is in recess or it is used by second, third shift and weekend personnel when all foodservice venues are closed. Vending sales have mirrored retail sales in terms of what has occurred over the past two years (2011 = \$767,568 and 2012 = \$679,290). The vending machines are in many cases worn looking and do not represent the most modern and up to date units. There are very few glass front beverage vending machines, which provide a greater variety and better merchandising. As with the RA operated concepts, there is little attention paid to the promotion of healthful choices.

## **SECRET SHOPPER ANALYSIS**

B&D utilized its internal team of secret shoppers to evaluate each House Dining Facility. The secret shopper evaluation factors were developed in conjunction with the CAO to consider critical operator performance areas, such as cleanliness, customer service, wait times and food quality. Shoppers tracked each evaluation factor in real time during the secret shopping session. Key findings for each venue are summarized below. The full text of each secret shopper evaluation is included in Exhibit B of this report.

## **CANNON**

- ◆ Floors were consistently dirty, although the tables and condiment areas were kept clean.
- ◆ Nutrition information was not readily available on the product, menu board or in close proximity to the service point. Accurate price labeling (especially upcharges) was a repeat negative issue for shoppers.
- ◆ Staff was generally friendly.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, it took two minutes to order, three minutes to receive food, and two minutes to pay.
- ◆ The food taste, quality, temperature, appearance, and value all received acceptable scores. Value was consistently ranked lowest among all considerations.



**CAPITOL MARKET**

- ◆ Floors, tables, chairs, and condiments areas were all kept reasonably clean.
- ◆ Nutrition information was not readily available on the product, menu board or in close proximity to the service point. Additionally, consistent and accurate labeling of menu items and their ingredients was an issue.
- ◆ Staff was generally unfriendly. Closer to closing time, one shopper noted that most of the food had been put away and it was difficult to receive service.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible. One shopper noted a person who might be the manager, but who was not wearing a nametag or attire to identify him as such.
- ◆ On average, it took nine minutes to order, two minutes to receive food, and one minute to pay.
- ◆ The food taste, quality, temperature, appearance, and value all received acceptable scores. Value, taste, and quality all received the lowest marks.

**CREAMERY**

- ◆ Floors, tables, and condiments areas were consistently dirty.
- ◆ Nutrition information was not readily available on the product, menu board, or in close proximity to the service point. Additionally, consistent and accurate labeling of menu items and their ingredients was an issue.
- ◆ Staff provided friendly greetings 50% of the time. It was observed that employees had to leave the register to make drink orders, causing service delays.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, it took one minute to order, two minutes to receive food, and less than one minute to pay.
- ◆ The beverage taste, quality, temperature, and appearance all received excellent scores, although value was given an acceptable score. One shopper noted that small serving size impacted the perceived value.

**C-STORE**

- ◆ Floors were consistently clean.
- ◆ Nutrition information was readily available on the product, menu board, or in close proximity to the service point. However, consistent and accurate labeling of menu items and their ingredients was an issue.
- ◆ Staff was generally friendly.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, it took one minute to pay.

- ◆ The food taste, quality, temperature, appearance, and value all received above average scores.

#### **FORD CAFÉ**

- ◆ Floors, tables, and, chairs were consistently clean, although the condiments and napkins area was sometimes dirty.
- ◆ Nutrition information was not always readily available on the product, menu board, or in close proximity to the service point. Consistent and accurate labeling of menu items and their ingredients was sometimes an issue. One shopper especially noted that clear pricing was a problem.
- ◆ Staff generally did not provide a greeting.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, it took two minutes to order, five minutes to receive food, and less than one minute to pay.
- ◆ The food taste, temperature, appearance, and value all received acceptable scores. Food quality was ranked as poor.

#### **FORD CARRYOUT**

- ◆ Floors and condiments and napkins areas were consistently clean.
- ◆ Nutrition information was readily available on the product, menu board, or in close proximity to the service point. Consistent and accurate labeling of menu items and their ingredients was not an issue.
- ◆ Staff generally did not provide a greeting.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, there was no wait to order, and it took one minute to receive food, and one minute to pay.
- ◆ The food taste, quality and temperature received acceptable scores. Appearance and value received excellent scores.

#### **LONGWORTH CAFÉ**

- ◆ Floors, tables, chair and the condiment/napkin area was generally clean.
- ◆ Multiple shoppers reported that the lack of way-finding signage made it difficult to identify the entry point of the serving lines.
- ◆ Nutrition information was readily available on the product, menu board, or in close proximity to the service point. Consistent and accurate labeling of menu items and their ingredients was sometimes an issue. One shopper noted that the posted menu did not match the actual station offerings.
- ◆ Staff was generally friendly.

- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, it took five minutes to order, two minutes to receive food, and one minute to pay.
- ◆ The food taste, quality, value, and temperature received acceptable scores. Appearance received an excellent score.

#### RAYBURN CAFÉ

- ◆ Floors, tables and, chairs were generally clean, although the condiment/napkin area was sometimes dirty. No one was observed wiping down tables. One secret shopper reported viewing a roach trap next to a serving station.
- ◆ Nutrition information was not readily available on the product, menu board, or in close proximity to the service point. Consistent and accurate labeling of menu items and their ingredients was an issue. Several items were not labeled with prices.
- ◆ Staff was generally friendly; however, when asked to confirm allergen information, one shopper found employees were not knowledgeable about the food ingredients.
- ◆ Receipts were correctly charged.
- ◆ There was generally no manager or floor supervisor visible.
- ◆ On average, it took five minutes to order, two minutes to receive food, and one minute to pay.
- ◆ The food taste, quality, value, and temperature received acceptable scores. Appearance received an excellent score.

#### RAYBURN DELI

- ◆ Floors, tables, and the condiments and napkins area were generally clean.
- ◆ Nutrition information was not readily available on the product, menu board, or in close proximity to the service point. Consistent and accurate labeling of menu items and their ingredients was not an issue.
- ◆ Staff was generally friendly. However, when one shopper purchased a possible red tag meal no one explained the possibility of bundling in a value meal.
- ◆ Receipts were correctly charged.
- ◆ There was generally a manager or floor supervisor visible.
- ◆ On average, it took five minutes to order, two minutes to receive food, and one minute to pay.
- ◆ The food appearance, quality and value received an acceptable score. Taste and temperature received excellent scores.

### **MEMBER'S DINING ROOM**

Member's dining room secret shopper narratives are included as an appendix to this report. Key points are summarized below:

- ◆ Dining room was clean and well-maintained.
- ◆ Service was polite, although declined as the room became busier.
- ◆ Food quality was mediocre, and value for the price poor.

# Section III

# SURVEY PROCESS AND ANALYSIS

The Project Team conducted qualitative and quantitative analyses to understand satisfaction within the House dining facilities. B&D first moderated a series of focus groups with House employees to learn about their experiences and satisfaction with the foodservice venues in the Capitol complex. Using the information uncovered in the focus groups, the Project Team developed and implemented an on-line survey to quantitatively understand employee dining preferences, habits, and satisfaction. The following section is a summary of the focus group and survey findings.

# FOCUS GROUP FINDINGS

The purpose of focus group sessions is to engage a variety of individuals in dynamic conversations about their dining and catering experiences at the House to better understand their current satisfaction levels and how they can be improved moving forward. As part of Brailsford & Dunlavey's comprehensive assessment of foodservice needs at the House, the B&D Project Team moderated two types of focus groups:

- ◆ **General Foodservice Focus Group Sessions** with Members' staffs and representatives of various House offices to gain an understanding of their satisfaction with the foodservice program.
- ◆ **Catering Focus Group Sessions** comprised of individuals tasked with planning and organizing catered events at the House to gain insight on their experiences.

The focus groups yielded qualitative insights regarding dining experiences and identified sensitivities and previously unconsidered issues surrounding current and potential foodservice operators. In addition, the information was used to shape the quantitative on-line survey distributed to the House and catering communities. The results of the quantitative survey (addressed later in this section) often validated findings from the focus group sessions and, occasionally unearthed new information. The combination of the qualitative and quantitative research yielded a comprehensive assessment of employees' foodservice opinions.

## OBJECTIVES & METHODOLOGY

Part of B&D's task in assessing the foodservice program at the House was to understand employees' current satisfaction regarding:

- ◆ Menu and concept offerings,
- ◆ Food quality,
- ◆ Customer service,
- ◆ Hours of operation,
- ◆ Location of dining facilities, and
- ◆ Pricing and value.

B&D moderated general focus group sessions with more than 70 House staff members and employees on September 13<sup>th</sup> and 16<sup>th</sup>, in the Longworth House Office Building. B&D moderators guided the discussions; however, open-ended questions were posed to participants to encourage dialogue and introspective discussions. While the moderators were predisposed to obtaining answers to the questions, they also paid close attention to other tangential issues

raised during the interviews. The discussions provided B&D with qualitative insights surrounding foodservice at the House of Representatives.

The 70 participants who took part in the focus groups were comprised of staff members from the following offices:

- ◆ Chief Administrative Officer,
- ◆ Committee on Foreign Affairs,
- ◆ Congressional Budget Office,
- ◆ Human Resources,
- ◆ Legislative Resource Center,
- ◆ Logistics and Distribution,
- ◆ Members' Staff,
- ◆ Office of the Clerk,
- ◆ Office of Finance,
- ◆ Office of House Employment Council,
- ◆ Office on Inspector General,
- ◆ Payroll and Benefits, and
- ◆ Sergeant at Arms.

## SUMMARY OF FINDINGS

Focus group participants had mixed opinions of the food, customer service, and dining facilities at the US House of Representatives. Some participants felt the food was poor quality, particularly considering the price of the meal; however, others felt the quality was average and to be expected from a cafeteria dining venue. Additionally, participants stated that the food quality was inconsistent in that some items were prepared better than others or the same menu item may taste differently day-to-day or from one menu cycle to the next. Participants also noted the steep decline in food quality as the meal period ended because of prolonged holding times and infrequent refreshment. In addition, persons dining later in the lunch period noted that featured menu items had frequently run out with no apparent attempt by the foodservice staff to prepare more or offer a comparable substitute.

Focus group participants remarked that foodservice employees were generally friendly and polite; however, some commented that certain individuals were unpleasant or even rude, which caused patrons to avoid particular food stations or dining facilities. Participants also noted that their dining choices were influenced by who prepared the food since inconsistent preparation occurred regularly.

Concerns regarding the foodservice employees' knowledge about the food and its ingredients seemed to be prevalent. Multiple focus group participants mentioned that the food was often mislabeled or the label was obviously inaccurate. When patrons asked if an item was vegetarian or dairy-free, foodservice employees were often unsure or gave an incorrect answer.



Focus groups also addressed the speed of service. Participants felt foodservice employees generally worked at a good pace, but not always consistently enough to accommodate varying patron flow. Long lines and wait times often forced patrons to revert to a second or third less desirable meal choice. Considering the occasional extreme time demands that many House employees face (especially when in session), systems such as an incentivized quick pay, accurate and visible menu options, in-line order slips, and a preorder and pick-up app for smartphones were all presented as unique ways to increase service speed and improve the dining experience.

The Project Team learned quickly that culture plays a large role in where House employees choose to dine. Most Members' staff felt that the House dining locations were very convenient and noted the fast-paced culture causes employees to get lunch quickly and return to their desks. Furthermore, even when provided the time and option to eat in the House dining areas, participants commented that they still choose to eat at their desks since seating areas tended to be loud, hectic, aesthetically unappealing, especially in those areas where there are only counters and a few scattered tables and chairs. Members of Congress and their staffs eat off campus when they would like to have private or sensitive conversations. The House dining locations are convenient, but participants prefer the atmosphere of their offices or off campus restaurants unless a large group of coworkers decided to eat together in one of the cafeterias.

Participants commented that schedules and mealtime behaviors are very different depending on whether Congress is in or out of session. Many of them, particularly those from Members' offices, felt the hours of operation should be extended into the evening to provide adequate food for those who often work late when the House is in session. Furthermore, participants felt that more House foodservice facilities should remain open when the House is out of session because most Members' staffs remain working. Focus group participants also expressed the need for clearer communication regarding when foodservice facilities would be open while Congress is out of session.

Several participants volunteered comments about wanting House dining facilities restricted to House employees only, either altogether or during certain peak times, particularly when the House is in session. B&D's research suggests that complete restriction or even dedicated hours of operation (as some hospitals do for medical staff) is unrealistic since these are public access facilities and Members' staffs, especially those who are asked to conduct constituent tours, noted that they generally recommend House dining venues because the Capitol Visitor Center Cafeteria prices are significantly higher.

## DETAILED FINDINGS

*How do you feel about the quality, consistency, price, and variety of the food at the House dining facilities?*

Focus group participants had poor opinions of the quality, consistency, and variety of food options at the House dining facilities. Many felt the options were poor values because the quality was lower than expected for the price. Other participants, however, felt the quality was on par with a cafeteria-style facility.

Concerns surrounding the consistency of the food quality surfaced many times. The same food items vary greatly from day to day or within the menu cycle, and the ultimate quality of foods, such as salads or sandwiches, was heavily dependent on the preparer.

Price consistency was also an issue. Some participants felt the menu pricing was expensive, noting the pay-by-weight salad bar and global station caused sticker shock at the cashier. Others stated that the fixed menu items were priced too similarly and some wanted the option of having a very cheap and simple lunch, like a pre-made sandwich, but with an option to spend a bit more when they desired better quality and taste. When asked about price points, participants had mixed reactions concerning the “Red Tag” specials. Some employees were unfamiliar with these specials and others seemed indifferent to their appeal.

In general, participants agreed that there was decent variety in the foodservice facilities; however, as daily patrons of the facilities, they wanted more options for healthier foods. Many noted that the barbeque, grill, and pizza options provided variety and were popular with tourists, but felt those options did not satisfy the House employees who frequented the facilities on a regular basis.

Participants also noted that each House dining facility provides a broad array of menu items and concept offerings, but with mediocre quality and preparation. Focus groups preferred the off campus concepts offered at the House because they felt those choices had better quality and taste at comparable prices. For example, one participant noted that Sweetgreen salads are similar to those offered at the House, but the quality and variety of toppings are much better.

*How do you feel about the service at the House dining facilities?*

Focus groups expressed mixed opinions regarding customer service, foodservice employees’ knowledge about the food, and the overall customer experience. In general, participants felt that the employees were pleasant and helpful, but a few are rude and short-tempered. Patrons’ negative perceptions affected their dining decisions and caused them to avoid certain lines, stations, or entire facilities when rude employees were working, thus forcing them to second or third choices, which exacerbated negative reactions or opinions about foodservice. The other related complaint was directly associated with the perceived “wait time” when encountering

long lines at their preferred primary station choice. When perceived as too long of a wait, patrons again revert to a second or third choice or, worse yet, simply abandon the facility altogether.

Although most participants felt the majority of the foodservice employees were friendly, each group expressed issues with the employee's food knowledge. They noted that items are often mislabeled as vegetarian, which was a dietary concern for personal choice or, potentially, religious conflict. Even when patrons ask an employee to be sure, they will be reassured that an item is vegetarian when it is made with chicken stock or contains bacon bits. This misinformation causes distrust and discourages staff from eating in House facilities.

Participants noted that the quality of service varies based on the time of day. Half an hour before the scheduled close of a meal, foodservice employees are often putting items away and reluctant to help or refill empty dishes. Members' staff participants also commented that their busy schedules often force them to have a late lunch and work into the evening after dining venues close. They expressed the need for later lunch hours and at least one dining venue open later in the evening to accommodate the House staff population.

*How do you feel about the locations of dining facilities at the House and their hours of operation?*

Throughout the focus group sessions, many participants expressed their satisfaction with the convenience of the dining locations. Some participants who work in the Ford Office Building felt isolated from House foodservice facilities outside of their building, particularly during extreme weather. However, they also noted their convenient proximity to the NASA cafeteria and other retail dining venues.

Extended afternoon and evening service was appealing because of the difficulty of ordering food for delivery and the time it takes to walk off campus to a retail venue. Participants felt that delivery was not an adequate alternative to when House foodservice facilities are closed because of the security issues around parking and entering the building.

The Project Team heard from others that the hours of operation and facility closures are unclear and inconvenient when the House is out of session. Member and House staffs often work when Congress is out of session and feel that the dining facilities should remain open. Schedule changes should also be communicated better.

*How would you feel about technology-facilitated ordering options or branded concepts at the House?*

Many participants supported branded concepts in the House foodservice facilities. Focus groups commented that branded concepts would provide consistent quality and variety, which they felt are currently lacking at the House facilities. Participants also hoped that a branded concept

would spur competitive pricing between dining venues. However, some participants remarked that branded concepts may blemish the historic image of the House. Furthermore, Members' staff emphasized their need for a quick meal when the House is in session, but would consider walking to an on-campus branded concept if the service was as fast and consistent as off campus retail venues. Focus groups with House support staff felt that they had enough time during lunch and would take the time to walk to a branded concept regardless of its location within the House.

Suggested branded concepts included:

- ◆ Subway,
- ◆ Sweetgreen,
- ◆ District Taco,
- ◆ Potbelly,
- ◆ Chipotle,
- ◆ Panera Bread, and
- ◆ Food Truck Popup Stands.

Several participants indicated that they would be interested in using technology to increase efficiency. Ordering and purchasing menu items on a mobile phone or laptop and picking it up from a dining facility was a popular concept, but concerns about order accuracy and execution surfaced. Participants noted that current technology applications, such as online menus and nutritional information, were inaccurate, thus reinforcing the lack of confidence in proper execution of technology facilitators.

In-line ordering via a tablet or paper slip was also a popular concept. The quick pay card was also an attractive idea, but participants who were not grandfathered into the 10% discount felt very little incentive to apply for a card.

B&D tested participants' sensitivities and interests for an in-house delivery service. Groups expressed interest in having the House dining operations deliver food, but only if service charges were no more than a dollar or two.

Multiple focus group participants were dissatisfied with the House complex's cleanliness and sanitation, including the foodservice facilities. Participants from the Members' staff groups noted seeing bugs and mice in the dining venues. Larger concerns surfaced from the facility staff focus group participants, many of whom have been in the kitchens and seen what they stated as extreme unsanitary conditions.

*What foodservice improvements would you like to see at the House?*

Participants echoed the need for consistency across all facets of foodservice—quality, service, preparation, pricing, labeling, and menus and nutritional information provided on the webcampus. Other desired improvements include:

- ◆ Prepare fresh and good quality grab-and-go items;
- ◆ Increase healthy options beyond the salad bar;
- ◆ Increase the variety of food options;
- ◆ Increase the entre options for vegetarians;
- ◆ Increase the variety of price points;
- ◆ Either decrease the price or increase the quality to produce better value;
- ◆ Replace the pay-by-weight system;
- ◆ Provide clear, accurate, and consistent nutrition labeling;
- ◆ Replace the Styrofoam coffee cups;
- ◆ Improve and then monitor foodservice facility cleanliness and sanitation;
- ◆ Smooth out transition times between meals;
- ◆ Require friendly and efficient service; and
- ◆ Clarify pricing at point-of-sale.

#### **CATERING FOCUS GROUP REPORT**

B&D conducted two additional focus group sessions with participants involved in organizing and planning catered events at the House to gain an understanding of their experiences with food quality and variety, customer service, and overall catering event coordination.

Two focus groups sessions with two participants each were held on October 30, 2013, and November 7, 2013, via conference call. B&D moderators asked numerous questions, intentionally open-ended in nature, and permitted individuals to discuss tangential issues and engage in dynamic conversation.

#### **SUMMARY OF FINDINGS: CATERING**

Focus group participants had a variety of experiences and opinions regarding catered events at the House. Some participants planned regular events on a monthly or quarterly basis, while others organized an annual or biannual catered event. The size of events varied from executive education courses with 20-30 attendees to larger events with 500 or more.

All participants indicated they had adequate support the day of the event, but felt advance support and event coordination could be improved. Participants felt it was difficult to get the attention of their respective catering manager due to the high volume of events and seemingly frequent turnover of sales and marketing personnel. They cited reliable A/V support and peripheral coordination as reoccurring issues. Some events needed additional resources, such as a loading dock or heavy-duty electrical support, and event organizers had to track down the

information and contacts on their own. Unclear information or unknown resources surfaced multiple times as an issue throughout the discussions.

Participants expressed mixed opinions about the catered food provided through Capitol Host. They appreciated Capitol Host's flexibility and accommodation for special dietary needs and preferences, but noted that the event organizer always had to continuously follow-up to ensure dietary needs were noted. Focus groups commented that the quality of the food was "hit or miss." Participants who regularly organize events had particular menu items they always chose and others they avoided because of the poor or inconsistent quality.

After an event at the House, participants commented that the billing process could be a challenge. Each meal is a separate approval, so if an event includes two meals and refreshments, the event organizer must submit his/her information and payment three separate times and track three invoices. Often a catering provider will solicit a follow-up survey or reach out and request feedback on the event. No focus group participant had been contacted regarding any follow-up to his/her event.

B&D concluded the sessions by asking participants to rate their overall experiences. Despite some coordination and food quality concerns, participants generally had positive experiences with the House's catering services.

## DETAILED FINDINGS

*How do you feel about the communication, coordination, and available resources in advance of your event?*

Participants noted that communication and advanced coordination were often difficult when hosting catered events at the House. They acknowledged the high volume of catering, and felt it was challenging to get the attention of a sales manager. Peripheral organization, such as loading dock coordination, security requirements, and electrical logistics, had to be figured out and coordinated by the individual hosting the event. Participants often received contradictory information depending on the person they spoke with and then sometimes information and/or services provided would change on the actual day of the event. One participant who regularly plans events at the House proactively schedules and organizes a pre-event meeting at the House to ensure all parties and equipment are coordinated.

Focus groups also expressed that organizing and scheduling A/V equipment was difficult. Participants often did not understand what resources were available, what equipment was provided, or if it would work reliably on the day of the event. One participant commented that it was simply easier and more reliable to bring her own A/V equipment when necessary.

Security is a unique planning component for those who organize events at the House. Participants felt it was difficult to get information concerning what was allowed through

security. Even when they did receive verbal information, the security process can vary depending on who is working. Participants expressed a need for consistency and information, so they could proactively plan for the necessary security requirements.

*How do you feel about the coordination, level of service, and professionalism during your event?*

Both focus groups felt very positive regarding the service provided on the day of their event. Catering staff was professional and courteous. Logistics staff was accommodating to last-minute layout and A/V requests. There was concern that the high volume of catering made it difficult to get in touch with a catering manager, but participants were very appreciative of the high-level of service provided throughout their event.

Issues that arose on the day of an event were often caused by misinformation or miscommunication prior to the event. Two of the participants were told that catering would be operating as normal when during the lapse of appropriations period; however, there was no food or catering staff on the day of the event. Similarly, another participant was told that the sales manager would be in contact and available before her event, and after reaching out several times, found out her particular contact had been furloughed. Both participants acknowledged their cases were unique circumstances, but they illustrated the ripple effect caused by the poor initial coordination and communication.

*How do you feel about the consistency and the quality of food? Do you ever require special dietary needs at your events?*

Both focus group sessions commented that the quality of food at the House was dependent on the meal and particular menu item. Some meals and menu items were very good, while others seemed less fresh or prepared too far in advance. Participants who regularly hold events at the House noted that they typically choose menu items they know are good and will request substitutions to accommodate their guests' preferences.

Participants felt that Capitol Host was very accommodating to special dietary needs and healthy substitutions when requested. However, it would be helpful if healthy substitutions were proactively suggested or there was a resource to assist the event planners in selecting the most suitable meal for their event.

Overall, participants felt the menu items were not particularly healthy and suggested that the staff promote healthier menu items, such as steamed rather than sautéed vegetables or a reduced fat dessert item. One participant who hosts full-day events felt that lighter menu options would help his attendees have a more productive afternoon.

*Do you feel catering at the House is a good value for your money?*

Focus group participants commented that Capitol Host was rather expensive for the quality and portion sizes, but acknowledged that they did not have any alternative options. The events they hosted were in rooms that required Capitol Host to cater the event. Participants noted, however, that it is unclear which rooms require events to be catered through the House and which allow them to use outside vendors. Participants also noted that the value was often dependent on the meal and menu items. Most participants coordinate conferences and catered events at several facilities and noted that prices were fairly comparable, but expected higher quality.

*After your event, do you receive any follow-up survey or solicitation for feedback?*

None of the participants received any follow-up from Capitol Hosts unless there was an issue with the invoice. Participants stated that other venues and catering services typically do ask for feedback after events.

*After your event, do you receive invoices in a timely manner? Is the invoicing process easy?*

All participants commented that they were generally invoiced in a timely manner after their event, but felt the invoicing process could be improved. Each meal requires a separate approval and submission of payment information, so event organizers must duplicate their efforts if they hosted an event with more than one meal. Furthermore, they must track additional invoices for the same catering event rather than having one comprehensive invoice. One participant noted he had to cancel an event and the refund process was very slow. Despite a somewhat cumbersome process, all participants felt they were billed in a timely manner.

*On a scale of one (very poor) to ten (excellent), how would you rate your experiences with catered events at the House?*

Participants gave their respective catering experiences scores of five, seven, eight, and nine. One individual cited a particularly bad experience with boxed lunches as the reason she did not rate her experience higher, but stated that she was very pleased with her overall experiences organizing catered events at the House. The other participants referenced food quality issues and frustration with advanced coordination. Regardless of the issues, participants noted they were very pleased with how their events unfolded and were eager to host additional events at the House.



## SURVEY ANALYSIS

B&D conducted an electronic web-based survey directed to all House employees that independently tested current satisfaction and future foodservice opportunities at the House. Survey questions were tailored specifically to assess:

- ◆ Dining habits and preferences;
- ◆ Satisfaction related to food quality, menu variety, convenience, value, hours of operation, cleanliness and sanitation practices, and the overall dining experience;
- ◆ Vending and catering programs;
- ◆ Interest in using technology to improve service; and
- ◆ Support for branded service concepts.

Response options were structured to maximize feedback and gather accurate data surrounding current foodservice operations and dietary behaviors while projecting the demand for technology accelerators and branded concepts. All responses were sorted by various demographic characteristics to identify any discrepancies in survey results compared to the actual House population. A copy of the survey instrument may be found in Exhibit C: House Employee Foodservice Survey.

### **SURVEY IMPLEMENTATION**

House employees were sent a link to the on-line survey on October 30, 2013. Table tents and posters in the dining facilities were used to encourage participation. The survey remained open until November 15, 2013. In total, 1,051 people responded to the survey, of which 792 fully completed the survey by answering each question. Those who completed less than 75 percent of the survey were excluded from this analysis.

Visitors to the House dining facilities could also participate in the survey, and 51 chose to do so. The survey tool allowed the Project Team to separate the visitors' responses from those of House employees to ensure accurate analyses. The survey analyses below reflect responses from the 792 completed surveys.

### **MARGIN OF ERROR (CONFIDENCE INTERVAL) AND CONFIDENCE LEVEL**

Margin of error, also known as the confidence interval, is the standard statistical metric for describing the precision, or accuracy, of data revealed by the survey. It predicts the data variance that would be expected if the same study with the same sample size (but not necessarily with the same respondents) and population were replicated. Margin of error is expressed as a pair of +/- values.

The margin of error is estimated contingent upon the survey's sample size (number of surveys distributed) compared to the overall population size (total number of persons eligible to take the survey), as well as upon one assumption: the confidence level. Confidence level determines the certainty with which one should view the survey results and margin of error and is expressed as a percentage. For B&D's survey analyses, the confidence level is set at 95%, which means any replication of the survey should yield results falling within the stated margin of error 95% of the time. A higher confidence level would yield a wider margin of error, while a lower confidence level would yield a smaller one.

### STATISTICAL VALIDITY

The total number of House employee survey responses generated a margin of error +/- 3% assuming a 95% confidence level, based upon the total House employee headcount of 10,000. Given the size of the population, this represents a high degree of precision.

### SURVEY FINDINGS

B&D created a unique survey to measure House patrons' dining behaviors, dietary preferences or restrictions, current satisfaction with foodservice operations, technology applications, and thoughts on branded concepts. Depending on participants' responses to initial vending and catering questions, they were prompted by additional questions to assess their satisfaction and future interests. Upon conclusion of the foodservice portion of the survey, participants were asked to provide basic demographic information to help validate the survey data.

### RESPONDENT PROFILE

The foodservice assessment survey began and ended with questions intended to get a sense of the House population's current demographics. Of those who worked at the House, 64% worked for a Member or Committee office and 32% worked on the administration side of the House. Figure 3.1 illustrates the breakdown of respondents by office.

Office	Percent
Member office	51%
Committee office	13%
Chief Administrative Office (CAO)	11%
Architect of the Capitol (AOC)	10%
Office of the Clerk	7%
Congressional Budget Office (CBO)	4%
Other	4%

FIGURE 3.1: House office distribution

Survey data suggests that 94% of the House population spends the majority of its time each week within one of the House buildings. Figure 3.2 shows the detailed distribution of where House employees spend most of their work time.

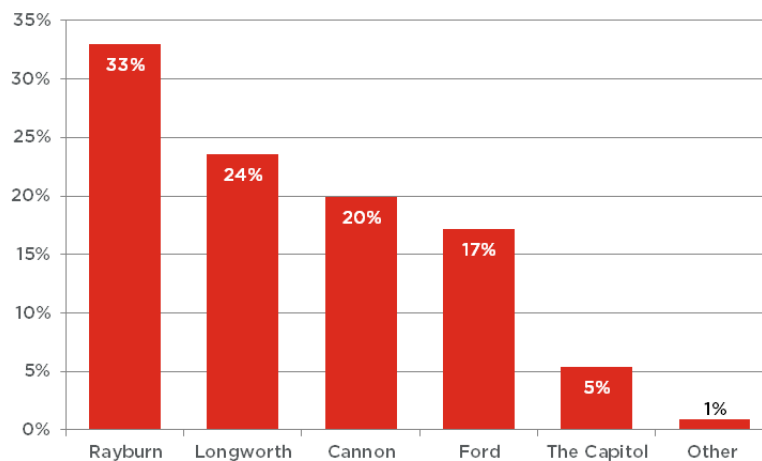
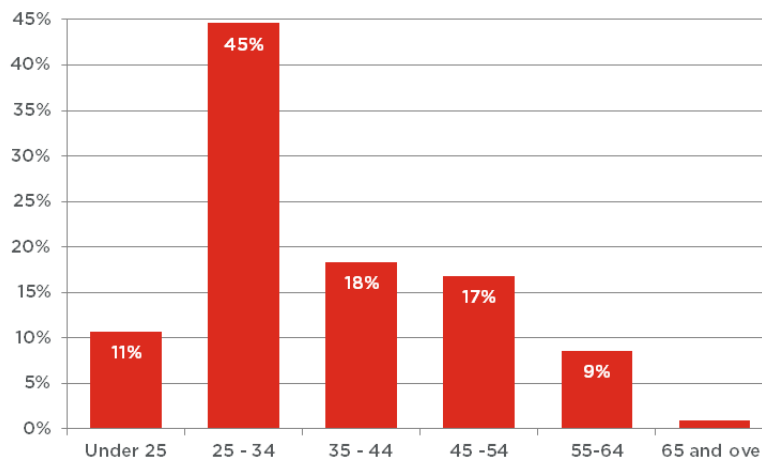


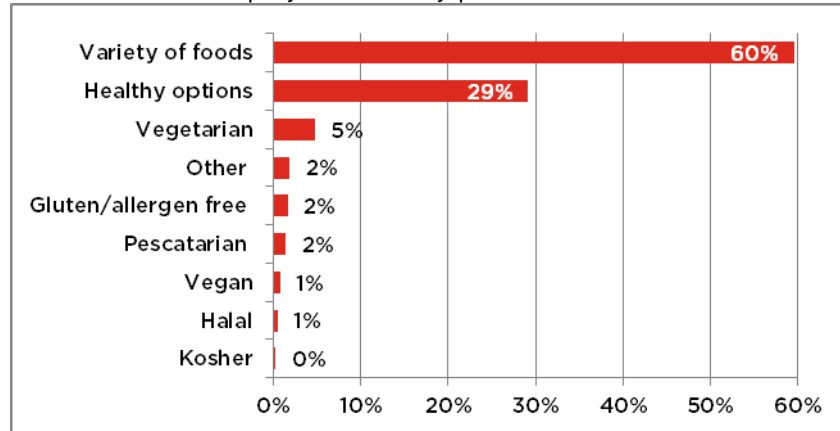
FIGURE 3.2: House building distribution

The survey results indicate the average House employee is approximately 37 years of age, earns \$72,370 per year, and has worked at the House for 3.6 years. Figure 3.3 depicts participants' age distribution.



**FIGURE 3.3:** House employee age distribution

The survey asked participants to identify dietary needs and preferences to provide an accurate understanding of the menu selections and food concepts that may influence dining behavior. Forty percent (40%) of respondents prefer food based on a specific dietary, health, or religious basis. Figure 3.4 details House employees' dietary preferences.

**FIGURE 3.4:** House employee dietary preference

## SATISFACTION

One of the primary goals of the survey was to assess foodservice satisfaction at the House. The B&D project team crafted questions to address satisfaction levels surrounding facility convenience, hours of operation (both in and out of session), facility sanitation, dining ambiance, food quality, menu variety, and value. Participants rated satisfaction on a scale of 1 (poor) to 5 (excellent) and the Project Team used a weighted average to determine the level of satisfaction for each characteristic. To gain a deeper understanding of satisfaction levels pertaining to each House dining facility, the team cross-tabulated where participants eat lunch most often with their satisfaction levels related to facility attributes. Figure 3.5 presents the survey results related to satisfaction and breaks down the satisfaction data of each facility attribute according to which House dining facility participants eat at most often.

Facility Attribute	All	Longworth	Rayburn Café	Rayburn Deli	Cannon Café	Capitol Market	Ford Café	Bring lunch	Off-campus
Convenience	3.7	4.0	3.7	3.4	3.5	3.7	3.9	3.6	3.5
In Session Hours	3.5	3.6	3.5	3.5	3.1	2.9	3.7	3.5	3.2
Facility Sanitation	3.3	3.4	3.5	3.5	3.2	3.3	3.6	3.2	2.8
Dining Area Ambiance	3.0	3.1	3.2	3.4	2.6	2.9	3.1	2.9	2.8
Food Quality	3.0	3.2	3.1	3.2	3.1	2.6	3.0	2.9	2.3
General Satisfaction	2.8	3.1	2.9	3.1	2.7	2.5	2.7	2.8	2.1
Menu Variety	2.8	2.9	2.9	2.8	2.7	2.3	2.7	2.8	2.3
Out of Session Hours	2.8	3.0	2.2	2.5	2.2	2.6	3.4	2.8	2.6
Portion Size to Price	2.7	3.0	2.6	3.1	3.1	2.7	2.4	2.6	1.9
Food Quality to Price	2.5	2.8	2.5	2.8	2.4	2.3	2.3	2.4	1.8

**FIGURE 3.5:** Foodservice satisfaction

To better grasp where satisfaction levels fall, green cells indicate that satisfaction was significantly higher than the norm and red cells indicate satisfaction was significantly lower than the norm. Examining satisfaction through this filter shows high levels of satisfaction for convenience, in session operation hours, and despite what the project team heard in focus groups and volunteered comments on the survey, survey data indicates a high level of satisfaction for the sanitation and cleanliness of House foodservice venues. Conversely, the data shows the lowest levels of satisfaction pertaining to value (captured by portion size to price and food quality to price), out of session operating hours, and menu variety.

The Project Team focused on each venue to gain a deeper understanding of the satisfaction levels related to individual facilities. Longworth was, by far, the House dining facility with the highest levels of satisfaction across all facility attributes. In particular, respondents were more satisfied with the value they received from the Longworth cafeteria.

Survey results indicated fair levels of satisfaction relating to the Rayburn Café, although participants were dissatisfied with its out of session hours of operation. Similarly, the Rayburn Deli received a very high level of satisfaction, specifically noting the dining area ambiance and overall meal value (captured by portion size to price and food quality to price). Respondents were dissatisfied with the out of session hours of operation at the Rayburn Deli (This issue was also mentioned numerous times by focus group participants.) Survey respondents commented that they were frustrated by the Rayburn foodservice closures when the House is out of session even though Members' staffs remain working.

Cannon Café received poor satisfaction levels related to both in and out of session operating hours and the ambiance of the dining area; however, it scored well on patrons' portion sizes relative to prices, indicating good value.

The survey data illustrates participants are least satisfied with the Capitol Market. Specifically, in session hours, food quality, menu variety, and overall satisfaction were significantly below the average ratings of other House foodservice facilities.

The Ford Café received consistent satisfaction scores. The café was the only facility to receive higher than average levels of satisfaction related to out of session operating hours. This could largely be because of the café's consistent operating hours regardless of whether the House is in or out of session. Results also indicated respondents felt significantly less satisfied with the portion size to price valuation.

B&D also examined data from survey participants who indicated they do not frequent the House dining facilities and bring either lunch from home or purchase it from an off campus retail venue. Results show that participants who purchase lunch off campus have a significantly lower satisfaction level of the House dining facilities than their peers who do use them. Specifically, satisfaction related to facility sanitation, food quality, value, menu variety, and overall satisfaction were significantly lower than the overall respondent levels. A few participants in the

focus groups, who indicated they generally purchase lunch off campus, had similar sentiments, noting that they received a higher quality product for a lower price elsewhere off campus.

The survey also assessed employees' satisfaction regarding customer service at House dining facilities. The B&D project team cross-tabulated where participants eat lunch most often and their respective levels of satisfaction related to customer service. Figure 3.6 illustrates the detailed findings of customer service satisfaction.

Customer Service Attribute	All	Longworth	Rayburn Café	Rayburn Deli	Cannon Café	Capitol Market	Ford Café	Bring lunch	Off-campus
Friendly/ helpful	3.4	3.6	3.5	3.4	3.6	3.8	3.5	3.3	2.8
Order preparation	3.4	3.6	3.6	3.4	3.6	3.5	3.4	3.3	3.0
Knowledge of food	3.2	3.3	3.3	3.1	3.3	3.1	3.1	3.0	2.8
Speed of service	3.1	3.4	3.1	2.9	3.3	3.0	2.9	3.0	2.6

**FIGURE 3.6:** Customer service satisfaction

Results indicate good levels of satisfaction for all aspects of customer service. Capitol Market received the highest level of satisfaction for friendly and helpful foodservice staff.

Contrary to some of the focus group complaints of long wait times and slow service at the Longworth cafeteria, survey findings suggest high satisfaction regarding the speed of service at Longworth.

Participants who typically purchase lunch off campus indicated low satisfaction of customer service at the House foodservice facilities.

The Project Team created survey questions to target specifically the facility cleanliness and sanitation practices, which were raised as concerns throughout the focus group sessions. Survey findings suggest that respondents are pleased with facility cleanliness in the majority of House facilities, as shown below in Figure 3.7.

Facility Cleanliness	All	Longworth	Rayburn Café	Rayburn Deli	Cannon Café	Capitol Market	Ford Café	Bring lunch	Off-campus
Napkin/condiment area	84%	95%	89%	92%	78%	89%	87%	92%	82%
Buffet/serving area	91%	86%	87%	92%	72%	79%	92%	88%	70%
Dining area	85%	85%	72%	79%	80%	0%	0%	85%	90%

**FIGURE 3.7:** Facility cleanliness satisfaction

The Cannon Café received lower than average cleanliness satisfaction ratings compared to other facilities, but most respondents still believe the facility is clean and well maintained.

Although the survey data suggests participants are pleased with facility cleanliness, a few of the open-ended comments provide reason for concern. Below are direct, unedited comments from the survey:

- ◆ “Having seen mice in the Longworth Cafeteria twice in the last month, I have to say that cleanliness is by far the most important improvement that could be made.”
- ◆ “Several times I have found bugs or hair in food from the salad station or salad bar.”
- ◆ “I would like to see improvements in the rodent department. Several times I have been in the dining room and have seen a mouse scurrying around the cafeteria.”

Figure 3.8 below illustrates the survey results related to sanitation practices. Participants who primarily dine off campus have lower than average opinions pertaining to both facility cleanliness and sanitation practices.

Sanitation Practices	All	Longworth	Rayburn Café	Rayburn Deli	Cannon Café	Capitol Market	Ford Café	Bring lunch	Off-campus
Wear gloves and hair nets	94%	95%	95%	100%	94%	96%	92%	92%	89%
Clean professional appearance	92%	93%	92%	100%	94%	96%	94%	89%	84%
Dining venues regularly cleaned	84%	84%	84%	92%	89%	85%	85%	85%	69%

**FIGURE 3.8:** Sanitation practice satisfaction

### VISITOR SATISFACTION

Table tents and posters in the dining facilities allowed visitors to participate in the survey. The majority of visitors indicated they worked in the local area or attended meetings at the House. Visitor participants were directed to questions addressing their dining experience satisfaction. Participants rated their satisfaction on a scale of 1 (poor) to 5 (excellent). Visitor’s responses parallel the satisfaction data of House employees and show a high satisfaction for convenience and friendly customer service. Figures 3.9 and 3.10 illustrate the detailed satisfaction of visiting participants.

Facility Attribute	Visitor Ratings
Convenience	3.8
Facility Sanitation	3.3
Food Quality	3.2
General Satisfaction	3.2
Portion Size to Price	3.1
Menu Variety	3.0
Food Quality to Price	3.0
Dining Area Ambiance	3.0

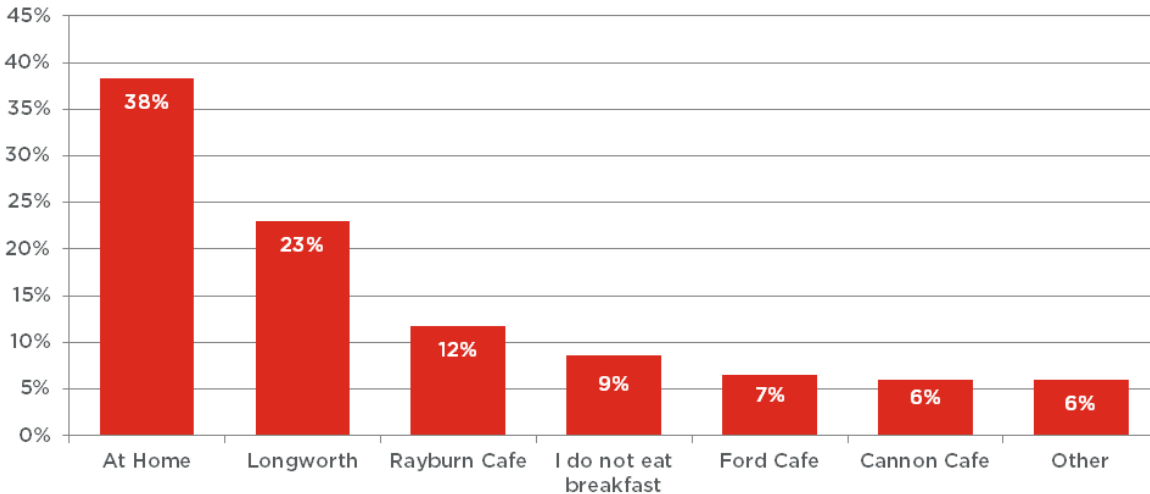
**FIGURE 3.9:** Visitor foodservice satisfaction

Customer Service Attribute	Visitor Ratings
Friendly/Helpful	3.4
Order preparation	3.3
Knowledge of the food products	3.3
Speed of service	3.0

**FIGURE 3.10:** Visitor customer service satisfaction

### DINING HABITS

Survey respondents were asked questions about their on- and off campus dining habits to get an accurate picture of mealtime behaviors. On average, 60% of respondents purchase breakfast from a House venue 2.9 times per week, spending \$4.48. Figure 3.11 shows the breakdown of where participants obtain their breakfasts.



**FIGURE 3.11: Breakfast dining habits**

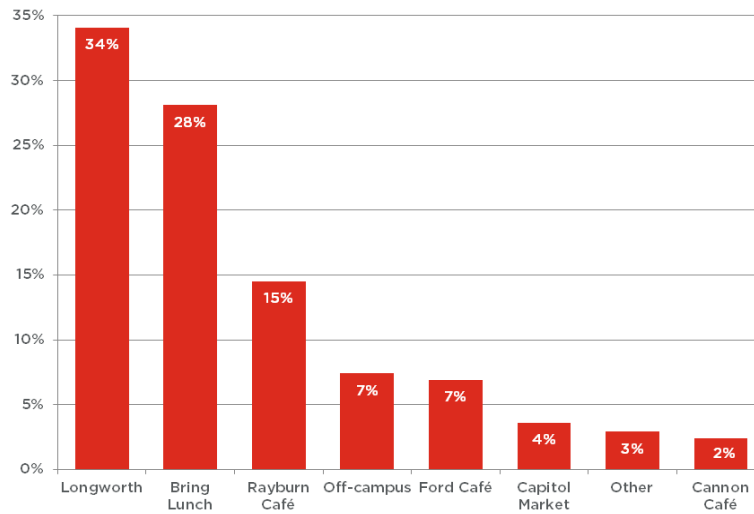
Of the 38% of House employees who do not utilize House venues for breakfast, 52% feel breakfast is too expensive at the House and 32% responded “other,” specifying they typically prepare breakfast at home. Figure 3.12 details the top reasons participants do not purchase breakfast from a House facility.

Reason	All
Too Expensive	52%
Other	32%
Dislike Selection	12%
Medical Reasons	3%
Too Crowded	1%

**FIGURE 3.12: Reasoning behind breakfast dining habits**

Approximately 64% of respondents purchase lunch from a House dining facility 2.5 times per week, spending an average of \$7.35. Figure 3.13 shows the breakdown of where participants obtain lunch.





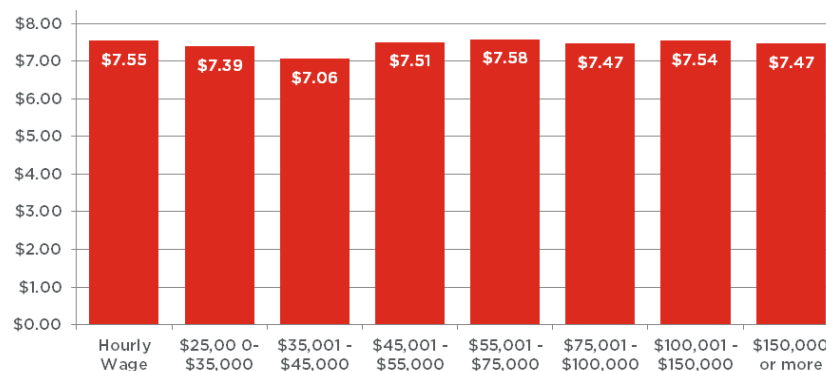
**FIGURE 3.13: Lunch dining habits**

Of the 35% of respondents who either bring lunch or purchase it off campus, the majority stated that the House facilities are too expensive or they dislike the menu selections. Figure 3.14 below shows why participants do not purchase lunch at the House.

Reasons	All
Too Expensive	48%
Dislike Selection	25%
Other	20%
Too Crowded	5%
Medical Reasons	2%

**FIGURE 3.14: Reasoning behind lunch dining habits**

Additionally, survey results illustrated in figure 3.15 suggest the average cost participants spend on lunch at the House is consistent across all salary levels, suggesting a lack of price point options.



**FIGURE 3.15: Average lunch price by salary**

## OFF CAMPUS HABITS

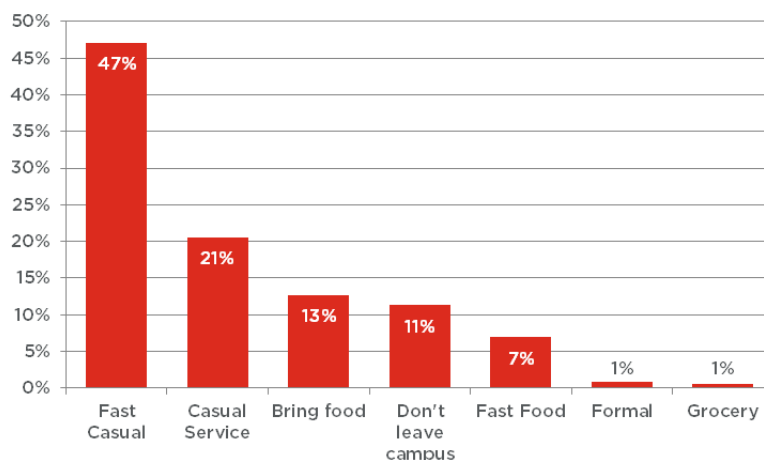
The survey asked questions related to House employees' off campus dining habits and motivations to provide a more comprehensive analysis of mealtime behavior. Participants typically dine off campus in search of broader menu options and better, more consistent food quality. Figure 3.16 details the survey findings of off campus dining motives.

Reason	All
Menu options	58%
Food quality	44%
Meeting someone	28%
House venues too expensive	26%
Prefer to dine away from work	18%
Other	10%
House venues overcrowded	9%
Service quality	7%

**FIGURE 3.16:** Reasoning behind off campus dining habits

Respondents consistently note that House dining venues are too expensive; however, when dining off campus for lunch, respondents spend an average of \$8.66. This shows that House employees are willing to pay approximately \$1.00 more to purchase food from an off campus retail venue.

When dining off campus, House employees primarily patronize fast casual restaurants in the Capitol Hill area. Figure 3.17 illustrates the off campus retail concepts participants frequent most often.



**FIGURE 3.17:** Most popular off campus retail concepts

### TECHNOLOGY INTEGRATION

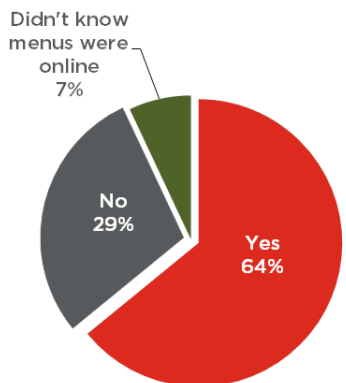
The survey asked respondents questions regarding the current use and future interest in integrating technology into House foodservice facilities. Thirty-one (31%) of survey participants currently use a Quick Pay card to purchase food at the House. When initially launched, the Quick Pay card provided users with a 10% discount at House foodservice venues. The discount was discontinued and only those who initially participated in the program were grandfathered into the discount advantage. Current Quick Pay cardholders cite increased speed of payment and the grandfathered 10% discount as their primary reasons for using the program. Figure 3.18 demonstrates Quick Pay users' motivations for utilizing the program.

Reason	All
Pay quicker	63%
Discount	55%
Shorter lines	51%
Don't have cash	43%
Convenient for vending	43%
Other	5%

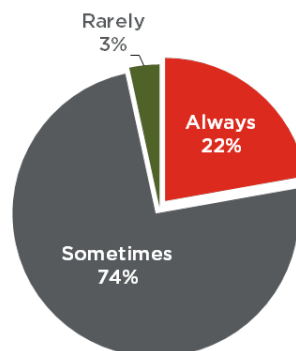
**FIGURE 3.18:** Quick Pay user motivations

Sixty-six percent (66%) of respondents do not have a Quick Pay card, but 56% of this group stated that a discount program would incent them to visit House facilities more often.

The survey asked participants about the use and accuracy of on-line menu and nutritional information. Figure 3.19 below illustrates that 64% of all respondents check on-line menus to inform their dining selection, but 77% find that posted menu selections only sometimes or rarely match what is actually served at the venues.

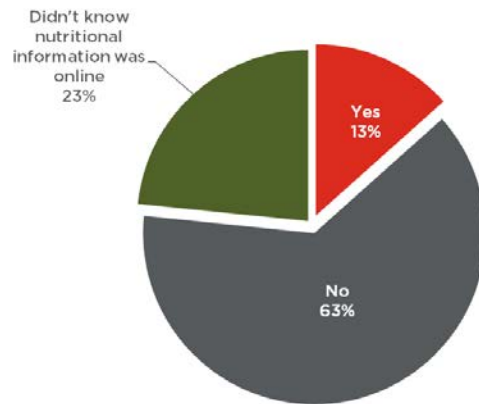


**FIGURE 3.19:** Use of on-line menus



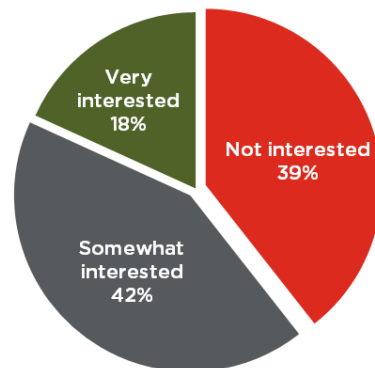
**FIGURE 3.20:** Accuracy of on-line menus

Only 13% of respondents utilize on-line nutritional information. Of this percentage, 87% sometimes or never find adequate information. Although, as figure 3.21 illustrates, 23% of all participants were unaware of the current on-line nutritional resources, suggesting a need to promote such information more effectively.



**FIGURE 3.21:** Use of on-line nutritional information

The survey addressed participants' interest in technology accelerators at the House to increase the speed and accuracy of foodservice. Sixty percent (60%) of House employees are somewhat or very interested in ordering menu items through a computer kiosk or tablet.



**FIGURE 3.22:** Interest in kiosk or tablet order selections

Sixty-five percent (65%) of participants would be interested in a feature that would allow them to order and pay for food in advance via a mobile phone or computer application. Respondents under 45 years of age are particularly inclined to support technology accelerators.

## DINING CONCEPTS

The survey asked respondents their opinions regarding branded food concepts at House dining facilities. Shown in figures 3.23 and 3.24, 90% of respondents were somewhat or very interested in having a chain or local eatery in one or more of the House dining facilities, indicating they believe such concepts would offer greater menu variety, better food quality, and lower prices. Those interested in service concepts at the House would be willing to walk an average of six minutes to get food from an appealing concept.

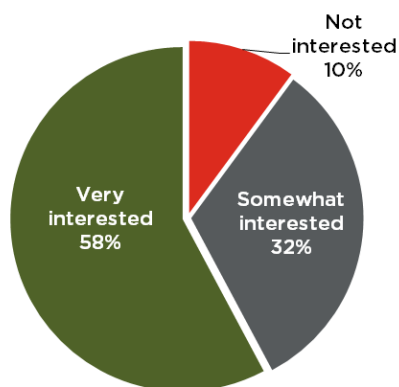


FIGURE 3.23: Interest in service concepts

Reason	All
Greater variety	87%
Better quality food	56%
Less expensive	40%
Consistently executed	31%
Trust the nutritional information	15%
Other	5%

FIGURE 3.24: Motivations for service concepts

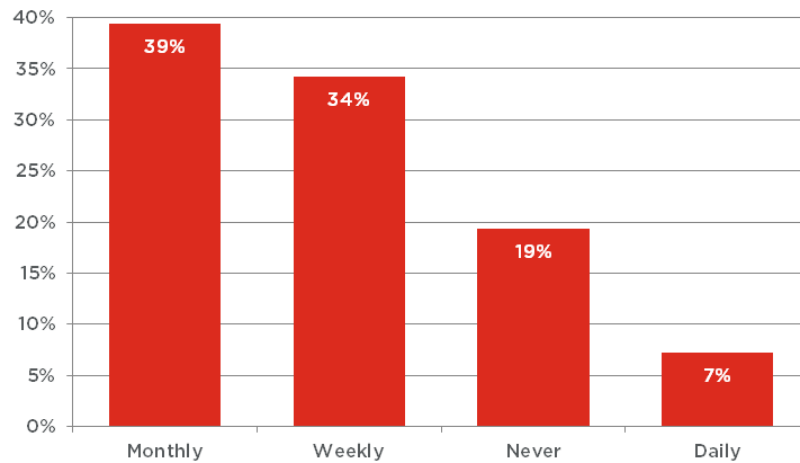
Of the 10% of respondents not interested in branded concepts, most felt the House was not an appropriate place for them or that they could easily walk to local eateries for such options.

Reason	All
Not appropriate	52%
Branded food is close by	51%
Current variety is adequate	34%
Too expensive	27%
Other	22%

FIGURE 3.25: Reasons opposing branded food concepts

## VENDING SERVICES

Vending machines are widely used at the House. Seventy-three percent (73%) of survey respondents use the vending machines on a monthly or weekly basis. Of those who use them, 90% believe the machines are stocked well and 71% feel they offer an adequate variety of options.



**FIGURE 3.26:** Vending utilization

Most survey participants use the vending machines as a last resort when the House foodservice facilities are closed. Figure 3.27 indicates the motivation behind employees' use of vending services.

Reason	All
House facilities closed	76%
Convenient location	66%
Offer snacks and beverages not provided in House venues	34%
Other	15%
Prefer the variety	9%

**FIGURE 3.27:** Vending motivation

### CATERING SERVICES

Eleven percent (11%) of participants were responsible for organizing catering events. Of these respondents, 94% use catering services a few times per year and 62% typically utilize Capitol Host, the House's catering operator.

Participants were also asked to rank the top three event types they need catered most often. Figure 3.28 illustrates that lunches, continental breakfasts, and receptions with alcohol service are the most frequently catered events.

Event Type	All
Boxed lunches	68%
Continental breakfast	61%
Buffet lunch	58%
Reception with alcohol service	52%
Refreshment break	35%
Reception without alcohol service	23%
Full hot breakfast	23%
Buffet dinner	19%
Seated service lunch	3%
Seated service dinner	0%

FIGURE 3.28: Most frequently catered event types

Some rooms at the House require the event to utilize the House caterers, but given the option to select from a variety of vendors, price, food quality, and cuisine type are the most important factors. Figure 3.29 provides a detailed ranking of the most important factors event organizers consider when booking a caterer.

Characteristic	All
Price: value	92%
Food quality	84%
Type of cuisine	63%
Service quality	37%
Attention to detail	12%
Supporting local businesses	6%
Other	5%
Supporting constituent businesses	1%

FIGURE 3.29: Most important catering characteristics

### CATERING SURVEY RESULTS

Low attendance at the catering focus groups prompted the B&D team to create a targeted catering survey. A brief, ten-question survey was distributed to over 70 individuals involved with organizing catering events at the House. Unfortunately, only eight participants completed the

survey. The responses that were received supported B&D's previous findings and observations, including:

- ◆ There is a need for clearer and more organized coordination in advance of a catered event.
- ◆ Potential users need more clarity on which rooms require use of the House caterer and which allow outside ones.
- ◆ Users of in-house catering services believe the food quality is lower than one would expect given the price.
- ◆ Although not related directly to catering services, participants find that A/V reliability affects their catered events regularly.



# Section IV

# COMPARABLE FACILITY ASSESSMENT

B&D conducted a peer review of other federal government cafeterias in the D.C. area to evaluate their respective foodservice operations and establish “best practices.” Specifically, the team reviewed comparable facilities to compare:

- ◆ Food quality,
- ◆ Price points,
- ◆ Pricing structure,
- ◆ Hours of operation,
- ◆ Nutritional labeling,
- ◆ Dining atmosphere, and
- ◆ Service style.

Members of the Project Team visited nine peer facilities during lunch hours to get an accurate assessment of typical foodservice operations. When possible, team members spoke with the foodservice staff to understand the nuances of each operation and photographed the servery and seating areas to provide visual support. Detailed information of each facility can be found in Exhibit D: Comparable Facility Review.

## SUMMARY OF FINDINGS

The peer review provided a comprehensive perspective of current trends at federal foodservice operations. Overall, food quality was good and often trended towards higher quality, freshly prepared choices. Most facilities provided a mixed pricing structure with both pay-by-weight and fixed value items, with a typical cafeteria lunch costing between \$7.00 and \$10.00. Peer facilities typically displayed accurate point-of-sale nutrition and ingredient information to educate patrons about meal selections. Reviewed facilities also provided a variety of service styles, catering to their customer population. Similarly, operating hours reflected customer needs; some opened for breakfast as early as 6:00 a.m. and others remained open as late as 6:30 p.m. In general, peer facilities seemed recently renovated and well maintained, contributing towards the overall presentation of food and dining ambiance.

The peer facilities review enabled the Project Team to establish some “best practices” pertaining to federal cafeteria foodservice operations in the D.C. area. Value is an important

assessment of price and quality. Patrons should feel that they are paying a fair price for the quality of the food and service received. Other important best practices include having:

- ◆ Several price point options from which to choose;
- ◆ Both self-service and made-to-order options;
- ◆ Regularly updated menus that keep patrons interested and excited about their dining experiences;
- ◆ Clear point-of-sale nutrition labeling that affirms the food's value and provides adequate information for those with special needs or particular dietary preferences;
- ◆ Technology that provides access to accurate daily menu selections and nutritional information, and increases order accuracy and efficiency by providing online pre-order capabilities or even desk delivery service;
- ◆ Locations and hours of operation that cater to employees' work schedules;
- ◆ A basic foodservice operation that supports employees who often start early or work late.

Based on B&D's review, the House is average among its peers. Convenience and hours of operation are very good. The House has slightly more concept stations than other venues, but it also serves a much larger population. Pricing structures and average meal prices are similar to other facilities although, apart from the Red Tag options, price point choices are lacking. Overall food quality is slightly below other facilities, which creates a perception of lower value. The House offers substantial menu selections, but it would benefit from regular menu updates and concept rotations. Nutrition labeling and technology integration are two improvements that would resonate with patrons, particularly the younger House employees.

What will become very evident in this section is that apart from the DOT facility, there is nothing particularly outstanding or unique about federal foodservice facilities. This fact gives the House the opportunity to leverage service concepts, technology, and other progressive foodservice applications to create a thriving foodservice program.

#### LIBRARY OF CONGRESS

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
I.L. Creations	Very good	Very good	Station / Self-serve	Fixed / Pay by weight	\$7.00 - \$10.00	9:00am - 3:30pm

The Library of Congress contracts its foodservice operations to I.L. Creations, a fast-growing foodservice provider in the Washington, D.C. area. Pricing structures are comparable to the House with both fixed price and pay-by-weight options. Typical meal prices range from \$7.00 and \$10.00 for lunch. The



Library of Congress cafeteria provides a 20% discount for patrons with legislative ID cards. The foodservice employees at this facility are unionized. The overall food quality is slightly higher and menu items have clear, point-of-sale nutritional labeling. The cafeteria is open for breakfast from 9:00 a.m. to 10:30 a.m. and lunch from 10:30 a.m. to 2:00 p.m. Basic grill and grab-and-go options are available from 2:00 p.m. to 3:30 p.m. The servery area is newly renovated, providing effective customer circulation and good food presentation space. Additionally, there are microwaves provided for patrons who wish to bring their own food to heat. The eatery is popular among federal employees in the local area and is open to the public. The dining area offers a quiet, clean, and modern place to eat with wonderful views of the Capitol Hill neighborhood and Nationals Ballpark.

#### DEPARTMENT OF ENERGY

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
I.L. Creations	Very good	Very good	Station / Self-serve	Fixed / Pay by weight	\$7.00 - \$10.00	6:45am - 3:00pm

The U.S. Department of Energy contracts its foodservice operations to I.L. Creations. Besides its downtown cafeteria, the department also depends on I.L. Creations to operate its Germantown, MD cafeteria. Pricing structures are comparable to the House, combining fixed price and pay-by-weight options with a typical lunch price between \$7.00 and \$10.00. The overall quality is slightly higher and menu items have clear point-of-sale nutritional labeling. The servery area is small and often crowded during peak meal times. Breakfast is served from 6:45 a.m. to 10:00

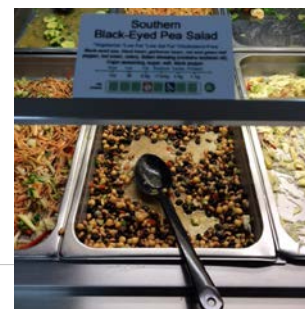


a.m. and lunch from 11:00 a.m. to 3:00 p.m. The cafe offers a discount on buffet items from 2:00 p.m. to 3:00 p.m. to incentivize late-lunch customers. The cafeteria is located in its own building and has numerous windows for natural light. Patrons have various table and counter seating options from which to choose. The servery area's lighting and food presentation detract from the overall ambience.

#### DEPARTMENT OF AGRICULTURE

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
I.L. Creations	Very good	Very good	Station / Self-serve	Fixed / Pay by weight	\$7.00 - \$10.00	6:30am - 4:30pm

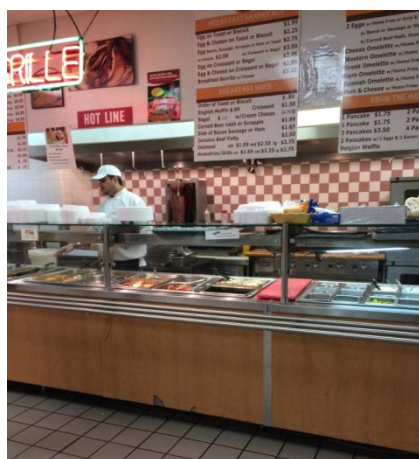
I.L. Creations operates the cafeteria at the U.S. Department of Agriculture. In addition to three cafeterias, USDA also has an Einstein Bagels retail venue on premise. The foodservice staff in the USDA cafeteria is unionized. Pricing structures are comparable to the House



since both fixed price and pay-by-weight options are available. A typical lunch price is between \$7.00 and \$10.00. The overall quality is slightly higher than the House. Menu items have clear, point-of-sale nutritional labeling. The facility provides sustainable servingware and divides waste into composting, recycling, and trash bins. The cafeteria serves breakfast from 6:30 a.m. to 10:00 a.m. and lunch from 11:00 a.m. to 3:30 p.m. The facility remains open for snacks and beverages until 4:30 p.m. The servery's décor and lighting enhance the food presentation and appearance. The seating area is very large with good lighting, which produces a positive dining atmosphere, even for large groups.

## VOICE OF AMERICA

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
Skenteris Family, Inc.	Decent	Poor	Station / Deli Counter	Fixed	\$6.00 - \$9.00	6:00am - 3:00pm



The Voice of America contracts its foodservice operations to Skenteris Family, Inc., a local family-owned and operated foodservice provider. Besides the main cafeteria, a cart service operates on the first floor, providing coffee and baked goods in the morning. The cafeteria is open from 6:00 a.m. to 3:00 p.m. Menu pricing is fixed price with a typical lunch costing between \$6.00 and \$9.00. The overall quality is fair even though the operator prides itself on catering to each client and will order special items upon request. There is minimal nutrition labeling or ingredient information available except on prepackaged items. This cafeteria does not have a website or other technology applications to provide customers

with information. The servery area is moderately sized and designed with three main stations: deli, hot foods, and pizza. The cafeteria is located in the basement of the building and the dining area has two- and four-person tables with typical office lighting.

## DEPARTMENT OF TRANSPORTATION

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
Sodexo	Very good	Very good	Station / Self-serve	Fixed / Pay by weight	\$5.00 - \$8.00	6:30am - 2:00pm

Sodexo operates the Department of Transportation's foodservice program. Completed in 2006 in the Navy Yard area of D.C., this facility is the most recently constructed federal headquarters building and was designed with one main cafeteria for approximately 5,500 employees. The main cafeteria serves breakfast from 6:30 a.m. to 10:00 a.m. and lunch from 11:00 a.m. to 2:00 p.m. A convenience store with a grab-and-go station is open throughout the afternoon to provide additional food



Photo courtesy of Michael Graves & Associates

options. The DOT facility has both fixed price and pay-by-weight pricing and offers one of the lowest meal price points of the venues studied with an average lunch costing between \$5.00 and \$8.00. The food quality is very good and Sodexo provides detailed nutritional information and utilizes technology so patrons can track nutrition information and calories. The contractor also provides desktop delivery that allows employees to order their meals online and have them delivered to their desks, reducing lines during peak meal times. (<https://usdotcatering.catertrax.com>). The seating area is located in a large atrium with natural light and high table seating.

## HEALTH AND HUMAN SERVICES

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
Corporate Chefs, Inc.	Very good	Very good	Station / Self-serve / Unmanned Café	Fixed / Pay by weight	\$7.00 - \$10.00	7:00am - 3:00pm



Corporate Chefs, Inc. manages HHS's cafeteria, using the new Health and Sustainability Guidelines for Federal Cafeterias. Price points at HHS' Humphrey Cafe are comparable to the House facilities, with an average lunch ranging from \$7.00 to \$10.00. The cafe is open daily from 7:00 a.m. to 3:00 p.m. with an unattended vending system providing 24-hour service. The serving and seating areas were renovated within the past five years and have clean and modern decors. Menu items have clear point-of-sale nutrition labeling. There is also a balanced meal nutrition program where employees who purchase ten meals with a "balanced meal" tag can receive the

eleventh one free. To supplement the cafe, HHS has a hybrid automated self-serve cafe system that provides fresh soups, salads, snacks, and sandwiches prepared and restocked daily in a standard curtain display cooler. Patrons pay by using a touch screen kiosk. Cameras monitor security.

## U.S. DEPARTMENT OF STATE

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
I.L. Creations	Very good	Very good	Station / Self-serve	Fixed / Pay by weight	\$7.00 - \$10.00	7:00am - 5:00pm

I.L. Creations operates the main cafeteria at the U.S. Department of State. Price points and structure match those at other facilities operated by I.L. Creations. Both fixed price and pay-by-weight options are available. A typical lunch costs between \$7.00 and \$10.00; however, the food quality and presentation are slightly better than the House's offerings. Like other I.L. Creation



operations, menu items have clear, point-of-sale nutritional labeling with an emphasis on healthy and balanced meal options. Breakfast is served from 7:00 a.m. to 10:00 a.m. and lunch from 11:00 a.m. to 2:00 p.m. Beverages and snacks are served until 5:00 p.m. The cafeteria was renovated recently. New furniture, Wi-Fi access, and glass panels were added to improve customer circulation, privacy, and overall ambience.. In addition to the menu selections in the cafe, employees can sign up for a farmers market or produce co-op that provides fresh local produce depending on the season.

## U.S. SENATE

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
Restaurant Associates	Good	Poor	Station / Self-serve	Fixed / Pay by weight	\$7.00 - \$10.00	7:30am - 6:30pm



The Senate contains five dining locations operated by Restaurant Associates (RA). Locations open and close at various times, providing full meal services from 7:30 a.m. to 6:00 p.m. Food quality is good, although nutritional labeling is inconsistent with the exception of prepackaged items. The pricing structure is a mix of fixed prices and pay-by-weight buffet items, with an average lunch costing between \$7.00 and \$10.00. Grill and deli stations are popular, causing long lines and wait times during peak hours. The seating area is often crowded during peak meal times and patrons are forced to find seating alternatives or bring food back to their offices. The Dirksen cafeteria is one of the main venues.

Located in the basement of the Dirksen Senate Office Building, the seating area is a mix of booths and tables with typical office lighting that detracts from the dining experience. A grab-and-go convenience store helps diffuse patron overcrowding at peak times by providing fresh premade sandwiches, salads, and paninis to go. RA also provides discounts on coffee and pastries after 1:00 p.m. to boost foot traffic and snack sales.

## DEPARTMENT OF INTERIOR

Contract Operator	Food Quality	Nutrition Labeling	Service Style	Pricing Structure	Average Lunch Price	Hours of Operation
Sodexo	Good	Very good	Station / Self-serve	Fixed / Pay by weight	\$7.00 - \$10.00	6:30am - 2:00pm

The Bison Bistro is the Department of Interior's main cafeteria. Sodexo manages the operation, which opened in the summer of 2010.. The food quality is good and point-of-sale menu labeling provides nutritional, ingredient, and specific allergen information. The facility provides sustainable serveware and divides waste into composting, recycling, and



trash bins. The café offers a continental breakfast from 6:30 a.m. to 7:00 a.m., hot breakfast from 7:00 a.m. to 9:00 a.m., and lunch from 11:00 a.m. to 1:30 p.m. The cafe is open for snacks and beverages until 2:00 p.m. DOI also has a small coffee bar that supplements the main cafeteria by serving breakfast pastries and grab-and-go items from 7:30 a.m. to 3:30 p.m. To improve the speed of service at both locations, employees can use their DOI ID badge as a debit card, but they do not receive a discount for doing so. There are two main stations serving deli items and grill items. Salad and hot buffet items are self-serve and priced by weight. Similar to the House facilities, the pay-by-weight meal prices are difficult to estimate and cause sticker shock when weighed at checkout. The seating area is open and pleasant with a variety of low and high tables. Other employee-focused DOI amenities are near the seating area, including a credit union, nutrition office, and gift shop.

### **FACILITY REVIEW: BEST PRACTICES**

B&D's review of peer dining facilities in the D.C. area allowed the Project Team to establish the following best practices.

### **SERVICE STYLES**

Menu items should be served in different ways, including formal, informal, self-serve, buffet, and grab-and-go. Each option can influence patrons' dining behaviors and perceptions of the food. Those in a hurry often gravitate towards short lines, self-serve, or grab-and-go items. Others looking for freshness may seek out the made-to-order items or grill stations. B&D's research indicated the following best practices related to service styles:

- ◆ Provide a variety of service styles (self-serve, deli counter, grill station, etc.) to give patrons choices depending on time constraints and/or meal preferences.
- ◆ Understand the mealtime needs and wants of customers (quick service, nutritious selections, price/value options, seating, etc.) and cater service styles accordingly.
- ◆ The daily special(s) should have both quick serve and prepared-to-order options for those patrons who cannot wait for a custom preparation.

### **VARIETY / CONCEPTS**

Federal cafeterias must provide varied menu selections and food concepts to keep customers interested and satisfied. B&D's research indicated the following best practices related to menu variety and food concepts:



- ◆ Offer different types of foods, such as American, Italian, and Asian, to satisfy broader customer preferences.
- ◆ Provide different (or at least rotate regularly) concepts to keep the employee customer base interested. For example, a build-your-own burrito or made-to-order stir-fry station.
- ◆ All food must be prepared well consistently. Quality cannot vary depending on time, location, or preparer.
- ◆ Understand customers' mealtime priorities (i.e., quick service, nutritious selections) and provide service styles accordingly.

### **VALUE**

Food value is determined by two factors: quality to price and portion size to price. A cafeteria serving a consistent population must address both price/value considerations at all times.

- ◆ At a minimum, menu items must reflect the price/value expectation of the average customer with the goal of exceeding such expectations.
- ◆ Direct and overhead costs drive up meal prices. The benefits and reasons for these costs (e.g., living wages, employee benefits, sustainability, etc.) should be clearly and regularly communicated so customers understand the factors that affect meal costs. Many consumers are ignorant of commercial foodservice operating realities.
- ◆ Cafeterias typically serve many types of customers; it is important to provide a variety of offerings to accommodate their price sensitivities.

### **NUTRITION INFORMATION**

- ◆ Provide point-of-sale nutrition labeling to support customer decision making and affirm quality expectations.
- ◆ Food allergies are a recognized disability and foodservice facilities are required by law to display accurate allergy information.

### **TECHNOLOGY**

- ◆ Integrate online and mobile applications to improve dietary awareness and nutritional information.

- ◆ Enhance the efficiency and accuracy of service through online pre-ordering options and desk delivery service.
- ◆ Utilize loyalty and discount programs to enhance sales and reward repeat customers, as well as drive sales during off-peak times.

#### **LOCATIONS / HOURS OF OPERATION**

- ◆ Cafeteria location(s) should be convenient and easily accessible.
- ◆ Hours of operation should be tailored towards the facility's customer base to maximize sales and bolster satisfaction. When there is a need to shut down one or more food venues during recess periods, contractors must promote, through numerous mediums, what venues are open during what hours.
- ◆ To support employees who work early or late, especially when Congress is not in session, a skeleton self-service or reduced options operation should be considered.

# Section **V**

# NEIGHBORHOOD MARKET ANALYSIS

The chief administrative officer (CAO) of the US House of Representatives tasked B&D with evaluating the House's foodservice needs. The CAO specifically asked B&D to consider:

1. *What meal options do employees utilize?*
2. *Where are they dining?*
3. *What are they eating?*
4. *Why do they choose (or not choose) to eat at House venues?*

This market analysis is an in-depth examination of these questions and the specific characteristics unique to the Capitol Hill dining scene. The aggregated information establishes the House Dining facilities' larger competitive market.

B&D conducted the following analyses to understand the off-site market:

- ◆ A **local neighborhood market analysis** to determine potential competing dining concepts;
- ◆ A **branded concept gap analysis** to evaluate which concepts are not present in the immediate neighborhood but may be desirable for the House's employees.

## **NEIGHBORHOOD MARKET ANALYSIS**

B&D analyzed the Capitol Hill submarket to evaluate local competitors. The project team utilized walking and Metro travel time analyses to identify geographically competitive dining establishments within this submarket. The analysis categorized competitive dining establishments using standard restaurant industry descriptors such as service style, price point, and cuisine type.

B&D utilized Environmental Systems Research Institute (ESRI) data to complete the walking and Metro time analyses. ESRI combines geographic information systems (GIS) technology with demographic, consumer, and business information to generate detailed statistical profiles for specific geographic areas. For this study, B&D defined the competitive submarket to be specific areas mentioned by focus group participants within a 20-minute walk of the Longworth Building.

The geographic areas encompassed by B&D's walk time analysis include portions of Capitol South, Capitol Hill, Union Station, and Eastern Market neighborhoods. B&D also examined competitive dining establishments in an extended local market area, which included neighborhoods that are over a 20-minute walk or short Metro ride away from Capitol Hill.

B&D conducted focus groups and collected anecdotal information from US House employees to validate its competitive market assumptions. The employees confirmed the accuracy of the identified geographic competitive market area by verifying their walk and Metro travel time preferences as well as those areas where they are most likely to dine.

For some employees, these preferences varied depending on whether Congress is in or out of session. Employees also confirmed that the geographic location of their office building within the House complex impacted their walk time preferences. Employees in the Ford House Office Building were especially vocal about the impact of geographic location on their walk times since their offices are farther removed from other House buildings and not connected via tunnels. Not surprisingly, employees stated that inclement weather reduces their travel time preferences. In reviewing the competitive market, B&D utilized urban planning and market analysis best practices to identify potential impediments that might exist between the US House of Representatives and the surrounding neighborhoods. Such impediments create real or perceived barriers that might prevent employees from frequenting otherwise geographically convenient areas.

## **FINDINGS**

Empirical and anecdotal data revealed that employees' ability to go off site varies considerably depending on whether Congress is in or out of session. Employees confirmed they have different responsibilities depending on the day, and such responsibilities may require them to be near their desks. When Congress is in session, members' office employees indicated they

generally have time to visit only dining establishments within a 10-minute walk of their building, if they can leave at all. When Congress is out of session, members' office employees confirmed that they generally have greater flexibility to walk slightly longer distances. In rare cases, typically a special occasion, these employees indicated they might take the Metro or walk as far as 20-minutes to visit an off-site dining establishment. Generally, employees of House support departments were less notably impacted by the Congressional schedule, especially those who have fixed breaks or lunch hours.

To reflect the in-session / out-of-session dichotomy and its relevance when evaluating the competitive market, B&D grouped the neighborhood market analysis findings as follows:

- ◆ The immediate Capitol Hill submarket within a 10-minute walk time,
- ◆ The greater Capitol Hill market within an 11-to-15-minute walk time, and
- ◆ The extended local market within a 16-to-20 minute walk time or short Metro ride.

Employees cited the Washington Avenue SW/ I-395/3<sup>rd</sup> Street tunnel area as the greatest physical barrier to neighborhood ingress. This barrier was especially significant for those employees in the neighboring Ford building.

Employees were not concerned about their personal security when walking around Capitol Hill during the day. They also feel safe in the evenings because of the visible presence of Capitol Police throughout the area, as well as the high-end residential feel of the surrounding Capitol Hill neighborhood.

House employees stated that lack of time is the greatest barrier to their dining off site. They are simply too busy to leave their offices during the work day.

### QUICK SERVICE RESTAURANTS

Quick service restaurants (QSR's) are establishments characterized by speed of service and lower price points, typically featuring counter service. QSRs may specialize in any number of cuisines, although this market segment is most often associated with traditional American-style fast food. As such, QSRs are generally associated with unhealthy food, although some specialize in health-conscious menu options. QSRs often have drive-thrus, although this is not universally true in urban markets like Washington, DC where they are less prevalent. Customers often cite inexpensive prices, speed of service, consistent food preparation, and reliable menu item availability as top reasons for patronizing QSRs.

As shown in Figure 1 below, there are three QSRs within a 10-minute walk of the US House of Representatives. Expanding the radius to a 15-minute walk (shown as the orange hashed line) yields one additional QSR. Expanding the radius beyond a 15-minute walk yields three additional restaurants. As shown in Figure 5.1, QSRs are somewhat underrepresented in the local competitive market, comprising only 10% of restaurants within 1.1-mile radius.

Distance	Walk Time (minutes)	Name	Service Type	Dining Type	Cuisine	Price Point	Address
0.2	4	Congressional Deli	Counter service	Quick service	Deli	\$	404 First St SE, Washington, DC 20003
0.2	4	Subway	Counter service	Quick service	Deli	\$	406 First St SE #2 Washington, DC 20003
0.3	8	Burrito Brothers	Counter service	Quick service	Mexican	\$	205 Pennsylvania Ave SE Washington, DC 20003
0.6	12	McDonalds	Counter service	Quick service	American	\$	409 3rd St SW #103, Washington DC 20024
0.7	14	Sizzling Express	Counter service	Quick service	Asian	\$	600 Pennsylvania Ave SE #1, Washington DC 20003
0.7	14	Pizza Autentica	Counter service	Quick service	Pizza	\$	425 3rd St SW, Washington DC 20024
0.7	14	Wall Street Deli	Counter service	Quick service	Deli	\$	400 C St SW, Washington DC 20547
0.7	14	Quiznos	Counter service	Quick service	Deli	\$	400 C St SW, Washington DC 20024
0.9	18	Dunkin Donuts / Baskin	Counter service	Quick service	Café	\$	801 Pennsylvania Ave SE, Washington, DC 20003
0.9	18	Subway	Counter service	Quick service	Deli	\$	430 8th St SE, Washington, DC 20003
0.9	18	Popeyes	Counter service	Quick service	Chicken	\$	409 8th St SE, Washington, DC 20003

\$ = Inexpensive, usually \$10 and under

\$\$ = Moderately expensive, usually between \$10-\$25

\$\$\$ = Expensive, usually between \$25-\$45

\$\$\$\$ = Very Expensive, usually \$50 and up

**FIGURE 5.1: Quick Service Restaurants within 1.1-miles of the US House of Representatives**

Consistent with restaurant industry norms, B&D found that these QSRs were within the least expensive price band evaluated – usually \$10 or less for a meal. B&D observed that most of the QSRs near the House serve American-style fast food, although Mexican and Asian cuisines were also present in the market. From a geographic standpoint, there is no critical mass of QSRs near the House. The locations are consistent with the concentrated dining and retail areas near the House, as identified by B&D’s research– primarily along First Street SE, Pennsylvania Avenue SE, and 8<sup>th</sup> Street SE. When evaluating the local market, B&D determined that these QSR establishments are directly competitive with the following House dining facilities because of overlap in serving grill-type items (hamburgers, chicken fingers, fries) and/or deli sandwiches and wraps:

- ◆ Longworth Cafeteria,
- ◆ Cannon Cafeteria,
- ◆ Rayburn Cafeteria,
- ◆ Rayburn Deli,
- ◆ Ford Cafeteria, and
- ◆ Capitol Market.

## FAST CASUAL

The restaurant industry considers fast casual restaurants to be the midway point between fast food and casual dining in both price and perceived quality. Like QSRs, fast casual concepts are characterized by a casual atmosphere and fast service, but often with greater focus on food quality and culinary complexity. Fresh ingredients and customizable made-to-order menu options are prevalent among fast casual concepts, and some concepts even serve beer, wine, and cocktails. Average check prices for these restaurants are typically several dollars higher than QSRs and can be comparable to those found at casual dining establishments. Most fast casual restaurants offer counter service in lieu of table service, although some may feature a

hybrid ‘assisted counter service’ model in which customers order from a counter but also receive limited table service. Customers often cite speed of service, a premium dining experience at an affordable price, high food quality, and innovative menu offerings as top reasons for patronizing fast casual establishments.

As shown in Figure 5.2 below, there are seven fast casual establishments within a 10-minute walk of the US House of Representatives. Expanding the radius to a 15-minute walk yields eleven additional fast casual restaurants. Expanding the radius beyond a 15-minute walk yields four additional fast casual establishments. Figure 5.2 below illustrates that fast casual establishments are represented well in the local competitive market, comprising over one-third of area restaurants. This prevalence in the local market mirrors national dining trends, where industry experts find fast casual restaurants to be the fastest-growing restaurant market segment.

Distance	Walk Time (minutes)	Name	Service Type	Dining Type	Cuisine	Price Point	Address
0.3	7	Café Recess	Counter Service	Fast casual	World	\$	209 Pennsylvania Ave SE Washington, DC 20003
0.3	8	Firehook Bakery	Counter service	Fast casual	Coffee shop	\$	215 Pennsylvania Ave SE Washington, DC 20003
0.3	8	Sweet Green	Counter service	Fast casual	Salad	\$\$	221 Pennsylvania Ave SE Washington, DC 20003
0.3	8	Starbucks	Counter service	Fast casual	Coffee shop	\$\$	237 Pennsylvania Ave SE Washington, DC 20003
0.4	9	Cosi	Counter Service	Fast casual	Deli	\$	301 Pennsylvania Ave SE, Washington, DC 20003
0.4	9	Good Stuff Eatery	Counter service	Fast casual	Burgers	\$\$	303 Pennsylvania Ave SE, Washington, DC 20003
0.4	9	We, The Pizza	Counter service	Fast casual	Pizza	\$\$	305 Pennsylvania Ave SE, Washington, DC 20003
0.6	12	Café Bliss	Counter service	Fast casual	Deli	\$	201 Massachusetts Ave NE, Washington, DC 20002
0.6	12	Kyoto Sushi	Sit down service	Fast casual	Japanese	\$\$	201 Massachusetts Ave NE, Washington, DC 20002
0.6	12	West Wing Café	Counter service	Fast casual	Deli	\$	300 New Jersey Ave NW, Washington, DC
0.6	12	Café 59	Counter service	Fast casual	Café	\$	409 3rd St SW #110, Washington DC 20024
0.6	12	Starbucks	Counter service	Fast casual	Coffee shop	\$	409 3rd St SW #105, Washington DC 20024
0.7	14	Pound The Hill	Sit down service	Fast casual	Café	\$\$	621 Pennsylvania Ave SE, Washington, DC 20003
0.7	14	Café Phillips	Counter service	Fast casual	Café	\$	425 3rd St SW, Washington DC 20024
0.7	14	Wall Street Deli	Counter service	Fast casual	Deli	\$	400 C St SW, Washington DC 20547
0.7	14	District Taco	Assisted counter service	Fast casual	Mexican	\$	656 Pennsylvania Ave SE, Washington, DC 20003
0.8	14	Grand Deli & Café	Counter service	Fast casual	Deli	\$	300 E St SW #3, Washington DC 20024
0.8	14	Le Pain Quotidien	Counter service	Fast casual	Belgian	\$\$	660 Pennsylvania Ave SE, Washington, DC 20003
0.8	14	Peregrine Espresso	Counter service	Fast casual	Café	\$	660 Pennsylvania Ave SE, Washington, DC 20003
0.8	14	Eastern Market (deli)	Counter service	Fast casual	Deli	\$\$	225 7th St SE, Washington, DC 20003
0.8	14	Seventh Hill Pizza	Assisted table service	Fast casual	Pizza	\$\$	327 7th St SE, Washington, DC 20003
0.8	14	Prego	Counter service	Fast casual	Deli	\$	210 7th St SE, Washington, DC 20003
0.8	14	Port City Java	Counter service	Fast casual	café	\$	701 North Carolina Ave SE #1, Washington, DC 20003
0.9	18	Starbucks	Counter service	Fast casual	Café	\$	401 8th St SE, Washington, DC 20003
0.9	18	DC-3	Counter service	Fast casual	Hot dogs	\$	423 8th St SE, Washington, DC 20003
1.1	20	Spring Mill Bread Co.	Counter service	Fast casual	Deli	\$	701 8th St SE, Washington, DC 20003
1.1	20	Hello Cupcake	Counter service	Fast casual	Cupcakes	\$	705 8th St SE, Washington, DC 20003

\$ = Inexpensive, usually \$10 and under  
 \$\$ = Moderately expensive, usually between \$10-\$25  
 \$\$\$ = Expensive, usually between \$25-\$45  
 \$\$\$\$ = Very Expensive, usually \$50 and up

**FIGURE 5. 2: Fast casual restaurants within 1.1-miles of the US House of Representatives**

Typical of industry norms, fast casual restaurant pricing within a 1.1-mile radius of the House varied greatly. B&D found menu prices to typically be in the \$8 to \$15 range; however, for those establishments serving specialty sodas or alcoholic beverages, the average check prices were even higher. As with the nearby QSRs, American cuisine was prevalent among nearby fast



casual concepts. B&D found that coffee shops and delis were the most common concept types, although other American and international cuisine options are present. The highest geographic concentration of fast casual restaurants is along Pennsylvania Avenue SE, although there are additional retail pockets farther away from the Capitol on 7th and 8th Streets SE.

When evaluating the local market, B&D determined that these fast casual establishments are direct competitors with the following House dining facilities because of overlap in serving branded coffee, salads, specialty sandwiches, and international cuisine (especially made-to-order options):

- ◆ Longworth Cafeteria,
- ◆ Cannon Cafeteria,
- ◆ Creamery,
- ◆ Rayburn Cafeteria,
- ◆ Rayburn Deli,
- ◆ Ford Cafeteria, and
- ◆ Capitol Market.

## **CASUAL DINING**

Casual dining restaurants are characterized by an unpretentious and often family-friendly atmosphere, as well as moderate price points. Often, casual dining restaurants will employ hosts to greet customers and manage seating. As these restaurants generally offer relatively fast service, tables turn over frequently. Most casual dining restaurants feature traditional-style table service in which patrons interact with a dedicated server to order and pay for meals at their table. While service is professional, the interaction between customer and server is often more casual than in fine dining restaurants. As seen in other market segments, casual dining establishments often specialize in a specific type of food or ethnic cuisine. Many casual dining restaurants serve alcohol, generally through a bar that is physically separated from the main dining area and serviced by a dedicated bartender. Customers cite full table service in a relaxed atmosphere, moderate prices, and overall family-friendliness as top reasons for patronizing casual dining establishments.

As shown in Figure 5.3 below, there are eleven casual dining establishments within a 10-minute walk of the US House of Representatives. Expanding the radius to a 15-minute walk yields seven additional casual dining restaurants. Expanding the radius beyond a 15-minute walk yields twenty additional fast casual establishments. Figure 5.3 illustrates that casual dining establishments are represented well in the local competitive market, comprising 53% of area restaurants. However, it is notable that 28% of these are located beyond a 15-minute walk time from the House. Therefore, the seemingly high concentration of casual dining restaurants near the House is actually a reflection of the restaurant-dense 8<sup>th</sup> Street corridor in the nearby Eastern Market neighborhood. Based on focus group discussions and survey data, B&D would

not consider Eastern Market to be within the House dining facilities' primary competitive market for daily dining due to its distance from the House office buildings.

Distance	Walk Time (minutes)	Name	Service Type	Dining Type	Cuisine	Price Point	Address
0.2	4	Tortilla Coast	Sit down service	Casual dining	Mexican	\$\$	400 1st St SE Washington, DC 20003
0.2	4	Bull Feathers	Sit down service	Casual dining	American	\$\$	410 1st St SE Washington, DC 20003
0.2	4	Talay Thai Restaurant	Sit down service	Casual dining	Thai	\$\$	406 1st St SE Washington, DC 20003
0.3	7	Le Bon Café	Assisted counter service	Casual dining	French	\$	210 2nd St SE Washington, DC 20003
0.3	7	Pete's Diner	Sit down service	Casual dining	American	\$	212 2nd St SE Washington, DC 20003
0.3	8	Hunan Dynasty	Sit down service	Casual dining	Chinese	\$	215 Pennsylvania Ave SE Washington, DC 20003
0.3	8	Capitol Lounge	Sit down service	Casual dining	Pub	\$\$	229 Pennsylvania Ave SE Washington, DC 20003
0.4	9	Young Chow	Sit down service	Casual dining	Chinese	\$\$	312 Pennsylvania Ave SE, Washington, DC 20003
0.4	9	Pour House	Sit down service	Casual dining	Pub	\$\$	319 Pennsylvania Ave SE, Washington, DC 20003
0.4	9	Hawk and Dove	Sit down service	Casual dining	Pub	\$\$	329 Pennsylvania Ave SE, Washington, DC 20003
0.4	9	Tune Inn	Sit down service	Casual dining	Pub	\$	331 Pennsylvania Ave SE, Washington, DC 20003
0.6	12	Union Pub	Sit down service	Casual dining	Pub	\$\$	201 Massachusetts Ave NE, Washington, DC 20002
0.6	12	Mr. Henry's	Sit down service	Casual dining	American	\$\$	601 Pennsylvania Ave SE, Washington, DC 20003
0.6	12	Aatish on the Hill	Sit down service	Casual dining	Indian	\$\$	609 Pennsylvania Ave SE, Washington, DC 20003
0.5	14	Hamilton's Bar & Grill	Sit down service	Casual dining	American	\$\$	233 2nd St NW, Washington, DC 20001
0.7	14	Sanphan	Sit down service	Casual dining	Thai	\$	653 Pennsylvania Ave SE, Washington, DC 20003
0.8	14	Tunnidiff's Tavern	Sit down service	Casual dining	American	\$\$	222 7th St SE, Washington, DC 20003
0.8	14	Acqua Al 2	Sit down service	Casual dining	Italian	\$\$\$	212 7th Street Southeast, Washington, DC
0.9	18	The Old Siam	Sit down service	Casual dining	Thai	\$\$	406 8th St SE, Washington, DC 20003
0.9	18	Café 8	Sit down service	Casual dining	Mediterranean	\$\$	424 8th St SE Washington, DC 20003
0.9	18	Banana Café	Sit down service	Casual dining	Cuban	\$\$	500 8th St SE, Washington, DC 20003
0.9	18	The Chesapeake Room	Sit down service	Casual dining	American	\$\$	501 8th St SE, Washington, DC 20003
1	18	Ted's Bulletin	Sit down service	Casual dining	American	\$\$	505 8th St SE, Washington, DC 20003
1	18	Fusion Grill	Sit down service	Casual dining	Asian Fusion	\$\$	515 8th St, Washington, DC 20003
1	18	Pacifico Cantina	Sit down service	Casual dining	Tex-Mex	\$\$	514 8th St SE Washington, DC 20003
1	18	Belga	Sit down service	Casual dining	Belgian	\$\$	514 8th St SE, Washington, DC 20003
1	18	Las Placitas	Sit down service	Casual dining	Mexican	\$\$	517 8th St SE, Washington, DC 20003
1	18	Matchbox	Sit down service	Casual dining	Pizza	\$\$	521 8th St SE, Washington, DC 20003
1	18	Senarts Oyster & Chop House	Sit down service	Casual dining	Seafood	\$\$\$	520 8th St SE, Washington, DC 20003
1	18	Ambar Restaurant	Sit down service	Casual dining	European	\$\$	523 8th St SE, Washington, DC 20003
1	18	Cava Mezze	Sit down service	Casual dining	Greek	\$\$	527 8th St SE, Washington, DC 20003
1	18	Lavagne	Sit down service	Casual dining	Italian	\$\$	539 8th St SE, Washington, DC 20003
1	18	Nooshi	Sit down service	Casual dining	Sushi	\$\$	524 8th St SE, Washington, DC 20003
1	18	Tash	Sit down service	Casual dining	Persian	\$\$	524 8th St SE, Washington, DC 20003
1.1	20	Lola's	Sit down service	Casual dining	Pub	\$\$	711 8th St SE, Washington, DC 20003
1.1	20	Molly Malone's	Sit down service	Casual dining	Pub	\$\$	713 8th St SE, Washington, DC 20003
1.1	20	The Ugly Mug	Sit down service	Casual dining	Pub	\$	723 8th St SE, Washington, DC
1.1	20	Zest	Sit down service	Casual dining	American	\$\$	735 8th St SE, Washington, DC 20003

\$ = Inexpensive, usually \$10 and under

\$\$ = Moderately expensive, usually between \$10-\$25

\$\$\$ = Expensive, usually between \$25-\$45

\$\$\$\$ = Very Expensive, usually \$50 and up

**FIGURE 5.3: Casual Dining Establishments within 1.1-miles of the US House of Representatives**

Pricing at casual dining establishments within a 1.1-mile radius of the House varies widely price, with menu offerings typically in the \$12 to \$25 range. No one cuisine dominated. Pubs were prevalent along Pennsylvania Avenue SE and 8th Street SE, both known nightlife destinations within the DC market. Other common cuisines included American and various Asian styles (Thai, Japanese, Chinese, and fusion).

When evaluating the local market, B&D determined these establishments are not the House dining facilities' direct competitors as there is no equivalent concept within the House. However, nearby casual dining restaurants are indirect competitors as they fill a void in the House's current dining offerings and preempt spending at other House dining facilities.

## FINE DINING

Fine dining restaurants are generally characterized by a formal atmosphere, full table service, and dedicated meal courses. Often, fine dining restaurants have dress code requirements for patrons (such as jackets for men). Servers are usually highly trained, and table service may include multiple support staff, such as a head server, assistant server, sommelier, etc. Restaurant décor is focused on creating an ambiance that reflects the higher end, more formal dining experience. While so-called celebrity chefs may be a visible marketing tool for other restaurant market segments (particularly fast-casual and casual dining), it is typically in fine dining establishments that the chef is most highly revered. While culinary experimentation is not limited to the fine dining market segment, here it is at its pinnacle.

Distance	Walk Time (minutes)	Name	Service Type	Dining Type	Cuisine	Price Point	Address
0.3	8	Sonoma Restaurant and Wine Bar	Sit down service	Fine dining	American	\$\$\$	223 Pennsylvania Ave SE, Washington, DC 20003
0.6	12	Johnny's Half Shell	Sit down service	Fine dining	Seafood	\$\$\$	400 North Capitol St NW, Washington, DC 20001
0.6	12	The Monocle Restaurant	Sit down service	Fine dining	American	\$\$\$	107 D St NE, Washington, DC 20002
0.5	14	Charlie Palmer Steak	Sit down service	Fine dining	American	\$\$\$\$	101 Constitution Ave NW, Washington, DC 20001

\$ = Inexpensive, usually \$10 and under

\$\$ = Moderately expensive, usually between \$10-\$25

\$\$\$ = Expensive, usually between \$25-\$45

\$\$\$\$ = Very Expensive, usually \$50 and up

**Figure 5. 4: Fine Dining Establishments within 1.1-miles of the US House of Representatives**

As shown in Figure 5.4 above, there is only one fine dining establishment within a 10-minute walk of the US House of Representatives. Expanding the radius to a 15-minute walk yields three additional restaurants. Expanding the radius beyond a 15-minute walk failed to yield any additional establishments. As shown in Figure 5.4, fine dining establishments represent a small segment of the local competitive market, comprising 13% of area restaurants. When evaluating the local market, B&D determined that these establishments compete directly with the House Member's Dining Room because of the similar "white-table cloth"-style dining experience.

## DELIVERY

Delivery services are an important consideration for any dining market analysis. When employees have limited time, as many House employees do, they may order meals for delivery in lieu of leaving the office. However, B&D's research revealed that delivery is not an important component of the House dining facilities' competitive market. As House employees explained, they rarely order meals for delivery since security precautions impede fast entry and exit significantly. Adding an additional logistical hurdle, delivery persons are not always clear about the locations of House office buildings and which entrance to use. To facilitate delivery, employees stated that they often chose to meet delivery persons outside their building at a well-known intersection, although bringing food back through security can be time consuming. Due to these issues, B&D did not consider local delivery services relevant in analyzing the House's competitive market.

## BRANDED CONCEPT GAP ANALYSIS

B&D's survey analysis revealed House employees' strong preferences for branded concepts. B&D generated a branded concept gap analysis to identify the survey's top concepts, their market presence, and opportunities within the House dining facilities. Brand examples are illustrative only and do not imply endorsement. This section lists brand examples alphabetically and general concept types numerically by employee preference. B&D labeled some concept types as fast food or premium to reflect employee quality perceptions.

## FINDINGS

Approximately 90% of survey respondents desired branded concepts in House dining facilities. The most requested concepts include:

1. Fried chicken,
2. Deli sandwiches,
3. Premium Mexican food,
4. Fast food burgers,
5. Premium sandwiches,
6. Fast food Mexican food,
7. Salads,
8. Premium burgers,
9. Premium pizza, and
10. Premium world cuisine.

## CONCEPT #1 - FRIED CHICKEN

**Description:** Fried chicken, including nuggets, tenders, bone-in, and/or sandwiches.

**Interest Level:** 40.0% of respondents

**Comparable Brands:** Bojangles', Chick-Fil-A, Church's Chicken, KFC, Popeye's, Zaxby's

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.9	18	Popeyes	409 8th St SE, Washington, DC 20003

**Conclusion:** This concept type may be successful given employee demand and absence of nearby competitive concepts.

**CONCEPT #2 - DELI SANDWICHES**

**Description:** Deli-style submarine sandwiches served on bread or wraps.

**Interest Level:** 33.9% of respondents

**Comparable Brands:** Firehouse Subs, Jimmy John's, McAlister's Deli, Potbelly, Quizno's, Schlotzsky's, Subway

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.2	4	Congressional Deli	404 First St SE, Washington, DC 20003
0.2	4	Subway	406 First St SE #2 Washington, DC 20003
0.6	12	Café Bliss	201 Massachusetts Ave NE, Washington, DC 20002
0.6	12	West Wing Café	300 New Jersey Ave NW, Washington, DC
0.7	14	Wall Street Deli	400 C St SW, Washington DC 20547
0.7	14	Quiznos	400 C St SW, Washington DC 20024
0.8	14	Grand Deli & Café	300 E St SW #3, Washington DC 20024
0.8	14	Eastern Market (deli)	225 7th St SE, Washington, DC 20003
0.8	14	Prego	210 7th St SE, Washington, DC 20003
0.9	18	Subway	430 8th St SE, Washington, DC 20003

**Conclusion:** This concept type may struggle given the local market's saturation and the presence of two nearby competitors. However, a new concept to the market could be successful given employees' interest level.

**CONCEPT #3 - PREMIUM MEXICAN FOOD**

**Description:** Premium made-to-order Mexican cuisine.

**Interest Level:** 32.0% of respondents

**Comparable Brands:** Baja Fresh, Boloco, Burrito Brothers, California Tortilla, Chipotle

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.3	8	Burrito Brothers	205 Pennsylvania Ave SE Washington, DC 20003

**Conclusion:** This concept type may be successful given employee demand and few nearby competitive concepts.

**CONCEPT #4 - FAST FOOD BURGERS**

**Description:** Traditional fast food burgers and fries.

**Interest Level:** 32.0% of respondents

**Comparable Brands:** Burger King, Five Guys, Hardees, Jack in the Box, McDonald's, Sonic, Wendy's, Whataburger, Z Burger

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.6	12	McDonalds	409 3rd St SW #103, Washington DC 20024

**Conclusion:** This concept type may be successful given employee demand and few nearby competitive concepts.

**CONCEPT #5 - PREMIUM SANDWICHES**

**Description:** Specialty sandwiches served on freshly baked bread or wraps.

**Interest Level:** 26.1% of respondents

**Comparable Brands:** Au Bon Pain, Corner Bakery, Cosi, Panera

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.4	9	Cosi	301 Pennsylvania Ave SE, Washington, DC 20003
1.1	20	Spring Mill Bread Co.	701 8th St SE, Washington, DC 20003

**Conclusion:** This concept type may be successful given employee demand and few nearby competitive concepts.

**CONCEPT #6 - FAST FOOD MEXICAN**

**Description:** Fast food Mexican, including nachos, tacos, quesadillas, and burritos.

**Interest Level:** 23.5% of respondents

**Comparable Brands:** Del Taco, District Taco, Moe's Southwest Grill, Qdoba, Taco Bell

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.7	14	District Taco	656 Pennsylvania Ave SE, Washington, DC 20003

**Conclusion:** This concept type may be successful given employee demand and few nearby competitive concepts.

**CONCEPT #7 - SALADS**

**Description:** Made-to-order salads made with a variety of lettuces, premium toppings, and house-made salad dressing.

**Interest Level:** 23.3% of respondents

**Comparable Brands:** Chop't, Saladworks, Sweetgreen

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.3	8	Sweet Green	221 Pennsylvania Ave SE Washington, DC 20003

**Conclusion:** Although there is only one comparable brand nearby, this concept may struggle since nearby competitors also sell salads (see market presence, concepts #2 and #5).

**CONCEPT #8 - PREMIUM BURGERS**

**Description:** Gourmet burgers made with choice cuts of meat, premium cheeses, upscale toppings, and freshly baked buns.

**Interest Level:** 7.6% of respondents

**Comparable Brands:** BGR, Good Stuff Eatery, Shake Shack, Smashburger

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.4	9	Good Stuff Eatery	303 Pennsylvania Ave SE, Washington, DC 20003

**Conclusion:** Although there are a few nearby competitors, lower employee interest suggests weak demand for this concept.

**CONCEPT #9 - PREMIUM PIZZA**

**Description:** Gourmet-style pizza with more complex flavor profiles, various cheeses, premium toppings, and sometimes gluten-free alternatives.

**Interest Level:** 5.9% of respondents

**Comparable Brands:** &Pizza, California Pizza Kitchen, Matchbox, Pete's Apizza, Vapianos, We the Pizza, Z Pizza

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.4	9	We, The Pizza	305 Pennsylvania Ave SE, Washington, DC 20003
0.8	14	Seventh Hill Pizza	327 7th St SE, Washington, DC 20003
1	18	Matchbox	521 8th St SE, Washington, DC 20003

**Conclusion:** This concept type may struggle given local competition and lower employee demand.

**CONCEPT #10 -PREMIUM WORLD CUISINE**

**Description:** Gourmet-style international cuisine from one or more nations, featuring fresh ingredients and more complex flavor profiles.

**Interest Level:** 4.0% of respondents

**Comparable Brands:** Cava Mezze Grill, G Street Foods, Merzi, Nooshi, Roti

**Market Presence:**

Distance	Walk Time (minutes)	Name	Address
0.3	7	Café Recess	209 Pennsylvania Ave SE Washington, DC 20003
1	18	Nooshi	524 8th St SE, Washington, DC 20003

**Conclusion:** This concept type may struggle with competition and lower employee demand.



# Section VI

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# RECOMMENDATIONS

As a result of B&D's comprehensive research process and deep knowledge of the foodservice industry, the following new/revised Foodservice RFP process recommendations are presented as follows:

- 1. Introduce one or more national or regional brands in Cannon, Rayburn or Longworth.** *We have deliberately excluded the Ford Building due to its isolated location and lack of interior connectivity via the tunnels.*
  - a. Specify that one or more brands be open during all business days (as opposed to only when Congress is in session).
  - b. Review the hours of operation to reflect both the needs of the community during both in and out of session periods.
  - c. Require strict signage and décor compliance in order to not detract from the historic significance of the Capitol complex.
  - d. Permit the selected contractor to determine if the brands will be part of a license agreement vs. a third-party subcontract/independently operated concept.
- 2. Require proposing contract management companies to address how contemporary technology can be used to:**
  - a. Improve patron service via on-line ordering (patrons order and are given a time and a specific location to pick-up their order / since it is prepaid, there is no need to go through a cashier line unless there is a desire to purchase additional items).
  - b. Provide accurate nutritional information (both collectively and at each food concept/platform). In addition, encourage the contractor to create a link with an online application such as "My Fitness Pal."
  - c. Accelerate the check-out process.
  - d. Provide desk-top delivery.
  - e. Increase revenues via timed promotions (especially, during what are normally slow business periods).

- f. Create instant positive and negative patron feedback processes using in-venue kiosks and smart phones.
- g. Provide monetary or product incentives for frequent patronage.
- h. Adopt the existing or introduce a new “Quick Pay” debit card system that offers varying discount levels based on the amount of money deposited and how frequently purchases are made within a defined time frame.

### **3. Menu and Service Concepts**

- a. The sale of Red Tag special menu packages (for House personnel only) should be closely monitored and, as necessary, the individual menu components changed out so as to provide as wide a variety of low price-point options as possible.
- b. With respect to Red Tag packages, specify that proposing contractors submit menus with a minimum of three price point ranges that will appeal to a broad cross-section of the Capitol community. B&D recommends that an annual price survey be conducted using the restaurants identified in the Section 4 Market Analysis to establish fast food and fast casual price point range targets for the operator to adopt.
- c. In line with foodservice industry best practices, require the contractor to establish and sustain an Office of the Attending Physician and Fitness Centers integrated approach to promoting healthful food choices and proper nutritional practices. This mandate should include, but not be limited to posting key nutritional information at the point-of-service as well as make more detailed information available via traditional and contemporary technological methods.
- d. Create and sustain a foodservice employee patron friendliness and efficiency rewards or recognition program that is partially driven via volunteered patron recommendations.
- e. Restructure the by-the-ounce program to allow patrons two-three per-ounce price options based on which menu items classification is offered. As an example, starch and vegetable options would be at one price point while those items plus one or more protein selections would be at a higher one. With respect to the salad bar, an alternative option would be to charge a lower per-ounce price for all non-protein items and then allow packaged protein options to be added at a fixed price per portion.
- f. Place “unofficial” portion scales at each self-serve station to help patrons successfully gauge what the net cost will be once they go through the cashier line.

- g. As much as possible, introduce the use of bar codes for all in-house prepared and packaged food items (i.e., salads, sandwiches, desserts, etc.) so as to speed up the cashiering/checkout process.
- h. Require the contractor to always have point-of-service pricing in place in order to avoid patrons getting sticker-shock due to not knowing what an item cost.
- i. Where practical to do so, offer patrons the option of selecting what type of disposable serveware they wish to select and, if the more expensive compostable ware, that they are willing to pay “at cost” premium.
- j. As part of any new contract, specify that after the initial two-three year period, one or more concepts must be “refreshed” annually each year. The contractor will be expected to create a reserve account to support this requirement. If that money is not spent within a defined time period, it should be forfeited to the House.
- k. Explore the idea of creating one or more limited service carts or kiosks in high traffic locations (such as at the intersection of two or more tunnels). Another option would be to encourage potential operators to consider “pop-up” concepts that would be periodically placed in high foot-traffic locations and its existence, menu, etc. promoted primarily via subscription e-mail (i.e., House personnel have asked to be notified) and social media.

#### **4. Décor, Ambiance & Signage**

- a. Recommend different servery layout and food preparation equipment changes that will increase service speed and, as a result, employee productivity.
- b. Recommend different servery station locations, equipment layout/positioning, queue lines and signing that will reduce initial confusion plus create more logical flow patterns from entry to the cashier and condiment/serveware areas.
- c. As a means to make the primary dining areas as an appealing alternative to going back to the office to eat, consider interior design and layout solutions for creating two or more seating/atmosphere zones.
- d. Request contractor input on how one or more of the venue seating areas can be upgraded to effect distinct activity zones (high, moderate and low noise levels). Given the delicate nature of many conversations, patrons would prefer the option of choosing which zone would be ideal if returning to the office to eat at their desk is not essential.
- e. Consider servery décor, way-finding signage and patron flow pattern changes that will reduce cross-traffic and, as a result, increase patron satisfaction with how much time it

takes to select the desired food and beverage as well as pay. The manner in which queue lines are set up, especially, those reserved for House employees need to be clearly identified. When the House staff only lines are not active, they should be closed.

## **5. Catering**

- a. From a philosophical and functional perspective it should be both the House and its contractor's objective to achieve and sustain a reputation for consistently supporting high special events.
- b. There is a need for clear, concise information regarding which House venues require Capitol Host support and which can be serviced by third-party caterers.
- c. There is a need to consider a "one-stop" catering and meeting planning concept that would eliminate confusion and resultant periodic unhappiness with the House catering program.
- d. Establish a requirement that all catering managers, supervisors and event leads be equipped with cell phones.
- e. The contractor should be required to conduct and share with the Foodservice Contract Administrator all post-event evaluations with the primary client contact.

## **6. Vending**

- a. The proposing contractors should be required to address the option of converting one or more vending banks into an "honor market" concept. Rather than use traditional vending machines, patrons can access these video camera monitored self-serve mini grab & go concepts where there are a variety of freshly prepared (usually from the same manual operations operator).
- b. The contractor or approved vending subcontractor should be required to offer a predetermined percentage of menu items that are considered nutritious. Along with this requirement, the contractor will be required to accurately track and regularly report its sales mix to the Foodservice Contract Administrator.

# Exhibit **A**

United States House of Representatives  
Foodservice Assessment

EXHIBIT A  
Facility Sales Data

- ☒ October
 ☒ November
 ☒ December
- ☒ January
 ☒ February
 ☒ March
- ☐ April
 ☐ May
 ☐ June
- ☐ July
 ☐ August
 ☐ September
- ☒ Sales
- ☐ Guest Counts

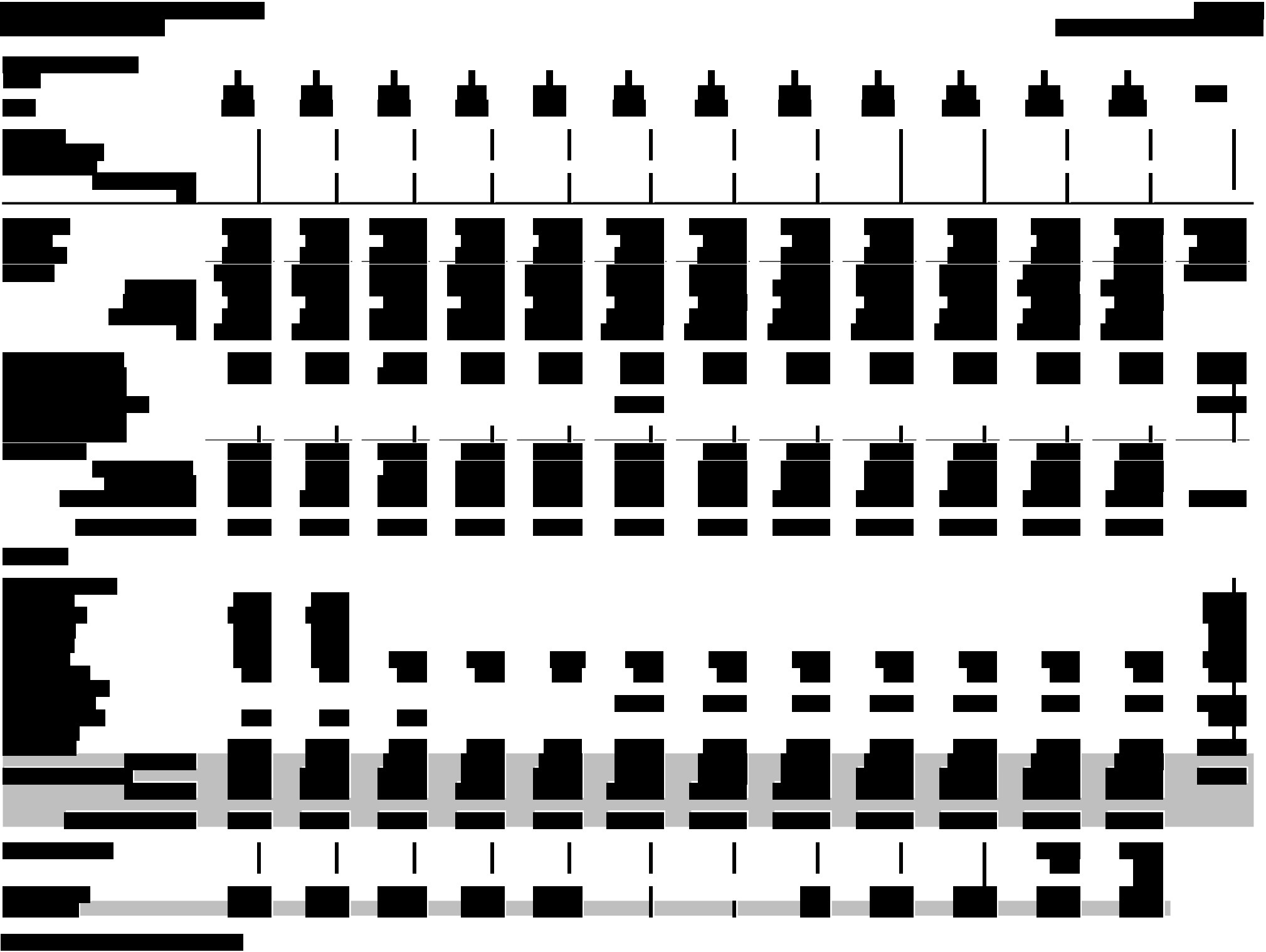
UNIT	2010 SALES	2011 SALES	2012 SALES	2013 SALES	2011 vs 2012		2012 vs 2013	
					Change \$	Change %	Change \$	Change %
<u>Longworth</u>	\$2,017,595	\$2,133,946	\$2,207,923	\$2,130,574	\$73,977	3.00%	(\$77,349)	-4.00%
<u>Convenience Store</u>	\$214,696	\$195,388	\$204,352	\$175,606	(\$19,308)	-10.00%	\$8,964	4.00%
<u>Capitol Creamery</u>	\$198,669	\$213,623	\$215,453	\$247,386	\$14,954	7.00%	\$1,830	1.00%
<u>Rayburn Café</u>	\$1,094,516	\$1,024,193	\$976,037	\$634,552	(\$70,323)	-7.00%	(\$48,156)	-5.00%
<u>Rayburn Deli</u>	\$276,135	\$153,880	\$200,644	\$215,738	(\$122,255)	-79.00%	\$46,764	23.00%
<u>Cannon Carryout</u>	\$341,664	\$203,349	\$227,844	\$173,545	(\$138,315)	-68.00%	\$24,495	11.00%
<u>Capitol Market</u>	\$509,743	\$453,433	\$392,232	\$357,724	(\$56,310)	-12.00%	(\$61,201)	-16.00%
<u>Member Dining Room</u>	\$125,831	\$89,305	\$103,688	\$74,149	(\$36,526)	-41.00%	\$14,383	14.00%
<u>Ford Café</u>	\$458,736	\$498,851	\$427,349	\$398,829	\$40,116	8.00%	(\$71,502)	-17.00%
<u>Ford Deli</u>	\$71,934	\$79,122	\$72,658	\$60,773	\$7,188	9.00%	(\$6,464)	-9.00%
<b><u>Complex Total</u></b>	<b>\$5,309,520</b>	<b>\$5,045,091</b>	<b>\$5,028,180</b>	<b>\$4,468,876</b>	<b>(264,428)</b>	<b>-5.00%</b>	<b>(16,911)</b>	<b>0.00%</b>



	In Session Days	Business Days	2010 House Sales	In Session Days	Business Days	2011 House Sales	In Session Days	Business Days	2012 House Sales	In Session Days	Business Days	2013 House Sales
Oct	18	21	\$979,721	6	21	\$643,305	12	20	\$865,023	0	22	\$558,958
Nov	11	20	\$762,669	0	19	\$694,253	11	20	\$781,361	8	19	\$642,952
Dec	14	21	\$724,469	0	21	\$726,301	6	21	\$700,409	8	20	\$622,001
Jan	8	19	\$795,890	11	21	\$867,332	6	20	\$722,695			\$793,471
Feb	9	19	\$728,538	9	19	\$900,595	14	20	\$903,018			\$880,577
Mar	17	22	\$1,318,233	14	23	\$1,213,305	13	22	\$1,055,674			\$970,917
Apr	12	21	\$1,030,252	9	21	\$919,241	10	22	\$841,210			\$996,831
May	15	20	\$1,034,167	13	20	\$1,006,988	13	22	\$908,436			\$937,465
Jun	16	21	\$1,164,579	11	22	\$1,081,191	16	21	\$1,002,927			\$991,208
Jul	16	21	\$1,121,924	12	20	\$1,092,788	13	21	\$950,862			\$529,272
Aug	5	21	\$592,705	5	23	\$655,567	3	23	\$555,228			\$0
Sep	10	21	\$845,819	10	20	\$846,628	0	19	\$648,824			\$0



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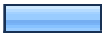







# Exhibit **B**

## CAO Secret Shopper Survey




### 1. Venue Name

		Response Percent	Response Count
LONGWORTH		17.9%	5
C-STORE (Goodies)		10.7%	3
CAPITOL CREAMERY		7.1%	2
RAYBURN CAFÉ		14.3%	4
RAYBURN DELI		3.6%	1
CANNON CAFÉ		14.3%	4
FORD CAFÉ		14.3%	4
FORD CARRYOUT		7.1%	2
CAPITOL MARKET		10.7%	3
MDR		0.0%	0
answered question			28
skipped question			0

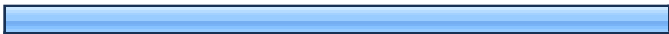
### 2. Secret Shopper Name

	Response Count
	28
answered question	28
skipped question	0


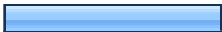

### 3. Date

		Response Percent	Response Count
Date		100.0%	28
answered question			28
skipped question			0

### 4. Time

		Response Percent	Response Count
Visit Time		100.0%	28
answered question			28
skipped question			0

### 5. Business Volume

		Response Percent	Response Count
Busy		25.0%	7
Moderate		32.1%	9
Slow		42.9%	12
answered question			28
skipped question			0



## 6. Survery Area

	Clean	Dirty	N/A	Rating Count
Floor	77.8% (21)	22.2% (6)	0.0% (0)	27
Tables	66.7% (18)	3.7% (1)	29.6% (8)	27
Chairs	40.7% (11)	0.0% (0)	59.3% (16)	27
Condiments/Napkins Area	66.7% (18)	25.9% (7)	7.4% (2)	27
answered question				27
skipped question				1

## 7. Dining Area



	Clean	Dirty	N/A	Rating Count
Floor	59.3% (16)	18.5% (5)	22.2% (6)	27
Tables	44.4% (12)	33.3% (9)	22.2% (6)	27
Chairs	66.7% (18)	11.1% (3)	22.2% (6)	27
Condiments/Napkins Area	44.4% (12)	18.5% (5)	37.0% (10)	27
answered question				27
skipped question				1

## 8. Condiments/napkins are well stocked?


		Response Percent	Response Count
Yes		88.9%	24
No		11.1%	3
answered question			27
skipped question			1






## 9. Waste and recycling area clean

		Response Percent	Response Count
Yes		77.8%	21
No		22.2%	6
answered question			27
skipped question			1



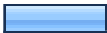
## 10. Waste and recycling area odorous

		Response Percent	Response Count
Yes		0.0%	0
No		100.0%	27
answered question			27
skipped question			1



## 11. Menu Sign

		Response Percent	Response Count
Visible		85.2%	23
Hidden		3.7%	1
N/A		11.1%	3
answered question			27
skipped question			1




## 12. Menu Sign

		Response Percent	Response Count
Legible		77.8%	21
Illegible		7.4%	2
N/A		14.8%	4
answered question			27
skipped question			1




## 13. All food and beverage items priced (on product, menu board, or in close proximity to product)

		Response Percent	Response Count
Yes		55.6%	15
No		44.4%	12
N/A		0.0%	0
answered question			27
skipped question			1



## 14. All food and beverage items labeled properly

		Response Percent	Response Count
Yes		66.7%	18
No		29.6%	8
N/A		3.7%	1
answered question			27
skipped question			1

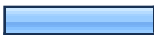

### 15. All nutrition info available (on product, menu board, or in close proximity to product)

		Response Percent	Response Count
Yes		7.4%	2
No		85.2%	23
N/A		7.4%	2
answered question			27
skipped question			1

### 16. Daily specials and value meals clearly posted

		Response Percent	Response Count
Yes		59.3%	16
No		40.7%	11
answered question			27
skipped question			1



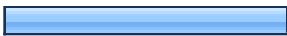
### 17. Odor

		Response Percent	Response Count
Nice		22.2%	6
Neutral		77.8%	21
Unpleasant		0.0%	0
answered question			27
skipped question			1




## 18. Additional comments on appearance

	Response Count
	13
answered question	13
skipped question	15



## 19. Greeting

		Response Percent	Response Count
Friendly		53.8%	14
Unfriendly		3.8%	1
No Greeting		42.3%	11
	answered question		26
	skipped question		2




## 20. Server communication ability

		Response Percent	Response Count
Excellent		26.9%	7
Good		53.8%	14
Poor		19.2%	5
	answered question		26
	skipped question		2



## 21. Uniform/Attire

		Response Percent	Response Count
Professional		96.2%	25
Unprofessional		0.0%	0
N/A		3.8%	1
answered question			26
skipped question			2



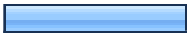
## 22. Knowledgeable about menu selection (based on at least one direct product question - ingredients, preparation, fresh vs. frozen, etc.)

		Response Percent	Response Count
Yes		46.2%	12
No		15.4%	4
N/A		38.5%	10
answered question			26
skipped question			2

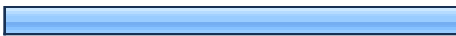


## 23. Were all menu items readily available?

		Response Percent	Response Count
Yes		76.9%	20
No		23.1%	6
answered question			26
skipped question			2


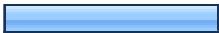

## 24. Order prepared and/or served in a timely fashion

		Response Percent	Response Count
Yes		61.5%	16
No		11.5%	3
N/A		26.9%	7
answered question			26
skipped question			2


## 25. Greeting

		Response Percent	Response Count
Friendly		68.0%	17
Unfriendly		4.0%	1
No Greeting		28.0%	7
answered question			25
skipped question			3


## 26. Server communication ability

		Response Percent	Response Count
Excellent		56.0%	14
Good		32.0%	8
Poor		12.0%	3
answered question			25
skipped question			3



## 27. Uniform/Attire

		Response Percent	Response Count
Professional		100.0%	26
Unprofessional		0.0%	0
answered question			26
skipped question			2

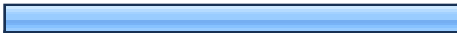


## 28. Receipt charged correctly

		Response Percent	Response Count
Yes		100.0%	25
No		0.0%	0
answered question			25
skipped question			3


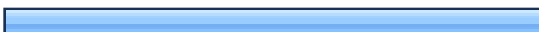
## 29. Was change counted back?

		Response Percent	Response Count
Yes		0.0%	0
No		15.4%	4
N/A		84.6%	22
answered question			26
skipped question			2

### 30. Credit card receipt offered

		Response Percent	Response Count
Yes		68.0%	17
No		20.0%	5
N/A		12.0%	3
answered question			25
skipped question			3

### 31. Unit Manager/Floor Supervisor visible

		Response Percent	Response Count
Yes		19.2%	5
No		80.8%	21
answered question			26
skipped question			2

### 32. Wait time (minutes)



		Response Average	Response Total	Response Count
Order		3.71	89	24
Receive food		2.40	60	25
Pay		0.84	21	25
answered question				25
skipped question				3




### 33. Additional comments on service

	Response Count
	16
answered question	16
skipped question	12


### 34. Did you have a valid complaint?

		Response Percent	Response Count
Yes		3.8%	1
No		96.2%	25
	answered question		26
	skipped question		2

### 35. Who did you report it to?

		Response Percent	Response Count
Manager		100.0%	1
Supervisor		0.0%	0
Cashier		0.0%	0
Other (please specify)		0.0%	0
	answered question		1
	skipped question		27







### 36. Was your complaint handled satisfactorily?

		Response Percent	Response Count
Yes		0.0%	0
No		100.0%	1
answered question			1
skipped question			27

### 37. Please provide comment on how your complaint could have been handled better

	Response Count
	1
answered question	1
skipped question	27

### 38. Food Items (Name or describe item)

		Response Percent	Response Count
Beverage		84.0%	21
Entrée		80.0%	20
Side Dish 1		60.0%	15
Side Dish 2		12.0%	3
Side Dish 3		0.0%	0
Dessert		24.0%	6
Snack		16.0%	4
answered question			25
skipped question			3

### 39. Beverage

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	5.0% (1)	25.0% (5)	70.0% (14)	2.65	20
Comment (if poor or acceptable)					4
Quality	5.0% (1)	10.0% (2)	85.0% (17)	2.80	20
Comment (if poor or acceptable)					2
Temperature	0.0% (0)	15.0% (3)	85.0% (17)	2.85	20
Comment (if poor or acceptable)					1
Appearance	0.0% (0)	5.0% (1)	95.0% (19)	2.95	20
Comment (if poor or acceptable)					1
Value	5.0% (1)	45.0% (9)	50.0% (10)	2.45	20
Comment (if poor or acceptable)					5
answered question					20
skipped question					8

## 40. Entrée

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	10.0% (2)	40.0% (8)	50.0% (10)	2.40	20
Comment (if poor or acceptable)					7
Quality	15.0% (3)	50.0% (10)	35.0% (7)	2.20	20
Comment (if poor or acceptable)					10
Temperature	5.3% (1)	31.6% (6)	63.2% (12)	2.58	19
Comment (if poor or acceptable)					4
Appearance	5.3% (1)	26.3% (5)	68.4% (13)	2.63	19
Comment (if poor or acceptable)					6
Value	10.0% (2)	45.0% (9)	45.0% (9)	2.35	20
Comment (if poor or acceptable)					10
answered question					20
skipped question					8

## 41. Side Dish 1

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	13.3% (2)	26.7% (4)	60.0% (9)	2.47	15
Comment (if poor or acceptable)					5
Quality	6.7% (1)	40.0% (6)	53.3% (8)	2.47	15
Comment (if poor or acceptable)					5
Temperature	20.0% (3)	26.7% (4)	53.3% (8)	2.33	15
Comment (if poor or acceptable)					5
Appearance	7.1% (1)	14.3% (2)	78.6% (11)	2.71	14
Comment (if poor or acceptable)					1
Value	21.4% (3)	21.4% (3)	57.1% (8)	2.36	14
Comment (if poor or acceptable)					4
answered question					15
skipped question					13

## 42. Side Dish 2

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	0.0% (0)	33.3% (1)	66.7% (2)	2.67	3
Quality	33.3% (1)	0.0% (0)	66.7% (2)	2.33	3
Comment (if poor or acceptable)					1
Temperature	33.3% (1)	33.3% (1)	33.3% (1)	2.00	3
Comment (if poor or acceptable)					1
Appearance	0.0% (0)	33.3% (1)	66.7% (2)	2.67	3
Value	0.0% (0)	0.0% (0)	100.0% (2)	3.00	2
Comment (if poor or acceptable)					1
answered question					3
skipped question					25

## 43. Side Dish 3

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Quality	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Temperature	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Appearance	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Value	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
answered question					0
skipped question					28

#### 44. Dessert

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	0.0% (0)	16.7% (1)	83.3% (5)	2.83	6
Quality	0.0% (0)	16.7% (1)	83.3% (5)	2.83	6
Temperature	16.7% (1)	33.3% (2)	50.0% (3)	2.33	6
Comment (if poor or acceptable)					2
Appearance	0.0% (0)	33.3% (2)	66.7% (4)	2.67	6
Comment (if poor or acceptable)					1
Value	0.0% (0)	50.0% (3)	50.0% (3)	2.50	6
Comment (if poor or acceptable)					2
answered question					6
skipped question					22

#### 45. Snack

	Poor	Acceptable	Excellent	Rating Average	Rating Count
Taste	0.0% (0)	25.0% (1)	75.0% (3)	2.75	4
Quality	0.0% (0)	25.0% (1)	75.0% (3)	2.75	4
Temperature	0.0% (0)	0.0% (0)	100.0% (4)	3.00	4
Appearance	0.0% (0)	25.0% (1)	75.0% (3)	2.75	4
Value	0.0% (0)	25.0% (1)	75.0% (3)	2.75	4
answered question					4
skipped question					24



#### 46. Total Dollars Spent

	Response Average	Response Total	Response Count
Total Dollars Spent (\$)	30.84	771	25
	answered question		25
	skipped question		3

#### 47. Additional Comments on Quality

		Response Count
		5
answered question		5
skipped question		23

#### 48. Additional Comments

		Response Count
		11
answered question		11
skipped question		17

**UNITED STATES HOUSE OF REPRESENTATIVES:  
SECRET SHOPPER MEMBER'S DINING ROOM VISIT NARRATIVE**

**NARRATIVE 1**

November 13, 2013

1. 12:00pm Noon – Before entering, we were given the opportunity to self-check our coats in the hallway. We entered through a tidy waiting area. Seating was available in the waiting area, although no one appeared to be waiting for a table. Right away we were greeted in a friendly manner by the hosts, who immediately confirmed our reservation.
2. We were promptly seated by the host, who let us know our server's name. The host was extremely polite, although he did not pull out my seat for me.
3. Upon sitting down, the host presented menus to me and my companion. The host politely informed us that one item (the wedge salad) would be unavailable today.
4. The place settings and table linens were clean and properly placed.
5. Within one minute, the assistant server approached our table and poured us ice water. We were not offered a choice of tap, still or sparkling bottled water. The assistant server asked if we wanted anything else to drink. We both ordered iced tea which was promptly delivered to the table. During the course of the meal our iced tea was never refilled.
6. Looking around the dining room, it was clear that all the servers and assistant servers were dressed in the same uniform. The uniforms were consistent and professional looking. Despite the use of tray service that required servers to carry trays at their shoulders, it seemed there was no consistent standard requiring servers to pull back their hair off their face and shoulders.
7. The menu offered a variety of choices, included several items which were labeled for quick lunch service. The menu lacked sufficient detail about the various choices and their ingredients. I asked the server about the ingredients of the bean soup. She was able to explain that pork products were an ingredient, but did not further elaborate on the preparation.
8. My preference would have been to order a healthier lunch entree, but no general nutrition information was provided on the menu. I selected my order using my own best guess as to the healthiness of the preparation.
9. I ordered the bean soup and the steak salad. The server did not ask me how I would like my steak cooked. My companion ordered the three-course special "Salute to Michigan."
10. A small bread basket was presented, containing two types of bread. The bread was served cold and was visually unappetizing. I selected a roll with cheese and jalapenos, which I found stale upon tasting it. The jalapenos in the bread were overly spicy, while the cheese was hard and flavorless from being served cold. The other bread option in the basket appeared equally unappealing.

11. The bread was served with butter. From a health perspective, it would have been preferable to have a choice of salted or unsalted butter, margarine or olive oil. If these options were available, they were not verbally communicated or listed on the menu.
12. My cup of soup arrived several minutes before my companion's first course, which is inconsistent with contemporary etiquette standards. A soup plate was used under the cup, and a soup spoon was provided. The soup was served at a sufficiently hot temperature.
13. I was disappointed by the soup's bland flavor. The appearance (clear broth, white beans) was not especially visually appealing. Although pork was confirmed to be an ingredient, I could only see very small flecks of meat.
14. The assistant server cleared our first course plates when we had finished eating. I had my spoon resting on the soup plate (a sign of completion) and had not eaten for several minutes, but the assistant server still asked to confirm I was finished eating.
15. My second course and my companion's order arrived at the same time. My steak salad had been plated in an attractive manner, with the steak strips and tortilla strip arranged and salad dressing drizzled. The salad plate was not chilled. The salad greens appeared fresh and of reasonably good quality. The steak strips appeared lower in quality, and had been prepared well-done. Had I been given the option, I would have preferred a medium or medium-rare preparation. The tortilla strips were not uniform in shape or size, and appeared to be leftover tortilla chips from another menu offering.
16. The salad was of passable but not outstanding quality. The chipotle dressing, while flavorful, had an overwhelmingly strong flavor of chipotles in adobo. The steak was of poor quality and tough to cut. I was not offered a steak knife by the server. The tortilla strips were indeed stale, confirming my suspicion that they were leftovers. The greens and other produce in the salad were fresh. My overall impression was that I could have received a better quality salad and better value for my money elsewhere.
17. During our meal, our server did not check back with us to see if our meal was acceptable. As the meal progressed, the dining room became busier and the service at our table became increasingly rushed and sporadic. There was no supervisor or floor manager visible during the meal.
18. While I was still eating my entrée salad, my companion's second course plate was cleared – again, not in accordance with contemporary etiquette standards.
19. I ordered a cup of coffee when my companion's dessert arrived at the table. It took the server approximately five minutes to remember to bring me a cup and saucer and serve the coffee. The coffee was served at a sufficiently hot temperature, but tasted extremely burnt – like it had been sitting in the pot for an extended period of time. The server never brought any cream or sugar, which was sorely needed to make the coffee palatable.
20. When the check arrived, the server immediately placed it next to my male dining companion. Nothing had been communicated that would indicate he would be paying for

the meal. Contemporary etiquette dictates that, in the absence of such direction, the check should be placed in the middle of the table.

21. The server did not charge us for my coffee, although it was unclear if this was a conciliatory effort because I had to wait so long or because she simply forgot to do so. Otherwise, the check was accurately charged.
22. Upon exiting the dining room, the hosts were again very gracious.

On an overall 1-10 point scale, with 10 being perfect:

Food quality: 5.5

Service quality: 6.0

## **NARRATIVE 2**

November 13, 2013

### USHR Secret Shopper Member's Dining Room Visit Narrative

1. 12:30pm– Arriving with one other guest, we were pleasantly greeted and asked if we had a reservation.
2. Upon arrival, I noticed a coat rack outside the dining area, but was not asked if I would like to check my coat.
3. After locating our reservation, the hostess immediately showed us to our table and supplied menus while I hung my coat on the back of my chair.
4. We were seated at table in the far corner and my particular seat faced the door to the kitchen area.
5. The place settings and table linens were clean and neatly arranged.
6. Within a few minutes our server greeted us, poured us both ice water, and asked if we would prefer any other beverages. My companion ordered a coke, which was promptly delivered to our table.
7. All wait staff were professionally dressed in identical uniforms.
8. Observing the dining area, there were a few very large groups (8 or more people) and the dining area was fairly busy.
9. Within seven minutes of arriving, our server brought over a basket of corn bread, which appeared fairly unappetizing. Choosing the smallest piece, my visual suspicions were confirmed and the bread tasted stale and dry and quickly crumbled.
10. The menu was very traditional and provided very few vegetarian or healthy options.
11. The menu also noted certain menu items that could be served quickly for those who may be in a hurry.
12. Asking for particular recommendations for vegetarian options, our server suggested the house salad, but had no entrée recommendations. Following the visit, I later learned

that if we had wanted the Wedge Salad, it would not have been available. Best dining room practice is to always inform patrons when something is out as they receive the menus.

13. My preference would have been to order a healthy and filling vegetarian or baked chicken entrée, but given the limited variety, I selected the Turkey BLT.
14. As we waited for our meal to be served, the dining room quickly filled up with other patrons and the dining room was quite loud and distracting.
15. From my seat, I had a direct sight line into the kitchen and noticed that a few of the chefs did not have hairnets or hats. There also seemed to be some issues matching the plates to the orders since the cook and a few servers spent a few minutes passing checks back and forth and inspecting an array of meals sitting out on the counter.
16. Our food arrived roughly 15 minutes after we ordered and the Turkey BLT looked very appetizing. Although, the sandwich stack was about five inches tall, making it very difficult and messy to eat.
17. The BLT's ingredients were very good with the proper proportions of ingredients. Unfortunately, the sandwich fell apart quickly and I had to revert to eating the individual parts of the sandwich with a fork.
18. The BLT came with handmade potato chips, which tasted slightly over cooked and stale.
19. The dining room grew progressively louder as more patrons joined for lunch and the large groups stood and mingled creating a very active dining atmosphere, disrupting our dining experience and making it difficult to carry on a conversation. We also saw less of our server as she became focused on seating and taking other tables' orders.
20. A few minutes after my companion and I had finished our meal, the server stopped by to ask if we would like any coffee or dessert. Declining both, she promptly delivered our check.
21. Our server automatically placed the check in front of my male dining companion. Modern etiquette would dictate that the check be placed in the middle of the table since there was no indication or suggestion of who would pay for the meal.
22. As we reviewed the check, she returned to clear our plates and I had to ask for the other half of my BLT to be wrapped up. I discovered later that the potato chips were put on top of my sandwich and diffused a slightly burnt taste into the sandwich.
23. The check accurately reflected our meal; however, given the mediocre quality and simplicity of our meal, the price seemed very high.
24. As we exited the dining area, one large group was leaving while another was being seated causing significant traffic flow conflicts for patrons and servers.

On an overall 1-10 point scale, with 10 being perfect:

Food quality: 6

Service quality: 6.5

### **NARRATIVE 3**

November 13, 2013

#### **USHR Secret Shopper Members' Dining Room Visit Narrative**

1. 12:00 Noon: Upon entering, we were received a friendly, cordial greeting and our reservation was immediately acknowledged and we were seated.
2. While the host was congenial and informative as to one menu items being unavailable (the wedge salad), he did not offer to pull out the chair and seat my female companion.
3. The menus were presented upon being seated.
4. The place settings (to include linens) were clean and properly positioned.
5. Within one minute a bus person or assistance server approached the table to pour water and ask if we wanted anything else to drink. We both ordered iced tea which was served promptly, but never refilled during the course of the meal.
6. The menu offered a wide range of choices. I selected the three-course pre-fixe "Salute to Michigan" choice.
7. A small basket of two types of bread were presented, Both types of bread appeared and tasted like they were "fresh" the day before as they were dry and unappealing.
8. From a health and nutrition perspective, only butter was offered. No margarine or olive oil options to go along with the bread were offered either verbally or on the menu.
9. The menu itself, did not really offer much in the way of meaningful nutrition information.
10. The first course was a composed salad featuring a variety of salad greens, white beans, tomatoes and nuts. The dressing was a light, but flavorful vinaigrette.
11. The entrée was listed as a meat pie/empanada which was served dry and accompanied with a small boat dish of more mixed salad greens and one cherry tomato. The meat pie was somewhat bland tasting and, in my opinion, over-baked and very dry. The overall dryness of the item suggested the need for a light sauce on it or as a side dish to help add moisture and enhance the taste.
12. As the dining room was filling up (it eventually was completely full), the service become more and more rushed and sporadic. Neither the server or dining room supervisor returned to the table to ask about our satisfaction with the meal.
13. It was also evident at our table and observing others, that basic etiquette practices were not being consistently followed. As an example, my companion's cup of soup was served several minutes before my salad. My entrée plate was removed before she was finished with her meal.
14. While the wait staff, appeared to all be dressed in the same type and color uniform (somewhat drab looking), not all of them were able or had been instructed to make sure their hair was restrained so as to make sure that it did not touch the food on the serving trays being carried off their shoulders.

15. My dessert was pre-ordered as part of the pre-fixe menu and was first delivered to two other tables before it made it to ours. As a result, the ice cream was partially melted, yet the Cherry Crisp had a pleasant, but somewhat oversweet taste to it. My companion ordered coffee but had to wait a minimum of five minutes before the server remembered to bring it.
16. The check was simply placed on the table next to my place with no verbal communication and under the assumption that I would be paying the bill. Contemporary service standards suggest that unless otherwise indicated, the check should always be placed in the center of the table.
17. The check was accurate with the exception that they failed to charge for my companion's coffee.
18. The exit from the dining room was equally gracious on the part of the host and hostess.

On an overall 1-10 point scale, with 10 being perfect:

Food quality = 6.5

Service quality = 6.0

#### **NARRATIVE 4**

November 13, 2013

#### **USHR Secret Shopper Member's Dining Room Visit Narrative**

1. Arrived at 12:30pm with one guest. We were promptly greeted and asked if we had a reservation.
2. The host directed us to our table, provide us with menus, and let us know that our server would be right with us.
3. We were seated at a two-top at table in the corner of the room. My back was to the waiters' stand.
4. Our server quickly greeted us and poured us water and brought us a basket of corn bread.
5. The cornbread was cold and stale.
6. The dining area was busy with a few very large groups.
7. The menu had a variety of options including entrée salads, sandwiches, and hot entrees.
8. I selected the crab cakes and a side salad.
9. The dining room continued to fill up with customers and the volume rose to an almost distracting level. This was likely due to a few large groups.
10. My salad arrived about five minutes after we ordered and our entrees arrive ten minutes later.

11. The salad was unimpressive. It appeared that it was from a bag and the vegetables were not freshly cut. The crab cakes however, were very good. The portion was generous and the crab had a nice crust on it.
12. As the meal progressed, the server became less attentive. After we finished our meal, our plates were cleared away quickly but it was a number of minutes before we were asked if we need anything else.
13. When we did finally get attention, we declined coffee or desert and we were promptly brought our check.
14. The check was accurate and the server was quick to return my credit card after payment.
15. By the end of the meal, the crowd had died down. The dining room looked messy as many tables had not yet been cleared or reset.

On an overall 1-10 point scale, with 10 being perfect:

Food quality: 7

Service quality: 5.5



# Exhibit **C**

## CAO Foodservice Assessment Web Survey



### 1. Do you work at the House?

		Response Percent	Response Count
Yes		95.1%	1,000
No		4.9%	51
answered question			1,051
skipped question			0




### 2. Please rate the following House dining facility attributes on a scale of 1 (poor) to 5 (excellent).

	1 Poor	2	3	4	5 Excellent	Rating Count
Food Quality (appearance, freshness, and taste)	8.6% (3)	14.3% (5)	34.3% (12)	<b>37.1% (13)</b>	5.7% (2)	35
Menu Variety	14.3% (5)	17.1% (6)	<b>34.3% (12)</b>	25.7% (9)	8.6% (3)	35
Convenience	3.0% (1)	6.1% (2)	24.2% (8)	<b>39.4% (13)</b>	27.3% (9)	33
Food Quality to Price	17.6% (6)	5.9% (2)	<b>44.1% (15)</b>	29.4% (10)	2.9% (1)	34
Portion Size to Price	5.7% (2)	14.3% (5)	<b>48.6% (17)</b>	22.9% (8)	8.6% (3)	35
Facility Sanitation	14.3% (5)	5.7% (2)	31.4% (11)	<b>42.9% (15)</b>	5.7% (2)	35
Dining Area Comfort/Ambiance	11.4% (4)	20.0% (7)	<b>37.1% (13)</b>	25.7% (9)	5.7% (2)	35
General Satisfaction	11.4% (4)	8.6% (3)	<b>40.0% (14)</b>	34.3% (12)	5.7% (2)	35
answered question						35
skipped question						1,016







**3. Please rate the following House dining facility staff characteristics on a scale of 1 (poor) to 5 (excellent).**

	1 Poor	2	3	4	5 Excellent	Rating Count
Friendly/Helpful	8.6% (3)	8.6% (3)	<b>34.3% (12)</b>	28.6% (10)	20.0% (7)	35
Order preparation	11.8% (4)	11.8% (4)	29.4% (10)	<b>32.4% (11)</b>	14.7% (5)	34
Knowledge of the food products	9.1% (3)	9.1% (3)	<b>42.4% (14)</b>	27.3% (9)	12.1% (4)	33
Speed of service	17.1% (6)	17.1% (6)	<b>28.6% (10)</b>	25.7% (9)	11.4% (4)	35
answered question						35
skipped question						1,016










**4. What is your reason for visiting the House?**

		Response Percent	Response Count
Visiting for personal reason/vacation		0.0%	0
Attending meetings at the House		14.3%	5
<b>Work in the local area</b>		<b>42.9%</b>	<b>15</b>
<b>Other (please specify)</b>		<b>42.9%</b>	<b>15</b>
answered question			35
skipped question			1,016

**5. In which building do you work or spend a majority of your time each week?**

		Response Percent	Response Count
The Capitol		6.0%	60
Longworth		23.9%	238
<b>Rayburn</b>		<b>32.6%</b>	<b>324</b>
Cannon		20.7%	206
Ford		15.9%	158
Other (please specify)		0.8%	8
<b>answered question</b>			<b>994</b>
<b>skipped question</b>			<b>57</b>

**6. In general, my dietary pattern is:**

		Response Percent	Response Count
Enjoy a variety of foods		58.7%	526
Tend to choose healthy options		29.9%	268
Vegetarian		4.9%	44
Vegan		1.0%	9
Pescatarian (basic vegetarian diet plus fish)		1.5%	13
Kosher		0.2%	2
Halal		0.4%	4
Gluten or other allergen free related choices		1.7%	15
Other (please specify)		1.7%	15
answered question			896
skipped question			155













**7. Please rate the following House dining facility attributes on a scale of 1 (poor) to 5 (excellent).**

	<b>1 Poor</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 Excellent</b>	<b>Rating Count</b>
Food Quality (appearance, freshness, and taste)	7.2% (63)	19.4% (170)	<b>43.7% (383)</b>	26.8% (235)	3.0% (26)	877
Menu Variety	11.5% (100)	25.8% (225)	<b>39.1% (341)</b>	20.2% (176)	3.6% (31)	873
Convenience	3.2% (27)	8.8% (74)	22.4% (189)	<b>41.8% (353)</b>	23.8% (201)	844
Food Quality to Price	20.4% (180)	<b>30.8% (272)</b>	<b>30.8% (272)</b>	16.0% (141)	2.0% (18)	883
Portion Size to Price	16.8% (147)	23.7% (207)	<b>32.3% (282)</b>	24.1% (211)	3.1% (27)	874
In Session Service Hours	6.1% (53)	11.7% (102)	26.7% (233)	<b>40.8% (356)</b>	14.8% (129)	873
Out of Session Service Hours	17.2% (150)	24.0% (209)	<b>28.6% (249)</b>	24.1% (210)	6.1% (53)	871
Facility Sanitation	7.8% (68)	14.2% (124)	29.1% (255)	<b>36.0% (315)</b>	13.0% (114)	876
Dining Area Comfort/Ambiance	7.9% (68)	19.5% (169)	<b>40.3% (349)</b>	26.1% (226)	6.2% (54)	866
General Satisfaction	9.5% (83)	22.3% (195)	<b>44.3% (387)</b>	22.1% (193)	1.8% (16)	874
<b>answered question</b>						<b>887</b>
<b>skipped question</b>						<b>164</b>

**8. Please rate the following House dining facility staff characteristics on a scale of 1 (poor) to 5 (excellent).**

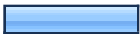



	<b>1 Poor</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 Excellent</b>	<b>Rating Count</b>
Friendly/helpful	8.3% (73)	12.8% (112)	26.0% (228)	<b>33.9% (297)</b>	18.9% (166)	876
Order preparation	5.5% (48)	10.8% (94)	31.7% (277)	<b>38.1% (333)</b>	14.0% (122)	874
Knowledge of food products	6.8% (58)	17.3% (148)	<b>38.5% (329)</b>	27.0% (231)	10.4% (89)	855
Speed of service	9.9% (87)	17.9% (157)	<b>33.7% (295)</b>	28.0% (245)	10.4% (91)	875
answered question						<b>882</b>
skipped question						<b>169</b>

## 9. Where do you typically get breakfast?







		Response Percent	Response Count
I do not eat breakfast		9.0%	80
<b>I make breakfast at home</b>		<b>38.7%</b>	<b>342</b>
Off-campus restaurant		1.6%	14
Longworth C-Store		0.1%	1
Longworth Cafeteria		23.0%	203
Creamery		0.6%	5
Rayburn Cafe		11.5%	102
Rayburn Deli		0.2%	2
Cannon Cafe		5.2%	46
Capitol Market		3.3%	29
Ford Cafe		6.4%	57
Ford Deli		0.3%	3
Members Dining Room		0.0%	0
answered question			<b>884</b>
skipped question			<b>167</b>








### 10. How often do you purchase breakfast at one of the House dining facilities?

		Response Percent	Response Count
Every day		19.8%	89
<b>3-4 times per week</b>		<b>38.3%</b>	<b>172</b>
1-2 times per week		35.4%	159
Less than once per week		6.5%	29
answered question			<b>449</b>
skipped question			<b>602</b>













### 11. How much do you typically spend on breakfast at or of the House dining facilities?

		Response Percent	Response Count
0 to \$1.99		6.7%	30
\$2.00 - \$3.99		36.4%	164
<b>\$4.00 - \$5.99</b>		<b>37.8%</b>	<b>170</b>
\$6.00 - \$7.99		14.9%	67
\$8.00 - \$9.99		3.6%	16
\$10.00 or more		0.7%	3
answered question			<b>450</b>
skipped question			<b>601</b>



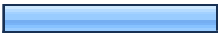

**12. If you typically do not eat breakfast in a House dining facility, which statement most closely reflects your reason?**

		Response Percent	Response Count
I have medical or other dietary needs		3.2%	14
I do not like the food/selections in the House dining venues		12.7%	56
<b>It is too expensive to eat at the House dining venues</b>		<b>49.8%</b>	<b>219</b>
The House venues are too crowded		1.4%	6
Other (please specify)		33.0%	145
answered question			<b>440</b>
skipped question			<b>611</b>







### 13. Where do you typically like to have lunch?

		Response Percent	Response Count
I do not eat lunch		0.5%	4
I bring lunch from home		27.0%	238
Off-campus restaurant		7.0%	62
Longworth C-Store		0.1%	1
<b>Longworth Cafeteria</b>		<b>35.5%</b>	<b>313</b>
Creamery		0.0%	0
Rayburn Café		14.2%	125
Rayburn Deli		1.8%	16
Cannon Café		2.3%	20
Capitol Market		4.0%	35
Ford Café		7.0%	62
Ford Deli		0.5%	4
Members' Dining Room		0.1%	1
answered question			<b>881</b>
skipped question			<b>170</b>





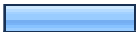
#### 14. How often do you purchase lunch at one of the House dining facilities?

		Response Percent	Response Count
Every day		12.6%	110
<b>3-4 times per week</b>		<b>37.8%</b>	<b>331</b>
1-2 times per week		31.8%	278
Less than once a week		17.8%	156
answered question			<b>875</b>
skipped question			<b>176</b>


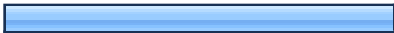






#### 15. How much do you typically spend on a lunch at a House dining facilities?

		Response Percent	Response Count
Less than \$1.99		1.0%	9
\$2.00-\$3.99		2.6%	23
\$4.00-\$5.99		16.2%	141
<b>\$6.00-\$7.99</b>		<b>45.7%</b>	<b>399</b>
\$8.00-\$9.99		28.8%	251
\$10.00 or more		5.7%	50
answered question			<b>873</b>
skipped question			<b>178</b>








**16. If you typically do not eat lunch in a House dining facility, which statement most closely reflects your reason?**

		Response Percent	Response Count
I have medical or other dietary needs		2.0%	13
I do not like the food selections in the House dining venues		26.0%	168
<b>It is too expensive to eat at the House dining venues</b>		<b>46.8%</b>	<b>302</b>
The House venues are too crowded		5.7%	37
Other (please specify)		19.4%	125
answered question			<b>645</b>
skipped question			<b>406</b>







**17. When you have lunch at a local restaurant, which statements below reflect your top two reasons? (select two)**

		Response Percent	Response Count
I prefer to dine away from where I work		17.5%	144
<b>Menu options</b>		<b>58.5%</b>	<b>481</b>
Food quality		44.3%	364
The House dining facilities are too crowded		9.4%	77
The House dining venues are too expensive		25.3%	208
Service quality		6.9%	57
I am meeting someone for lunch		28.6%	235
Other (please specify)		9.5%	78
<b>answered question</b>			<b>822</b>
<b>skipped question</b>			<b>229</b>

**18. Choose the off-campus restaurant type you patronize most often for lunch.**

		Response Percent	Response Count
Fast food restaurants (similar to McDonalds, Wendy's, Taco Bell)		6.8%	56
<b>Fast casual restaurants (similar to Good Stuff, District Taco, Cosi)</b>		<b>47.1%</b>	<b>386</b>
Grocery or convenience stores (prepackaged)		0.5%	4
Casual service restaurants (similar to Tortilla Coast, Bullfeathers, Hawk 'n' Dove)		20.4%	167
Full/formal service restaurants (similar to Morton's or Ruth's Chris)		1.1%	9
I rarely, if ever leave campus for lunch		11.2%	92
I prefer to bring food from home		12.9%	106
<b>answered question</b>			<b>820</b>
<b>skipped question</b>			<b>231</b>

### 19. How much do you typically spend on a lunch at a local restaurant?

		Response Percent	Response Count
Less than \$1.99		0.4%	3
\$2.00-\$3.99		0.6%	5
\$4.00-\$5.99		10.7%	87
\$6.00-\$7.99		24.1%	196
\$8.00-\$9.99		31.4%	255
<b>\$10.00 or more</b>		<b>32.8%</b>	<b>266</b>
answered question			<b>812</b>
skipped question			<b>239</b>

### 20. Based on the House dining facility you visit most often, please respond to the accuracy of the following statements.




	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Rating Count
The tables, chairs, and floors in the seating areas are clean and appear regularly maintained.	30.9% (248)	<b>53.2% (427)</b>	11.1% (89)	4.7% (38)	802
The napkins and condiment areas are clean and regularly restocked.	<b>49.5% (394)</b>	41.3% (329)	6.3% (50)	2.9% (23)	796
The buffet/serving areas are clean and regularly stocked.	34.1% (273)	<b>51.7% (414)</b>	10.0% (80)	4.2% (34)	801
answered question					<b>807</b>
skipped question					<b>244</b>









**21. Please respond to the accuracy of the following statements about food handling and sanitation practices.**

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Rating Count
The people preparing my food wear gloves and hair nets (if needed).	<b>54.7% (440)</b>	38.6% (310)	4.5% (36)	2.2% (18)	804
The people preparing my food are dressed in uniform and have a clean, professional appearance.	<b>51.8% (415)</b>	39.0% (312)	6.7% (54)	2.5% (20)	801
The House dining venues are regularly maintained in a clean, sanitary condition.	36.6% (293)	<b>46.8% (375)</b>	10.2% (82)	6.4% (51)	801
answered question					<b>808</b>
skipped question					<b>243</b>




**22. Do you currently use a Quick Pay card?**

		Response Percent	Response Count
Yes		31.2%	253
No		<b>65.7%</b>	<b>533</b>
Don't know what a Quick Pay card is		3.1%	25
answered question			<b>811</b>
skipped question			<b>240</b>




**23. If Yes, what is your motivation for using the Quick Pay card? (select all that apply)**

		Response Percent	Response Count
The Quick Pay lines are shorter		52.2%	132
I receive a discount		54.9%	139
<b>I am able to pay quicker</b>		<b>60.9%</b>	<b>154</b>
I don't carry cash		41.1%	104
It is convenient to use Quick Pay in the vending machines		41.9%	106
Other (please specify)		4.7%	12
answered question			<b>253</b>
skipped question			<b>798</b>




**24. If a rewards program were offered in the House dining facilities, would you patronize House facilities less, the same, or more often?**

		Response Percent	Response Count
Less		1.2%	10
The same		42.6%	344
<b>More often</b>		<b>56.2%</b>	<b>454</b>
answered question			<b>808</b>
skipped question			<b>243</b>




## 25. Do you currently check the House dining menus online?

		Response Percent	Response Count
Yes		63.5%	514
No		29.3%	237
Didn't know menus were online		7.3%	59
answered question			810
skipped question			241




## 26. If Yes, are the menus posted online consistent with what is available at the House dining facility?

		Response Percent	Response Count
Offerings are always consistent with the online menu.		21.9%	111
<b>Offerings are generally consistent, with some changes from the online menu.</b>		75.0%	381
Offerings are rarely consistent. There are many changes from the online menu.		3.1%	16
answered question			508
skipped question			543

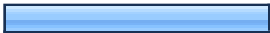


**27. Do you currently go online to check nutritional or key ingredient information for menu items?**

		Response Percent	Response Count
Yes		13.4%	108
No		63.7%	515
Didn't know nutritional information was online		22.9%	185
answered question			808
skipped question			243

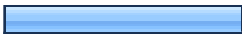


**28. If Yes, do you find nutritional information for all the menu choices you are searching for?**

		Response Percent	Response Count
Always		13.0%	14
Sometimes, but the information is inadequate		77.8%	84
Never		9.3%	10
answered question			108
skipped question			943




**29. How interested are you in building your meal by selecting menu items at a computer kiosk rather than standing in line to order in the serving area?**

		Response Percent	Response Count
Not interested		39.5%	318
<b>Somewhat interested</b>		<b>42.9%</b>	<b>346</b>
Very interested		17.6%	142
answered question			<b>806</b>
skipped question			<b>245</b>



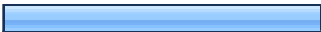

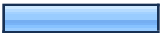
**30. How interested are you in a feature where you would use your mobile phone or computer to order and pay for your meal in advance and pick-up your food at a prearranged time?**

		Response Percent	Response Count
<b>Not interested</b>		<b>35.3%</b>	<b>285</b>
Somewhat interested		34.4%	278
Very interested		30.2%	244
answered question			<b>807</b>
skipped question			<b>244</b>







**31. How interested are you in being able to purchase food from a chain restaurant or local eatery located in one or more of the House dining facilities?**

		Response Percent	Response Count
Not interested		10.1%	81
Somewhat interested		32.4%	261
Very interested		57.5%	463
answered question			805
skipped question			246



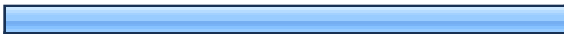
**32. If not interested, why not? (select all that apply)**

		Response Percent	Response Count
I do not feel it is appropriate for there to be brands inside the US House office buildings or in the Capitol		48.8%	40
I think the food from a branded concept would be too expensive		28.0%	23
I can easily leave my office to get food from a branded concept whenever I want it		47.6%	39
There is adequate variety in the current House operations		32.9%	27
Other (please specify)		23.2%	19
answered question			82
skipped question			969




### 33. If somewhat or very interested, why? (select all that apply)

		Response Percent	Response Count
I think it would offer me a greater variety of food choices		86.5%	610
I think the food would be less expensive		39.3%	277
I think the quality of the food would be better		55.6%	392
I think the food would be more consistently executed		30.8%	217
I could count on the accuracy of the nutritional information		14.6%	103
Other (please specify)		4.8%	34
answered question			705
skipped question			346

### 34. If somewhat or very interested, please list the top three brands you would like to see.

		Response Percent	Response Count
1		100.0%	551
2		92.4%	509
3		84.2%	464
answered question			551
skipped question			500



**35. If somewhat or very interested, how far would you be willing to walk from your office to get food from a chain restaurant or local eatery within the House office buildings Capitol complex?**

		Response Percent	Response Count
1-5 minutes		32.4%	227
5-10 minutes		61.5%	431
15+ minutes		6.1%	43
answered question			701
skipped question			350

**36. To wrap up the dining facility section of the survey, what are the two most important improvements that you would like to see in the House dining facilities?**




	Response Count
	572
answered question	572
skipped question	479

**37. Do you have responsibility for booking catered events throughout the year?**



		Response Percent	Response Count
Yes		11.5%	91
No		88.5%	699
answered question			790
skipped question			261



### 38. How often do you use catering services?

		Response Percent	Response Count
Daily		0.0%	0
Weekly		2.5%	2
Monthly		6.2%	5
A few times a year		91.4%	74
answered question			81
skipped question			970








### 39. Which of the following is your preferred catering source?

		Response Percent	Response Count
House dining operators - Capitol Host		61.7%	50
Other - local area caterers (please specify top two preferred)		38.3%	31
answered question			81
skipped question			970





**40. In order of frequency, what three event types do you need catered most often?**

	Most frequent	Second most frequent	Third most frequent	Rating Average	Rating Count
Continental breakfast	<b>51.4% (18)</b>	17.1% (6)	31.4% (11)	1.80	35
Full hot breakfast	21.4% (3)	<b>50.0% (7)</b>	28.6% (4)	2.07	14
Refreshment break	15.4% (4)	<b>46.2% (12)</b>	38.5% (10)	2.23	26
Boxed lunches	39.4% (13)	<b>45.5% (15)</b>	15.2% (5)	1.76	33
Buffet lunch	<b>48.1% (13)</b>	22.2% (6)	29.6% (8)	1.81	27
Seated service lunch	<b>37.5% (3)</b>	<b>37.5% (3)</b>	25.0% (2)	1.88	8
Buffet dinner	33.3% (3)	<b>44.4% (4)</b>	22.2% (2)	1.89	9
Seated service dinner	0.0% (0)	33.3% (1)	<b>66.7% (2)</b>	2.67	3
Reception without alcohol service	<b>55.6% (10)</b>	5.6% (1)	38.9% (7)	1.83	18
Reception with alcohol service	<b>52.2% (12)</b>	26.1% (6)	21.7% (5)	1.70	23
answered question					<b>79</b>
skipped question					<b>972</b>






**41. What are the three most important things you look for when selecting a caterer? (select three)**

		Response Percent	Response Count
Type of cuisine they serve		62.1%	54
Food quality		82.8%	72
<b>Price: value</b>		<b>92.0%</b>	<b>80</b>
Service quality		35.6%	31
Attention to detail		13.8%	12
Supporting local businesses		8.0%	7
Supporting constituent businesses		1.1%	1
Other (please specify)		4.6%	4
answered question			<b>87</b>
skipped question			<b>964</b>

**42. Do you utilize the vending machines in the Capitol Complex?**

		Response Percent	Response Count
Never		19.8%	155
Daily		6.9%	54
Weekly		34.3%	268
<b>Monthly</b>		<b>38.9%</b>	<b>304</b>
answered question			<b>781</b>
skipped question			<b>270</b>

**43. What are your top two reasons for utilizing the vending machines? (select two)**

		Response Percent	Response Count
Convenient location		65.7%	411
I use the vending machines when the House dining facilities are not open		76.4%	478
I prefer the variety in the vending machines		9.1%	57
The vending machines offer snacks and beverages not provided in the House dining venues		34.3%	215
Other (please specify)		14.5%	91
answered question			626
skipped question			425

**44. If you don't or prefer to not use the vending machines, why not?**

	Response Count
	151
answered question	151
skipped question	900




**45. Please respond to the following statements.**

	Yes	No	Rating Count
The vending machines offer a sufficient variety of choices.	71.4% (554)	28.6% (222)	776
The vending machines are generally well stocked and replenished in a timely manner.	90.2% (700)	9.8% (76)	776
answered question			776
skipped question			275



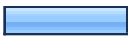



**46. If you think the vending machines could be in a better location, where should they be placed?**

	Response Count
	126
answered question	126
skipped question	925

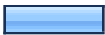



**47. Are you a:**

		Response Percent	Response Count
Male		45.9%	354
Female		51.9%	400
Prefer not to answer		2.2%	17
answered question			771
skipped question			280












#### 48. What is your age?

		Response Percent	Response Count
Under 25		10.5%	81
<b>25 - 34</b>		<b>44.4%</b>	<b>344</b>
35 - 44		18.1%	140
45 -54		17.4%	135
55-64		8.8%	68
65 and over		0.9%	7
answered question			<b>775</b>
skipped question			<b>276</b>

#### 49. How long have you worked in the Capitol Complex?

		Response Percent	Response Count
Less than 1 year		14.5%	112
1 to 3 years		20.6%	160
3 to 5 years		15.4%	119
<b>More than 5 years</b>		<b>49.5%</b>	<b>384</b>
answered question			<b>775</b>
skipped question			<b>276</b>









## 50. In which office do you work?

		Response Percent	Response Count
Member office		51.0%	389
Committee office		12.7%	97
Architect of the Capitol (AOC)		9.6%	73
Chief Administrative Office (CAO)		10.5%	80
Office of the Attending Physician (OAP)		0.1%	1
Congressional Budget Office (CBO)		3.5%	27
Office of the Inspector General (OIG)		1.3%	10
Office of the Clerk		6.9%	53
Sergeant of Arms (SAA)		2.0%	15
United States Capitol Police (USCP)		0.5%	4
U.S. Senate		0.0%	0
Other (please specify)		1.8%	14
answered question			763
skipped question			288

## 51. What is your position?

	Response Count
	468
answered question	468
skipped question	583



## 52. What is your current salary?

		Response Percent	Response Count
Hourly Wage		1.9%	12
\$25,000-\$35,000		12.9%	83
\$35,001-\$45,000		14.8%	95
\$45,001-\$55,000		12.6%	81
<b>\$55,001-\$75,000</b>		<b>18.7%</b>	<b>120</b>
\$75,001-\$100,000		18.5%	119
\$100,001-\$150,000		15.4%	99
\$150,000 or more		5.1%	33
		<b>answered question</b>	<b>642</b>
		<b>skipped question</b>	<b>409</b>





## Catering Survey - U.S. House of Representatives


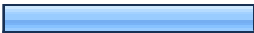


### 1. In which office do you work?

		Response Percent	Response Count
Member office		12.5%	1
Leadership Office		0.0%	0
Committee office		0.0%	0
House Officer or Official		0.0%	0
Other (please specify)		87.5%	7
answered question			8
skipped question			0


### 2. How often do you use or assist in organizing catering services at the House?

		Response Percent	Response Count
Daily		0.0%	0
Weekly		0.0%	0
Monthly		0.0%	0
A few times a year		62.5%	5
Annually		37.5%	3
answered question			8
skipped question			0

### 3. How many people are involved in the most common type of events you assist with or book?

		Response Percent	Response Count
Fewer than 25		0.0%	0
25-49 people		12.5%	1
50-99 people		37.5%	3
100-249 people		37.5%	3
250-499 people		12.5%	1
More than 500 people		0.0%	0
answered question			8
skipped question			0

### 4. Which of the following is your preferred catering source?

		Response Percent	Response Count
House caterer (Capitol Host)		100.0%	8
Local restaurant (please specify below)		0.0%	0
Local caterer (please specify below)		0.0%	0
Other preferred catering sources			1
answered question			8
skipped question			0

**5. In order of frequency, which three event types do you assist with or need catered most often?**

	Most frequent	Second most frequent	Third most frequent	Rating Average	Rating Count
Continental breakfast	50.0% (1)	0.0% (0)	50.0% (1)	2.00	2
Full hot breakfast	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Refreshment break	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Boxed lunches	50.0% (1)	50.0% (1)	0.0% (0)	1.50	2
Buffet lunch	66.7% (2)	33.3% (1)	0.0% (0)	1.33	3
Seated service lunch	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Buffet dinner	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Seated service dinner	100.0% (1)	0.0% (0)	0.0% (0)	1.00	1
Reception	71.4% (5)	14.3% (1)	14.3% (1)	1.43	7
answered question					8
skipped question					0

**6. Please rate your satisfaction with the event planning on a scale of 1 (very dissatisfied) to 5(very satisfied).**

	1 (very dissatisfied)	2	3	4	5 (very satisfied)	Rating Average	Rating Count
Room reservation process	0.0% (0)	0.0% (0)	42.9% (3)	14.3% (1)	42.9% (3)	1.00	7
Obtaining support services (A/V, parking etc)	0.0% (0)	28.6% (2)	28.6% (2)	0.0% (0)	42.9% (3)	1.00	7
Menu and food order service	0.0% (0)	0.0% (0)	0.0% (0)	28.6% (2)	71.4% (5)	1.00	7
answered question							7
skipped question							1

**7. Please rate your satisfaction regarding the Capitol Host menu selection and preparation on a scale of 1 (very dissatisfied) to 5(very satisfied).**

	1 (very dissatisfied)	2	3	4	5 (very satisfied)	Rating Average	Rating Count
Menu flexibility to accommodate event	0.0% (0)	0.0% (0)	14.3% (1)	14.3% (1)	<b>71.4% (5)</b>	4.57	7
Menu flexibility to meet special dietary needs when requested	0.0% (0)	0.0% (0)	42.9% (3)	0.0% (0)	<b>57.1% (4)</b>	4.14	7
Value for the price	0.0% (0)	0.0% (0)	<b>42.9% (3)</b>	14.3% (1)	<b>42.9% (3)</b>	4.00	7
Food quality	0.0% (0)	0.0% (0)	28.6% (2)	28.6% (2)	<b>42.9% (3)</b>	4.14	7
Meal portions	0.0% (0)	0.0% (0)	0.0% (0)	42.9% (3)	<b>57.1% (4)</b>	4.57	7
Food display/appearance	0.0% (0)	0.0% (0)	0.0% (0)	42.9% (3)	<b>57.1% (4)</b>	4.57	7
Feel free to comment							2
answered question							7
skipped question							1

**8. Please rate the following House event services and characteristics on a scale of 1 (poor) to 5 (excellent).**

	<b>1 (poor)</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 (excellent)</b>	<b>Rating Average</b>	<b>Rating Count</b>
Clear and timely communication with First Call before the event	<b>40.0% (2)</b>	0.0% (0)	20.0% (1)	0.0% (0)	<b>40.0% (2)</b>	3.00	5
Clear and timely communication with Capitol Host before the event	0.0% (0)	0.0% (0)	14.3% (1)	<b>42.9% (3)</b>	<b>42.9% (3)</b>	4.29	7
Coordination support in advance of the event	0.0% (0)	0.0% (0)	28.6% (2)	14.3% (1)	<b>57.1% (4)</b>	4.29	7
Coordination support on the day of the event	0.0% (0)	0.0% (0)	14.3% (1)	14.3% (1)	<b>71.4% (5)</b>	4.57	7
Overall professionalism of Capital Host staff	0.0% (0)	0.0% (0)	0.0% (0)	28.6% (2)	<b>71.4% (5)</b>	4.71	7
Capitol Host Sales Manager's attention to your event	0.0% (0)	0.0% (0)	0.0% (0)	<b>57.1% (4)</b>	42.9% (3)	4.43	7
A/V support	14.3% (1)	0.0% (0)	28.6% (2)	<b>42.9% (3)</b>	14.3% (1)	3.43	7
Room conditions and preparation	0.0% (0)	0.0% (0)	28.6% (2)	0.0% (0)	<b>71.4% (5)</b>	4.43	7
Support with peripheral coordination (security, technology, delivery, etc.)	0.0% (0)	0.0% (0)	14.3% (1)	<b>42.9% (3)</b>	<b>42.9% (3)</b>	4.29	7
Billing accuracy	0.0% (0)	0.0% (0)	14.3% (1)	14.3% (1)	<b>71.4% (5)</b>	4.57	7
Feel free to comment							2
<b>answered question</b>							<b>7</b>
<b>skipped question</b>							<b>1</b>

**9. One final question...on a scale of 1—10 with one being horrible and 10 being perfect, what is overall satisfaction and willingness to use Capitol Host again?**

	1	2	3	4	5	6	7	8	9	10	Rati Aver
	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (1)	0.0% (0)	14.3% (1)	<b>42.9%</b> <b>(3)</b>	28.6% (2)	8

Feel free to comm

answered quest

skipped quest

**10. Is there anything else you would like to share regarding your experience with the catering services as the House?**

Response  
Count

3

answered question

3

skipped question

5

# Exhibit **D**

## U.S. House of Representatives

### Peer Foodservice Review

#### Comparable Facilities

#### Department of Interior

##### Facility Overview

Contract Operator:	Sodexo	Open to Public:	Yes
Quality of Food:	Good	Location(s):	1
Nutritional Labeling:	Very Good	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	Breakfast 6:30 - 9:30am	Lunch Price:	\$7.00 - \$10.00
	Lunch 11:00am - 1:30pm	Environment:	Modern, open seating
	Beverage and snack service 9:30 - 11:00am / 1:30 - 2:00pm	Style of Service:	Station Service / Self serve / Unmanned café

##### Facility Notes

The Bison Bistro is the Department of Interior's main cafeteria. Sodexo manages the operation, which opened in the summer of 2010.. The food quality is good and point-of-sale menu labeling provides nutritional, ingredient, and specific allergen information. The facility provides sustainable servingware and divides waste into composting, recycling, and trash bins. The café offers a continental breakfast from 6:30 a.m. to 7:00 a.m., hot breakfast from 7:00 a.m. to 9:00 a.m., and lunch from 11:00 a.m. to 1:30 p.m. The cafe is open for snacks and beverages until 2:00 p.m. DOI also has a small coffee bar that supplements the main cafeteria by serving breakfast pastries and grab-and-go items from 7:30 a.m. to 3:30 p.m. To improve the speed of service at both locations, employees can use their DOI ID badge as a debit card, but they do not receive a discount for doing so. There are two main stations serving deli items and grill items. Salad and hot buffet items are self-serve and priced by weight. Similar to the House facilities, the pay-by-weight meal prices are difficult to estimate and cause sticker shock when weighed at checkout. The seating area is open and pleasant with a variety of low and high tables. Other employee-focused DOI amenities are near the seating area, including a credit union, nutrition office, and gift shop.

##### Facility Photos





## U.S. House of Representatives

Foodservice Assessment  
Comparable Facilities

### U.S. Department of Agriculture

#### Facility Overview

Contract Operator:	I.L. Creations	Open to Public:	Yes
Quality of Food:	Very good	Location(s):	4
Nutritional Labeling:	Very good	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	Breakfast 6:30 - 10:00am	Lunch Price:	\$7.00 - \$10.00
	Lunch 11:00 - 3:30pm	Environment:	Very large, open seating
	Snacks 3:30 - 4:30pm	Style of Service:	Station service / Self serve/ Retail

#### Facility Notes

I.L. Creations operates the cafeteria at the U.S. Department of Agriculture. In addition to three cafeterias, USDA also has an Einstein Bagels retail venue on premise. The foodservice staff in the USDA cafeteria is unionized. Pricing structures are comparable to the House since both fixed price and pay-by-weight options are available. A typical lunch price is between \$7.00 and \$10.00. The overall quality is slightly higher than the House. Menu items have clear, point-of-sale nutritional labeling. The facility provides sustainable servingware and divides waste into composting, recycling, and trash bins. The cafeteria serves breakfast from 6:30 a.m. to 10:00 a.m. and lunch from 11:00 a.m. to 3:30 p.m. The facility remains open for snacks and beverages until 4:30 p.m. The servery's décor and lighting enhance the food presentation and appearance. The seating area is very large with good lighting, which produces a positive dining atmosphere, even for large groups.

#### Facility Photos



## U.S. House of Representatives

Foodservice Assessment  
Comparable Facilities

### U.S. Department of Energy

#### Facility Overview

Contract Operator:	I.L. Creations	Open to Public:	No
Quality of Food:	Very good	Location(s):	2
Nutritional Labeling:	Very good	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	Breakfast 6:45 - 10:00am	Lunch Price:	\$7.00 - \$10.00
	Lunch 11:00 - 2:00pm	Environment:	Open seating, windows
	Afternoon HH - 30% buffet 2:00 - 3:00pm	Style of Service:	Station service / Self serve

#### Facility Notes

The U.S. Department of Energy contracts its foodservice operations to I.L. Creations. Besides its downtown cafeteria, the department also depends on I.L. Creations to operate its Germantown, MD cafeteria. Pricing structures are comparable to the House, combining fixed price and pay-by-weight options with a typical lunch price between \$7.00 and \$10.00. The overall quality is slightly higher and menu items have clear, point-of-sale nutritional labeling. The servery area is small and often crowded during peak meal times. Breakfast is served from 6:45 a.m. to 10:00 a.m. and lunch from 11:00 a.m. to 3:00 p.m. The cafe offers a discount on buffet items from 2:00 p.m. to 3:00 p.m. to incentivize late-lunch customers. The cafeteria is located in its own building and has numerous windows for natural light. Patrons have various table and counter seating options from which to choose. The servery area's lighting and food presentation detract from the overall ambience.

#### Facility Photos



photo courtesy of yelp.com



## U.S. House of Representatives

Peer Foodservice Review  
Comparable Facilities

### Library of Congress

#### Facility Overview

Contract Operator:	I.L. Creations	Open to Public:	Yes
Quality of Food:	Very good	Location(s):	1
Nutritional Labeling:	Very good	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	Breakfast 9:00 - 10:30am	Lunch Price:	\$7.00 - \$10.00
	Lunch 10:30 - 2:00pm	Environment:	Modern, Open seating
	Limited service	Style of Service:	Station service / Self serve
	2:00 - 3:30pm		

#### Facility Notes

The Library of Congress contracts its foodservice operations to I.L. Creations, a fast-growing foodservice provider in the Washington, D.C. area. Pricing structures are comparable to the House with both fixed price and pay-by-weight options. Typical meal prices range from \$7.00 and \$10.00 for lunch. The Library of Congress cafeteria provides a 20% discount for patrons with legislative ID cards. The foodservice employees at this facility are unionized. The overall food quality is slightly higher and menu items have clear, point-of-sale nutritional labeling. The cafeteria is open for breakfast from 9:00 a.m. to 10:30 a.m. and lunch from 10:30 a.m. to 2:00 p.m. Basic grill and grab-and-go options are available from 2:00 p.m. to 3:30 p.m. The server area is newly renovated, providing effective customer circulation and good food presentation space. Additionally, there are microwaves provided for patrons who wish to bring their own food to heat. The eatery is popular among federal employees in the local area and is open to the public. The dining area offers a quiet, clean, and modern place to eat with wonderful views of the Capitol Hill neighborhood and Nationals Ballpark.

#### Facility Photos



Photo courtesy of yelp.com





## U.S. House of Representatives

### Peer Foodservice Review Comparable Facilities

#### Voice of America

##### Facility Overview

Contract Operator:	Skenteris Family, Inc.	Open to Public:	No
Quality of Food:	Decent	Location(s):	1
Nutritional Labeling:	Poor	Pricing Structure:	Fixed
Hours of Operation:	6:00am - 3:00pm	Lunch Price:	\$6.00 - \$9.00
		Environment:	Open table seating
		Style of Service:	Station service/ Deli counter

##### Facility Notes

The Voice of America contracts its foodservice operations to Skenteris Family, Inc., a local family-owned and operated foodservice provider. Besides the main cafeteria, a cart service operates on the first floor, providing coffee and baked goods in the morning. The cafeteria is open from 6:00 a.m. to 3:00 p.m. Menu pricing is fixed price with a typical lunch costing between \$6.00 and \$9.00. The overall quality is fair even though the operator prides itself on catering to each client and will order special items upon client request. There is minimal nutrition labeling or ingredient information available except on prepackaged items. This cafeteria does not have a website or other technology applications to provide customers with information. The servery area is moderately sized and designed with three main stations: deli, hot foods, and pizza. The cafeteria is located in the basement of the building and the dining area has two- and four-person tables with typical office lighting.

##### Facility Photos



## U.S. House of Representatives

Peer Foodservice Review  
Comparable Facilities

### Department of Transportation

#### Facility Overview

Contract Operator:	Sodexo	Open to Public:	No
Quality of Food:	Very good	Location(s):	1
Nutritional Labeling:	Excellent	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	Breakfast 6:30am -10:00 am 11:00am - 2:00pm	Lunch Price:	\$5.00 - \$8.00
		Environment:	Modern, open seating
		Style of Service:	Station service / Self serve

#### Facility Notes

Sodexo operates the Department of Transportation's foodservice program. Completed in 2006 in the Navy Yard area of D.C., this facility is the most recently constructed federal headquarters building and was designed with one main cafeteria for approximately 5,500 employees. The main cafeteria serves breakfast from 6:30 a.m. to 10:00 a.m. and lunch from 11:00 a.m. to 2:00 p.m. A convenience store with a grab-and-go station is open throughout the afternoon to provide additional food options. The DOT facility has both fixed price and pay-by-weight pricing and offers one of the lowest meal price points of the venues studied with an average lunch costing between \$5.00 and \$8.00. The food quality is very good and Sodexo provides detailed nutritional information and utilizes technology so patrons can track nutrition information and calories. The contractor also provides desktop delivery that allows employees to order their meals online and have them delivered to their desks, reducing lines during peak meal times. The seating area is located in a large atrium with natural light and high table seating.

#### Facility Photos



Photo courtesy of Michael Graves & Associates

**U.S. House of Representatives**

Peer Foodservice Review

Comparable Facilities

Department of Health and Human Services

**Facility Overview**

Contract Operator:	Corporate Chefs, Inc.	Open to Public:	No
Quality of Food:	Very good	Location(s):	1
Nutritional Labeling:	Very good	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	7:00am - 3:00pm	Lunch Price:	\$7.00 - \$10.00
		Environment:	Modern
		Style of Service:	Station service / Self serve / Unmanned café

**Facility Notes**

Corporate Chefs Inc. manages HHS's cafeteria, using the new Health and Sustainability Guidelines for Federal Cafeterias. Price points at HHS' Humphrey Cafe are comparable to the House facilities, with an average lunch ranging from \$7.00 to \$10.00. The cafe is open daily from 7:00 a.m. to 3:00 p.m. with an unattended vending system providing 24-hour service. The servery and seating areas were renovated within the past five years and have a clean and modern decor. Menu items have clear point-of-sale nutrition labeling. There is also a balanced meal nutrition program where employees who purchase ten meals with a "balanced meal" tag can receive the eleventh one free. To supplement the cafe, HHS has a hybrid automated self-serve cafe system that provides fresh soups, salads, snacks, and sandwiches prepared and restocked daily in a standard curtain display cooler. Patrons pay by using a touch screen kiosk. Cameras monitor security.

**Facility Photos**



Photo courtesy of Food Management



## U.S. House of Representatives

Peer Foodservice Review  
Comparable Facilities

U.S. Senate

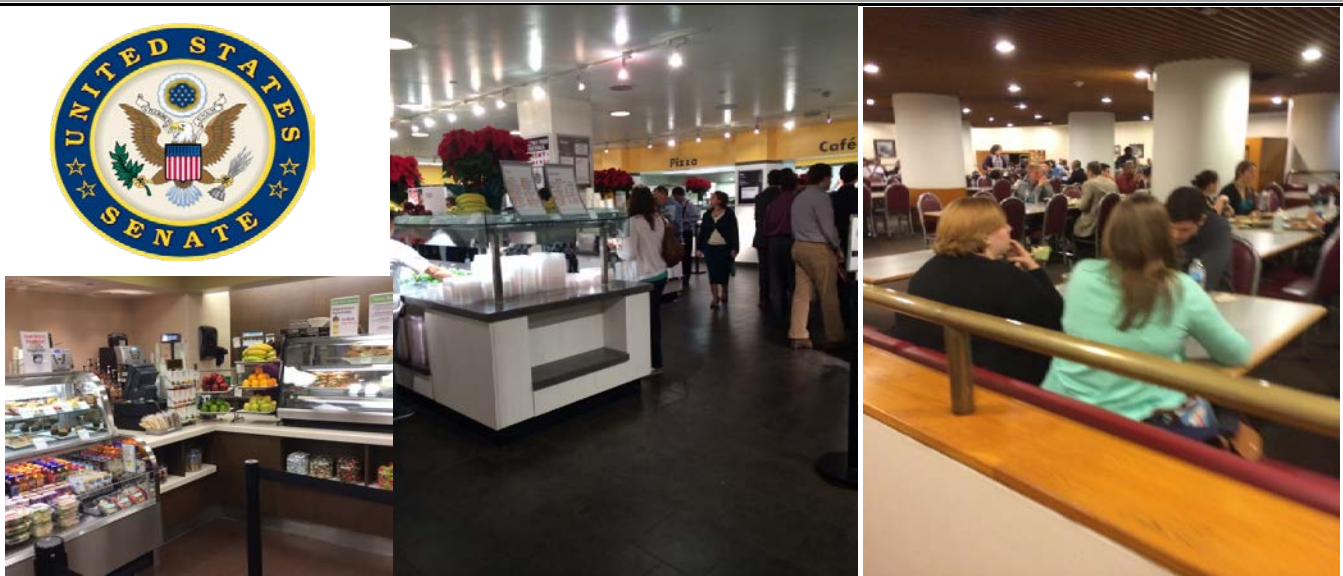
### Facility Overview

Contract Operator:	Restaurant Associates	Open to Public:	Yes
Quality of Food:	Good	Location(s):	5
Nutritional Labeling:	Poor	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	7:30am - 6:00pm	Lunch Price:	\$7.00 - \$10.00
		Environment:	Open table seating
		Style of Service:	Station service / Self serve

### Facility Notes

The Senate contains five dining locations operated by Restaurant Associates (RA). Locations open and close at various times, providing full meal services from 7:30 a.m. to 6:00 p.m. Food quality is good, although nutritional labeling is inconsistent with the exception of prepackaged items. The pricing structure is a mix of fixed prices and pay-by-weight buffet items, with an average lunch costing between \$7.00 and \$10.00. Grill and deli stations are popular, causing long lines and wait times during peak hours. The seating area is often crowded during peak meal times and patrons are forced to find seating alternatives or bring food back to their offices. The Dirksen cafeteria is one of the main venues. Located in the basement of the Dirksen Senate Office Building, the seating area is a mix of booths and tables with typical office lighting that detracts from the dining experience. A grab-and-go convenience store helps diffuse patron overcrowding at peak times by providing fresh premade sandwiches, salads, and paninis to go. RA also provides discounts on coffee and pastries after 1:00 p.m. to boost foot traffic and snack sales.

### Facility Photos



## U.S. House of Representatives

Peer Foodservice Review

Comparable Facilities

### U.S. Department of State

#### Facility Overview

Contract Operator:	I.L. Creations	Open to Public:	No
Quality of Food:	Very good	Location(s):	1
Nutritional Labeling:	Very good	Pricing Structure:	Fixed / Pay by weight
Hours of Operation:	Breakfast 7:00 - 10:00am	Lunch Price:	\$7.00 - \$10.00
	Lunch 11:00 - 2:00pm	Environment:	Modern, Open seating
	Beverage and snack service 2:00 - 5:00pm	Style of Service:	Station service / Self serve

#### Facility Notes

I.L. Creations operates the main cafeteria at the U.S. Department of State. Price points and structure match those at other facilities operated by I.L. Creations. Both fixed price and pay-by-weight options are available. A typical lunch costs between \$7.00 and \$10.00; however, the food quality and presentation are slightly better than the House's offerings. Like other I.L. Creation operations, menu items have clear, point-of-sale nutritional labeling with an emphasis on healthy and balanced meal options. Breakfast is served from 7:00 a.m. -to 10:00 a.m. and lunch from 11:00 a.m. -to 2:00 p.m. Beverages and snacks are served until 5:00 p.m. The cafeteria was renovated recently. New furniture, Wi-Fi access, and glass panels were added to improve customer circulation, privacy, and overall experience. In addition to the menu selections in the cafe, employees can sign up for a farmers market or produce co-op that provides fresh local produce depending on the season.

#### Facility Photos

\*Photos were not permitted at this location



# Exhibit **E**

Name	Address	Distance (Miles)	Walk Time (minutes)	Service Type	Dining Type	Cuisine	Price Point
Tortilla Coast	400 1st St SE	0.2	4	Sit down service	Casual dining	Mexican	\$\$
Bull Feathers	410 1st St SE	0.2	4	Sit down service	Casual dining	American	\$\$
Talay Thai Restaurant	406 1st St SE	0.2	4	Sit down service	Casual dining	Thai	\$\$
Congressional Deli	404 First St SE	0.2	4	Counter service	Quick service	Deli	\$
Subway	406 First St SE	0.2	4	Counter service	Quick service	Deli	\$
Le Bon Café	210 2nd St SE	0.3	7	Assisted counter service	Casual dining	French	\$
Pete's Diner	212 2nd St SE	0.3	7	Sit down service	Casual dining	American	\$
Café Recess	209 Pennsylvania Ave SE	0.3	7	Counter Service	Fast casual	World	\$
Burrito Brothers	205 Pennsylvania Ave SE	0.3	8	Counter service	Quick service	Mexican	\$
Hunan Dynasty	215 Pennsylvania Ave SE	0.3	8	Sit down service	Casual dining	Chinese	\$
Firehook Bakery	215 Pennsylvania Ave SE	0.3	8	Counter service	Fast casual	Coffee shop	\$
Sweet Green	221 Pennsylvania Ave SE	0.3	8	Counter service	Fast casual	Salad	\$\$
Sonoma Restaurant	223 Pennsylvania Ave SE	0.3	8	Sit down service	Fine dining	American	\$\$\$
Capitol Lounge	229 Pennsylvania Ave SE	0.3	8	Sit down service	Casual dining	Pub	\$\$
Starbucks	237 Pennsylvania Ave SE	0.3	8	Counter service	Fast casual	Coffee shop	\$\$
Cosi	301 Pennsylvania Ave SE	0.4	9	Counter Service	Fast casual	Deli	\$
Young Chow	312 Pennsylvania Ave SE	0.4	9	Sit down service	Casual dining	Chinese	\$\$
Good Stuff Eatery	303 Pennsylvania Ave SE	0.4	9	Counter service	Fast casual	Burgers	\$\$
We, The Pizza	305 Pennsylvania Ave SE	0.4	9	Counter service	Fast casual	Pizza	\$\$
Pour House	319 Pennsylvania Ave SE	0.4	9	Sit down service	Casual dining	Pub	\$\$
Hawk and Dove	329 Pennsylvania Ave SE	0.4	9	Sit down service	Casual dining	Pub	\$\$
Tune Inn	331 Pennsylvania Ave SE	0.4	9	Sit down service	Casual dining	Pub	\$
Charlie Palmer Steak	101 Constitution Ave NW	0.5	12	Sit down service	Fine dining	American	\$\$\$\$
Hamilton's Bar & Grill	233 2nd St NW	0.5	12	Sit down service	Casual dining	American	\$\$
Union Pub	201 Massachusetts Ave NE	0.6	12	Sit down service	Casual dining	Pub	\$\$
Café Bliss	201 Massachusetts Ave NE	0.6	12	Counter service	Fast casual	Deli	\$
Kyoto Sushi	201 Massachusetts Ave NE	0.6	12	Sit down service	Fast casual	Japanese	\$\$
Johnny's Half Shell	400 North Capitol St NW	0.6	12	Sit down service	Fine dining	Seafood	\$\$\$
The Monocle Restaurant	107 D St NE	0.6	12	Sit down service	Fine dining	American	\$\$\$
West Wing Café	300 New Jersey Ave NW	0.6	12	Counter service	Fast casual	Deli	\$
Mr. Henry's	601 Pennsylvania Ave SE	0.6	12	Sit down service	Casual dining	American	\$\$
Aatish on the Hill	609 Pennsylvania Ave SE	0.6	12	Sit down service	Casual dining	Indian	\$\$
Café 59	409 3rd St SW	0.6	12	Counter service	Fast casual	Café	\$
Starbucks	409 3rd St SW	0.6	12	Counter service	Fast casual	Coffee shop	\$
McDonalds	409 3rd St SW	0.6	12	Counter service	Quick service	American	\$
Pound The Hill	621 Pennsylvania Ave SE	0.7	14	Sit down service	Fast casual	Café	\$\$
Sanphan	653 Pennsylvania Ave SE	0.7	14	Sit down service	Casual dining	Thai	\$
Sizzle Express	538 23rd St NW	0.7	14	Counter service	Quick service	Asian	\$
Pizza Autentica	425 3rd St SW	0.7	14	Counter service	Quick service	Pizza	\$
Café Phillips	425 3rd St SW	0.7	14	Counter service	Fast casual	Café	\$
Wall Street Deli	400 C St SW	0.7	14	Counter service	Quick service	Deli	\$

**US House of Representatives  
Foodservice Assessment**

**EXHIBIT E  
Neighborhood Dining Market Data**

Name	Address	Distance (Miles)	Walk Time (minutes)	Service Type	Dining Type	Cuisine	Price Point
Quiznos	400 C St SW	0.7	14	Counter service	Quick service	Deli	\$
District Taco	656 Pennsylvania Ave SE	0.7	14	Assisted counter service	Fast casual	Mexican	\$
Grand Deli & Café	300 E St SW	0.8	14	Counter service	Fast casual	Deli	\$
Le Pain Quotidien	660 Pennsylvania Ave SE	0.8	14	Counter service	Fast casual	Belgian	\$\$
Peregrine Espresso	660 Pennsylvania Ave SE	0.8	14	Counter service	Fast casual	Café	\$
Eastern Market (deli)	225 7th St SE	0.8	14	Counter service	Fast casual	Deli	\$\$
Tunnicliff's Tavern	222 7th St SE	0.8	14	Sit down service	Casual dining	American	\$\$
Seventh Hill Pizza	327 7th St SE	0.8	14	Assisted table service	Fast casual	Pizza	\$\$
Acqua Al 2	212 7th Street SE	0.8	14	Sit down service	Casual dining	Italian	\$\$\$
Prego	210 7th St SE	0.8	14	Counter service	Fast casual	Deli	\$
Port City Java	701 North Carolina Ave SE	0.8	14	Counter service	Fast casual	café	\$
Starbucks	401 8th St SE	0.9	18	Counter service	Fast casual	Café	\$
Dunkin Donuts	801 Pennsylvania Ave SE	0.9	18	Counter service	Quick service	Café	\$
The Old Siam	406 8th St SE	0.9	18	Sit down service	Casual dining	Thai	\$\$
DC-3	423 8th St SE	0.9	18	Counter service	Fast casual	Hot dogs	\$
Café 8	424 8th St SE	0.9	18	Sit down service	Casual dining	Mediterranean	\$\$
Subway	430 8th St SE	0.9	18	Counter service	Quick service	Deli	\$
Popeyes	409 8th St SE	0.9	18	Counter service	Quick service	Chicken	\$
Banana Café	500 8th St SE	0.9	18	Sit down service	Casual dining	Cuban	\$\$
The Chesapeak Room	501 8th St SE	0.9	18	Sit down service	Casual dining	American	\$\$
Ted's Bulletin	505 8th St SE	1	18	Sit down service	Casual dining	American	\$\$
Fusion Grill	515 8th St	1	18	Sit down service	Casual dining	Asian Fusion	\$\$
Pacifico Cantina	514 8th St SE	1	18	Sit down service	Casual dining	Tex-Mex	\$\$
Belga	514 8th St SE	1	18	Sit down service	Casual dining	Belgian	\$\$
Las Placitas	517 8th St SE	1	18	Sit down service	Casual dining	Mexican	\$\$
Matchbox	521 8th St SE	1	18	Sit down service	Casual dining	Pizza	\$\$
Senarts Oyster & Chop House	520 8th St SE	1	18	Sit down service	Casual dining	Seafood	\$\$\$
Ambar Restaurant	523 8th St SE	1	18	Sit down service	Casual dining	European	\$\$
Cava Mezze	527 8th St SE	1	18	Sit down service	Casual dining	Greek	\$\$
Lavagne	539 8th St SE	1	18	Sit down service	Casual dining	Italian	\$\$
Nooshi	524 8th St SE	1	18	Sit down service	Casual dining	Sushi	\$\$
Tash	524 8th St SE	1	18	Sit down service	Casual dining	Persian	\$\$
Spring Mill Bread Co.	701 8th St SE	1.1	20	Counter service	Fast casual	Deli	\$
Hello Cupcake	705 8th St SE	1.1	20	Counter service	Fast casual	Cupcakes	\$
Lola's	711 8th St SE	1.1	20	Sit down service	Casual dining	Pub	\$\$
Molly Malone's	713 8th St SE	1.1	20	Sit down service	Casual dining	Pub	\$\$
The Ugly Mug	723 8th St SE	1.1	20	Sit down service	Casual dining	Pub	\$
Zest	735 8th St SE	1.1	20	Sit down service	Casual dining	American	\$\$

\$ = Inexpensive, usually \$10 and under  
 Moderately expensive, usually between \$10-\$25  
 \$\$ = Expensive, usually between \$25-\$45  
 \$\$\$ = Very Expensive, usually \$50 and up