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CITY OF SACRAMENTO

DEPARTMENT OF COMMUNITY SERVICES  
3520 FIFTH AVENUE SACRAMENTO, CALIFORNIA 95817  
TELEPHONE (916) 449-5200

ROBERT P. THOMAS  
DIRECTOR

CITY MANAGER'S OFFICE  
**RECEIVED**  
MAR 14 1984

CROCKER ART MUSEUM DIVISION  
GOLF DIVISION  
METROPOLITAN ARTS DIVISION  
MUSEUM AND HISTORY DIVISION  
RECREATION DIVISION  
PARKS DIVISION  
ZOO DIVISION

March 14, 1984

**APPROVED**  
BY THE CITY COUNCIL

City Council  
Sacramento, California

MAR 20 1984

Honorable Members in Session:

OFFICE OF THE  
CITY CLERK

SUBJECT: Bing Maloney and William Land Golf Course Restaurant Concessions Contract

SUMMARY

This report recommends a concession contract for Bing Maloney and William Land Golf Course Restaurants combined be awarded to Canteen Corporation. As the current contract will expire on April 13, 1984, it is necessary that the City Council award a contract to be effective April 14, 1984.

BACKGROUND INFORMATION

On January 17, 1984, the City Council called for bids to be received on Bing Maloney and William Land Golf Course restaurant concessions combined. An invitation to bid on restaurant concession operation at the Haggin Oaks Golf Course will be issued separately at a later date.

In an effort to obtain the best possible golf course restaurant concession services for the public, while simultaneously striving towards generating increased revenue to the City, a marketing plan designed to encourage bids was implemented. The plan included advertisements in Sacramento's two daily newspapers, a local minority paper and a trade publication, and the individual mailing of announcements to approximately seventy potential bidders.

These efforts resulted in one of the best responses to a call for bids this Department has received. Seventeen bid packets were purchased by prospective bidders and the City received six bids. The bids were as follows:

<u>Name of Bidder</u>	<u>Percentage of Gross</u>	
	<u>Concession Receipts</u>	<u>Catering Receipts</u>
1. Canteen Corporation	32.2%	32.2%
2. Leisure Pro, Inc.	20.7%	12.7%
3. Food Service Specialists	20.1%	20.1%
4. Patrick Geraghty	16% for the contract year 1984-85 17% for contract years 1985-86/1986-87 18% for contract years 1987-88/1988-89	Same  Same  Same
5. Ron Angell and James Bunnell	15% from \$0.00 to \$230,000.00 17% from \$230,000.01 to \$280,000.00 19% over \$280,001.00	Same  Same
6. Tom Doris and Ken Morton	12.0%	10.0%

In order to insure the selection of the most responsible bidder, an interview panel was established. In addition to staff from the Department's Revenue Development and Management Section and the Golf Superintendent, panelists included a local restaurateur with extensive experience reviewing concession bids for Cal Expo and a concession contract expert from the California State Department of Parks and Recreation. Bidders were evaluated on such criteria as their management and financial ability and plans for facility equipage, development and operation. The panel was unanimous in recommending that the highest bidder, Canteen Corporation, was also the most responsible bidder. A check of the business and credit references furnished by each bidder further supported this conclusion.

FINANCIAL DATA

Revenue generated from the golf course food concessions is deposited in the Golf Enterprise Fund. A comparison of percentage return to the City for the operation of Bing and Land Park golf courses is below:

City Council  
March 14, 1984  
Page Three


	1983 <u>Gross Receipts</u>	% <u>Return to City</u>	<u>Revenue to City</u>
Current Concessionaire	\$212,881	12% of sales 10% of catering	\$24,106
Canteen Corporation	\$205,000*	32.2% of sales and catering	\$66,010*
Estimated Revenue Increase: . . . . .			<u>\$41,904*</u>

\*Estimated


RECOMMENDATION

It is been determined that the highest bidder, Canteen Corporation, is in compliance with all the requirements of the City. Pursuant to the provisions of Chapter 12, Article III, of the City Code, it is recommended that the City Council award the five year concession contract to Canteen Corporation at a contract fee of 32.2% of the gross receipts of the Bing Maloney and William Land Golf Course restaurant concessions combined.

Respectfully submitted,

  
ROBERT P. THOMAS, Director  
Parks and Community Services

Recommendation Approved:

  
WALTER J. SLUPE  
City Manager

RPT:js

March 20, 1984  
Districts 4 & 7

**RESOLUTION NO. 84-220**

ADOPTED BY THE SACRAMENTO CITY COUNCIL ON DATE OF

RESOLUTION AWARDING THE CONCESSION CONTRACT  
FOR THE GOLF COURSE RESTAURANT CONCESSIONS  
AT BING MALONEY AND WILLIAM LAND  
GOLF COURSES

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

The City Manager is hereby authorized and directed to execute a five year contract for the Golf Course Restaurant Concessions at Bing Maloney and William Land Golf Courses between the City of Sacramento and Canteen Corporation, effective April 14, 1984, at a contract fee of 32.2% of the gross receipts.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

**APPROVED**  
BY THE CITY COUNCIL

MAR 20 1984

OFFICE OF THE  
CITY CLERK

March 28, 1984

Canteen Food and Vending Service  
Bernard M. Clavere, General Manager  
4041 "C" Street  
Sacramento, CA 95189

Dear Mr. Clavere:

On March 20, 1984, the Sacramento City Council adopted a resolution authorizing the execution of a Contract for golf course restaurant concessions at Bing Maloney and William Land Golf Courses.

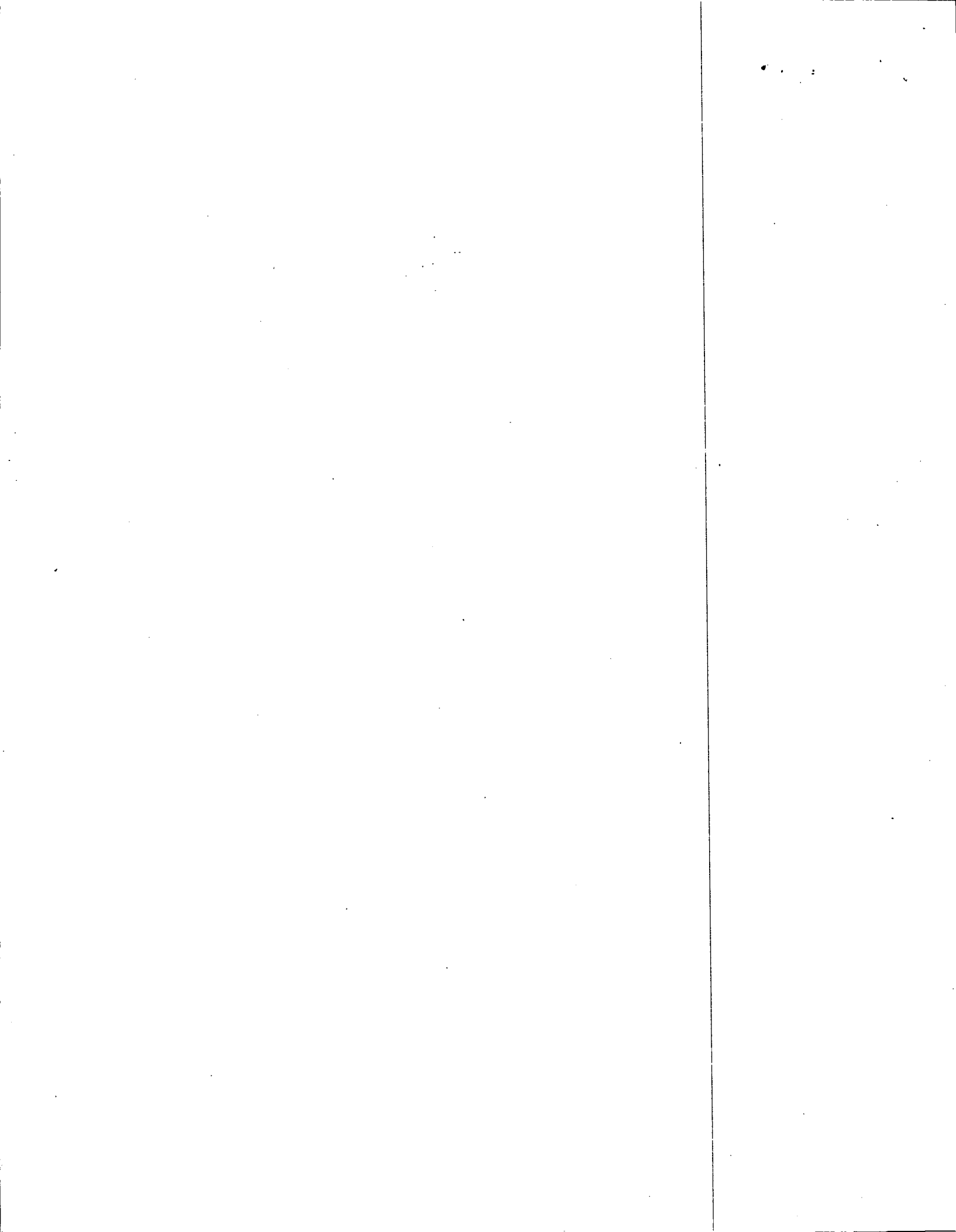
Enclosed, for your records, is one fully certified copy of said agreement and authorizing resolution.

Sincerely,



Lorraine Magana  
City Clerk

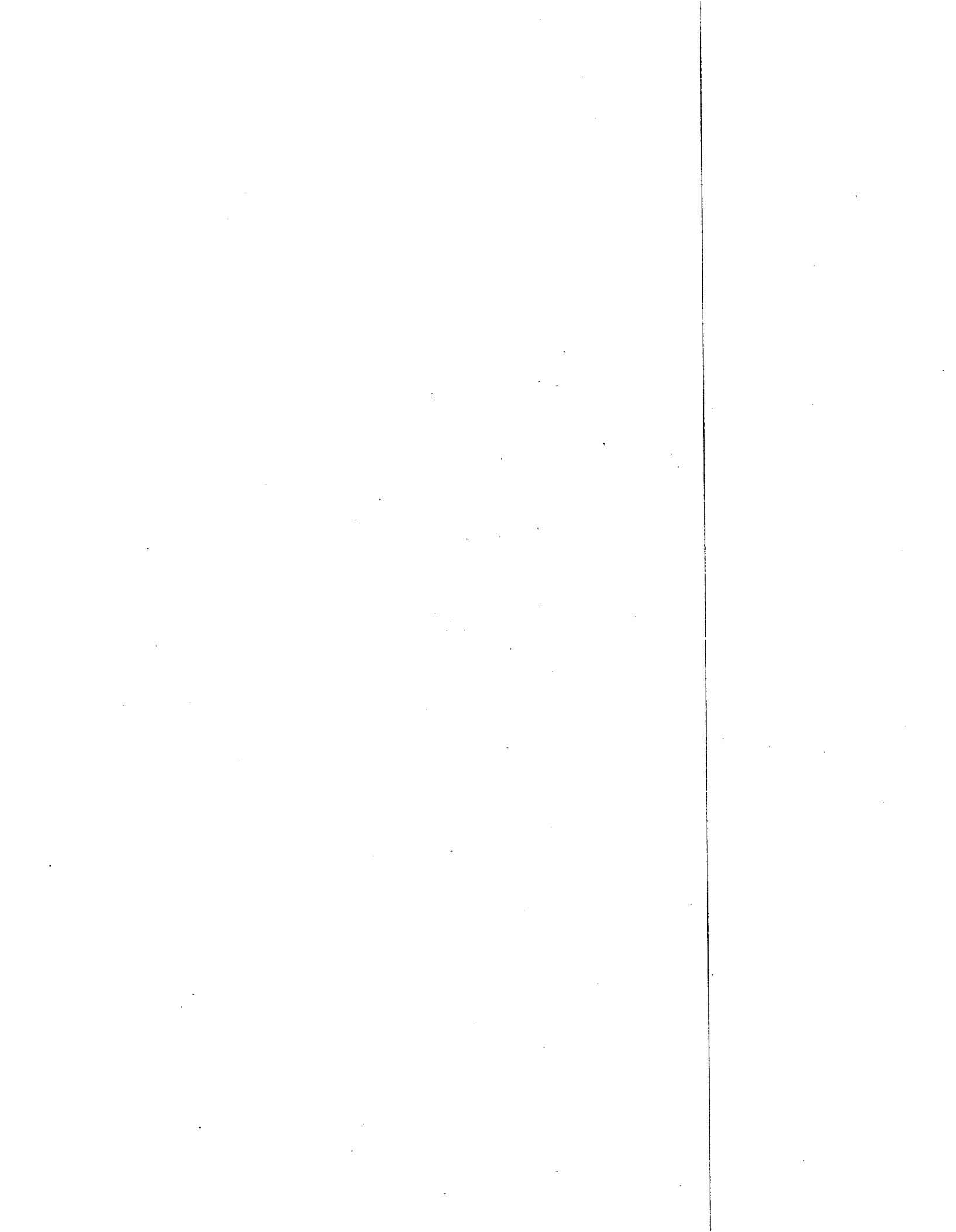
LM/rr/12  
Enclosure



TORS • CATERPILLAR TRACTOR CO. • WESTINGHOUSE ELECTRIC • NATIONAL CAN • AMERICAN MOTO  
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DOUGLAS • BETHLEHEM STEEL • MONSANTO • LITTON INDUSTRIES • ARMCO STEEL • WEYERHAEUSE  
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R • ANCHOR HOCKING • SUNDSTRAND • CESSNA AIRCRAFT • ROHR INDUSTRIES • CROWN ZELLERBAC  
G • IOWA BEEF PROCESSORS • CHEMETRON • TEKTRONIX • ALLIS-CHALMERS • TEXAS INSTRUMENT  
CONTAINER CORP. OF AMERICA • WHITING PAPER • AMSTAR • MC GRAW-EDISON • EATO  
ING FIBERGLASS • VULCAN MATERIALS • EQUIPMENT • HAMMERMILL PAPER • ST. REGIS PAPER  
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BURROUGHS • IC INDUSTRIES • DANIEL MANN • CONTROL DATA • COLT INDUSTRIES • BUD  
JOSEPH E. SEAGRAM & SONS • CHRYSLER OIL & REFINING • NATIONAL DISTILLER  
NORTON-NORWICH PRODUCTS • SELLER-GLOBE • KOEHRING • HOBART  
DIST & DERRICK • WESCAM • BIOCAS • DIGITAL EQUIPMENT • AVCO  
PRUDENTIAL INSURANCE COMPANY • NATIONAL AREA • SCHAEFER STADIUM  
ON NATIONAL PARK • LEA • NATIONAL PARK • HOLLYWOOD RACE TRACK  
KENNEDY SPACE CENTER) • OREGON CAVES NATIONAL PARK • ZION CANYON NATIONAL PARK • CITICOR  
ON-NORTH RIM NATIONAL PARK • YANKEE STADIUM • ALOHA STADIUM • PISMO BEACH STATE BEAC  
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# The Quality Leader in Foodservice KNOWN BY THE COMPANY WE KEEP







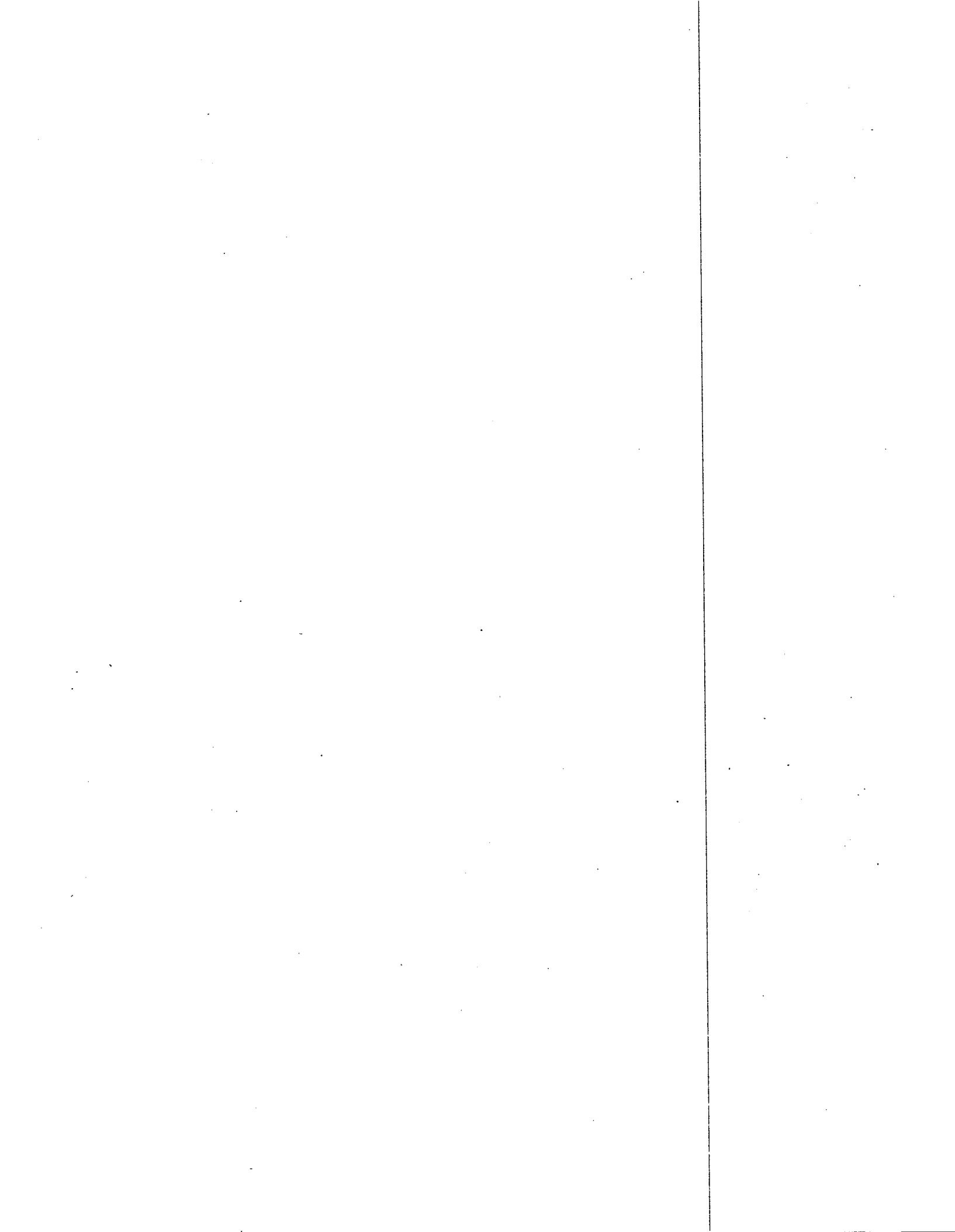
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Over 50 years  
of excellence in  
Foodservice and  
Professional Management



CECIL SALA, CFE  
Director of Food Services

**CANTEEN FOOD AND VENDING SERVICE**  
Division of Canteen Corporation  
4041 "C" Street, Sacramento, California 95819 (916) 452-4041

PRUDENTIAL INSURANCE CO. • SABINO CANYON NATIONAL RECREATIONAL AREA • SCHAEFER STADIUM  
ON NATIONAL PARK • CLEVELAND COLISEUM • CRATER LAKE NATIONAL PARK • HOLLYWOOD RACE TRACK  
(KENNEDY SPACE CENTER) • OREGON CAVES NATIONAL PARK • ZION CANYON NATIONAL PARK • CITICORP  
YON-NORTH RIM NATIONAL PARK • YANKEE STADIUM • ALOHA STADIUM • PISMO BEACH STATE BEACH  
S STATE PARK • REYNOLD METALS • CARNATION • KAISER ALUMINUM & CHEMICAL • TEXAS INSTRUMENTS



ELECTRIC CO. • AMERICAN HOME PRODUCTS • CHAMPION INTERNATIONAL • TEXTRON • ANHEUSER-BUS  
DATED FOODS • HONEYWELL • DRESSER INDUSTRIES • WARNER-LAMBERT • REYNOLDS METALS • ELI LI

## Operations, Management, Foodservice for:

BUSINESS • INDUSTRY • SCHOOLS • COLLEGES  
UNIVERSITIES • HOSPITALS • NURSING HOMES • SPORTS  
FACILITIES • NATIONAL & STATE PARKS • EXECUTIVE DINING  
PUBLIC RESTAURANTS • MARINAS • GOLF COURSES  
LODGING • TOUR FACILITIES • MOBILE CATERING  
SPECIAL FUNCTION CATERING • OFFICE COFFEE  
SERVICES • CIGARETTE SERVICE

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CANTEEN FOOD AND VENDING SERVICE

4041 "C" STREET • SACRAMENTO, CALIFORNIA 95819 • PHONE: (916) 452-4041  
1500 SHAW ROAD • STOCKTON, CALIFORNIA 95205 • PHONE: (209) 466-2709  
1307 ANGIE AVENUE • MODESTO, CALIFORNIA 95351 • (209) 537-9600



Sacramento, February 28, 1984

Mr. Robert P. Thomas  
Director  
Department of Community Services  
City of Sacramento  
3520 Fifth Avenue  
Sacramento, California 95817

FILED  
FEB 28 1984  
BY THE CITY CLERK  
OFFICE OF THE  
CITY CLERK

Dear Mr. Thomas:

We at Canteen appreciate the opportunity to submit the following proposal to provide the best possible golf course restaurant concession services to the public enjoying the facilities at William Land Golf Course and Bing Maloney Golf Course.

Payment of Concession Fees:

Canteen Food and Vending Services shall pay to the City's Revenue Division, as contract fee:

32.2 % of the gross receipts from any activities under the contract, including the per plate catering services as detailed in Section 9 (c).

The term "gross receipts" shall mean the entire price charged for all merchandise sold and services provided, including vending machines, and deducting therefrom only (a) sums required by law to be paid out for any sales tax on sales to customers and (b) sums refunded on a sale previously included in gross receipts.

Thank you for your consideration.

Sincerely,

  
Bernard M. Clavere  
General Manager

cs/

BID PACKAGE

REFERENCES

List four persons or firms with whom you have conducted business transactions during the past three years. At least two of the references named are to have knowledge of your debt payment history.

REFERENCE NO. 1

Name: JOE BONOMO

Firm: JAY BEE SALES CO.

Title: OWNER

Address: 5039 SKY PARKWAY

SACRAMENTO zip 95823

Telephone: 916/427-2121

Nature and magnitude of purchase, sales, loan, business association, etc.:

FROZEN FOOD PRODUCTS \$20,000 PER MONTH

REFERENCE NO. 2

Name: WALTER BUCKLEY

Firm: S.E. RYKOFF & CO.

Title: BRANCH MANAGER

Address: 901 NORTH B STREET

SACRAMENTO zip: 95814

Telephone: 444-8120

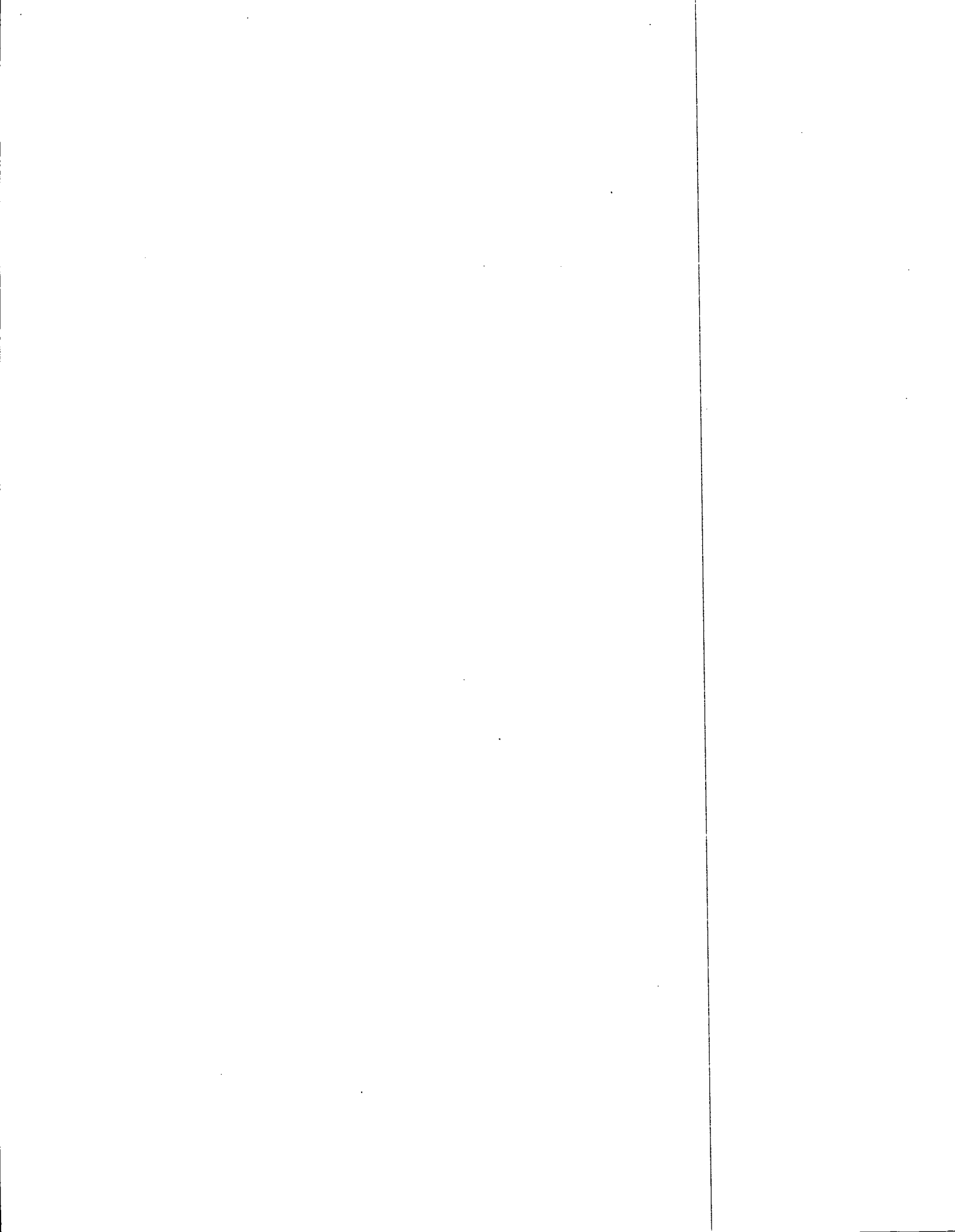
Nature and magnitude of purchase, sale, loan, business association, etc:

FOOD DISTRIBUTOR \$10,000 PER MONTH

511 (35)

FEB 28 1994

BY THE CITY CLERK  
OFFICE OF THE  
CITY CLERK



BID PACKAGE

STATEMENT OF EXPERIENCE

Enumerate in detail the duration and extent of your business experience with special emphasis upon experience with business related to the operation and management of similar or related concessions or business activities.

Will you be the person directly involved in development and management of this project?

(X) YES ( ) NO

If no, please enumerate in detail the pertinent experience of the persons who will be directly involved in development and management of this project.

CANTEEN CORPORATION WAS FOUNDED IN 1929 AND OPERATES IN 48 STATES, CANADA AND SEVEN OTHER FOREIGN COUNTRIES.

CANTEEN SERVES A SIGNIFICANT PORTION OF THE LEISURE-TIME FACILITIES EVERYONE ENJOYS, PROVIDING PROFESSIONAL MANAGEMENT AND SERVICES TO ATTRACTIONS AS VARIED AS:

- ... YELLOWSTONE NATIONAL PARK
- ... YANKEE STADIUM
- ... HOLLYWOOD DOG TRACK
- ... CLEVELAND COLISEUM
- ... KENNEDY SPACE CENTER
- ... ALOHA STADIUM
- ... LAKE PERRIS
- ... LAKE SAN ANTONIO
- ... PISMO STATE BEACH
- ... HUNTINGTON STATE BEACH
- ... OREGON CAVES
- ... SCOTTY'S CASTLE

AND IN NORTHERN CALIFORNIA CENTRAL VALLEY:

- ... MICKE GROVE PARK & ZOO
- ... LODI SOFTBALL COMPLEXES AND ARMORY
- ... OAK GROVE PARK

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BID PACKAGE

FINANCIAL AND BACKGROUND DATA

FINANCIAL STATEMENT

Attach a complete report, prepared in accordance with good accounting practice, reflecting your current financial condition. The report must include a balance sheet and income statement. You must be prepared to substantiate all information shown.

SURETY INFORMATION

Have you or any principal ever had a bond or surety canceled or forfeited?

Yes ( ) No (X)

If yes, attach a statement naming the bonding company, date, amount of bond, and reason for such cancellation or forfeiture.

BANKRUPTCY INFORMATION

Have you or any principal ever been declared bankrupt?

Yes ( ) No (X)

If yes, state date, court jurisdiction, amount of liabilities, and amount of assets.

FILE

FEB 28 1964

FELONY INFORMATION

Have you or any principal ever been convicted of a felony?

Yes ( ) No (X)

If yes, state date, court location, and details of the conviction.

BY THE  
OFFICE OF  
CRVCL

PENDING LITIGATION

Provide detailed information regarding litigation, liens, or claims involving any participant in the proposal.

N/A

SOURCE OF INCOME

Will the operation of this concession be the major source of income to you or any principal?

YES ( ) NO (X)

If no, state other sources of income and detail income.

CANTEEN CORPORATION OPERATES A LARGE NUMBER OF VARIED BUSINESS, SUCH AS VENDING, CATERING VEHICLES, IN-PLANT CAFETERIAS, CONCESSIONS AND A CENTRAL COMMISSARY WITH AN INCOME OF OVER \$780,000,000 ANNUALLY.



BID PACKAGE

PROPOSER

Proposer intends to operate the business with which this Proposal is concerned as a Sole Proprietorship ( ); Partnership ( ); Corporation (X); Joint Venture ( ); or \_\_\_\_\_

Explain:

CANTEEN CORPORATION IS PART OF TRANS WORLD CORPORATION.  
OTHER MEMBERS OF THE TWC FAMILY OF COMPANIES:

HILTON INTERNATIONAL CO.  
CENTURY 21 REAL ESTATE  
TRANS WORLD AIRLINES, INC.  
SPARTAN FOOD SYSTEMS, INC.

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FEB 28 1984  
BY THE CITY CLERK  
OFFICE OF THE  
CITY CLERK

SOLE PROPRIETORSHIP STATEMENT

If a Sole Proprietorship, furnish the following:

1. Name in Full: \_\_\_\_\_
2. Address: \_\_\_\_\_
3. Telephone: Res: \_\_\_\_\_ Bus: \_\_\_\_\_
4. Social Security No. \_\_\_\_\_
- CA Driver's License No. \_\_\_\_\_

BID PACKAGE

PARTNERSHIP STATEMENT

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If a partnership, answer the following: N/A

1. Date of Organization: \_\_\_\_\_
2. General Partnership ( )  
Limited Partnership ( )
3. Statement of Partnership recorded? Yes ( ) No ( )

Date	Book	Page	County
------	------	------	--------

4. Has the partnership done business in Sacramento County?  
Yes ( ) No ( ) When? \_\_\_\_\_

Name, Address, and Partnership Share of Each General Partner:

Name	Address	Share
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
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_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %
_____	_____	_____ %

5. Furnish the Social Security Number and California Driver's License Number for each person shown above:

BID PACKAGE  
CORPORATION STATEMENT

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FEB 20 1984

BY THE CITY CLERK  
OFFICE OF THE  
CITY CLERK

If a corporation, answer the following:

1. When Incorporated? 1929
2. Where Incorporated? DELAWARE
3. Is the corporation authorized to do business in California?  
Yes (X) No ( ) If so, as of what date? 1929
4. The corporation is held: Publicity (X) Privately ( )
5. If publicly held, how and where is the stock traded?  
NEW YORK STOCK EXCHANGE

6. List the following:

	Authorized	Issued	Outstanding
a. Number of Voting Shares:	_____	_____	_____
b. Number of Non-Voting Shares:	_____	_____	_____
c. Number of Shareholders:	_____	_____	_____
d. Value Per Share of Common Stock:	_____	_____	_____
Par \$ _____	SERIES A \$2.00 PER SHARE		
Book \$ _____	SERIES B \$1.90 PER SHARE		
Market \$ _____	SERIES C \$2.66 PER SHARE		

7. Furnish the name, title, address, and the number of voting and non-voting shares of stock held by each officer, director, and principal shareholder.

8. Furnish the Social Security Number, and California Driver's License Number for each person shown under Item 7 above.

BID PACKAGE

JOINT VENTURE STATEMENT

If a joint venture, answer the following: N/A

1. Date of Organization: \_\_\_\_\_

2. Joint Venture Agreement Recorded? Yes ( ) No ( )

3. Has the joint venture done business in Sacramento County?  
Yes ( ) No ( ) When? \_\_\_\_\_

4. Name and Address of each Joint Venturer:

<u>Name</u>	<u>Address</u>
_____	_____
_____	_____
_____	_____
_____	_____

5. Furnish the Social Security Number, and California Driver's License Number for each person shown under item 4 above.

6. Attach a complete copy of the Joint Venture Agreement.

FILED

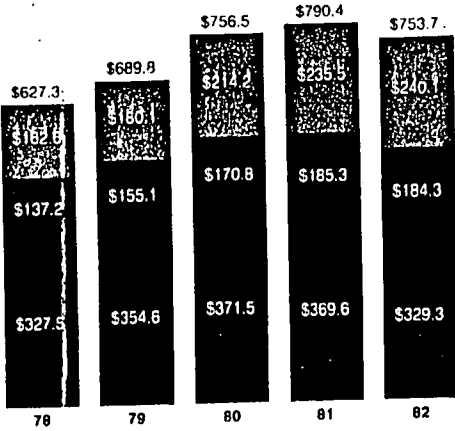
FEB 23 1984

BY THE CITY CLERK  
OFFICE OF THE  
CITY CLERK

# Food Services: Canteen Corporation Spartan Food Systems, Inc.

**Revenues by Division 1978-1982**  
(Dollars in Millions)

- All Others
- Food Operations (including Canada)
- Vending Division (including Canada)



## Canteen Corporation Highlights:

- Profits, before taxes and minority interest, of \$22.9 million were slightly lower than 1981 even though revenues declined by 4.6 percent or \$36.7 million to \$754 million.
- Operating expenses declined 4.6 percent or \$35.4 million to \$733 million. Cost of food and vended products, equal to 42.6 percent of revenues, declined 7.8 percent to \$321 million, while payroll and fringes, which accounted for 31.1 percent of revenues, dropped to \$235 million, a decrease of 2.4 percent. Commissions declined 10.8 percent to \$41.4 million. All other expenses rose 1.9 percent to \$136 million.
- Food and Vending division revenues in North America declined by 7.6 percent to \$517 million, primarily due to economic conditions affecting many of the industrial accounts served.
- Food revenues declined 1 percent to \$174 million, while Education and Health Care service, also within the Food and Vending division, continued to show moderate growth with revenues of \$10.6 million, up 5.1 percent.

- The Concession division's volume grew 9.1 percent to \$69.8 million, reflecting the continuing popularity of national parks and further expansion of the division, primarily into state park operations.
- Rowe division revenues of \$64.5 million were unchanged from 1981, and Milnot division revenues improved 1.4 percent to \$41.6 million. Revenues from all other divisions, which accounted for 8.1 percent of total revenues, declined by 1.4 percent to \$61 million, of which distributor revenues accounted for \$8.5 million, up 6.5 percent, and Dunhill Personnel Systems accounted for \$3.5 million, down \$1 million or 22.8 percent.

## Operations Review:

Canteen Corporation was able to record pre-tax profits slightly below the \$23-million level despite a \$36.7-million drop in revenues caused by the recession.

**Economic factors.** Approximately 44 percent of Canteen's revenues are generated by vending operations whose key accounts in heavy industries are normally quite profitable, but also recession-prone. In 1982, as the U.S. industrial production index fell 12 points from 151 to 139, Canteen's vending revenues fell 10.9 percent and its pre-tax profits from vending fell 24.5 percent. However, partially reflecting the early success of several programs to reduce its vulnerability to cyclical factors, Canteen's 1982 earnings were only slightly below those of 1981, even though the recession, which began in July of 1981, continued throughout 1982.

**Food and Vending.** Canteen's major food and vending accounts in the automobile, farm implement, aerospace and consumer durables industries have traditionally suffered heavily during economic downturns as the result of reduced output and employment, with a consequent negative impact on



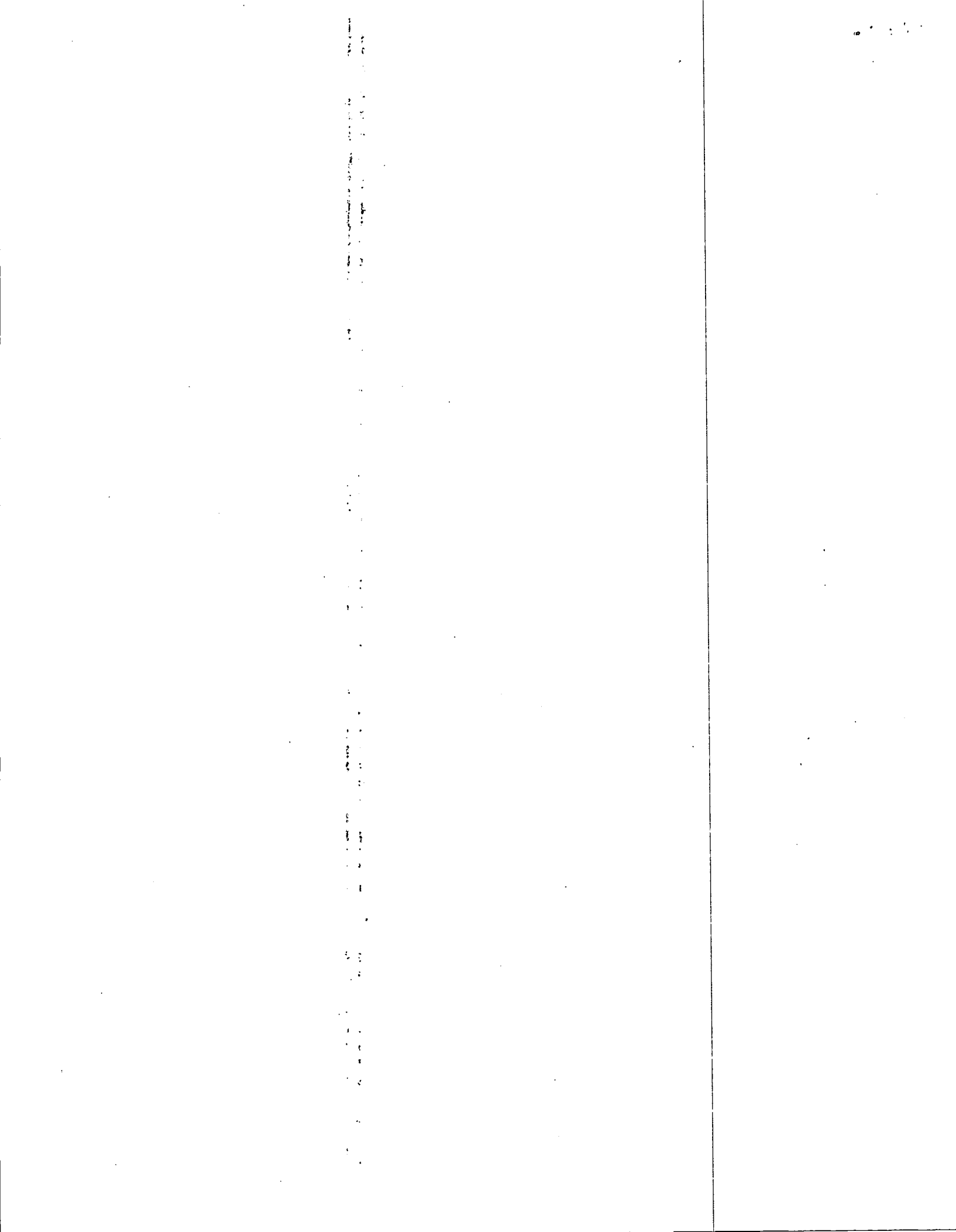
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FEB 28 1984

BY THE CITY  
OFFICE  
CITY CLERK

Gulliver's Dell in Chicago is Canteen's new concept for public restaurants located at office buildings. Thirteen are now in operation.







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FEB 23 1984

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Canteen's revenues. Canteen has moved aggressively in recent years to reduce its dependence on heavy industry by diversifying into established or emerging service industries, such as banking, insurance and high technology, which have a promising long-term potential for growth and less exposure to cyclical factors. In addition, Canteen is seeking to balance its geographical concentration in the industrialized states by broader penetration into the Sun Belt areas, with their prospect for population and economic growth.

A major strategic goal is to increase the relative role of food service operations within Canteen's business mix. The past year was Canteen's most successful ever in terms of obtaining new food service accounts, more than 80 percent of them in service and technology businesses.

Education and health care is one of Canteen's most promising market prospects. Canteen has recently augmented its marketing group with key personnel who are experts in the field of health care service, which resulted in the acquisition of 14 major hospital accounts in 1982. Facilities expansion in these market segments has created some two million new jobs within the past two years, for which Canteen is capable of providing food services.

Canteen is placing greater marketing emphasis on accounts from which it receives compensation in the form of a management fee, an arrangement which offers greater stability than those which relate Canteen's payment to an account's profit performance. In addition, continuing emphasis on the maintenance of its reputation for superior quality has enabled Canteen to renegotiate favorably a number of existing contracts to achieve higher performance levels.

Canteen has expanded the scope of its "by-the-ounce" program, in which budget-conscious patrons themselves can determine the portion size and

### Canteen Corporation Financial Results

	Years Ended December 31,		
	1982	1981	1980
	(Amounts in Millions)		
Operating Revenues .....	\$753.7	\$790.4	\$756.5
Operating Expenses:			
Cost of food and vended products .....	320.8	348.0	333.6
Payroll and fringes .....	234.5	240.3	228.7
Commissions .....	41.4	46.4	47.9
Depreciation and amortization .....	33.2	30.4	27.6
Other .....	103.2	103.4	97.5
Total .....	<u>733.1</u>	<u>768.5</u>	<u>735.3</u>
Operating Income .....	20.6	21.9	21.2
Nonoperating (Income) Expenses .....	<u>(2.3)</u>	<u>(1.1)</u>	<u>1.4</u>
Income Before Income Taxes and Minority Interest .....	<u>\$ 22.9</u>	<u>\$ 23.0</u>	<u>\$ 19.8</u>

therefore the price of their meals.

Canteen has also taken several steps to improve its return on assets in vending by selling or withdrawing from unprofitable markets and restructuring its account base. To attract an increasing number of small volume accounts, Canteen has introduced Canteen Refreshment Services, which leases vending equipment to clients and sells them products. Canteen has computerized its field accounting for Food and Vending operations in order to effect better financial and operating controls.

**Concessions.** Canteen's concession operations had a successful year, with revenues up 9.1 percent to \$69.8 million.

Despite the unfavorable economy in 1982, concession revenues from national parks improved, with the continued popularity of parks served by Canteen, including Yellowstone, Bryce, Zion, North Rim of the Grand Canyon, Scotty's Castle, Crater Lake and Oregon Caves. During 1982, the state of Ohio selected Canteen to operate concession facilities in five state parks, bringing to 19 the number of

federal, state and local parks that Canteen services.

Space shuttle activity prompted renewed public interest in the U.S. space program, resulting in heavy attendance at NASA's Kennedy Space Center in Florida, where Canteen has renewed its contract for another 10 years. Canteen plans to expand its food service, tour and souvenir facilities, and in the future will construct and operate a theatre showing giant-screen films on space and aviation.

Canteen also plans to expand into other promising concession opportunities such as airports, convention centers, gift shops and the management of resorts, while continuing its presence in such major sports arenas as Yankee Stadium, and in public parks. The division also supports Canteen's vending branches in bidding for and operating local concession activities.

**Other operations.** Rowe division's revenues from electronic music and video games were up 5.8 percent from 1981, contributing 25 percent of that division's revenues but, with cigarette sales down, overall revenues of \$64.5 million were level with the previous year. Milnot divi-

BID PACKAGE

CITY OF SACRAMENTO DEPARTMENT OF PARKS & COMMUNITY SERVICES  
SACRAMENTO COUNTY, CALIFORNIA

CANTEEN FOOD AND VENDING SERVICES

Request for Proposal/Attachment

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PROPOSAL'S QUESTIONNAIRE

FEB 28 1984

BY THE CITY CLERK

All information requested in this Questionnaire **MUST** be furnished by the proposer, and **MUST** be submitted with the Proposal. Statements must be complete and accurate. Omission, inaccuracy, or misstatement **MAY** be cause for the rejection of a proposal.

By submission of this Proposal, the proposer acknowledges and agrees that the City has the right to make any inquiry or investigation it deems appropriate to substantiate or supplement information contained in this questionnaire, and authorize the release to City of any and all information sought in such inquiry or investigation.

How did you learn of this offering?

- 1. Received City announcement.
- 2. Word of mouth.
- 3. In which newspaper, magazine, or newsletter did you read of this offering?

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(ADDITIONAL SHEETS MAY BE INSERTED AND ATTACHED AS NECESSARY)



BID PACKAGE

REFERENCES

REFERENCE NO. 3

Name: JIM WOODARD

Firm: COCA COLA-USA

Title: DISTRICT SALES MANAGER

Address: 4237 SOUTH MARKET COURT, SUITE A

SACRAMENTO zip: 95834

Telephone: 921-0525

Nature and magnitude of purchase, sale, loan, business association, etc.:

SOFT DRINKS \$ 18,000.00

REFERENCE NO. 4

Name: RAY B. COSTA

Firm: TED'S MEATS CO., INC.

Title: SALES MANAGER

Address: 2021 E. MINER AVENUE

STOCKTON zip: 95205

Telephone: 209/466-8061 WATS LINE: 442-2672

Nature and magnitude of purchase, sale, loan, business association, etc.:

FRESH MEATS \$ 15,000.00

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BID PACKAGE

METHOD OF OPERATION

Describe your specific plan for operation of Bing Maloney and William Land Golf Course Restaurants Concessions. Discuss any optional services and uses which you will seek permission to provide.

CANTEEN WILL OPERATE DURING THE TIMES SPECIFIED ON THE CONTRACT OFFERING A WIDE VARIETY OF FOODS AND SERVICES, SUCH AS BREAKFAST, LIGHT LUNCHES ITEMS, SUCH AS HAMBURGERS, HOT DOGS, ETC., HOT ENTREE SPECIALS, SOUP OF THE DAY AND ON FRIDAYS OUR DELICIOUS CLAM CHOWDER.

WE ALSO WILL FEATURE THEME AND HOLIDAYS DECORATIONS AND CUSTOMER PARTICIPATION, FOR EXAMPLE: OUR "EGG-XACTA" GAME: GUESS HOW MANY JELLY BEANS IN THE JAR AND WIN AN EASTER SUNDAY BRUNCH FOR TWO AT THE MARINA INN RIVERBOAT HOTEL.

WE PLAN TO ACTIVELY PARTICIPATE WITH THE GOLF COURSE MANAGEMENT IN THE PROMOTION OF TOURNAMENTS AND SPECIAL EVENTS.

ALSO, WE LIKE TO ENCOURAGE CATERING ON THE PREMISES FOR BUFFETS, DINNERS, RECEPTIONS, ETC., AT REASONABLE PRICES AND ATTRACTIVE MENU SUGGESTIONS.

WE WILL ESTABLISH A FOOD SERVICE COMMITTEE FOR THE PURPOSE OF MAINTAINING AN OPEN LINE OF COMMUNICATIONS BETWEEN OUR LOCAL MANAGER AND THE GOLF COURSE MANAGEMENT AND THE PLAYERS.

YOUR FACILITIES WILL BE STAFFED BY AN ON-SITE MANAGER WITH MANAGEMENT SUPPORT FROM OUR DIRECTOR OF FOOD SERVICES, MR. CECIL SALA, WHO WILL HAVE DIRECT ACCOUNT RESPONSIBILITY FOR WILLIAM LAND AND BING MALONEY GOLF COURSES.

REC'D  
FEB 28 1984

B. SALA, CLERK  
CLERK OF THE  
CITY CLERK

BID PACKAGE

PROPOSED METHOD OF FINANCING

Describe the method you will use to finance these concessions and source of that financing. Include financing for initial equipment and fixtures necessary for the operation of the contract.

OUR FINANCING COMES DIRECTLY FROM OUR CORPORATE AREA AND BRANCH RESOURCES.

WE ESTIMATING AN INITIAL INVESTMENT OF APPROXIMATELY \$ 15,000 TO \$20,000 IN EQUIPMENT AND FIXTURES.

ESTIMATE OF GROSS RECEIPTS

Provide your estimate of the expected average annual gross receipts to be derived from each use or service required and for each significant optional use or service which you plan to provide during the first three operating years.

COMBINED GROSS SALES		
1984-1985	1985-1986	1986-1987
\$ 205,000.00	\$ 215,000.00	\$ 225,000.00

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CASH FLOW ANALYSIS

Develop and attach a cash flow analysis demonstrating your thinking with regard to the projected ability of the concession to provide sufficient revenue to cover operating expenses, recapture your investment, and yield an adequate return to you. This cash flow analysis should project your anticipation through the first three operating years. Include an estimate of the amount of working capital you will need during the first three years and identify the source of that capital:

\*

OTHER INFORMATION

Please provide any other information which you feel will be helpful in evaluating your ability to successfully operate the

\* PLEASE SEE ATTACHMENT NEXT PAGE

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**CANTEEN FOOD AND VENDING SERVICE**

4041 "C" STREET • SACRAMENTO, CALIFORNIA 95819 • PHONE: (916) 452-4041  
 1500 SHAW ROAD • STOCKTON, CALIFORNIA 95205 • PHONE: (209) 466-2709  
 1307 ANGIE AVENUE • MODESTO, CALIFORNIA 95351 • (209) 537-9600



Attachment to:  
 Exhibit 3 - Page 9

BID PACKAGE  
 CASH FLOW ANALYSIS

	'84-'85	'85-'86	'86-'87
NET SALES	\$ 205,000.00	\$ 215,000.00	\$ 225,000.00
COMMISSION	66,010.00	69,230.00	72,450.00
FOOD & LABOR	104,200.00	111,800.00	117,000.00
OPERATING EXP.	22,490.00	21,070.00	22,050.00
PROFIT	12,300.00	12,900.00	13,500.00

The source of our working capital comes from our Regional Headquarters and income from other operations.

OTHER INFORMATION:

As mentioned, Canteen was founded in 1929 and operates in 48 states, Canada and seven foreign countries. We are a subsidiary of the Trans World Corporation, the largest service company and franchiser in the world. We are a financially sound, controllable and dependable with the capability to satisfy all of your food services needs.

DATE BID OPENED <u>2-28-84</u>	EMPLOYEE INITIALS <u>km</u>	MARK ONE BOX FOR EACH ITEM ONLY
<b>BID SECURITY</b>		
<input checked="" type="checkbox"/> NONE REQUIRED		
<input type="checkbox"/> PROPERLY SIGNED		
<b>BID DEPOSIT TYPE</b>		
<input type="checkbox"/> BID BOND		
<input type="checkbox"/> CALIF. BANK CASHIER'S CHECK		
<input type="checkbox"/> CERTIFIED CHECK		
<input type="checkbox"/> CASH		
<input type="checkbox"/> BANK MONEY ORDER		
<b>AFTER AWARD OF BID</b>		
<input type="checkbox"/> SECURITY RETURNED		
<input type="checkbox"/> SECURITY ACCEPTED		
EMPLOYEE INITIALS		
DATE		

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**FEB 28 1984**  
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 CITY CLERK

The Policy identified below by a policy number is in force on the date of Certificate Issuance. Insurance is afforded only with respect to those coverages for which specific limit of liability has been entered and is subject to all the terms of the Policy having reference thereto including for Umbrella Excess Third Party Liability a provision requiring the maintenance of underlying insurance or self insurance. This Certificate of Insurance neither affirmatively nor negatively extends or alters the coverage afforded under any policy identified herein.

NAME AND ADDRESS OF INSURED  
**CANTEEN CORPORATION, Its Divisions and Subsidiaries**  
**MERCHANDISE MART PLAZA**  
**CHICAGO, ILLINOIS 60654**

DATE OF CERTIFICATE ISSUANCE:

NAME AND ADDRESS OF CERTIFICATE HOLDER

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 CITY CLERK

*W. B. ...*  
 Authorized Representative

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS FROM THE HOLDER

TYPE OF INSURANCE IS DESIGNATED BELOW	COVERAGES	LIMITS OF LIABILITY		
		EACH PERSON	EACH OCCURRENCE	AGGREGATE
I. <input checked="" type="checkbox"/> Comprehensive Automobile Liability <input type="checkbox"/> Basic Automobile Liability (Except Massachusetts)	Bodily Injury Liability	\$ 300,000.	\$ 500,000.	
	Property Damage Liability		\$ 100,000.	
	Bodily Injury and Property Damage Liability Combined		\$	
<input type="checkbox"/> Uninsured Motorists	Uninsured Motorists	\$	\$	†
II. <input checked="" type="checkbox"/> Comprehensive General Liability <input type="checkbox"/> Owners', Landlords' and Tenants' Liability <input checked="" type="checkbox"/> *Including Products and Blanket Contractual Liability and Liquor Liability (Except III.) <input type="checkbox"/> Manufacturers' and Contractors' Liability <input type="checkbox"/> Owner's and Contractor's Protective Liability <input type="checkbox"/> Beauticians' Malpractice Liability	Bodily Injury Liability	\$	\$ 500,000.	\$ 500,000.
	Property Damage Liability		\$ 100,000.	\$ 100,000.
	Bodily Injury and Property Damage Liability Combined		\$	\$
III. <input checked="" type="checkbox"/> Massachusetts Statutory Automobile Liability	Bodily Injury Liability	300,000.	500,000.	
	Prop. Damage Liab.		100,000.	
IV. <input checked="" type="checkbox"/> Workmen's Compensation Employers' Liability	A. Statutory	Statutory	Locations: All states except Ariz., Oregon, Calif. & monopolistic state fund states.	
	B. Bodily Injury	\$ 100,000. †		
V. <input checked="" type="checkbox"/> Umbrella Excess Third Party Liability	The Excess Insurer's Limit of Liability is (Complete one)			
	(a) \$ 5,000,000. in excess of a Retained Limit			
(b) Up to \$ _____ in excess of a Retained Limit				
and in excess of various underlying Insurer's Limits of Liability				

† each Accident

Complete below, by designating company by number in the box and entering policy number and expiration date in the sections corresponding to the type of insurance indicated above.

I. CCP 332 7415 <input type="checkbox"/> January 1, 1987	II. CCP 332 7415 <input type="checkbox"/> January 1, 1987	III. MP 361 2382 <input type="checkbox"/> January 1, 1987	Policy Number Expiration Date
IV. WC 345 2422 <input type="checkbox"/> January 1, 1987	V. RDU 337 1196 <input type="checkbox"/> January 1, 1987	** SEE ATTACHED	Policy Number Expiration Date

30 Days Written Notice Of Cancellation Or Material Change In Coverage To Be Given Addressee.

- Continental Casualty Company
- National Fire Insurance Company of Hartford
- American Casualty Company of Reading, Pa.
- Transportation Insurance Company
- Transcontinental Insurance Company
- Valley Forge Insurance Company

Addendum No. One

February 2, 1984

Request For Proposal For Restaurant Concessions at Bing Maloney Golf Course and William Land Golf Course.

This addendum is applicable to the work designated herein and shall be part of and be included in the bid packet and the bidder shall acknowledge his acceptance of this addendum by writing its number designation on the bidder form.

Exhibit 1 - Section 6 (e): Maintenance and Inspection of Records.

Concessionaire further agrees to furnish to the City's Revenue Division, within thirty (30) days of the end of each annual period, an annual financial statement. This statement ~~should~~ must consist of a balance sheet and income statement covering the calendar year of the concession. This statement ~~should~~ must be prepared by the Certified Public Accountant or Public Accountant for the State of California and only include financial data for the golf course restaurant concessions operations.

Exhibit 1 - C: Property of Present Concessionaire - Bing Maloney Golf Course Restaurant

This exhibit reflects current concessionaire's property. New concessionaire must install all equipment and improvements necessary to provide acceptable food service to patrons.

The food service area at Bing Maloney Golf Course restaurant has been expanded, and additional tables and chairs will be required.

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# Statements of Consolidated Income and Retained Earnings

For the Years Ended December 31, 1982, 1981 and 1980  
TRANS WORLD CORPORATION and Subsidiaries

	1982	1981	1980
	(Amounts in Thousands Except Per Share Amounts)		
	Notes		
Operating Revenues	\$5,107,863	\$5,265,468	\$4,992,200
Operating Expenses	<u>5,086,138</u>	<u>5,128,247</u>	<u>4,896,637</u>
Operating Income	<u>21,725</u>	<u>137,221</u>	<u>95,563</u>
<b>Other Charges (Credits):</b>			
Interest expense	134,077	126,450	111,971
Interest income	(37,363)	(40,552)	(36,566)
Interest capitalized	(10,973)	(11,887)	(4,169)
Foreign exchange gains and losses—net	(11,887)	(12,202)	3,708
Disposition of property gains and losses—net	(56,247)	(3,179)	(28,722)
Gain on sale of tax benefits	(41,383)	—	—
Loss on reduction of ownership of a subsidiary	6,000	—	—
Other—net	1,930	6,465	3,610
Total	<u>(15,846)</u>	<u>65,095</u>	<u>49,832</u>
Income Before Income Taxes, Minority Interest and Extraordinary Item	37,571	72,126	45,731
Provision for Income Taxes	5,964	28,985	24,454
Minority Interest	1,682	908	815
Income Before Extraordinary Item	29,925	42,233	20,462
Extraordinary Item, net of applicable taxes	—	19,335	47,144
Net Income	<u>29,925</u>	<u>61,568</u>	<u>67,606</u>
<b>Retained Earnings at Beginning of Year:</b>			
As previously reported	275,257	235,033	188,648
Adjustment reflecting adoption of FASB 52	964	—	—
As restated	<u>276,221</u>	<u>235,033</u>	<u>188,648</u>
<b>Cash Dividends, Etc.:</b>			
Preferred Stock dividends:			
Series A, \$2.00 per share	(2,096)	(2,096)	(2,096)
Series B, \$1.90 per share	(9,500)	(9,500)	(9,500)
Series C, \$2.66 per share	(8,566)	(8,534)	(8,457)
Other	(1,175)	(1,214)	(1,168)
Retained Earnings at End of Year	<u>\$ 284,809</u>	<u>\$ 275,257</u>	<u>\$ 235,033</u>
<b>Earnings (Loss) per Common Share:</b>			
On Income Before Extraordinary Item:			
On average outstanding and equivalent shares	<u>\$ 0.25</u>	<u>\$ 1.12</u>	<u>\$ (0.05)</u>
Assuming full dilution	<u>\$ 0.25</u>	<u>\$ 1.12</u>	<u>\$ 0.82</u>
On Net Income:			
On average outstanding and equivalent shares	<u>\$ 0.25</u>	<u>\$ 2.15</u>	<u>\$ 2.84</u>
Assuming full dilution	<u>\$ 0.25</u>	<u>\$ 2.15</u>	<u>\$ 2.74</u>

See Notes to Consolidated Financial Statements.

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# Statements of Changes in Consolidated Financial Position

For the Years Ended December 31, 1982, 1981 and 1980  
TRANS WORLD CORPORATION and Subsidiaries

	1982	1981	1980
	(Amounts in Thousands)		
<b>Funds Provided By:</b>			
Income before extraordinary item	\$ 29,925	\$ 42,233	\$ 20,462
Add (deduct) noncash items:			
Depreciation and amortization of property	260,206	235,518	221,964
Amortization of intangible assets	12,962	12,092	12,116
Deferred income tax provision (credit)	(15,801)	8,602	3,968
Foreign exchange (gain) loss relating to certain long-term amounts payable in foreign currencies	(22,898)	(14,955)	4,888
Minority interest in earnings	1,442	902	690
Other	10,385	6,143	16,403
Net from operations	<u>276,221</u>	<u>290,535</u>	<u>280,491</u>
Sale of Common Stock	43,155	47,525	—
Common Stock issued in debt restructuring	—	15,441	—
Extraordinary item	—	19,335	47,144
Deferred taxes relating to extraordinary item	—	—	4,256
Reduction in long-term debt from extraordinary item	—	(21,680)	(51,400)
Long-term debt issued	159,643	273,511	294,746
Net book value of property dispositions	24,693	13,410	17,602
Capital lease obligations incurred	125,145	105,624	50,940
Foreign currency adjustment to property	40,576	—	—
Minority interest	99,000	—	—
Other	3,354	2,778	1,528
Increase (decrease) in:			
Accounts payable and accrued liabilities	81,794	68,263	92,751
Advance ticket sales	(1,146)	(41,575)	17,425
Other noncurrent liabilities and deferred credits	10,020	14,182	9,007
Total	<u>862,455</u>	<u>787,349</u>	<u>764,490</u>
<b>Funds Used For:</b>			
Property additions:			
Flight equipment	305,684	237,897	321,338
Other	162,735	177,534	198,656
Capital lease obligations discharged	63,917	64,863	83,525
Long-term debt payments	264,914	219,031	109,898
Foreign currency adjustment	29,537	—	—
Cash dividends on Preferred Stock	20,162	20,130	20,053
Increase (decrease) in:			
Receivables, net	(34,736)	(34,939)	73,930
Inventories	21,621	11,995	21,896
Other current assets	(11,977)	1,611	2,814
Other assets	48,615	14,316	32,466
Total	<u>870,472</u>	<u>712,438</u>	<u>864,576</u>
<b>Increase (Decrease) In Cash and Temporary Cash Investments</b>	<b>(8,017)</b>	<b>74,911</b>	<b>(100,086)</b>
<b>Cash and Temporary Cash Investments at:</b>			
Beginning of year	197,775	122,864	222,950
End of year	<u>\$189,758</u>	<u>\$197,775</u>	<u>\$122,864</u>

See Notes to Consolidated Financial Statements.

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1982

1981

(Amounts in Thousands)

		1982	1981
<b>Liabilities</b>			
<b>Current Liabilities:</b>			
	Notes	\$	\$
Current maturities of long-term debt		50,854	71,884
Current obligations under capital leases		65,245	63,675
Accounts payable		304,889	292,710
Advance ticket sales		233,762	234,908
Accrued salaries and vacations earned		232,398	157,397
Accrued pension contribution		67,105	59,773
Accrued taxes		31,763	41,733
Accrued rents		28,240	27,599
Accrued interest		33,366	27,955
Other		101,830	110,630
Total		<u>1,149,452</u>	<u>1,088,264</u>
<b>Long-Term Liabilities:</b>			
Long-term debt, less current maturities	10	777,113	868,698
Noncurrent obligations under capital leases	11	537,184	496,628
Minority interest in consolidated subsidiaries	3	106,309	5,867
Other noncurrent liabilities		67,799	46,213
Total		<u>1,488,405</u>	<u>1,417,406</u>
<b>Deferred Credits:</b>			
Deferred income taxes	4	22,210	46,866
Other		32,161	34,354
Total		<u>54,371</u>	<u>81,220</u>
<b>Commitments and Contingent Liabilities</b>			
4, 8, 9, 11, 12			
<b>Shareholders' Equity</b>			
6			
		1982	1981
(Amounts in Thousands)			
Preferred Stock, without par value:			
Authorized shares, issuable in series		20,000	20,000
Outstanding:			
Series A—\$2.00 cumulative convertible, limited voting:			
Shares at stated value, \$2.50 per share		1,048	1,048
Liquidating preference, \$50 per share		\$ 52,401	\$ 52,403
Series B—\$1.90 cumulative nonconvertible, limited voting, no stated value:			
Shares at redemption value, \$20 per share		5,000	5,000
Excess of redemption value over carrying value			(10,677)
Liquidating preference, \$20 per share		\$100,000	\$100,000
Series C—\$2.66 cumulative convertible, limited voting, no stated value		3,221	3,219
Liquidating preference, \$28 per share		\$ 90,187	\$ 90,125
Common Stock, \$5 par value:			
Authorized shares		40,000	40,000
Outstanding shares at par value		22,389	19,857
Capital surplus		292,722	253,209
Foreign currency adjustment	13	(29,537)	—
Retained earnings		284,809	275,257
Total		<u>843,292</u>	<u>809,868</u>
		<u>\$3,535,520</u>	<u>\$3,396,758</u>

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# Consolidating Balance Sheets, 1982 and 1981

(Amounts in Millions)

December 31, 1982

	Canteen	Century 21	HI	Spartan	TWA	Trans World & Eliminations	Consolidated
Current assets .....	\$ 98.2	\$ 7.3	\$157.0	\$ 11.3	\$ 682.3	\$ (20.0)	\$ 936.1
Property owned—net .....	103.8	2.7	125.2	132.6	1,418.7	—	1,783.0
Property held under capital leases—net .....	8.9	—	34.6	8.6	423.1	—	475.2
Other assets .....	47.9	16.4	57.8	7.0	147.3	64.8	341.2
<b>Total Assets .....</b>	<b>\$258.8</b>	<b>\$ 26.4</b>	<b>\$374.6</b>	<b>\$159.5</b>	<b>\$2,671.4</b>	<b>\$ 44.8</b>	<b>\$3,535.5</b>
Current maturities of long-term debt .....	\$ 3.6	\$ 0.5	\$ 3.4	\$ 0.8	\$ 42.6	\$ —	\$ 50.9
Current obligations under capital leases .....	4.8	—	1.3	0.6	58.5	—	65.2
Other current liabilities .....	61.5	5.5	127.3	21.2	829.2	(11.3)	1,033.4
<b>Total Current Liabilities .....</b>	<b>69.9</b>	<b>6.0</b>	<b>132.0</b>	<b>22.6</b>	<b>930.3</b>	<b>(11.3)</b>	<b>1,149.5</b>
Long-term debt, less current maturities .....	25.7	2.4	26.9	19.0	624.1	79.0	777.1
Noncurrent obligations under capital leases .....	10.7	—	42.5	10.0	474.0	—	537.2
Minority interest .....	6.3	—	—	—	—	100.0	106.3
Other liabilities .....	14.1	0.8	29.1	6.2	58.4	13.5	122.1
Equity .....	132.1	17.2	144.1	101.7	584.6	(136.4)	843.3
<b>Total Liabilities &amp; Equity .....</b>	<b>\$258.8</b>	<b>\$ 26.4</b>	<b>\$374.6</b>	<b>\$159.5</b>	<b>\$2,671.4</b>	<b>\$ 44.8</b>	<b>\$3,535.5</b>

December 31, 1981

	Canteen	Century 21	HI	Spartan	TWA	Trans World & Eliminations	Consolidated
Current assets .....	\$ 80.0	\$ 4.7	\$168.9	\$ 9.5	\$ 675.0	\$ 36.4	\$ 974.5
Property owned—net .....	108.7	3.0	142.2	107.2	1,296.6	—	1,657.7
Property held under capital leases—net .....	12.2	—	50.5	9.5	382.7	—	454.9
Other assets .....	58.1	13.6	58.2	5.4	186.7	(12.3)	309.7
<b>Total Assets .....</b>	<b>\$259.0</b>	<b>\$ 21.3</b>	<b>\$419.8</b>	<b>\$131.6</b>	<b>\$2,541.0</b>	<b>\$ 24.1</b>	<b>\$3,396.8</b>
Current maturities of long-term debt .....	\$ 3.0	\$ 0.6	\$ 6.0	\$ 0.4	\$ 61.9	\$ —	\$ 71.9
Current obligations under capital leases .....	4.9	—	1.4	0.5	56.9	—	63.7
Other current liabilities .....	62.6	3.7	148.5	18.6	721.6	(2.3)	952.7
<b>Total Current Liabilities .....</b>	<b>70.5</b>	<b>4.3</b>	<b>155.9</b>	<b>19.5</b>	<b>840.4</b>	<b>(2.3)</b>	<b>1,088.3</b>
Long-term debt, less current maturities .....	27.7	1.6	32.4	16.6	680.9	109.5	868.7
Noncurrent obligations under capital leases .....	15.4	—	50.6	10.6	420.0	—	496.6
Minority interest .....	5.9	—	—	—	—	—	5.9
Other liabilities .....	13.2	0.7	34.2	3.8	77.3	(1.8)	127.4
Equity .....	126.3	14.7	146.7	81.1	522.4	(81.3)	809.9
<b>Total Liabilities &amp; Equity .....</b>	<b>\$259.0</b>	<b>\$ 21.3</b>	<b>\$419.8</b>	<b>\$131.6</b>	<b>\$2,541.0</b>	<b>\$ 24.1</b>	<b>\$3,396.8</b>

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# Trans World Corporation Directors and Officers

## Trans World Corporation Board of Directors

- L. Edwin Smart**, *Chairman, President and Chief Executive Officer-Trans World Corporation*
- Charles J. Bradshaw**, *Chairman of the Board-Spartan Food Systems, Inc.* (fast food service franchisee and family restaurant chain)
- Lester Crown**, *President and Chief Executive Officer-Material Service Corporation* (producer and distributor of building materials)
- W. L. Hadley Griffin**, *Chairman of the Board-Brown Group, Inc.* (a consumer products company with operations in footwear, recreational products and specialty retailing)
- Jewel S. Lafontant**, *Partner-Lafontant, Wilkins, Jones & Ware* (law firm)
- Howard M. Love**, *Chairman and Chief Executive Officer-National Steel Corporation* (integrated steel and aluminum producer)
- John P. Mascotte**, *Chairman and Chief Executive Officer-Continental Corporation* (holding company in the insurance and insurance services fields)
- Robert S. McNamara**, *company director, university trustee, retired President-The World Bank*
- C. E. Meyer, Jr.**, *President and Chief Executive Officer-Trans World Airlines, Inc.*
- Arjay Miller**, *Dean Emeritus-Stanford University Graduate School of Business, company director*
- Andrall E. Pearson**, *President, Chief Operating Officer and Director-PepsiCo, Inc.* (beverages, food products and services, transportation services and sporting goods)
- Frank L. Salizzoni**, *Senior Vice President, Finance and Administration-Trans World Corporation*
- Morton I. Sosland**, *Director and President-Sosland Companies, Inc.* (diversified activities including publishing and venture investing), *Editor and Publisher-Milling and Baking News* (trade publication)
- Patricia Carry Stewart**, *Vice President-The Edna McConnell Clark Foundation* (non-profit charitable foundation)
- Curt R. Strand**, *President and Chief Executive Officer-Hilton International Co.*
- Jack Valenti**, *President-Motion Picture Association of America* (trade association)

## Trans World Corporation Officers

- L. Edwin Smart**, *Chairman, President and Chief Executive Officer*<sup>1</sup>
- Charles J. Bradshaw**, *Senior Vice President-Food Services*<sup>2</sup>
- C. E. Meyer, Jr.**, *Senior Vice President-Airline Services*
- Frank L. Salizzoni**, *Senior Vice President-Finance and Administration*
- Curt R. Strand**, *Senior Vice President-Hotel Services*<sup>3</sup>
- Ulrich V. Hoffmann**, *Vice President and General Counsel*<sup>4</sup>
- James R. Painter**, *Vice President and Controller*
- Robert A. Peiser**, *Vice President and Treasurer*<sup>5</sup>
- John J. O'Keefe, Jr.**, *Corporate Secretary*<sup>6</sup>

1. Also Chairmen, Canteen Corporation, Century 21 Real Estate Corporation, Hilton International Co., and Trans World Airlines, Inc.  
2. Also Senior Vice President-Food Services, Trans World Airlines, Inc.  
3. Also Senior Vice President-Hotel Services, Trans World Airlines, Inc.  
4. Also Vice President and General Counsel, Trans World Airlines, Inc.  
5. Also Vice President and Treasurer, Canteen Corporation, Century 21 Real Estate Corporation, Spartan Food Systems, Inc., and Trans World Airlines, Inc.  
6. Also Corporate Secretary, Trans World Airlines, Inc.

# Trans World Corporation Board Committees

## Executive Committee

- L. Edwin Smart, *Chairman*  
John P. Mascotte  
Robert S. McNamara  
C. E. Meyer, Jr.  
Andrall E. Pearson  
Frank L. Salizzoni  
Patricia Carry Stewart

## Audit Committee

- Jack Valenti, *Chairman*  
Jewel S. Lafontant  
Arjay Miller  
Morton I. Sosland

## Compensation Committee

- Howard M. Love, *Chairman*  
W. L. Hadley Griffin  
John P. Mascotte  
Patricia Carry Stewart

## Finance Committee

- Frank L. Salizzoni, *Chairman*  
Lester Crown  
Robert S. McNamara  
Andrall E. Pearson  
L. Edwin Smart

## Nominating Committee

- Arjay Miller, *Chairman*  
Lester Crown  
Howard M. Love

## Public Affairs Committee

- Morton I. Sosland, *Chairman*  
W. L. Hadley Griffin  
Jewel S. Lafontant  
Robert S. McNamara  
Curt R. Strand

## Retirement Plan Committee

- C. E. Meyer, Jr., *Chairman*  
Charles J. Bradshaw  
John P. Mascotte  
Andrall E. Pearson  
Frank L. Salizzoni  
Patricia Carry Stewart  
Jack Valenti

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## Subsidiary Company Officers

### Trans World Airlines, Inc. Officers

- C. E. Meyer, Jr.**, President and Chief Executive Officer  
**Nell M. Effman**, Senior Vice President-Airline Planning  
**J. E. Frankum**, Senior Vice President-Operations  
**D. Jack Ryan**, Senior Vice President-Personnel and Administration  
**Jon F. Ash**, Vice President-Airline Government Affairs  
**Charles L. Glass**, Vice President and Contoller  
**Joseph C. Hilly**, Vice President-Labor Relations  
**Brian J. Kennedy**, Vice President-Advertising and Sales  
**John M. Kennedy**, Vice President-Computer and Communications Services  
**R. J. Kenny**, Vice President-Flight Operations  
**Arthur N. Knudsen**, Vice President-Properties and Facilities  
**W. T. Lagow**, Vice President-Scheduling  
**Stewart G. Long**, Vice President-Field Sales and Services  
**Mark S. Mulvany**, Vice President-Airline Accounting and Credit Operations  
**Richard D. Pearson**, Vice President-Maintenance and Engineering  
**William D. Slattery**, Vice President-International Division

### Canteen Corporation Officers

- James T. McGulre**, President, Chief Executive Officer  
**Robert A. Kozlowski**, Executive Vice President and General Manager-Food and Vending Division  
**William Adams**, Vice President-Milnot Operations  
**Harold F. Brogdon**, Vice President-Engineering and Quality Control  
**William H. Carlson**, Vice President, General Counsel and Assistant Secretary  
**Kenneth R. Davidson**, Vice President-Food Services  
**Nicholas A. Dineelli**, Vice President and Controller  
**Paul G. Duffy**, Vice President-Distributor Operations  
**Melvin H. Grossberg**, Vice President-Rowe Operations  
**Marlin W. Johnson**, Vice President-Purchasing and Security  
**Daniel R. Krpan**, Vice President-Marketing

- Robert E. Kushell**, Vice President-Dunhill Operations  
**Lawrence F. Wilkas**, Vice President-Personnel and Organization  
**Barbara T. R. Zimet**, Corporate Secretary<sup>1</sup>

1. Also Corporate Secretary of Century 21 Real Estate Corporation, Hilton International Co., and Spartan Food Systems, Inc.

### Spartan Food Systems Officers

- Charles J. Bradshaw**, Chairman of the Board  
**Jerome J. Richardson**, President and Chief Executive Officer  
**F. J. Hammond, Jr.**, Senior Vice President-Construction and Real Estate  
**Louis P. Howell**, Senior Vice President and General Counsel  
**W. P. Phillips**, Senior Vice President-Operations  
**Walter M. Brice, III**, Vice President-Administration  
**Donald D. Hasty**, Vice President-Quincy's Operations  
**Samuel H. Maw**, Vice President-Research and Development  
**Loren M. Seager**, Vice President-Marketing  
**Olin D. Thomson**, Vice President-Construction

### Hilton International Co. Officers

- Curt R. Strand**, President and Chief Executive Officer  
**Sidney H. Willner**, Executive Vice President-Corporate Development and Law  
**Charles A. Bell**, Executive Vice President-Western Hemisphere Operations and Corporate Technical Services  
**Anthony Clegg**, Senior Vice President-Europe, Africa and West Asia  
**Kenneth S. Moss**, Senior Vice President-Asia and Australia  
**E. Peter Aldr**, Vice President-Treasurer  
**Jonathan Berger**, Vice President-Corporate Development  
**Olaf S. Bonde**, Vice President-Central Europe and Eastern Mediterranean  
**Alan Bridle**, Comptroller  
**Anthony Carpenter**, Vice President-U.S. Operations  
**Richard Handl**, Vice President-Japan, Guam, Korea and the Philippines  
**Helmut Hoermann**, Vice President-Cyprus, Greece, Egypt, Arabian Peninsula and Eastern Africa  
**David F. Hoffman**, Vice President-Human Resources Development  
**Pierre R. Jacquillard**, Vice President-Western Europe and North and West Africa

- Roberto Lugo R.**, Vice President-Caribbean, Central America and Mexico  
**José A. Menendez**, Vice President-South America  
**Melvin Milligan**, General Counsel  
**Fred Ruoff**, Vice President-Marketing

### Century 21 Real Estate Officers

- Richard J. Loughlin**, President and Chief Executive Officer  
**William L. McQuerry**, Executive Vice President  
**Gary W. Cooper**, First Vice President-Chief Operating Officer  
**Michael C. Evans**, First Vice President-Field Services  
**John P. Moravek**, First Vice President-General Counsel  
**Robert Thomas**, First Vice President-Regional Development  
**Richard Hogue**, Vice President-Franchise Sales  
**Bobble Kerns**, VIP® Referral  
**Thomas Klemens**, Vice President-Chief Financial Officer  
**Bruce Oseland**, Vice President-Marketing  
**Robert Penner**, Controller  
**Dennis Quartana**, Vice President-Financial Services

FEB 28 1984

### Trans World Corporation Executive Offices

605 Third Avenue  
New York, New York 10158  
(212) 557-3000

**Trans World Airlines, Inc.**  
605 Third Avenue  
New York, New York 10158  
(212) 557-3000

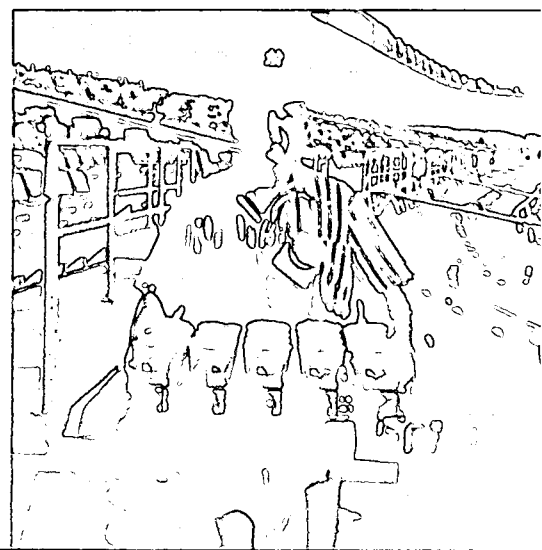
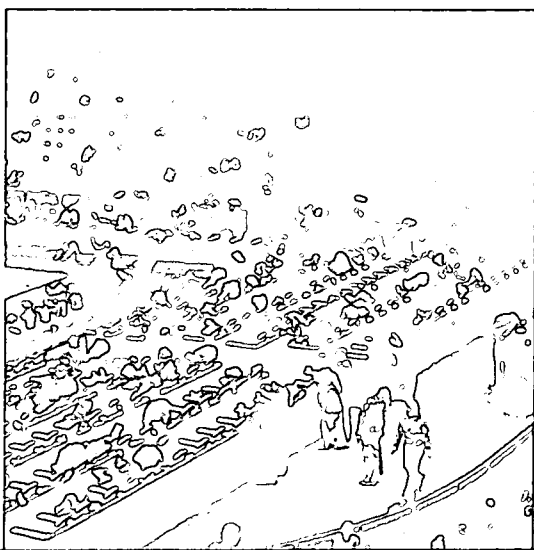
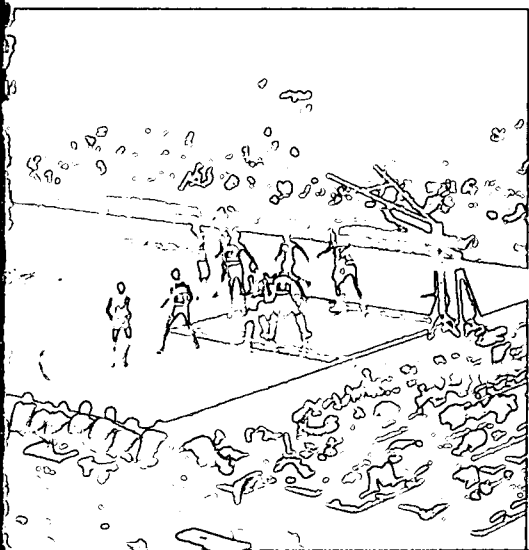
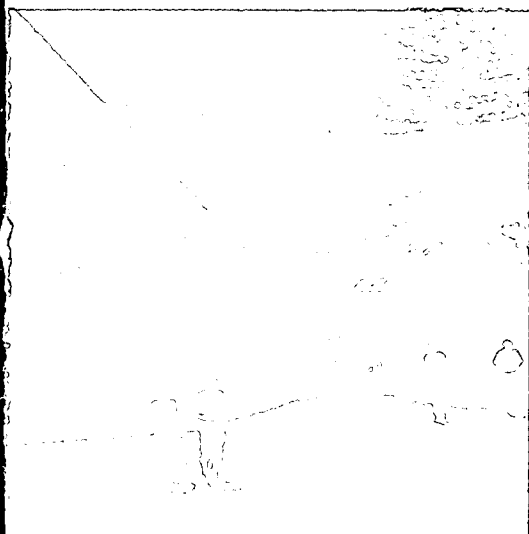
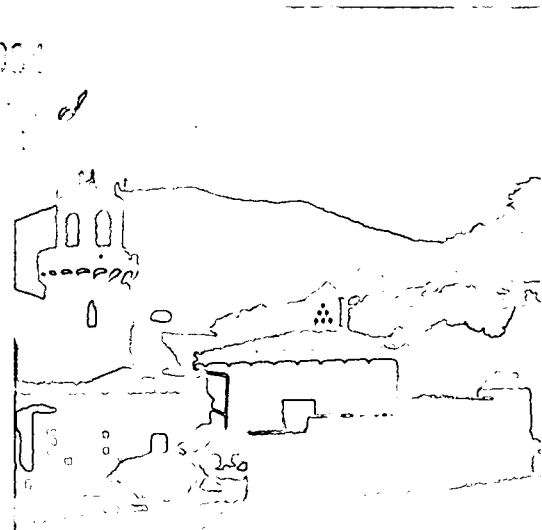
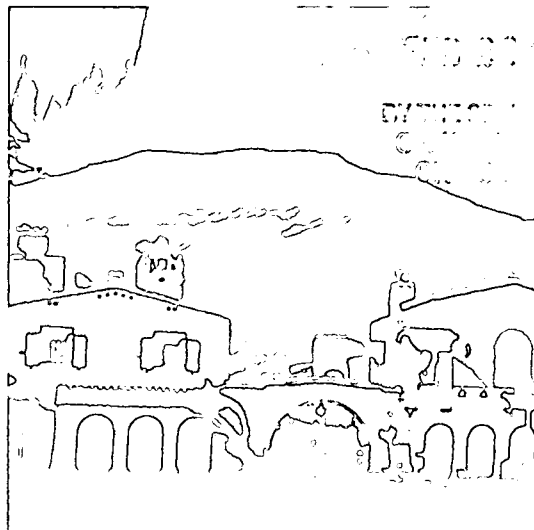
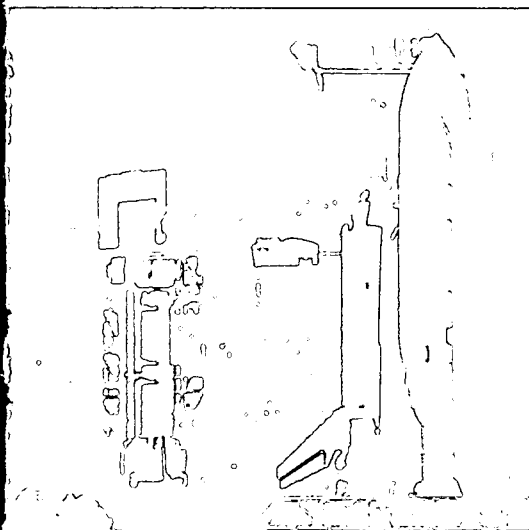
**Canteen Corporation**  
1430 Merchandise Mart  
Chicago, Illinois 60654  
(312) 661-7500

**Spartan Food Systems, Inc.**  
P.O. Box 3168  
Spartanburg, South Carolina 29304  
(803) 579-1220

**Hilton International Co.**  
301 Park Avenue  
New York, New York 10022  
(212) 688-2240

**Century 21 Real Estate Corporation**  
18872 MacArthur Boulevard  
Irvine, California 92715  
(714) 752-7521

# The World of Canteen Concessions



## Lodging Operations

With Canteen, when there is a room at the inn, guests are assured it is clean, comfortable and well-appointed. Lodging facilities are an important part of the services we provide at many of our concessions operations. These facilities include hotels, lodges, cabins and campsites, at many of the National and State Parks we serve.

Our operation of over three thousand guest rooms provides us more experience than many hotel chains. Thousands of guests from all over the world have enjoyed our lodging facilities.

## Ancillary Guest Services

Although Ancillary Guest Services may sound like an ominous title, it identifies a specific group of activities including:

- Tours
- Rentals
- Exhibits

If your patrons demand a white-water adventure, guided bus or train tour, scenic horseback ride, or nature hike, Canteen can provide horses, rafts, buses, or boats.

From stroller rentals to speed-boats, paddleboats, sailboats and tippie canoes too, visitor rentals of all types of recreational equipment are provided at many facilities we serve.

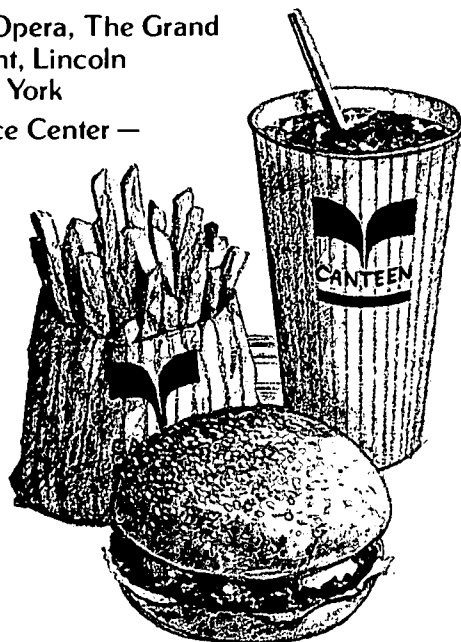
Design, construction and operation of exhibits are also a part of our capabilities. We operate and maintain educational and entertaining exhibits, including an IMAX theatre.

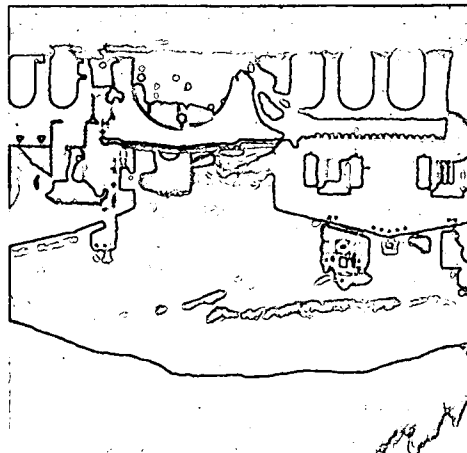
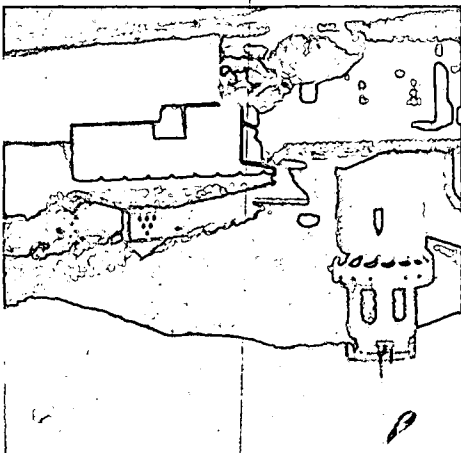
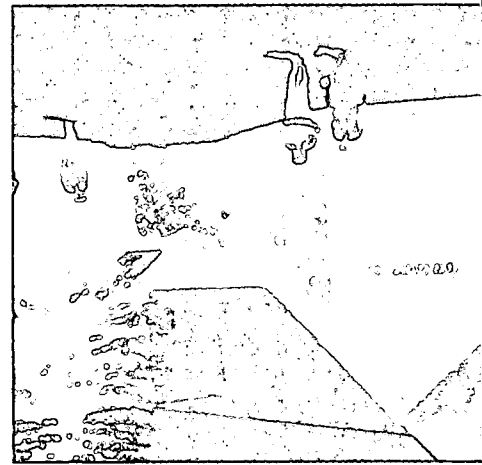
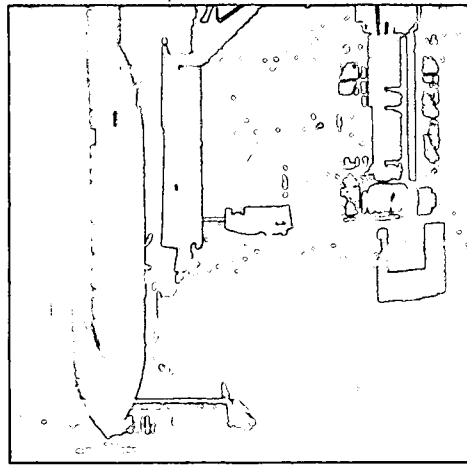
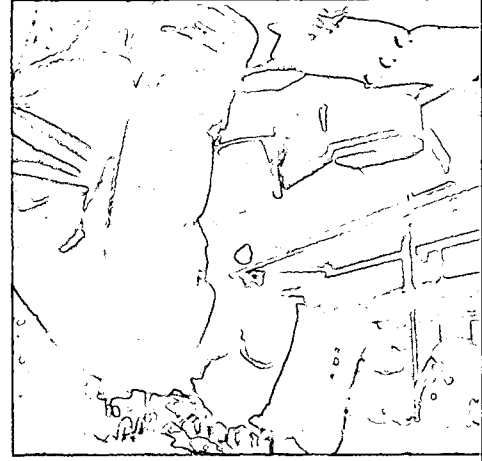
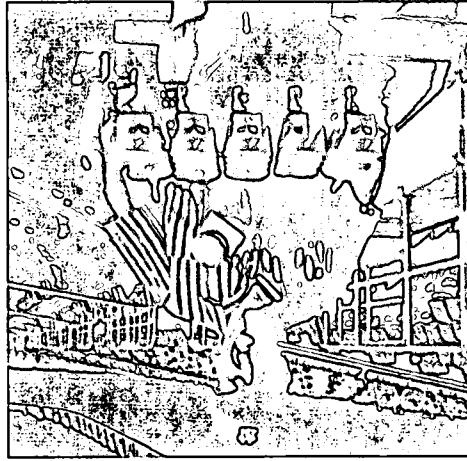
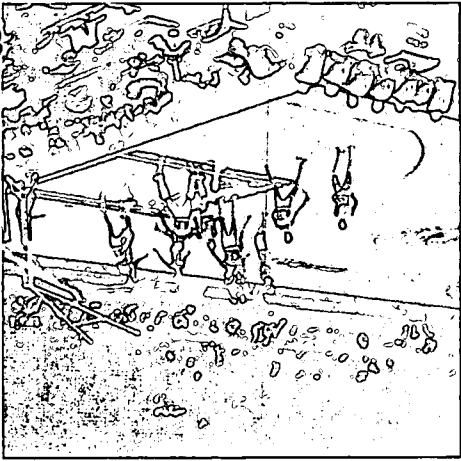
You can see, these extra services can represent an important part of a visitor's stay at many leisure-time locations. We have the resources to make them successful.

## Facilities Design

Canteen's Facilities Design Department is staffed with experienced personnel expert in both back and front-of-house design, layout, and interior decor. The department provides equipment specifications and recommends layout and traffic flow patterns. Services are provided as a part of bid proposals, or on a consulting basis. These services are rendered on new construction as well as remodeling and renovation projects. Canteen's Facilities Design Department has extensive experience working with concessions operators, including National and State Parks, as well as stadiums. Projects have included kitchens, dining rooms, gift shops, concession stands, lodging, and cafeterias for clients such as:

- John F. Kennedy Center for the Performing Arts — Washington, D.C.
- Yellowstone National Park
- The Coliseum — Richfield, Ohio
- Hollywood Dog Track — Hollandale, Florida
- Aloha Stadium — Aiea, Hawaii
- Metropolitan Opera, The Grand Tier Restaurant, Lincoln Center — New York
- Kennedy Space Center — Florida







TRACKS



Hollywood Dog Track  
Multnomah Kennel Club

ATTRACTIONS



NASA'S Kennedy Space Center  
Grand Tier Restaurant — Lincoln Center

United Nations Headquarters  
Scotty's Castle — Death Valley  
Crater Lake  
Oregon Caves

These are the facilities that are located throughout Canteen's World of Recreational Services Management. We are proud and pleased to be serving them.

Canteen...  
Known By The  
Company We Keep

Now that you are aware of our capability to provide a wide array of concession services, we would like to show you some of the segments of the leisure-time world we serve. At Canteen, we like to say that we are known by the company we keep.



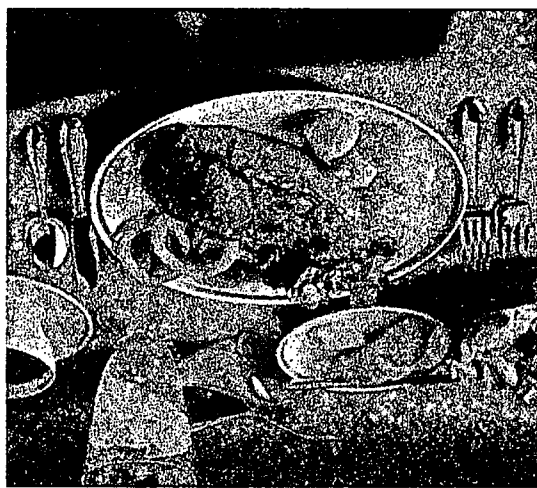
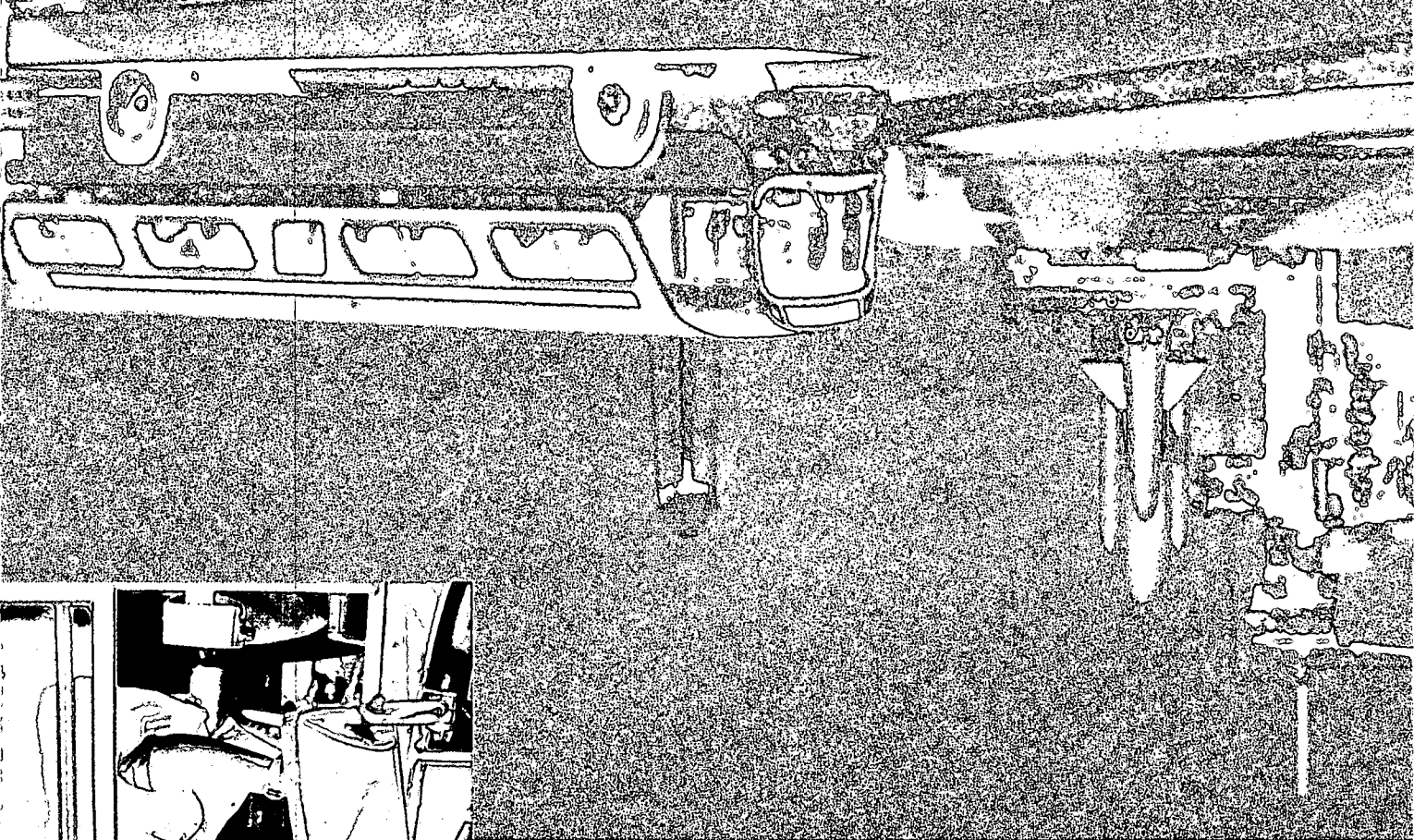
PARKS

Yellowstone National Park  
Bryce Canyon National Park  
Zion National Park  
Grand Canyon — North Rim  
Lake Perris — California State Park  
Lake San Antonio — California State Park  
Pismo State Beach — California  
Huntington State Beach — California



STADIUMS

Yankee Stadium  
Aloha Stadium  
Cleveland Coliseum  
Commonwealth Stadium  
Silver Stadium  
Ft. Lauderdale Yankee Stadium



## Welcome to Canteen's World of Recreational Services Management

Perhaps you did not realize that America's leading supplier of foodservice to the at-work market also serves a significant portion of the leisure-time facilities everyone enjoys. Canteen's World stretches from the depths of the Grand Canyon to the heights of NASA'S shuttle. Hawaii to New England, North to South, Canteen's World provides professional management to attractions as varied as:

- Yellowstone National Park
- Yankee Stadium
- Hollywood Dog Track
- Cleveland Coliseum
- The Kennedy Space Center
- United Nations Headquarters

Canteen is a service oriented company whose history, people and future is committed to just one objective: *Satisfying the Needs of Customers.*

As a member of the Trans World Corporation Family, the systems and programs we share with Hilton International, Trans World Airlines and Century 21, provide additional support and expertise for our clientele. Canteen's management and personnel know that a quality concession program is the final touch to any recreational activity.

Our mission clearly defined, objectives within reach; we work every day to surpass yesterday's achievements. You can be confident that Canteen has the programs, human resources and operating experience to offer expert and complete management services to your concessions operations.

### STADIUMS



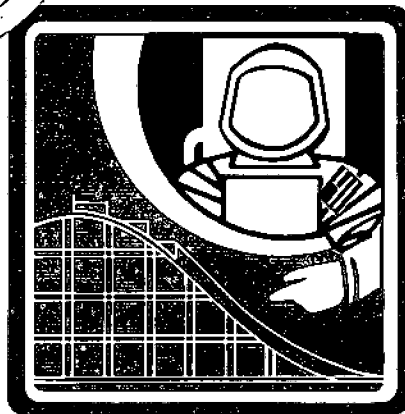
### PARKS



### TRACKS



### ATTRACTIONS



## **A Remarkable Diversity of Services . . .**

Consider the diversity of services associated with leisure-time activities such as a visit to the ballpark, a day at the races, or an outing in the park. It takes a multi-faceted, well-trained, and highly skilled organization to effectively manage these operations. Canteen is just such an organization. Years of operating experience of these facilities has fine-tuned our expertise in:

- Food & Beverage Service
- Merchandising & Retailing
- Marketing
- Lodging
- Rentals and Ancillary Guest Services
- Facilities Design

### **Everything from “Soup to Nuts”**

If “from soup to nuts” is an old cliché, then certainly colas to cordials, cotton candy to canapés, and popcorn to paté are as well. Remarkable, isn't it, that these clichés provide the description of the flexibility Canteen provides in satisfying the appetites of millions of patrons each year? From United States Presidential Inaugural Receptions to World Series baseball, Canteen has served them all, and each with the same exacting standards for:

- Fine Quality Products
- Standardized Recipes
- Effective Training
- Efficient Preparation
- Expert and Courteous Service
- Attractive Presentation
- Financial Controls

Throughout our dining rooms, cafeterias, snack bars and vending operations, these are the cornerstones of our service. Most important, they are implemented and monitored at the operations level in every location.

### **Concessions Retail Operations**

Since the beginning of man, the exchange of gifts and collection of relics has symbolized friendship, memories of places visited, and historic events. Souvenirs, novelties, and gifts serve the same function today for the avid sports fan, attraction visitor, or space launch observer. Our souvenir and gift shop programs provide consumers ready access to these important mementos and gifts.

Successful concessions retail operations are premised on:

- Attractive Merchandising & Promotion
- A variety of Products in an array of categories tailored to the consumer demographics of the attraction or operation
- Pricing related to the Value and Quality of items offered

Canteen's vast experience in concessions retail operations assures you of success in optimizing your sales and profits.

Our operating expertise has established this success in a variety of areas:

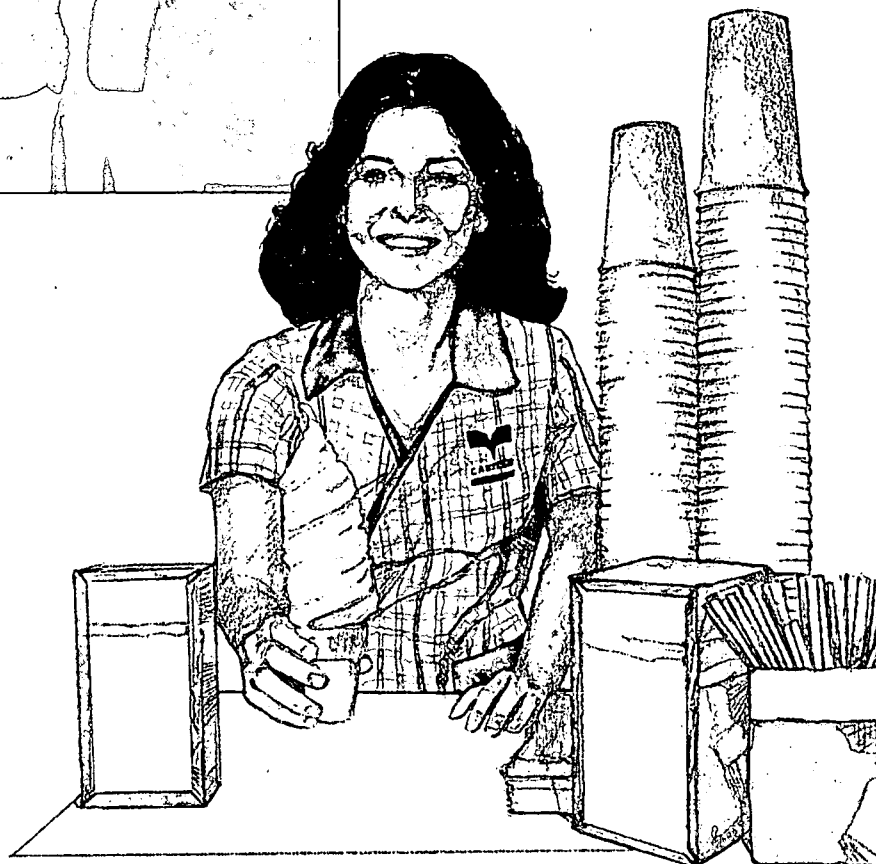
- Gift Boutiques
- Souvenir Shops
- Camper Stores
- Novelty Hawkers
- Trading Posts
- Concession Stands

# A World of Capabilities . . .

You have seen the highlights of the quality concessions Canteen can bring to your operation. You can be confident that *no* other operator can offer this breadth of experience, quality of service, or commitment to success.

If you have a vested interest in the following services, segments or programs, *isn't now the time to consider Canteen?*

- Diversity of Services
  - Food & Beverage
  - Merchandising & Retailing
  - Lodging
  - Rentals and Ancillary Services
- Segments We Serve
  - Parks
  - Stadiums
  - Tracks
  - Attractions
  - Halls and Convention Centers
- Quality Programs & Implementation
- Commitment to Patron Satisfaction



**OTHER MEMBERS OF THE  
TRANS WORLD CORPORATION  
FAMILY OF COMPANIES**



**CENTURY 21 REAL ESTATE**

Operates a network of 7,251 offices throughout the United States providing residential and commercial real estate brokerage services.



**HILTON INTERNATIONAL CO.**

Operates 32,150 rooms in 86 hotels throughout the world and in United States providing complete lodging, food, beverages and guest services.



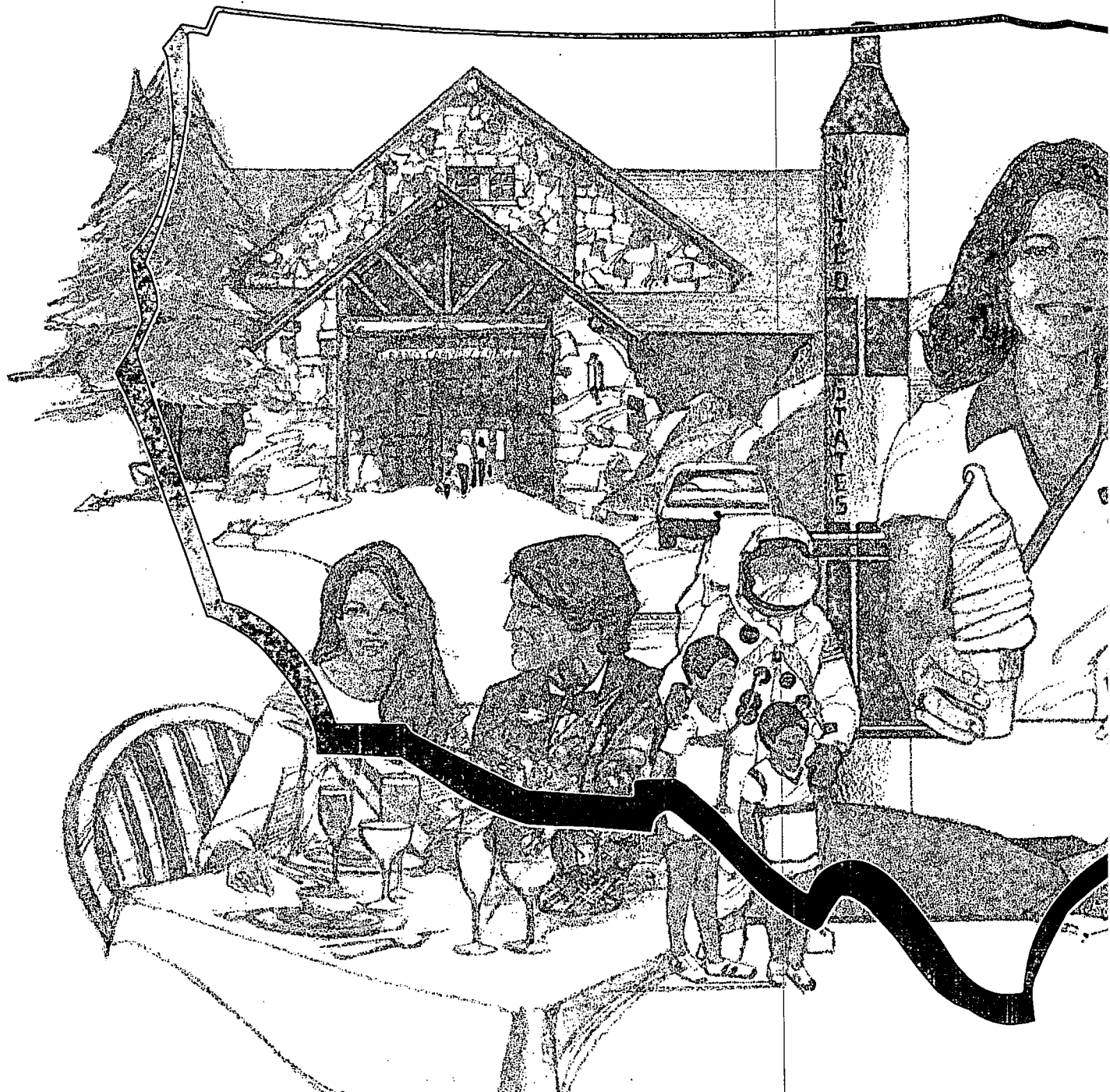
**TRANS WORLD AIRLINES, INC.**

Operates one of the largest commercial airlines providing both domestic and international travel services.



**SPARTAN FOOD SYSTEMS, INC.**

Operates 240 Hardee's Fast Food Restaurants and 90 Quincy's Dinner Houses in the United States.





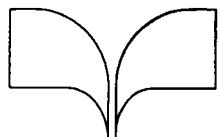
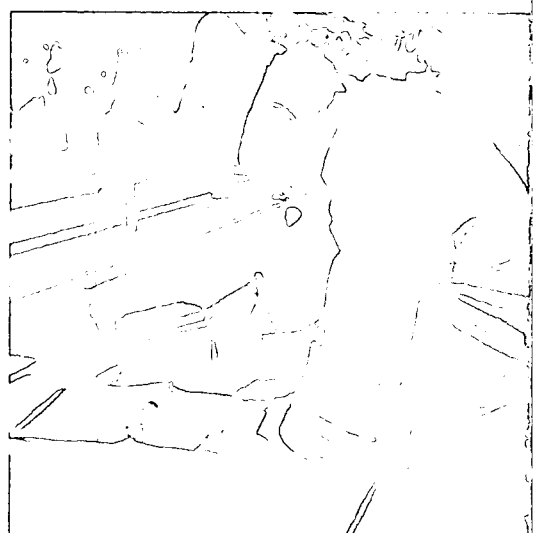
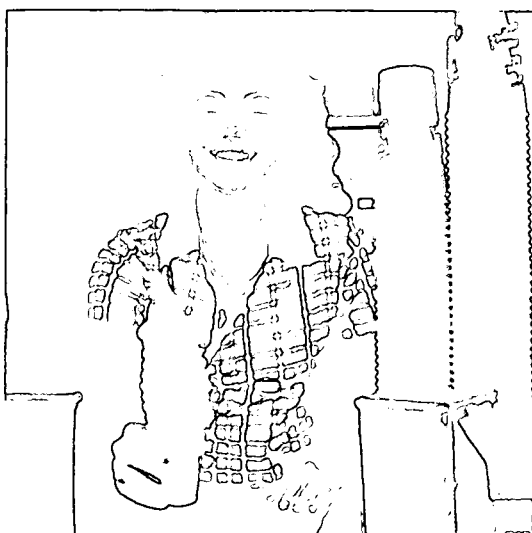
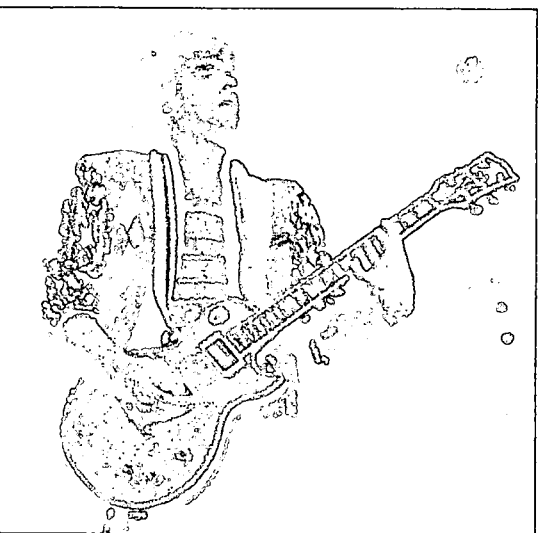
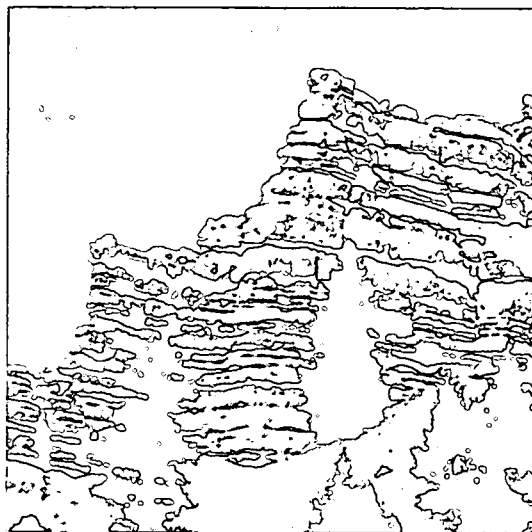
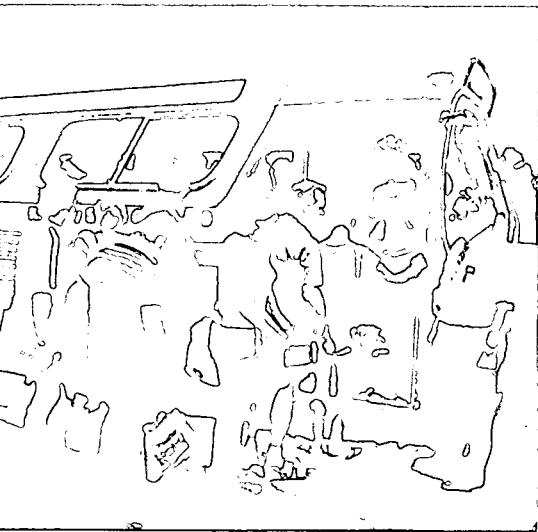
## **Serving America At Play**

Come! Share our expertise in providing successful concession management to clients all across the country.

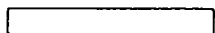
We welcome the privilege to meet with you and the opportunity to discuss your needs and our capabilities in detail.

Thank you for taking this opportunity to learn about Canteen.

**We look forward to  
Welcoming You  
To Our World!**



CANTEEN



Canteen Corporation  
World Headquarters  
Merchandise Mart  
Chicago, Illinois 60654  
312/751-7500

