Part I. Alignment with College

Chapter 0: Unit Alignment
Key Question: How is your unit aligned with the college's goals and values?

College Vision *"Transforming lives through learning."*

The vision of the Food Services Department is to provide quality services, products, and learning resources that support and strengthen Lane Community College's mission of "Transforming lives through learning." Food Services serves the campus community by fostering an educational and entrepreneurial environment and by shaping its activities to meet the evolving needs of the college.

CORE VALUES

LEARNING
The Food Services Department meets the college's efforts to "work together to create a learning-centered environment" by providing an industry-perspective vocational experience for Culinary Arts students in partnership with our full-time staff members.
- The recent upgrade in Food Services will allow for students to receive additional exposure to baking fundamentals by spending time with the Department's baker as part of their rotation.
- Food Services staff is able to further their skills and education through classes at Lane, outside seminars, and involvement with the local chapter (Willamette Valley) of the American Culinary Federation, which offers different levels of training and professional certifications.

DIVERSITY
Food Services promotes diversity in human relations through the use of social interactive training and skills to help its staff work in groups effectively, and by recognizing the diversity of cultural influences and values. This vital role in our operations is achieved:
- Through the various Food Services venues, our diverse student, faculty, and staff population are served a wide variety of fresh, healthy, and flavorful meals throughout the entire year.
- Our staff is trained to welcome, value, and promote diversity in the workplace and to cultivate a respectful, inclusive, and accessible working and learning environment.
- Special attention is given to nutritional needs, specific cultural cuisine requests, vegetarian selections, and other specialty items to meet the needs of our customers.
- The Food Court menu changes regularly to incorporate dishes from different cultures, regions, and ethnicities, as well as offering vegetarian/Vegan options and other special dietary needs.

COLLABORATION AND PARTNERSHIP
The Food Services Department collaborates and works in partnership with many different departments of the college as well as within Lane County in an effort to encourage and expand our participation in the community. Food Services promotes partnership and interaction with the Culinary Arts Program to provide students with hands-on experience in the kitchen, as well as provide them with well-rounded exposure to industry standards and commercial trends.

- Food Services partners with the college's recycling department to support the college's efforts in sustainable living practices.
- Through our collaboration with Special Services, Food Services fosters a learning and growth opportunity for members of the community with special challenges or needs.
- In partnership with other student service departments, Food Services wishes to promote and support a plan for the physical remodeling of the Center building's first floor into a contemporary "Student Union," which will offer a centralized, modern, and efficient union of all campus student services. An upgraded kitchen and food court with new modern equipment will serve the campus community through the next decade.
- Food Services staff, faculty, and students also join together to participate in various college and community events that include the following:
    - Assisting with the food preparations for the Whitaker Thanksgiving Dinner, which serves 2,000 homeless/hungry individuals on Thanksgiving Day.
    - Planning and preparing for the annual Harvest Dinner, which raises monies for student scholarships and programs.

INNOVATION

The Food Services Department looks for ways to be creative and innovative in its products, services, and menus. This is evident in:
- The recent "facelift" of the customer service arena and the addition of (in-house) branded concepts to create a more contemporary food court environment.
- The increased variety and price values of menu options available to students, faculty, and staff.
- The improved training of the Food Service staff members and the departments concentrated dedication to customer service quality.
- The changeover of Food Services from pre-prepared and boxed foods to fresh ingredients and healthier, scratch-cooking methods.

INTEGRITY

The Food Services Department fosters an environment of respect, fairness, honesty, and openness. The Department follows the guidelines of "Work, Roles, and Relationships" to shape the values and behaviors in the work place.
- Food Services promotes integrity in human relations through the use of social interactive training and skills to help its staff work in groups effectively, and by recognizing the diversity of cultural influences and values.
- Food Services seeks to achieve a financial balance that supports affordable, healthy food for its clientele while being fiscally responsible.
- Food Services strive to provide a fair and consistent work environment by using an Employees Manual for its entire classified, part-time/temporary, and student staff.

ACCESSIBILITY

The Food Court /Dining Commons is a central location for Lane's students, faculty, and staff to gather, eat, and socialize. Its centralized locale makes it easy to access the bookstore, library, and other services on campus.
- Food Services are committed to nurturing an open environment that allows us to strategically grow employment and learning opportunities.
- Food Services are dedicated to minimizing financial, geographical, environmental, social, linguistic, and cultural barriers to learning.
- The majority of areas within the Dining Commons and the Food Court venues are physically accessible to individuals with disabilities and/or other challenges.

STRATEGIC DIRECTIONS

TRANSFORMING STUDENT'S LIVES
Food Services fosters the personal, professional, and intellectual growth of students by providing "an industry-perspective vocational experience for Culinary Arts students in partnership with our full-time staff members."
- Food Services is committed to a culture of service and learning. Through Food Services, the college is able to provide full- and part-time employment opportunities to our student body and the community.
- Food Services supports LCC as a vital community partner by providing a vocational training ground for students and staff members.

TRANSFORMING THE LEARNING ENVIRONMENT
- Food Services supports the creation of a diverse and inclusive learning college through our hiring.
- Food Services supports the college's efforts to create, enhance, and maintain inviting and welcoming facilities that are safe, accessible, functional, well equipped, aesthetically appealing, and environmentally sound through a strong working relationship with the college's Facilities Department and a collaborative partnership with Student Services.

TRANSFORMING THE COLLEGE ORGANIZATION
Food Services works to achieve and sustain fiscal stability by generating revenue that supports its operation, maintains and replaces equipment, and contributes to the General Fund.
- Food Services has developed organizational systems to support student success and effective operations by introducing new fiscal monitoring systems and procedures to insure financial responsibility. Training of department supervisory staff to utilize these systems is underway.
- Implementation of a centralized purchasing system for the Department is underway. Menu/inventory software has been purchased that will benefit both Food Services and the Culinary Arts program.

LEARNING CENTERED PRINCIPLES
The Learning Centered Principles for Lane have also been updated and expanded since the 2003-2004 Unit Plan. Please review and provide specific examples of how your unit works to integrate these principles into your unit's methods and outcomes.

Learning Centered College Principles
- *Food Services provides opportunities for transformation through learning.*
  - Through Campus Food Services, the college is able to provide full- and part-time employment opportunities to our student body and the community, as well as providing a vocational training ground for students and other individuals with special needs.

- *Food Services engages learners as active partners in the learning process.*
  - Students are able to work in Food Services areas in order to experience a real-time working environment under the mentorship of experienced Food Services employees.

- *Food Services creates a learning environment that motivates and inspires students to recognize their responsibility for their own learning.*
  - Students are placed in situations that allow them to understand the need for quality skills and knowledge.

- *Food Services offers multiple options for learning based on proven and innovative theories and methods that address the needs of diverse learners.*
  - Employees are always encouraged to try new things. Successful outcomes are then integrated into Food Services as new activities, menu items, etc.

- *Food Services commits to a culture of assessment of programs, services and learning, honoring the values of intellectual freedom, community responsibility and student need.*
  - Food Services uses facts, data, and feedback from both employees and customers to assist in problem solving and to constantly improve our services to benefit the LCC campus community.

- *Food Services fosters knowledge and appreciation of diversity among staff and students and encourages pluralism and intercultural competence. Lane engages learners from diverse cultural and social contexts.*
  - Food Services employs individuals from a variety of backgrounds, cultures, and lifestyles. Food Services also, in partnership with the Specialized Employment Services Department, provides opportunities to employees with special needs.

- *Food Services is committed to both individual and organizational learning.*
  - Food Services sets broad guidelines to allow employees to collaborate as a team to meet Department goals. We consider team processes to be the preferred method of managing work.

- *Food Services students and staff are a community of learners, all of whom contribute to learning.*
  - Food Services Department provides quality services, products, and learning resources to the Lane Community College community. The Food Court offers a wide variety of food and beverage items including several vegetarians, Vegan, and other healthy selections.

- *Food Services promotes open communication among staff, students and the community within and across organizational and physical boundaries.*
  - Managers and Coordinators actively share their expertise with employees and students in an effort to foster an open learning environment. Food Services values input regardless of an employee's level or position.

Part II. Unit Description

Chapter 1: Unit Description

1)   <u>Unit Mission/Vision</u>
        Does your unit have a Vision or Mission Statement? When was it written or updated? Do you have a process for regular review?

        The vision of the Food Services Department is to provide quality services, products, and learning resources that support and strengthen Lane Community College's mission of "Transforming lives through learning." Food Services serves the campus community by fostering an educational and entrepreneurial environment and by shaping its activities to meet the evolving needs of the college.

        Updated November 2004. Reviewed annually through the Unit Planning process.

1)   <u>Catalog Description</u>
        How do you describe your unit in the college catalog? How does your unit manage the review of catalog copy each year?

        Food Services provides three separate dining areas for students, faculty and staff: the Snack Bar which includes a Taco Time restaurant, the Cafeteria Food Court featuring ethnic and traditional cuisines, and the Espresso Bar featuring fresh Full City coffee beverages and pastries. These are located on the first floor of the Center Building. A full line of vending machines featuring a variety of packaged snacks and hot and cold beverages is located throughout campus.

        Review is managed annually through the Unit Planning process in cooperation with the Executive Chef and the Food Services Department Coordinator.

2)   <u>History/Significant Program Events</u>
        How did your instructional unit evolve at Lane? What significant events have marked your growth? Do you have a system for maintaining an archival history of your unit? Do you have annual events that are representative of your unit's goals or teaching methods?

        Food Services has been operating almost as long as the college has been open. During the years 2000-2002, the program was rearranged to become fiscally accountable and self-sustaining, even generating considerable revenue for the general fund. In 2002, Food Services was restructured to become a department under the Conference and Culinary Services Division, moving from the operations side of the college to the instructional side.

        In 2003, the position of Department Coordinator was added to further enhance management oversight and to insure financial stability. In 2004, the program has undergone a change in service style. The first phase of a three-year plan to evolve foodservices from a cafeteria into a modern prepare-to-order food court was undertaken. In-house branded concepts were created to upgrade product and customer satisfaction. Certain types of "grab-and-go" products were introduced to speed up service, and pre-packaged and frozen pre-cooked foods were eliminated and healthier, scratch, home-style cooking methods were re-introduced into the main kitchen's production method.

        We utilize monthly financial tracking systems, purchasing and invoicing software, and human resource records to maintain archival history of the Department.

        We utilize a strategic and unit planning process to assist us in setting and tracking annual goals.

3) **Organizational Structure**
Please provide a description of how your unit is administratively organized within Lane's instructional structure.

Food Services is a department under the Conference and Culinary Services Division, which is under the C.E.W.D. of LCC. Two managers, the Director and the Executive Chef, lead Conference and Culinary Services. The Executive Chef, who reports to the Director of Conference and Culinary Services, is directly responsible for managing the Food Services program.

Food Services is one of three entities of Conference and Culinary Services. The other two are Culinary Arts and Hospitality Management and the Center for Meeting and Learning. It is the mission of the Division to put students at the heart of what we do.

The Director of Conference of Culinary Services provides overall leadership, management, administration, evaluation, and advocacy for the Division, which includes the Center for Meeting and Learning, Campus Food Services, and the Culinary Arts and Hospitality Management instructional programs.

The Executive Chef is responsible for providing direct management to the Food Services Department and culinary expertise to the Culinary Arts and Hospitality Management instructional programs, and Center for Meeting and Learning Catering Department.

The Department Coordinator serves as lead facilitator for department planning and decision-making and is responsible, within defined scope, for the day-to-day operation of the Department. The Department Coordinator establishes department goals and operating policies and procedures through staff participatory process, and also develops, analyzes, and manages the Department's annual operating budget.

Area Coordinators are responsible for organizing food preparation, maintaining financial controls, and general floor supervision of the Department. These positions oversee portion control, schedule and coordinate the work of food service employees and student assistants responsible for preparing hot and cold foods, soups, specialty foods, and vegetables.

5) **Staff**

The Executive Chef manages the Food Services Department and provides culinary direction to all programs in the Division. The Food Services Department has a Department Coordinator and two Area Coordinators that lead the work of 10 classified staff and several dozen part-time temporary employees.

In addition, the staff works closely with the chef instructor of the Restaurant and Kitchen Lab to integrate the culinary students into the different functional areas of the Food Services operation, providing real-time experiences.

Greg Winslow	1.0 full time	Department Coordinator
Bev Gregory	1.0 full time	Area Coordinator
Denise Bennett	1.0 full time	Area Coordinator
Julie Watson	1.0 full time	Food Service Specialist
Rhonda Johnson	July and August .5 / Sept- June .897	Food Service Specialist
Jack Denny	Sept 16-June 15 .846	Food Service Specialist
Adam Hammel	Sept 16-June 15 .846	Food Service Specialist
William Lee	Sept 16-June 15 .846	Food Service Specialist
Taya Ream	Sept 16-June 15 .846	Food Service Specialist
Sandra Vandermark	Sept 16-June 15 .846	Food Service Specialist
Maria Cisneros	Sept 16-June 15 .846	Food Service Specialist
Kerry Stark	Sept.16-June 15 .846	Food Service Specialist

6)   <u>**Facilities and Equipment**</u>

Describe your campus space. What are its strengths? Its challenges? What are your utilization ratios? Provide a copy of your equipment inventory. What are your equipment strengths? Challenges? Do you have any plans in place for equipment replacement?

The Food Court and dining areas are located in the Center Building. It serves as the hub for the entire student population to eat, socialize, and study. Food Services staff is responsible for all meals served in the Food Court. Students from the Restaurant and Kitchen Lab class rotate through stations in Food Services as part of their lab experience.

Strengths of the facility are the overall space of the facility. Storage is sufficient for Food Services needs, but is presently shared with instructional areas and this creates serious challenges. The entire main kitchen/cafeteria is outdated and in serious need of new equipment and remodeling. It is extremely inefficient in the areas of safety, sanitation, production, and service. The Department has four computers that are utilized by all staff and students, a point-of-sale system, and a kitchen full of outdated commercial equipment with some items needing immediate replacement. The bakery area needs to be redesigned and is in need of additional equipment, such as a divider/roller, a dough sheeter, and a proofing oven.

One component of modernizing the first floor of the Center Building would include updating the instructional areas for the Culinary and Baking programs. This would involve creating a more energy-efficient design, updating the equipment, and upgrading the student restaurant area to enhance the learning environment. Financial resources would require a major capital investment on behalf of the college. This project would be in combination with the remodel requirements included in the Food Services Unit Plan.

Part III.   Performance 2003-2004

Chapter 2: Program Outcomes Data, 2003-2004

1)   Customer Data

Food Services annually conducts a customer survey to evaluate the success of the Department. The objectives of the survey are to:
- Assess levels of satisfaction among Lane students, faculty, and staff.
- Determine customer preferences.

Customer Satisfaction Results
- Number of customers served: 394,071.
- Food Quality: 87% of respondents were satisfied.
- Menu Variety: 74% were satisfied.
- Service Quality: 97% were satisfied
- Pricing: 48% were satisfied

2)   Student Success Data
Provide the following student success data for 2003-2004:

The Food Services Department provides students with a safe and friendly atmosphere and offers a wide variety of food and beverage choices from 7:00 a.m. to 7:30 p.m. Monday through Thursday, and on Fridays from 7:00 a.m. to 3:30 p.m.

3)   Budget
Please provide the following budget information:

See Exhibit 3-3a
- General Fund: [3]
  - General Fund contribution ($3,000.00)
  - Actual Costs of Unit Operation
  - Revenues $1,242,938.98 / Expenses $1,305,815.56

Student FTE
The Food Services Department is an enterprise/operational program that does not involve any student FTE. However, it does support the 75 Culinary Arts students as well as a dozen students with special needs in the bussing of tables, recycling, and dishwashing.

Faculty/Staff Ratios
Food Services employs 13 classified staff. The Department relies heavily on part-time temporary staff and student workers. This is beneficial to students who are able to work and take classes at the same location.

Student Success
The Food Services Department provides students with a safe and friendly atmosphere and offers a wide variety of food or beverage choices from 7:00 a.m. to 7:30 p.m. Monday through Thursday, and on Fridays from 7:00 a.m. to 3:30 p.m.

Retention and Student Goal Attainment
Students do not need to go off campus for meals and snacks. The Food Services Department has a wide variety of food and beverages. The goal is to keep food costs at a reasonable price to allow for student budgets.

Chapter 3: Program Outcomes Analysis, 2003-2004

1) <u>**How effectively did you fulfill your unit's mission?**</u>

A. **General Fund Contribution Restructure**
Some of last year's expressed concerns were in relation to the general fund contribution requirement of 8% of the Department's gross revenues. This situation has now been rectified with Lane Community College's Board of Directors approval to change to a 50% net contribution. This will have a positive impact on the Food Services Department's ability to maintain fair pricing for menu items. We will now be able to generate a fund for capital equipment and repair expenditures, and to set aside funds for a reserve account for a much-needed remodel of Food Services.

B. **Request for Reserve Account Funds – 2002 to Present**
This subject has been decided. All previously contributed monies will remain in the General Fund. Starting in fiscal year 2004/05, Food Services will begin funding a capital improvements account for future renovations.

C. **Cosmetic Changes**
The planned cosmetic changes to Food Services were implemented during the summer break of 2004. We regard this first phase of changes to Food Services as extremely successful. Response from the campus community has been, for the most part, positive. Improvements were made in several areas including food quality, food safety and service, and service area decor. While these changes are an improvement, Food Services is still in need of a major overhaul. Food Services is still challenged operationally by the extremely inefficient production and service areas.
- Service Style: The old self-service cafeteria was changed to individual branded outlets with each outlet having its own theme menu and decor.
- Facility: New paint schemes, pictures, decorations, and uniforms.
- Staff: Both classified and returning part-time staff received additional training on cooking skills, usage of recipes, and customer service.
- Menu: The variety and quality of menu selections were greatly increased and addressed areas of concern expressed in the Food Services customer survey.

D. **Staffing**
As a result of meetings held with Food Services staff over the past year, including focus forum groups, one-on-one meetings with management staff, and S.W.O.T. exercises, several issues have come to light. Positive aspects of these meetings were expressed by the staff in regards to the recent changes in customer service style and last summer's cosmetic upgrades. The Food Services team was expressly positive about the quality of product now being served and the improved teamwork among staff members.

The Food Services team also expressed concerns regarding the following:
- Staff overworked
- Facilities/Equipment
- 1040 call in concerns
- Wages
- Ability to grow and garner further training

E. Commissary

The plan to shift to a central commissary for the Conference and Culinary Services Division has been implemented and is well underway. A commissary clerk has been hired and is being trained. Modern industry software has been introduced which integrates recipes, purchasing, inventory, and costing functions for all areas of the Division's culinary applications. Food Services is the first department to use the new system in real time, and once the training/probationary period is complete, the system will be introduced Division-wide. The beneficial aspects of this system are numerous. Matters such as product price tracking, invoicing, vendor credits and rebates, menu and recipe costing, and accurate inventories can be produced with greater efficiency and generate improved cost savings in product and labor. Making JIT data available for recipe development and costing improves the benefits to the learning environment and our students.

F. Budget Summary and Fiscal Maintenance

The Food Services Department is a self-sufficient department that receives no monetary support from the General Fund. It contributes $3,000 to the President's Office annually. The budgeted revenue for fiscal year 2004/05 is approximately $1.5 million.

- Food Services posted a loss during the past fiscal year of $90,524.48. Several factors contributed to this loss including an unbudgeted position, Food Services Department Coordinator, and a change in Department management through the Executive Chef position.
- During the school year 2003/04, food commodity prices rose by an average of 29% percent. The constant and intense pressure by the college's faculty and student body to lower prices is in serious opposition to the reality of today's food service industry pricing structure.

2) <u>**How efficiently did you use the resources you were given?**</u>
What approach did you take to gather evidence of your performance?
Food Services utilized survey methods, observed and discussed customer responses, set financial benchmarks, and set completion dates.

What method of assessment did you use?
Student satisfaction assessment surveys, customer input, assessed cost effectiveness and financial results, S.W.O.T. exercises, staff post-completion follow-up assessment.

What does the evidence you gathered tell you about your strengths and/or weaknesses in fulfilling your mission in 2003-2004?
Overall, Food Services has taken several strong forward steps. The cosmetic, menu, and service changes have been successful as a beginning phase of a much-needed upgrade of the facilities and equipment. While unsuccessful in posting a positive bottom line for the year, a new system of internal controls has been put into place that will allow for improved tracking of budgetary and controllable areas.

Food Services has shifted emphasis to providing the campus community with healthier and fresher food products produced through scratch cooking methods. Future intentions are to grow Food Services' abilities to be a source of quality products produced through classic styles of preparation. This will allow us to become established as a source of commodity food items such as soups, stocks, and other base products for the Catering Department, the Culinary Arts Program, and the Food Court.

Despite rising product costs of up to 31% in the past 12 months, Food Services has so far been able to maintain relatively low prices for its food and beverage products. The introduction of the central commissary has allowed all three departments of the Conference & Culinary Services Division to start pursuing improved volume pricing, price tracking, and cross utilization of Division inventory.

3) <u>**How well are you utilizing current technology?**</u>
It is the intent of the Conference & Culinary Services Division, of which Food Services is a part, to build a community college technology environment that is of a highly contemporary level, which will support our vision of preparing students for the best possible future.
 - Continue to enhance LCC information technology and telecommunications capabilities.
 - Continue to improve the use of ChefTec; implement upgrades to networking module version.
 - Continue to improve the use of the Micros system and utilize its capabilities to assist us in managing an efficient operation.
 - Develop an implementation plan "One-Card" technology and make it available to all college students and employees in coordination with marketing and student services.
 - Design a Departmental web site to improve communication of our department services to the campus community.

4) <u>**Student Involvement**</u>
The Food Services Department maintains a solid and growing partnership with the college's instructional departments. We have a very specific partnership with the Culinary Arts Program in which we support student-learning outcomes by integrating culinary students into the daily operations of Food Services. Through this method, we are providing these students with real-life experience in production and customer service and add to the knowledge and abilities of every student graduating with a Culinary Arts certificate or degree from Lane Community College. This experience assists our students in achieving vocational outcomes as well as the specific curriculum outcomes for their academic or technical area of study. These experiences help our students to learn to think critically in evaluating information, solving problems, and making decisions.

5) <u>**How well did you meet faculty and staff goals?**</u>
Due to the present homogenous type of job classification, we feel a need to dissect the many kitchen tasks that exist in order to assign more distinct duties and responsibilities to our classified staff members. We believe that a well-organized operation where every worker knows and is trained for their (specific) position could produce a higher quality of food service on a regular and consistent basis.

Presently, it is our classification process rather than the workers that is limiting our ability to increase productivity. We need more diverse, job-specific classifications within the kitchen organizational structure. Kitchens are not an atypical business environment and operate better with a "Brigade" format. This format identifies one tool for each task and allows for measurement of productivity based on volume versus time. Tools are then created to measure and reward success.

We need to develop a system with four essential features:
- Specific job descriptions, work procedures, tools and conditions;
- Careful selection of competent workers and application of prescribed training methods;
- Complete and constant supervision of the work in progress.

The fourth component to this theory, *incentive pay based on level of productivity*, is missing. This theory assumes that the workers worked steadily harder each day, because the harder and more efficiently they work the more money they get paid.

Money alone is not the sole motivator for good employees. The lack of growth potential in itself has become the main limitation of our present system.

6) Review your initiatives from 2003-2004.

For each initiative: How well did you meet your goals? What benefits did your program accrue from the initiative? What challenges arose? How effectively were you able to utilize resources? For multiple-year initiatives: Where are you in the implementation of your initiative? If you had initiatives that were not funded, do you intend to resubmit this year (if yes, please discuss the continuing need for

A.   Restructure Food Services contribution to the General Fund
Results: The Lane Community College Board of Directors passed an initiative revising Food Service's contribution to the General Fund. This will now allow the Food Services Department to set aside in a capital reserve account to develop funds for future remodeling projects and capital equipment purchases.

B.   Proposed cosmetic changes to existing Food Service areas
Results: In the summer of 2004, the Food Services Department with support from several college departments successfully completed the Phase I cosmetic change to Food Services facilities. This included improvements in the areas of décor, signage, menu design, standardized recipes, upgraded staff training, and individual outlet brand recognition.
Bonici Brothers Italian Eatery: Pizzas, fresh pastas to order, hot sandwiches, appetizers.
Crustano's Deli: Fresh made sandwiches and salads, soups, Panini sandwiches, and more.
Orville & Wilbur's Grill: Wings, grilled sandwiches, foot-long hot dogs, baked potato bar.
Rio Rancho Southwestern Kitchen: Burritos, tacos, nachos, combo plates, and salads.
PanAsia: Rice bowls with choice of toppings, combo meals, appetizers, and Asian specials.
Chef's Carving Board: Carved roast meat to order, fresh sides, and hot vegetables.
Veggie 'Ville: A daily selection of vegetarian and Vegan specialties.
Blenders Java & Smoothie Bar: Coffee drinks, made-to-order smoothies, fresh baked goods.

7)   Overall, what strengths do you believe your unit demonstrated in 2003-2004?

- Accomplished successfully a cosmetic and customer-service style change to Food Services.
- Established internal accounting procedures to improve month-to-month tracking of controllable costs.
- Established a central commissary system to provide support in purchasing, receiving, product quality and specifications, storage area safety and sanitation, and HAACP.
- Introduced new culinary software that will provide more efficient recipe development, purchasing and receiving documentation, inventory, and invoicing processing.
- Improved and increased menu variety, selection, and service.
- Improved and increased vegetarian, Vegan, and healthier product offerings.
- Introduced new and improved vending offerings on campus with more additional selections to come.
- Established a short-term goal of committing Food Services to full support of the College's sustainability program through the use of One Hundred percent (100%) Compostable paper and plastic serviceware. We are presently collaborating with the college's Recycling department and a local recycling company that will be able to utilize our used serviceware, thus reducing Food Services share of the colleges landfill contribution by almost Seventy-five percent (75%).
- Food Services has partnered with Student Services and the ALCC to bring changes to the Central dining areas that have improved the comfort and dining environment for the campus population. We continue to make modifications towards this goal.
- In partnership with the Culinary Arts and Hospitality management program Food Services has increased the learning interaction opportunities for the programs students. A greater number of students are now able to rotate through Food Services and receive industry specific experience. Students are now able to spend time with the Commissary's baker and Purchasing Clerk.
- The success of the new "Blenders" Java & Smoothie bar has prompted several requests from department heads for similar units elsewhere on the campus. Studies are underway for two additional outlets.

8)   <u>**Overall, what challenges do you believe your unit faced in 2003-2004?**</u>

Today's Lane Community College's Food Service department is presently faced with the serious challenge of meeting the food, beverage, and retail needs of this generation and upcoming generations of student and our campus community. While our campus, it's programs, and our student population has continued to grow and evolve, Food Services is still operating as a 1970's style cafeteria. It is becoming increasingly more difficult with each passing year to provide quality products in a contemporary and fiscally efficient manner to an ever-changing customer base.

- Despite the small improvements of the initial cosmetic change, Food Services is still faced with using an extremely antiquated facility. As stated previously, the present blueprint/schematic of the central facility is highly inefficient in terms of energy use, food production, staffing, safety, and customer service. It is also physically prohibitive in terms of cross utilization of space with instructional requirements. The square footage of the central building is sufficient in and of itself. However, the present layout does not lend towards efficient use of the space.

- Due to growth, the CA/HM program is already faced with limitations in instructional space, primarily in the areas of Lab instruction. This space can be found within the Central/kitchen square footage, if remodeled. Product storage is also at a premium due to the present configuration. The student run restaurant (Renaissance Room) is already maximized in terms of student production space and product (cold) storage. Student production and preparation already spills over into Food Service preparation space and it is quickly becoming a **high density, unsafe work environment.**

- Food Services is still faced with the challenge of processing customers through the cash registers at a sufficient rate. Customers complain that their food is cold before they reach a table. Long lines stretch into service areas causing crowding and commotion. This creates an unsafe environment and lends to easy access for theft.

- Food Services is presently faced with insufficient administration and office space. Management staff is forced to maintain desks with their computers and confidential information in open, unsecured access areas. At present, our dry storage area holds a high traffic instructors office within its area. This prevents us from maintaining security of commissary product.

- Food services is still operating on a cash-only basis. While we offer a Meal ticket option, due to administrative, accounting, and distribution challenges, this is far from an efficient system. Due to the volume of transactions and the heavy amount of cash handling, we are in serious need of a more modern, efficient method of retail transaction capabilities.

- While customer counts have steadily grown over the years and food trends have changed dramatically, Food Services equipment has remained the same. Presently our major (capitol) equipment is in a serious state of old age and disrepair. Our annual cost of maintenance and repair is excessive. We are in serious need of updated equipment so that we may meet the needs of our campus customers and provide contemporary cooking experiences for our CA/HM students. Proper equipment will also allow us to maintain a more efficient level of workforce, and a higher efficiency of food production, both, which will allow for a better margin of contribution to the general fund over the long term.

- As food and retail sales trends change and the demographics of our student body change, we are seeing a loss of sales and sales potential in the area of general merchandising. An ever-growing proportion of our customer base is shifting over to impact sales items, grab-n-go, MRC (meals-ready-to-cook) items, and other general quick service products. Because of this shift in sales demographics, Food Services needs to respond with an additional and different type of retail outlet to meet these needs, or face a continuing reduction in annual revenues.

9) **What conclusions do you draw from this analysis about needed improvements or changes in 2004-2005? ***

From this information we can conclude that a mandated plan of action is called for in several arenas. The primary item among these being a plan for the redesign of the central buildings first floor in regards to:
- Overall facility efficiency
- Kitchen production
- Updated equipment
- Refrigerated and dry storage areas
- Administrative space needs
- Customer service areas
- Customer dining areas

Modern instructional/lab applications, i.e., the Renaissance Room, the production kitchen, and other areas, are not presently serving the needs of our students. Today's hospitality industry requires skills and abilities that our present facility is unable to efficiently provide for.

Presently all baking needs for the Conference & Culinary Services division are handled in one area and the present space is quite insufficient to handle both classroom and volume production applications. Due to the volume of use in this area from Food Services, the CA/HM program, and non-credit classes, this area is a serious challenge in regards to food safety and sanitation.

Food Services, with support from finance and accounting, needs to develop a more efficient system for processing customers during volume periods. The meal ticket is helpful, yet it is still a manual process that requires time at the point of sale. We would like to suggest researching both an electronic debit meal card system and /or a student services One Card system. With today's modern POS software programs, such capability is within our reach.

To support a more efficient and modern Food Services operation, we see a serious need for upgrading our administrative support abilities and space. Because of cross utilization of the facility by faculty members, proper office spaces need to be developed.

Because of changes in our customer base, food trends, and economic influences, Food Services needs to look towards other types of revenue streams that may fall within its mandated services. Among these would be the development of **Retail Convenience Store** in the facility. This would allow Food Services to expand its offerings to the campus community.

Part IV: Projected Performance 2004-2005

ACTION STEPS FOR NEXT YEAR TO ACCOMPLISH NEXT YEARS GOALS
Do not answer with details but an overview with details as bullets.
How does it support the "learning environment?"

Chapter 4: Program Initiatives, 2004-2005
How do you propose improving future performance? **Each initiative should be linked to a need identified in Chapter 3: Program Outcomes Analysis, 2003-2004. Each initiative should also be linked to a goal identified in Chapter 5: Expected Unit/Program Outcomes, 2004-2005.** *When proposing an initiative(s), use the following structure for each initiative proposed:*

1)   <u>**Initiative Title**</u>   <u>**Division Priority #12**</u>
   Please note: Your initiative should be a project describing a service objective. The need for equipment or resource funds is not in itself an initiative. Rather those requests should be in service to a project goal. For example, your initiative might be to increase student understanding of program learning outcomes. To achieve that goal, you might need to request resource funds in Item 4 below.

      Staffing
   - Upgrade of classified staffing job descriptions in regard to duty specifications, skill level, and job knowledge.

2)   <u>**How is the initiative linked to your Program Outcomes Analysis for 2003-2004?**</u>
   - *What is the challenge you are trying to address?*
   - *How will this initiative address the challenge?*

   - The challenge we are trying to address is creating a more viable and highly skilled culinary work force to support the food and beverage needs of the campus.
   - This initiative will address present shortcomings in our kitchen job classification descriptions and provide for improved learning abilities and growth for Food Services employees.

3)   <u>**Describe the initiative**</u>
   - *What will the product, innovation, or change of this initiative is? Please be as specific as possible.*
   - *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
   - *Given college resources, is it feasible? Is it an efficient use of college resources?*
   - *What would be the campus location of this request/project?*
   - *How many students (per year) will benefit?*
   - *How will students benefit? How specifically will it address Core Abilities or Learning Outcomes of your program?*

   - The purpose of this initiative is to improve knowledge and skill level of Food Services personnel, provide greater definition of job/duty descriptions, and allow for improved change and growth within the Department.
   - Evidence and Assessment: This evidence was gathered through the use of S.W.O.T. exercises, focus forum groups, one-on-one staff meetings, and general input from our staff and customer base.
   - Yes, this initiative will improve customer services, staff skill levels, morale, and operational efficiency.
   - Location would be the Food Services Department, Center Building 1st floor.
   - Student Benefit: All students will benefit from improved and more nutritious food products, better and faster customer service, and increased product variety.

4)   <u>**Describe the resources needed**</u>
Attach the Initiative Spreadsheet to this chapter. Please be <u>specific</u> about the actual equipment/resource that you need.

See Addendum 4.4A

4)   <u>**List the possible funding sources**</u>
- *Can this project be partially funded?*
- *If so, what portion could be funded at what minimum cost?*

Staffing: Self-funded

5)   <u>**Provide ORG & PROG codes**</u>

7)   <u>**How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?**</u>

Staffing: This proposal supports the mission and goals of the college in that it will:
- Help streamline internal processes to achieve operating efficiencies while maintaining quality service.
- Will invest in the professional development and training of classified staff to perform at their highest level in carrying out their jobs, participating in teams, contributing to the governance of the college, and enhancing cultural competence.

Chapter 4: Program Initiatives, 2004-2005
How do you propose improving future performance? **Each initiative should be linked to a need identified in Chapter 3: Program Outcomes Analysis, 2003-2004. Each initiative should also be linked to a goal identified in Chapter 5: Expected Unit/Program Outcomes, 2004-2005.** *When proposing an initiative(s), use the following structure for each initiative proposed:*

1)   <u>**Initiative Title**</u>   <u>**Division Priority #13**</u>
        Please note: Your initiative should be a project describing a service objective. The need for equipment or resource funds is not in itself an initiative. Rather those requests should be in service to a project goal. For example, your initiative might be to increase student understanding of program learning outcomes. To achieve that goal, you might need to request resource funds in Item 4 below.

        Food Services Facilities Upgrade
            The purpose of this initiative has two goals. The first is the short-term goal of upgrading our present antiquated and inefficient kitchen equipment. The second goal, which is a long-term funding project, is to completely remodel the Food Services facilities of the Central Building to provide a more contemporary dining experience to the campus population.

2)   <u>**How is the initiative linked to your Program Outcomes Analysis for 2003-2004?**</u>
- *What is the challenge you are trying to address?*
- *How will this initiative address the challenge?*

        Food Services Facilities Upgrade
-   The challenge addressed in this initiative is the outdated and inefficient food production facilities.
-   This initiative addresses the serious need to upgrade our present food production facilities.

3)   <u>**Describe the initiative**</u>
- *What will the product, innovation, or change of this initiative is? Please be as specific as possible.*
- *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
- *Given college resources, is it feasible? Is it an efficient use of college resources?*
- *What would be the campus location of this request/project?*
- *How many students (per year) will benefit?*
- *How will students benefit? How specifically will it address Core Abilities or Learning Outcomes of your program?*

        Food Services Facilities Upgrade
-   The overall goal is, of course, to update the present antiquated facility. However, this is a long-term project requiring additional funding sources and thorough planning. We propose for the short-term, that we utilize net carryover to improve non-capital equipment needs and facility improvements. We, of course, will look to other potential sources of funding to assist with our short-term goals.
-   Location: Central Building, 1st floor Food Services facilities.
-   Student Benefit: Both faculty, student population, as well as classified employees will benefit from faster, more efficient customer service, more contemporary food and beverage products, and a more modern, efficient, and comfortable dining environment.

4)   <u>**Describe the resources needed**</u>
        Attach the Initiative Spreadsheet to this chapter. Please be <u>specific</u> about the actual equipment/resource that you need.

        See Addendum 4.4B

6)   <u>**List the possible funding sources**</u>
- *Can this project be partially funded?*

- *If so, what portion could be funded at what minimum cost?*

Food Services Facilities Upgrade: General Fund or Possible Bond Project with some Foodservice funds

7) **Provide ORG & PROG codes**

7) **How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?**

Food Services Facilities Upgrade
- Will support efforts to assess and respond to the changing needs of the labor market so learners can develop or enhance marketable skills and be prepared to be effective participants in their workplaces.
- Will support the work of the Technology Advisory and Coordinating Plan, the Strategic Learning Initiative, Students First, and other initiatives to 1) create an environment that supports the use of technology to enhance teaching, learning, and work processes, 2) use technology to increase effectiveness and efficiency for both staff and students, and 3) provide appropriate access for staff and students.

Chapter 4: Program Initiatives, 2004-2005
How do you propose improving future performance? **Each initiative should be linked to a need identified in Chapter 3: Program Outcomes Analysis, 2003-2004. Each initiative should also be linked to a goal identified in Chapter 5: Expected Unit/Program Outcomes, 2004-2005.** *When proposing an initiative(s), use the following structure for each initiative proposed:*

1) <u>Initiative Title</u>   <u>**Division Priority #14**</u>
   Please note: Your initiative should be a project describing a service objective. The need for equipment or resource funds is not in itself an initiative. Rather those requests should be in service to a project goal. For example, your initiative might be to increase student understanding of program learning outcomes. To achieve that goal, you might need to request resource funds in Item 4 below.

   Renaissance Room Instructor's Office
   - To create a more efficient and permanent office space for the Renaissance Room instruction staff.

2) <u>**How is the initiative linked to your Program Outcomes Analysis for 2003-2004?**</u>
   - *What is the challenge you are trying to address?*
   - *How will this initiative address the challenge?*

   Renaissance Room Instructor's Office
   - Presently, the Renaissance Room instructors are using a temporary space located within the Commissary/Food Services dry-goods storage room. This situation creates an unsecured storage area.
   - This initiative will provide a more efficient office location for the instructors and will allow the Commissary to maintain a secure and safe storage area for food and beverage products.

3) <u>**Describe the initiative**</u>
   - *What will the product, innovation, or change of this initiative is? Please be as specific as possible.*
   - *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
   - *Given college resources, is it feasible? Is it an efficient use of college resources?*
   - *What would be the campus location of this request/project?*
   - *How many students (per year) will benefit?*
   - *How will students benefit? How specifically will it address Core Abilities or Learning Outcomes of your program?*

   Renaissance Room Instructor's Office
   - The relocation of the Renaissance Room instructor's office to the space presently used for janitorial supplies will provide the instructor with a more efficient space.
   - Due to the continued growth of the Culinary Arts/Hospitality Management instruction program, the importance of the Renaissance Room as an instructional center has become vital. We feel that it is important that the instructor's office be efficiently placed to allow for student access and that it is critical to have the instructor in a position to be readily available.
   - Yes, this 57 square foot space, conveniently located in the Renaissance Room kitchen, can be remodeled for use as office space quite inexpensively. It presently simply houses the janitorial supplies, which can be easily relocated within the Food Services kitchen facility.
   - Annually, the Renaissance Room provides instruction and kitchen lab experience for up to 100 students. The Renaissance Room is also used for other credit and non-credit classes as well as college special events.
   - Students will benefit from this initiative by the fact that their instructor will now be available within the instructional area and will be able to provide a more improved and efficient learning experience.

4)   Describe the resources needed

Attach the Initiative Spreadsheet to this chapter. Please be <u>specific</u> about the actual equipment/resource that you need.

The resources required for this initiative would involve removal of a mop sink, repainting, and the addition of a new floor surface.

5)   List the possible funding sources
- *Can this project be partially funded?*
- *If so, what portion could be funded at what minimum cost?*

Renaissance Room Instructor's Office: Facilities or General Fund

6)   Provide ORG & PROG codes

7)   How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?

Renaissance Room Instructor's Office
This initiative supports the goals of the college by utilizing available resources to maximize efficiency and to support learning.

Chapter 4: Program Initiatives, 2004-2005
How do you propose improving future performance? **Each initiative should be linked to a need identified in Chapter 3: Program Outcomes Analysis, 2003-2004. Each initiative should also be linked to a goal identified in Chapter 5: Expected Unit/Program Outcomes, 2004-2005.** *When proposing an initiative(s), use the following structure for each initiative proposed:*

1) <u>**Initiative Title**</u>   <u>**Division Priority #15**</u>
> *Please note: Your initiative should be a project describing a service objective. The need for equipment or resource funds is not in itself an initiative. Rather those requests should be in service to a project goal. For example, your initiative might be to increase student understanding of program learning outcomes. To achieve that goal, you might need to request resource funds in Item 4 below.*

> Remodel of South Dish Room
> - The purpose of this initiative is to make better use of this space. Presently, Room 117 of the 1st Floor Center Building, a 323 square foot area, is a closed-down ware-washing area. The proposal is to turn this area into new Food Services administrative and Culinary Arts program instructional office space.

2) <u>**How is the initiative linked to your Program Outcomes Analysis for 2003-2004?**</u>
> - *What is the challenge you are trying to address?*
> - *How will this initiative address the challenge?*

> Remodel of South Dish Room
> - Food Services administrative office space is insufficient. We presently have coordinator's "office space" located within the food production area. These desks are unsecured and accessible to anyone. Coordinators handle sensitive information and have computers that require a more secure location.
> - This initiative will provide sufficient secure space for all Department administrative staff and will also provide space for the growth of the Culinary Arts/Hospitality Management program.

3) <u>**Describe the initiative**</u>
> - *What will the product, innovation, or change of this initiative is? Please be as specific as possible.*
> - *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
> - *Given college resources, is it feasible? Is it an efficient use of college resources?*
> - *What would be the campus location of this request/project?*
> - *How many students (per year) will benefit?*
> - *How will students benefit? How specifically will it address Core Abilities or Learning Outcomes of your program?*

> Remodel of South Dish Room
> - The purpose of this initiative is to provide much needed administrative office space for Food Services and Culinary Arts/Hospitality Management instruction programs.
> - Yes, this change is feasible. Due to changes in the Food Services operation in the past year, this room has been unused since May 2004.
> - Location: Room 117, 1st floor Center Building.
> - The entire campus population will benefit from the more efficient administration of Food Services.

4) <u>**Describe the resources needed**</u>
> *Attach the Initiative Spreadsheet to this chapter. Please be <u>specific</u> about the actual equipment/resource that you need.*

> This change will involve the simple removal of broken and unused equipment and the installation of two doors.

5)   <u>**List the possible funding sources**</u>
- *Can this project be partially funded?*
- *If so, what portion could be funded at what minimum cost?*

Remodel of South Dish Room: Facilities and Foodservice sharing the expense

6)   <u>**Provide ORG & PROG codes**</u>

7)   <u>**How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?**</u>

Remodel of South Dish Room
- This initiative supports the goals of the college by utilizing available resources to maximize efficiency and to support learning.

Chapter 4: Program Initiatives, 2004-2005
How do you propose improving future performance? **Each initiative should be linked to a need identified in Chapter 3:
Program Outcomes Analysis, 2003-2004. Each initiative should also be linked to a goal identified in Chapter
5: Expected Unit/Program Outcomes, 2004-2005.** *When proposing an initiative(s), use the following structure for each
initiative proposed:*

1) <u>Initiative Title</u>   <u>Division Priority #16</u>

> *Please note: Your initiative should be a project describing a service objective. The need for equipment or resource funds is not in
> itself an initiative. Rather those requests should be in service to a project goal. For example, your initiative might be to increase
> student understanding of program learning outcomes. To achieve that goal, you might need to request resource funds in Item 4
> below.*

> Food Services Convenience Store
>   - To create a more modern and comprehensive facility for the retail sale of merchandise, personal
>   goods, and other convenience items.

2) <u>How is the initiative linked to your Program Outcomes Analysis for 2003-2004?</u>

> - *What is the challenge you are trying to address?*
> - *How will this initiative address the challenge?*

> Food Services Convenience Store
>   - Due to the present layout of student services, there is a demand for a more convenient and greater
>   variety of retail goods and services.
>   - This initiative will provide a more modern and comprehensive facility for the retail sale of
>   merchandise, personal goods, and other convenience items.

3) <u>Describe the initiative</u>

> - *What will the product, innovation, or change of this initiative is? Please be as specific as possible.*
> - *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
> - *Given college resources, is it feasible? Is it an efficient use of college resources?*
> - *What would be the campus location of this request/project?*
> - *How many students (per year) will benefit?*
> - *How will students benefit? How specifically will it address Core Abilities or Learning Outcomes of your program?*

> Food Services Convenience Store
>   - The purpose of this initiative is to address the demand for a greater variety and availability of retail
>   products for the campus community in a more centralized and accessible location.
>   - The need for this initiative has evidenced by the increased demand for grab-and-go merchandise,
>   prepackaged goods, trend-driven food and beverage products, and other personal goods and retail
>   items.
>   - Yes, this initiative would require little in the way of college funds. Due to the nature of the products
>   to be offered merchandising equipment is provided by product vendors.
>   - The proposed location of this project would be the south section of the central dining area, presently
>   used for vending machines and student services vendors.
>   - The entire campus community will benefit from this project.
>   - This project will afford a more modern means of providing contemporary and quick-service
>   merchandise and personal items.

4) <u>Describe the resources needed</u>

> *Attach the Initiative Spreadsheet to this chapter. Please be <u>specific</u> about the actual equipment/resource that you need.*

> This initiative will require the enclosure of the targeted area with additional lighting and electrical capacity.

5)   <u>**List the possible funding sources**</u>
- *Can this project be partially funded?*
- *If so, what portion could be funded at what minimum cost?*

Food Services Convenience Store: Facilities trades support and Foodservices sharing the expense

6)   <u>**Provide ORG & PROG codes**</u>

7)   <u>**How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?**</u>

Food Services Convenience Store
This initiative supports Lane's goal of proactively exploring possibilities for new and alternative funding sources.

Chapter 4: Program Initiatives, 2004-2005
How do you propose improving future performance? **Each initiative should be linked to a need identified in Chapter 3: Program Outcomes Analysis, 2003-2004. Each initiative should also be linked to a goal identified in Chapter 5: Expected Unit/Program Outcomes, 2004-2005.** *When proposing an initiative(s), use the following structure for each initiative proposed:*

1) <u>**Initiative Title**</u>   <u>**Division Priority #17**</u>

    Please note: Your initiative should be a project describing a service objective. The need for equipment or resource funds is not in itself an initiative. Rather those requests should be in service to a project goal. For example, your initiative might be to increase student understanding of program learning outcomes. To achieve that goal, you might need to request resource funds in Item 4 below.

    Campus Food and Beverage Service Direction
      - The purpose of this initiative is to clarify and identify centralized administration and responsibility for the sale of food and beverage products on the Lane Community College campus.

2) <u>**How is the initiative linked to your Program Outcomes Analysis for 2003-2004?**</u>
    - *What is the challenge you are trying to address?*
    - *How will this initiative address the challenge?*

    Campus Food and Beverage Service Direction
      - The challenge is that presently several different departments on campus are providing food and beverage products and services. Because of this present situation, there is little or no consistency and/or control in the areas of food safety and sanitation, product pricing, competition between departments, and an overall lack of purposeful direction.
      - This initiative will bring administrative control and operational quality and consistency to any and all food and beverage services on the LCC campus by incorporating these varied services under one department umbrella. Agreements can be reached to provide compensation to other departments presently using these services as sources of revenue.

3) <u>**Describe the initiative**</u>
    - *What will the product, innovation, or change of this initiative is? Please be as specific as possible.*
    - *What is the need or intended use? How was that need assessed? What is your evidence of the need?*
    - *Given college resources, is it feasible? Is it an efficient use of college resources?*
    - *What would be the campus location of this request/project?*
    - *How many students (per year) will benefit?*
    - *How will students benefit? How specifically will it address Core Abilities or Learning Outcomes of your program?*

    Campus Food and Beverage Service Direction
      - This initiative will provide centralized quality and control abilities for this service arena.
      - This initiative is evidenced by the present confusion and uncertainty regarding food and beverage services on the LCC campus.
      - This initiative shows to be feasible due to the fact that it is strictly an administrative change and requires no additional resources or funds to implement.
      - This initiative will encompass all food and beverage services to be made available on the LCC campus now and in the future, and will involve the present snack bar operations of Student Services and the Physical Education Department.
      - The entire LCC campus community will benefit from this initiative.
      - This initiative will provide organized and purposeful direction as well as improved quality control and customer services to all food and beverage outlets on the LCC campus.

4) **Describe the resources needed**

> *Attach the Initiative Spreadsheet to this chapter. Please be <u>specific</u> about the actual equipment/resource that you need.*

As this is mainly administrative, no additional resources will be required other than departmental discussions and agreements.

5) **List the possible funding sources**

- *Can this project be partially funded?*
- *If so, what portion could be funded at what minimum cost?*

Campus Food and Beverage Service Direction—not applicable

6) **Provide ORG & PROG codes**

7) **How does this project articulate with the college's vision, mission & goals and contribute toward meeting the President's/Board's approved goals?**

Campus Food and Beverage Service Direction
- This proposal supports Lane's efforts to encourage collaboration to strengthen Offerings College wide; eliminate unnecessary duplication of programs, classes and services; and discourage internal competition for resources, markets, and FTE.

GOALS based on chapter 3 analyses – set goals for next year and accomplishments, build on them and reinforce.

Chapter 5: Expected Unit/Program Outcomes for 2004-2005
What program outcomes do you expect to achieve in 2004-2005?

1) **What program level outcomes do you expect to achieve?**
   What goals do you wish to set for 2004-2005? How will your program grow, change or adapt? How will you address the need to meet program accreditation standards or national standards if applicable?

   A. **Staffing**
      As a result of inter-department staff surveys, discussions, and review of S.W.O.T., we have identified several areas that require attention within Food Services.
      ▪ Due to the challenges of outdated facilities and equipment, the staff feels overworked. While morale and teamwork is good, and the staff is quite pleased with the new changes, the challenge of working day to day in an outdated facility is telling.
      ▪ We would like to propose a study and discussion regarding the creation of additional classified positions within the Food Service Department. We would also like to address the lack of professional position detail and practical skill requirements with our present duty classifications.
      ▪ We would also like to propose a discussion to address additional methods for staff training to further enhance their growth potential.

   B. **Food Services Facilities Upgrade**
      1. **Long term: Complete remodel of Food Services kitchen and service areas**
      We have recently given the Food Court outlets their own individual identities with signature items. The addition of varied paint schemes, uniforms, and themed décor has greatly increased the interest of the student body. We now provide a diversity of product with corresponding marketing.

      For the Crustano's area, we would like to continue to develop the "Farmers Market" concept, slowly adding more organic and sustainable-living foods and products.

      As Lane Community College is a commuter campus, we will continue to strive to be the primary dining and retail alternative for our faculty and students. We can provide our faculty, staff, and students a reason to shop in our outlets instead of the supermarkets, chain restaurants, fast food outlets, and convenience stores.

      We are now in a position to start planning the second phase of the Food Service Department upgrade. This would involve thorough planning and re-design of the present first floor physical plant. The intent is to create a modern "Student Union" area that would allow all campus student service departments to provide a "one-stop shopping" facility as well as offer a contemporary, comfortable, and clean environment for students in the coming years.

      Our present facility is aged and highly inefficient for present needs. It does not allow for efficient production of healthy and quality food products. The present facility is highly labor intensive and utilizes antiquated design and equipment. The present kitchen and service area design requires over-production of product and requires high staffing levels to operate.

      We would propose for the second phase a "Scatter Station" module—a facility design with individual food "stations" having the ability to cook to order as needed along with hot holding capabilities in each station to allow for maximum production during heavy volume. This dual-use system would greatly

improve our ability to provide healthy, quality food while maintaining efficient labor costs and production volumes.

This Scatter Station design is presently in use throughout numerous hotel, resort, and institutional food service facilities around the country. It has proven to be effective in volume production, allows for fast preparation of healthy, quality hot food, and has been shown to be cost effective in labor management. It has also proven to be widely accepted by customers as an attractive, modern system of food service.

Financial resources of a capital nature will be needed. The anticipated cost of the upgrades would be approximately $650,000. Food Services will begin contributing to a capital reserve fund to go toward these projects. Serious design work is anticipated and would start immediately upon approval.

2. **Short term: Replacement of aging and inefficient equipment:**
Our kitchen equipment, as stated previously, is in a state of antiquation and disrepair. As Food Services now has the ability to have a net carry-forward, we will purchase this prioritized list, as we are able.
a. Purchase and installation of a modern refrigerated salad/sandwich bar table. Heavy customer/student requests for a self-service salad-sandwich offering. Present equipment is unable to meet demand or sanitation requirements.
b. Addition of a gas radiant broiler. Food services presently does not have a broiler. This is a high priority item.
c. Addition of a gas Wok station. Asian cuisine is a high demand item.
d. Addition of larger steam heated soup kettle, 30-gallon capacity. We are unable to meet daily volume demands with our present antiquated equipment.
e. Addition of new stove(s), (2) ea.
f. Additional deep fryer. (1)

C. **New Renaissance Room Instructor's Office**
Due to the continued growth of the CA/HM program, the importance of the Renaissance room as an instructional center has become vital. We feel it is important that the instructors office be efficiently placed to allow for student access and that it is critical to have the instructor available.

The present configuration of the Food services dry-good storage areas includes a (cage) for the Renaissance room instructors office. Due to the growth of the instructional program and the re-configuration of the commissary storage areas, this present layout has become a serious impediment to providing secure product storage and accounting.

Because of these concerns we would like to propose that the janitor's room in the Renaissance kitchen be converted into the instructor's office. There is sufficient space there for a desk, shelves and computer. The janitor's supplies can be relocated.

D. **Remodel of South Dish Room**
Due to the changes to Food services this past year, we have found that there is no longer a need for the South Central ware washing room. This room has been unused since May of 2004.

We would like to propose that the dishwashing equipment be removed and that the space be turned over for temporary use as bakery/food production space.
Long term we would like to remodel this space to use as administrative office space.

E. Convenience Store Plan

We propose to make use of south dining area as a space for a campus convenience store. The store to be operated and staffed by Food services employees. This would provide a wider and improved offering of products for the campus community. It would also allow us to provide a much greater range of affordable products to our students.

F. Campus Food and Beverage Service Direction

Conference and Culinary Services proposes an initiative to resolve, expand, and clarify our role as the primary proprietor of food and beverage products and services on the Lane Community College campus. We would like to initiate a discussion with all involved campus departments to resolve the administration of food and beverage practices at LCC.

We would like to expand on "Blenders" success. We would like to propose that Food Services open another espresso bar in the downtown center and also on the first floor of the Students First lobby, and a coffee stand in the Health & Sciences building.

Our retail outlets provide an industry-like setting and a hands-on instructional exercise for students. Customers of these retail outlets would provide an evaluative function for students and faculty, through their patronage. There is immediate feedback as to satisfactory or unsatisfactory product and services provided to the customer. This SRC program would provide high visibility and value for community visitors to the college.

2) <u>**How will your program meet your program accreditation requirements?**</u>

What changes, if any, do you expect to implement in 2004-2005?

College accreditation standard 3.D.13 states, "Appropriate food services are provided for both resident and nonresident students. These services are supervised by professionally trained food service staff and meet recognized nutritional and mandated health and safety standards." Review of current operations is rated at level 3, fully meeting accreditation requirements.

3) <u>**What plans do you have for enhancing your use of current technologies?**</u>

- Implementation of the new recipe and inventory software to enhance efficiencies in cost of goods, recipe and portion control, and tracking market commodity shifts. Eventually purchase a networking module to interface all PC's using the software.

- Improved use of Micros software to enhance customer satisfaction and menu development abilities.

- Improved training of supervisory staff on Banner and other fiscal/ budgetary tracking procedures

- Introduction of software that will provide an interactive interface with our major product vendors in areas of stock pars, specifications, and price structures.

- The use of technology (implementation of the point-of-sales (POS) system), and the continued integration of Culinary Arts students in the kitchen and service area.

4) <u>**What plans do you have for working more effectively with Student Services and ASLCC**</u>

- Continue to grow our recent partnership with student services in an effort to maximize our ability to provide quality services to the student body through open minded and focused meetings and planning.

- Continue to improve the physical dynamics of the dining areas with the addition of art, cultural and ethnic expression, and inter-campus communication.

- Continue to develop our menus and product offerings to meet the ever-changing needs of the student body and by the adding of additional services in food, beverage and retail products.

- Continue with plans to upgrade the Central building to provide a more modern, student services focused facility, a "Student Union".

5) <u>**How will you set faculty and staff goals?**</u>
      How will you ensure the participation of faculty and staff in all phases of Unit Planning?

Through the use of contemporary methods of staff management and strategic planning.
- Staff involvement in the decision-making processes of the department.
- Focus forum groups and one-on-one staff meetings with management.
- Providing resources for advanced training and skills advancement.
- Scheduled staff meetings with planned agendas that provide for follow up on previously supplied input from staff members.
- By adhering to the procedures set by the college's Unit planning process.

6) <u>**Customer Data**</u>

Food Services annually conducts a customer survey to evaluate the success of the Department. The objectives of the survey are to:
- Assess levels of satisfaction among LCC students, faculty, and staff.
- Determine customer preferences.

Customer Satisfaction Results
- Number of customers served: 394,071.
- Food Quality: 87% of respondents were satisfied.
- Menu Variety: 74% were satisfied.
- Service Quality: 97% were satisfied
- Pricing: 48% were satisfied

7) <u>**Student Success Data**</u>
Provide the following student success data for 2003-2004:

The Food Services Department provides students with a safe and friendly atmosphere and offers a wide variety of food or beverage choices from 7:00 am to 7:30 pm Monday through Thursday and on Fridays and 7am to 3:30 pm.

Review is managed annually through the Unit Planning process.

Budget
2004/05
- Revenues
- Revenue estimates based on history show decreasing trends in on campus dining. Food Services needs to respond to meet contemporary menu trends and modernized physical service facilities.
- Part time staff schedules cut in response to new classified M.O.A. salary and benefit levels. (No PT scheduled during off-season periods). Effects ability to provide quality products and services.
- Cosmetic changes to Food Services, summer 2004, were not budgeted for. Presently these costs (approx. $38,000.00) show as standard operational costs.
-
    - Actual Costs of Unit Operation: estimated $1,350,000
    - Revenues (Course Fees, etc.): estimated $1,350,000

_____NA_____   _____
Advisory Committee Chair   Date

_____*Peg Allison and Chef John Onstenk*_____   _____December 15, 2004_____
Division Chair   Date

DEADLINE FOR UNIT PLANS
DECEMBER 15, 2004