

FOODSERVICE OPERATION OF THE MONTH

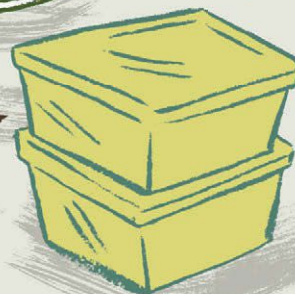
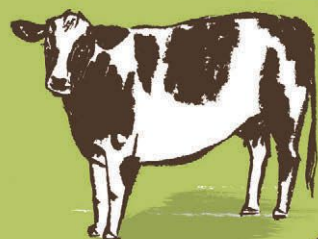
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CONSIDER THE SOURCE

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Abbey Lewis,
VP of Content Strategy

THESE ARE THE DAYS

I'd like to start this letter, my last as an editor of *FoodService Director* magazine, by saying thank you.

I can honestly say that learning more about noncommercial foodservice and working with our fantastic team here at FSD has been the highlight of my career so far. Thanks to you, too, for being the very best teachers along the way. One of the most brilliant things about this magazine is our focus on peer-to-peer learning—and through your genuine desire to raise the tide and, as a result, all ships—you have taught me so much about this great industry, and also how to be a good leader. And for that, again, I am so thankful.

I'm not going far. I've taken on a new role at Winsight that places me as team member to all of our publications across industries, including restaurants, convenience, grocery and, yes, noncommercial. As VP of content strategy, I will have the opportunity to not only help guide incredible editors and content creators, but also learn so much more about the industries they cover. It's an incredible new adventure—and I'm truly excited to work with folks from all corners of the foodservice and retail universe.

I'm leaving FSD in the very best of hands. Kelsey Nash will be taking over day-to-day operation of the magazine and getting out in the industry to meet more of you, more often. She brings with her extensive industry knowledge, gained from her years writing for this magazine. We are lucky to have her.

Luckier still, FSD is the beneficiary of even more expertise in Sara Rush Wirth, our new content director for the Winsight foodservice group. Sara will oversee both *Restaurant Business* and *FoodService Director*, bringing her years' worth of restaurant insights and tons of big ideas and connections.

Among Sara, Kelsey and our excellent team in Peter Romeo, Patricia Cobe and Benita Gingerella, I am confident we will grow and enhance our coverage of this amazing industry we serve.

And thanks to you once again for your unwavering insight, ideas and kindness. I have been lucky to meet so many of you while I've been here. It goes without saying that I will certainly never forget those moments.

These are truly the days I will remember.

Thank you.



Foodservice Content Director Sara Rush Wirth (left), Managing Editor Kelsey Nash and Assistant Editor Benita Gingerella.

Want to say hello to our new managing editor? Drop her a note at knash@winsightmedia.com



300 S. Riverside Plaza,
Suite 1600
Chicago, IL 60606
(312) 876-0004

Unless otherwise indicated,
all staff email addresses are
first initial and last name @
winsightmedia.com (e.g.,
ckeating@winsightmedia.com)

**Vice President,
Noncommercial
Foodservice and
Publisher**
William D. Anderson
(312) 940-1557
banderson@winsightmedia.com

EDITORIAL

VP of Content Strategy

Abbey Lewis

Content Director

Sara Rush Wirth

Editor-at-Large

Peter Romeo

Managing Editor

Kelsey Nash

Senior Editor

Patricia Cobe

Assistant Editor

Benita Gingerella

EDITORIAL PRODUCTION

Director

Jennifer Bulat

Associate Editor

Joe Guskowski

DESIGN

Creative Director

Bruce Ramsay

Art Director

Victoria Rodriguez

Senior Art

Director, Digital

Sara Stewart

MARKETING AND MEDIA OPERATIONS

Director, Media

Operations

Erin Kuyper

Production Coordinator

Christina Kayalik

Director, Content

Marketing

Kayley Bogdan

VP of Content

Innovation

Peter Romeo

DIGITAL PRODUCTION

Director, Digital

Products &

Development

Lindsay Holley

Manager

Kim Collie

Web Producer

Taylor Kasper

SALES

Group President

Chris Keating

Regional Vice

President—Midwest

Mark Cullum

(312) 940-1566

mcullum@winsightmedia.com

winsightmedia.com

Regional Vice

President—Midwest

Tim Vaughan

(312) 940-2274

tvaughan@winsightmedia.com

Regional Vice

President—West

Mark Weinstein

(562) 375-0377

mweinstein@winsightmedia.com

Regional Vice

President—Northeast

Chris McCoy

(781) 793-7888

cmccoy@winsightmedia.com

Regional Vice

President—South &

Southeast

Beth Peterson

(630) 803-4715

bpeterson@winsightmedia.com

Regional Vice

President—Southeast

Jeff Christerson

(404) 376-7400

jchristerson@winsightmedia.com

CORPORATE

Chief Executive Officer

Michael Wood

Chief Financial Officer

Joe Carroll

President, Media

& Events

Ward Downing

Chief Customer Officer

Nick Hayman

Chief Operating Officer

Alanna Young

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STUDENT-APPROVED SCHOOL SNACKS

K-12 schools are coming up with innovative snack items to boost a la carte sales and keep students' hunger at bay between meals. Here's a sampling of creative scratch-made snacks being served by schools throughout the country, all of which are compliant with federal Smart Snacks standards.

ELOTE (MEXICAN STREET CORN)

Bistros at Eagle Mountain-Saginaw ISD's three high schools offer a variety of scratch-made a la carte items that are compliant with Smart Snacks guidelines, says Child Nutrition Dietitian Meghan Martinson, and elote (also known as Mexican street corn) is a student favorite. In Mexico, vendors sell elote on the cob topped with crema. For ease of serving, the school cuts the corn from the cob, portions it into a cup and tops it with a blend of sour cream, mayo, cilantro and garlic powder.

WHOLE-GRAIN COOKIES

To boost lunch participation at Lakeside Union School District on Wednesdays, School Nutrition Lead and trained baker Leigh Ann Bozung whipped up dozens of batches of cookies, providing a free treat on every tray. The recipe uses yogurt and 51% whole-grain flour, creating a cookie that serves as a grain source and qualifies as a snack under USDA guidelines.

FEARLESS BANANA POPS

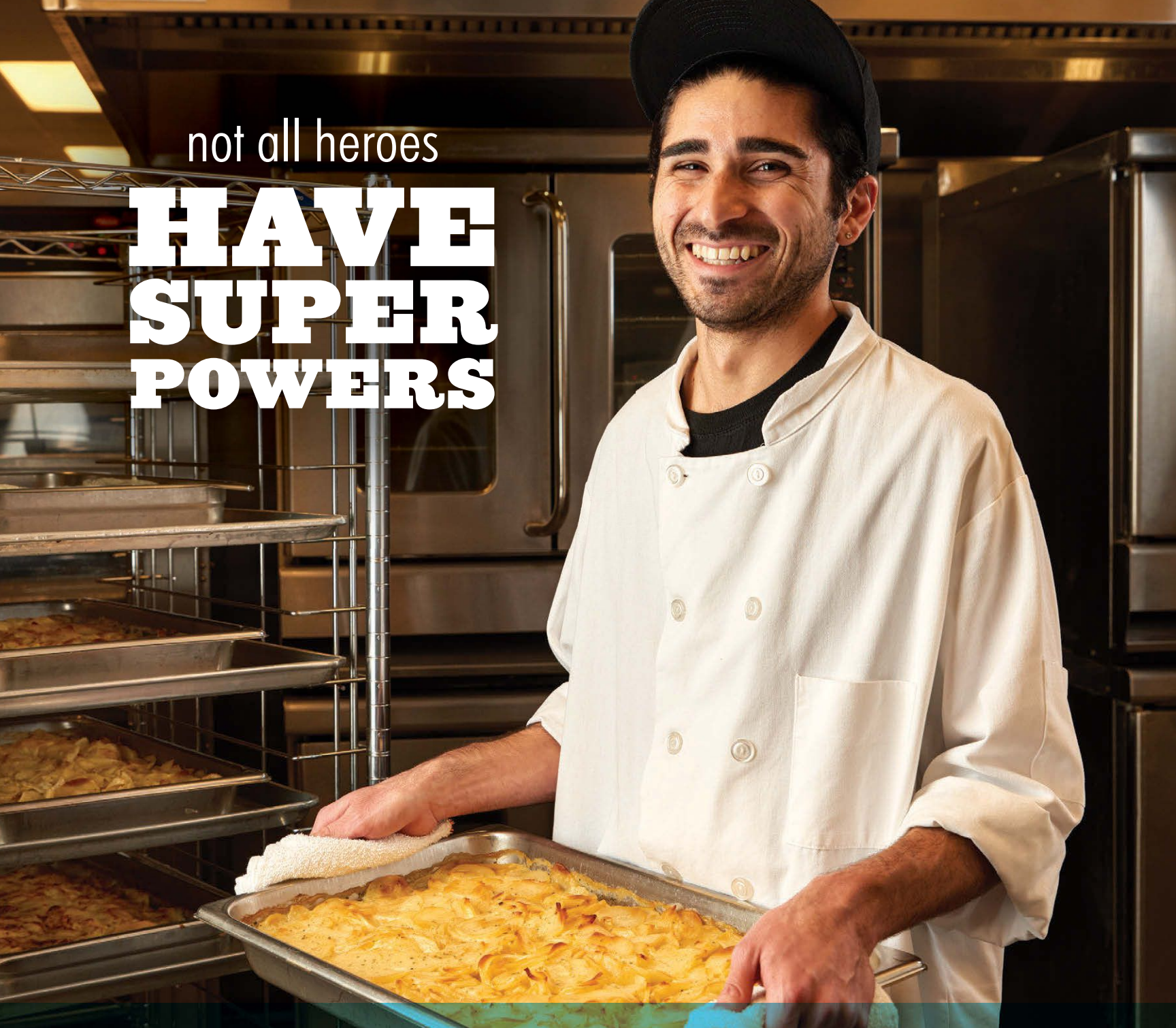
Waltham School District hosts taste tests for K-5 students as part of its Fearless Foodies nutrition program. To promote Fearless Foodies and foster healthy eating habits, the children are treated to healthy snacks during school breakfast or lunch, says Foodservice Director April Liles, and Fearless Banana Pops are a top pick. Execution is easy: Halved bananas are brushed with lemon juice to prevent browning, rolled in yogurt and granola, then frozen for 30 minutes.



For these and other recipes, visit
foodservedirector.com

not all heroes

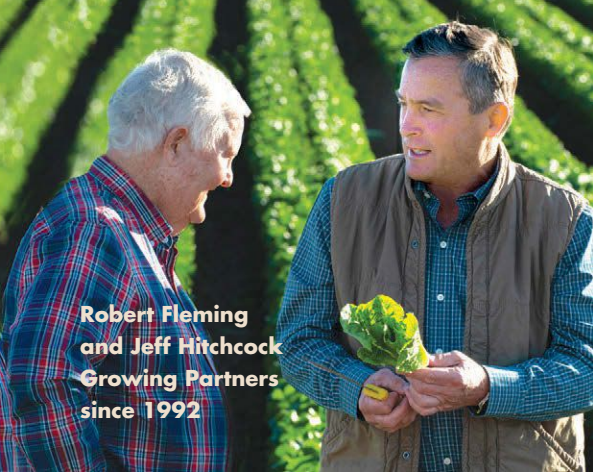
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A new point of view

Princeton University in Princeton, N.J., debuted teaching kitchens in 2016 to help students and the Princeton community at large learn about health, wellness, biodiversity and sustainability—and brush up on their basic cooking skills. The classes are held inside the school's dining hall kitchens and provide a space for students and dining staff to learn from each other.

"A peripheral thing that comes from all these teaching kitchens is: It kind of brings us into each other's world a little bit—it's a lot of fun," says Executive Chef Brad Ortega. "When [students] get into your kitchen and start to see the people in there and get to know you and get to see your walk-ins and your storage spaces and your work spaces, I think they develop a better understanding and a different kind of appreciation for what we do. And vice versa."



THE DIGIT

83%

The amount of consumers who eat pizza at least monthly. Among them, more than half (57%) aged 18-34 say they eat pizza at least weekly.

Source: Technomic 2018 Pizza Consumer Trend Report



STEAL THIS GROCERY IDEA

Create a dedicated vegan section

When designing its store, Giant Heirloom Market in Philadelphia decided to create a dedicated plant-based section so customers don't have to travel throughout the store to find items that meet their dietary needs.



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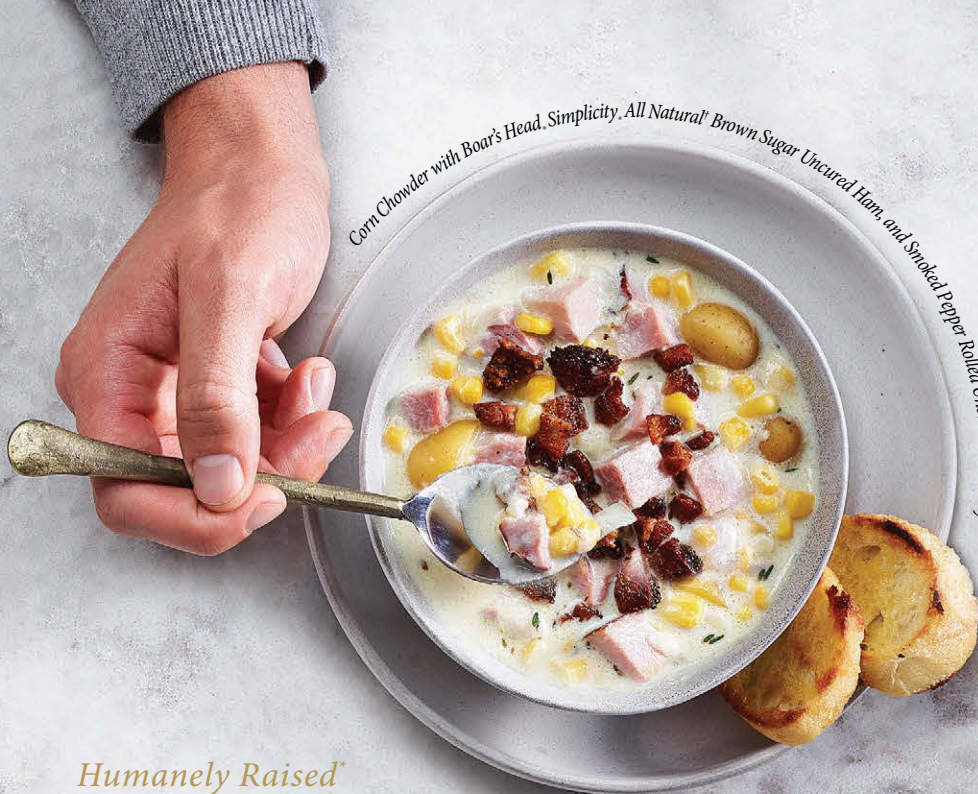
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SIX QUESTIONS

Chef **Jammar Jones** joined the Chartwells K-12 team at La Canada High School in La Canada, Calif., about three years ago. Since then, he has helped broaden students' palates

by serving ethnic cuisine that celebrates local ingredients. *FSD* talked to Jones about where he seeks food inspiration and the variety of events he's helped create for students, such as a Taste of LA lunch.

Q: How did you get started in K-12 nutrition?

I was working in Chartwells' catering sector in Manhattan before I moved to LA, and I was just fortunate to find this position. I didn't know this job even existed, so it's just really awesome to be a part of it. **This job has so much room for creativity and expression.**

Q: Where do you find food inspiration?

Our neighborhoods are an inspiration in and of themselves. **So we get a lot of inspiration just by driving around and hanging out in LA** all the time. ... I also check a lot of food blogs, and I'm definitely following food trends to help us to determine what the kids are into these days.

Q: How do you see your nutrition program evolving in the next few years?

We always try to push ourselves and create things that are fun and nutritious. I think there are going to be a lot of plant-based alternatives. **Our vegan and vegetarian audience has grown immensely in the past couple of years,** so I predict that we'll be offering a significant amount of locally sourced produce. I think we're going to see more fruits, less fries and a lot more whole grains.

Q: How did the idea for the Taste of LA event come about?

It was the end of the school year, and we wanted to end it with something fun and exciting ... that was locally inspired. So we chose local neighborhoods with unique dishes to feature on the menu, and then we worked with the school district to really implement it and make it fun and



get the kids excited about it. The main goal was to really just celebrate the diversity of LA cuisine while educating and expanding the kids' palates. **Some kids haven't been to certain areas [of the city] before, so it was critical for them to experience that** and hopefully instill a desire for them to go and kind of seek out these places.

Q: You also host weekly outdoor barbecues for students. How did that begin?

When I started here, I said, "Let's take advantage of the Southern California weather—instead of just burgers and hot dogs and doing all that stuff inside, let's just bring it outside." I think it was a really great thing to implement, and it's been a staple ever since. We love that the kids can not only engage with us but also engage with each other. We do a family-style buffet, and it's great how just **tweaking the experience a little bit to bring [students] outside really changes the whole dynamic of lunch at school.**

Q: Do you have any advice for those just entering a managerial or leadership position in school nutrition?

Always continue to do what you love and definitely be creative and be innovative. I feel like you need to **set the bar high for yourself and always focus on really building your craft.** It's also very important to listen to your employees, and don't be afraid to take advice or critique from anyone that's trying to help you out.

“I think we're going to see more fruits, less fries and a lot more whole grains.” —Jammar Jones



STEAL THIS RESTAURANT IDEA

FREE WI-FI, WITH A CATCH

The Kerryman, an Irish pub in Chicago, offers free Wi-Fi, but guests must first like the pub's Facebook page.

QUICK BITE

43%

The percentage of consumers who say they prefer to order a combo meal when they order a sandwich from a restaurant

Source: Technomic 2018 Sandwich Consumer Trend Report



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CALENDAR

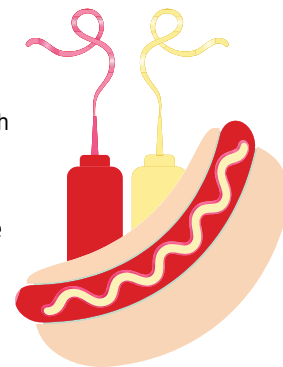
With summer in full swing, there are numerous ways to engage diners. Here are three dates to keep an eye on this month.

9 NATIONAL SUGAR COOKIE DAY

Last year, in honor of National Sugar Cookie Day, the dining team at the University of North Texas in Denton shared a recipe on its Twitter feed, along with a behind-the-scenes look at how to make the sugar cookies served on campus.

17 NATIONAL HOT DOG DAY

Last year, Virginia Commonwealth University in Richmond, Va., celebrated National Hot Dog Day by posting a Twitter poll asking followers to vote on their favorite hot dog toppings.



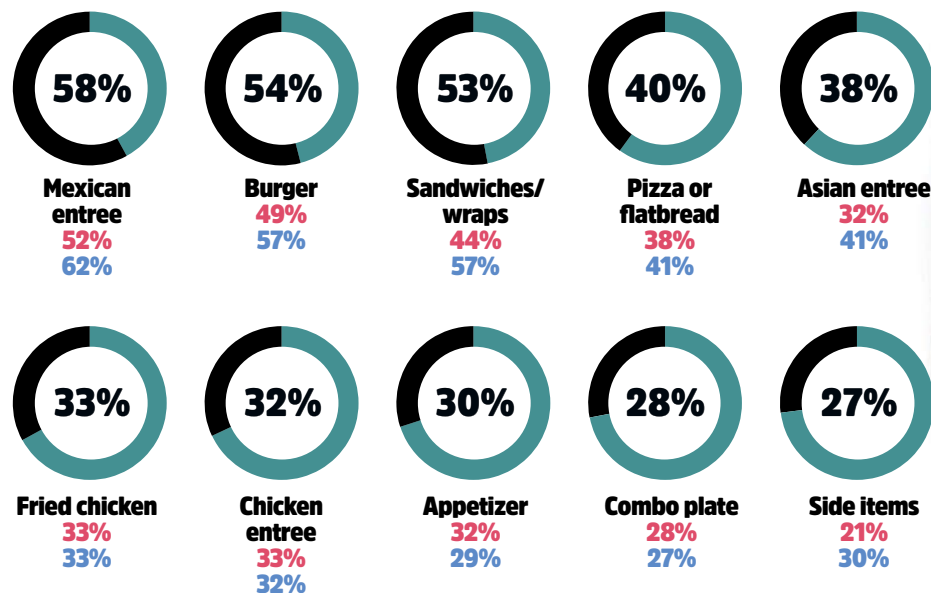
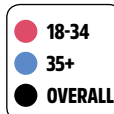
25 NATIONAL INTERN DAY

Celebrate all the hard work your interns do on this day. Last year, the dining team at Florida State University in Tallahassee, Fla., gave a shout-out to all of its interns on social media.

THE LIST

KEEP ON TRUCKIN'

Consumers often lean toward portable entrees such as Mexican food, burgers, sandwiches and pizza when dining at a food truck. Here are the types of food consumers say they would likely order when stopping at a food truck, according to Technomic's 2019 Emerging Channels Consumer Trend Report.



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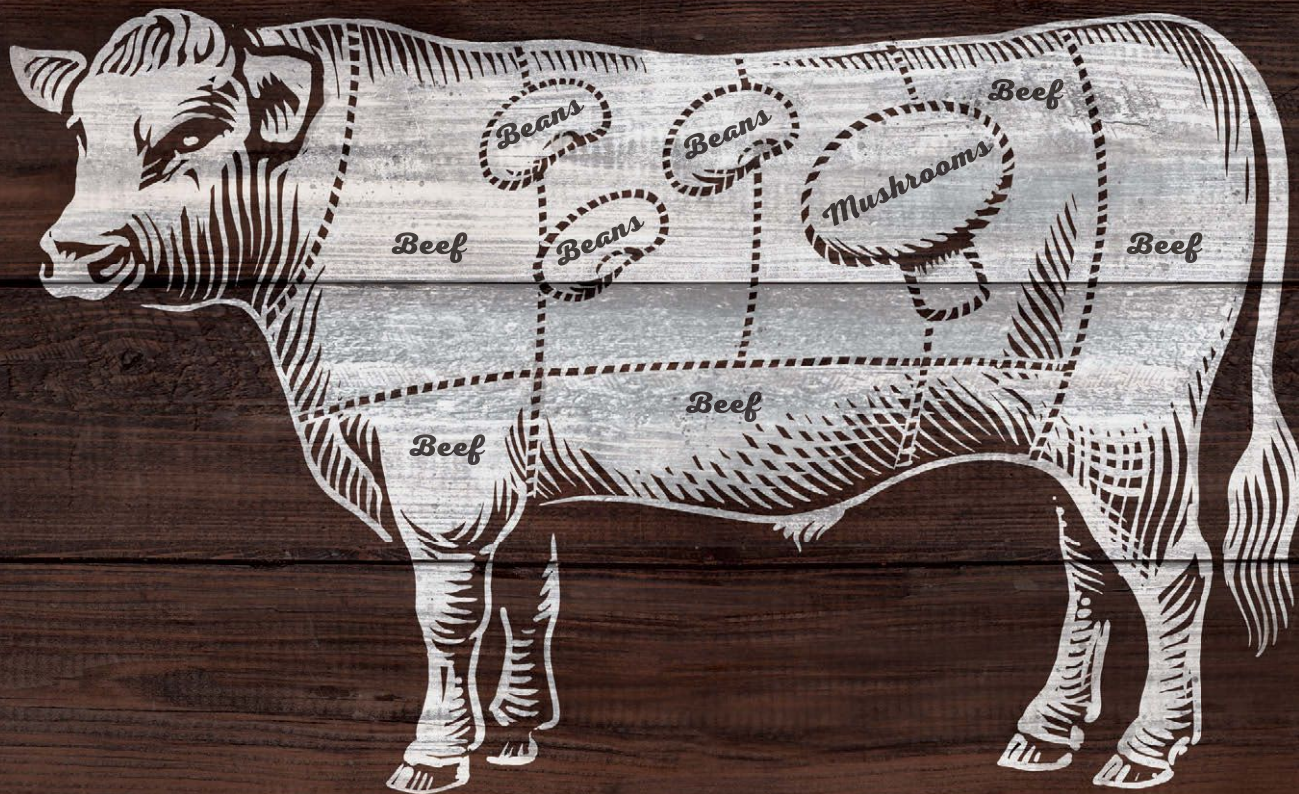


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MENU

WASTE WARRIORS REVAMP THE MENU

Chefs are taking on a bigger role in the effort to reduce food waste.

BY PATRICIA COBE

Stop Food Waste Day is observed every April to build awareness about food waste. Since its inception, the day has evolved into much more for sustainability-minded foodservice operators: It has become a springboard to ignite change in kitchen culture in schools, colleges, healthcare and corporate cafes.

“We think every day should be Stop Food Waste Day,” says Chris Aquilino, corporate executive chef for Compass USA’s Envision Group. He works with the culinary teams at Compass accounts in every segment to curb overproduction, control inventory and trim waste. “Training goes all the way down to the associate level to look at behavior during prep, preservice and post-service to meet the food waste challenge.”

And he starts by looking at ingredients with fresh eyes.

CONSIDER THE CARROT

Aquilino teaches his chefs and cooks to examine the “anatomy of vegetables” to discover how each part can be used. Carrot tops, for example, are tossed into salad or transformed into pesto. A recent hit is a cauliflower-stem gyro.

“We put a hard sear on the stem and season it like souvlaki, then put it into a dish that people already love,” Aquilino says.

Leftover cooked veggies are another area of inspiration. To create a zero-waste burger condiment, Aquilino pureed cooked carrots and added North African spices to flavor it like harissa. “I am constantly looking at the texture and flavor of vegetables to figure out how to make something out of nothing,” he says.

Also, Compass recipes teach basic ratios and principles, so cooks can alter a recipe based on what they have in the kitchen.



Compass uses carrot tops in a variety of ways, including as a topping for this Carrot Top Pesto Pizza.

WASTED OPPORTUNITIES

Training also involves sifting through waste buckets.

“I’ll pick out something and say to the kitchen staff, ‘You know what I can do with this?’ and proceed to throw out ideas,” Aquilino says. This has led to a “waste food” competition in which Compass cooks create zero-waste recipes that are used in its teaching kitchens, chef demos and cafes.

Weighing trim waste also gives staff a visual on how much is being thrown out, and this has reduced food waste exponentially, Aquilino says.

Reid Health in Richmond, Ind., experienced a similar drop when the hospital installed Leanpath,

a food-waste tracking technology, to calculate what was wasted each day. “It was eye-opening,” says chef and Culinary Director Dugan Wetzel. He began to think more strategically about repurposing waste, paying closer attention to leftovers from catering functions.

“The head cooks have a walk-in blast chiller next to the waste-weighing area. Whatever cooked food is safe and reusable is logged in and chilled to repurpose into new menu items,” Wetzel says. Pizza is now topped with roasted vegetables, while risotto, farro, kale, asparagus and spinach are tossed into various salads.

COOK—AND BUY—SMARTER

But the biggest change came from cooking in smaller batches and making more food to order, Wetzel says.

“Through tracking, we discovered that chicken strips were thrown out more than any other food,” he says. “So we came up with a plan to fry to order or cook only half the bag.”

Cooking a la minute and offering build-your-own stations can reduce food waste, agrees Aquilino. But all efforts should start with smarter purchasing. Software helps Compass chefs improve menu forecasting so they purchase only what they need. He also advocates buying local and getting orders daily instead of weekly. And it helps to plan dishes that cross-utilize.

The cauliflower gyro is a good example. The same vegetable went into a pizza topping, Middle Eastern sandwich and taco—all boasting flavor profiles from different cuisines.



We think every day should be Stop Food Waste Day.” —Chris Aquilino

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Q: What procurement strategies do you employ to minimize food waste?

Lawrence Wright



Executive Chef
*Blue Cross Blue Shield of South
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Over the past few years, we have increased our purchases of “value-added” products. We have seen all of the standard benefits of this practice, including reduction in waste ... as well as the peripheral labor savings. We are making extracts in-house using components such as basil stems, cucumber peelings and strawberry tops. ... We then offer these to guests to add to carbonated water from the fountain to create their own naturally flavored waters.

Paul Sprunger



Executive Chef
*University of Wisconsin-Madison
Madison, Wis.*

We utilize CBORD menu management software. ... Every Tuesday, we take a physical inventory and enter those quantities into CBORD. Once that is complete, we run an order scheduler, which generates an order based on volume of recipes forecasted minus product on order and inventory on hand. Most items are purchased for just-in-time use (day before) ... [which] allows us to supersede what the computer is telling us to order based on product on hand.

Stephanie Dyehouse



Assistant Food Service Supervisor
of Culinary Development
*Cincinnati Public Schools
Cincinnati*

We purchase some vegetables pre-prepped (broccoli crowns, cauliflower florets, shredded carrots) and that helps save waste and prep time. We monitor our salad bars to be sure we are not putting out too much product, as we have to discard everything after four hours. We also utilize production records to see how much of an item we prepared and used the last time we offered it to students so we do not overprepare the next time.

Mark Mendoza



Director of Child Nutrition Services
*Cajon Valley School District
El Cajon, Calif.*

A couple of years ago, we began by removing Styrofoam and moved to recyclable, compostable paper products. This was good, but we noticed these containers were ending up in the same trash as the Styrofoam used to. So we worked with our students and our local waste haulers, and now we have recycling, trash and compost containers at all of our schools. ... We have reduced our trash hauling by half and increased our recycling by 25%.

Eric Eisenberg



Senior Living Director of Dining Services
*Rogue Valley Manor
Medford, Ore.*

A strategy we are working on now is to streamline menu development across our five dining venues. We currently run five menus, each independently created by our individual venue chefs de cuisine. We have recently created a single six-week cycle menu ... that will rotate between the five venues. By doing this, we have reduced the number of menus running concurrently from 630 (breakfast, lunch and dinner seven days a week) to 126 over the six-week cycle. This still provides a great deal of variety for our residents, as they will never see the same item twice during the cycle in the same venue. The upside is that if there is a menu item they enjoy, they will be able to go to one of our other venues to enjoy it within two weeks. From a procurement and waste perspective ... it represents an approximately 80% reduction in SKUs, making inventory management much easier to facilitate and providing much greater opportunity for cross-utilization.

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STEALABLE TRENDS FROM CHICAGO'S DINING SCENE

A tasting tour provided hot ideas for attendees to bring back to their operations.

BY SARA RUSH WIRTH

Chicago is one of the top dining cities in the world. And it is leading in trends as well as execution, said Donnie Madia, partner of One Off Hospitality, the award-winning multiconcept operator that runs Blackbird, Big Star, The Violet Hour, The Publican and more, during a panel discussion at the National Restaurant Association Show. This year, dozens of foodservice operators from the commercial and noncommercial space kicked off the annual Show with a Saturday morning dine-around that visited several of Chicago's hottest new restaurants. The Taste the Trends tour, hosted by *FoodService Director*, *Restaurant Business* and Basic American Foods, showcased a number of actionable ideas for participants to bring back to their operations. Here are some of the top trends from this year's tasting tour.



Attendees of Taste the Trends were treated to a dining tour of some of Chicago's hottest restaurants, including Aster Hall, a food hall with 16 vendors.



QUICK, QUALITY LUNCH TAKES HOLD

Not everyone is looking for a quick sandwich or salad to grab and go for lunch. Mr. Maki, owned by multiconcept operator Lettuce Entertain You Enterprises, provides an alternate option with its teishoku, or "the Japanese art of super combo meals." Served on a tray like plate, the better for you, authentic Japanese fare is the height of convenience for those who still want a full service experience but are short on time.



LIFESTYLE BRAND AS NEW MARKETING METHOD

Instead of health forward or better for you, the phraseology has changed to "lifestyle." While concepts such as The Little Beet Table do offer healthful meals its website even touts that "We strive to make healthful and satisfying food accessible to all" it promotes itself as a brand that customers can frequent often, because its goal is to make them feel great. A big part of that is the idea of using fresh ingredients and putting them on display for guests to see. The Little Beet Table has its juicers out on the bar, allowing diners to see that juices for its drinks and cocktails are fresh squeezed.



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IT'S ALL ABOUT THE SHARED EXPERIENCE

As data continues to show, many consumers are looking for their dining out excursions to be an experience. They want more than just a meal—they want a chance to connect with their dining partners. Bar Ramone offers just that with its porron program. The Spanish inspired 500 mL wine dispenser is meant to be shared and passed through out the group. Bar Ramone isn't alone in its adoption of porrons of wine: Chicago's Bar Biscay also has them on offer, and chef Eric Ripert recently took to Twitter to thank chef Jose Andres for introducing him to the porron.



PRESENTATION COUNTS

In today's Instagrammable world, the back of house staff is often spending a lot of time on plating. But operators such as Bar Ramone are turning to the actual plates to get its dishes photo ready—as well as to capture attention and get those snaps. The Spanish inspired concept from Lettuce Entertain You Enterprise serves its Ortiz Tuna Salad in an oversized tuna can, catching the attention (and cellphone shots) of many Taste the Trends attendees.



PLANT-FORWARD

Chicago may be a meat and potatoes town, but it's also deep into the plant focused trend. Mr. Maki, for example, lists a Tomato Tartare on its list of starters. And much of The Little Beet Table's menu is plant forward, including its spirulina rice bowl with shiitakes and an egg as the main proteins, as well as cauliflower and mushroom tacos and a charred cauliflower entree.



LOCAL, BEYOND INGREDIENTS

Local isn't just about ingredient sourcing anymore. Chicago food halls, including Aster Hall, are backed with local vendors as a way to keep the local, entrepreneurial spirit alive. Aster, for instance, is run and populated by top local operator Hogsalt Hospitality.

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OPERATIONS

PERKING UP SALES

A loyalty program at the University of Montana has proved to be a triple threat. BY AMANDA BALTAZAR

When The Market, a large retail store and cafe, closed for renovations two years ago, the dining team at the University of Montana questioned whether the concept could keep the price of drip coffee at \$1 when it reopened.

Raising the price would cause an uproar among students, the team reasoned, while keeping it at \$1 could mean other coffee spots on campus would need to lower their prices—potentially putting pressure on revenue.

The solution lay in a loyalty program dubbed the Dollar Coffee Club, devised by Sustainability Director Trevor Lowell and debuted in January 2018. The cost of entry is minimal: To join the club, customers buy a sticker for \$3.

Drip coffee and tea is just \$1 for club members, so long as they use their own mug and show the

sticker to the cashier when checking out. Members can purchase unlimited \$1 cups at all five campus coffee shops, and stickers are good for one semester and the following break. (Drip coffee normally costs \$1.75 to \$2.25.)

Dining Services Director Camp Howard says he knew this program would work. “The key is to create repetitive guest patterns,” he says. “When they come in to get their reasonably priced coffee, they’re often buying something else, too.”

A WIN-WIN-WIN

The program’s benefits go beyond building loyalty: Dining services places 100% of revenue from the sticker sales into a fund for sustainability scholarships. The scholarship program raised close to \$12,000 in its first two semesters and is on track to raise the same amount in its third.

Awardees are celebrated through



University of Montana's coffee club has become a force for sustainability on campus.

print and digital media, essentially becoming “walking advertisements” for the program and its impact, Howard says.

A complement to its sustainability scholarships, the Dollar Coffee Club also puts eco-friendliness into practice. The amount of coffee and tea sold to customers using their own mugs increased 14% after the program was initiated—equal to 3,000 disposable cups and lids that didn’t end up in a landfill. Before the program started, coffee

drinks sold in reusable mugs made up 45% of all coffee drinks sold. Since the program began, that number has increased to 50% in established coffee operations and 52% in the new Market.

Each sticker includes the address for the club’s sustainability website.

POSITIVE IMAGE

Lowell says that despite decreased enrollment at the university and the opening of The Market, overall coffee sales have

increased across campus. Plus, says Howard, the resources required to implement the program were minimal, consisting primarily of team members’ time, since the stickers are easily produced in-house or procured from vendors.

The Dollar Coffee Club has also allowed UM Dining to pivot what could have become a negative public relations situation into a positive and well-loved program, without having to drastically lower coffee prices.

“People are proud to display our stickers,” Howard says. “It’s an opportunity to show they share the same values, which helps reinforce a sense of community around sustainability.”



When they come in to get their reasonably priced coffee, they’re often buying something else, too.” —Camp Howard

BUSINESS DEVELOPMENT

10 WAYS TO MAXIMIZE CATERING

Take off-site operations to the next level with these tips from noncommercial programs.

Catering offers a way for operators to reach new customers as well as add cushion to their bottom line. Here are 10 ideas to help improve your catering operation.

1 ENCOURAGE FEEDBACK

After an event, the catering team run by Sodexo at Central Connecticut State University in New Britain, Conn., garners feedback by emailing a customer survey. The surveys are tracked to provide feedback on a day-

to-day basis. Each month, a survey respondent's name is randomly drawn to win a "refreshment break," giving them a free menu item that is typically from the catering team's LTO menu, such as a coffee bar with churros.

2 PRESET PLATES

The team at Villanova University in Villanova, Pa., caters a lot of speaking engagements. To minimize the time needed to serve tables, staff preset desserts and salads. Presetting also reduces distractions



A formula can help determine the right amount of food to serve, but it's not always an exact science.

for guests, the team says, because they aren't interrupted by staff bringing a new item to the table.

3 CREATE A FORMULA

At Hopkins Public Schools in Hopkins, Minn., the catering team has created its own system to figure out how much food to

make for each event.

"We calculate for the number of guests that are planned and then add on 10%," says Tonya Christianson, special events and customer care coordinator for Hopkins. "It is not an exact science. After each event we talk with our catering lead

to find out what we had left. With that information, we make tweaks."

4 GRAB INSPIRATION FROM STUDENTS

Student employees, resident assistants and student clubs can all provide ideas for popular menu items, says Jennifer

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OPERATIONS



A specialty dessert station can be a hit with catering customers.

Cameron, catering manager for Central Connecticut State. Talking with students has helped the team develop popular items such as mocktails and a churro bar.

5 CATER TO DIFFERENT DIETS

Catering teams should make sure they are serving options that suit a variety of dietary needs. One of the most popular items at Personal Touch Catering at Virginia Tech University in Blacksburg, Va., is a hibiscus mousse made with blueberries, lemon, pomegranate and coconut milk, which is vegan and gluten-free.

6 INTRODUCE SPECIALTY DESSERT STATIONS

Operators looking for well-performing menu items may want to try a specialty dessert station. At the University of Washington, two of the most popular are its Liquid Nitrogen Ice Cream Station and Kakigori Shaved Ice station, says Catering Manager Dan Faires.

7 LOOK FOR LOCAL

The catering team at Bowdoin College in Brunswick, Maine, says its clients generally love anything that was sourced locally. "Seafood is the most popular item, especially if it comes from the Gulf of Maine," says Ken Cardone, associate director and executive chef of

Bowdoin College Dining.

8 INTRODUCE A PER DIEM MENU

Virginia Tech has introduced a per diem menu to attract more clients.

"As a public university, we often work with state and campus organizations with per diem rates for guests at their events," says Whitney Engstrom, assistant director of Personal Touch Catering at Virginia Tech. "After we received feedback that our rates didn't always meet their budgets, we created a per diem menu in our ordering system, and we've been able to book more events."

9 PARTNER WITH A NONPROFIT

Along with composting all of its food waste and hosting zero-waste events throughout the year, the catering team at Virginia Tech partners with a local nonprofit to redistribute unserved food to people in need.

10 GET CREATIVE WITH LEFTOVERS

Food waste from each event served by the University of Washington's catering team is brought back and assessed, which helps the team plan better for the next event. Catering chefs also look for ways to repurpose leftover ingredients.

—Benita Gingerella

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CULINARY STRATEGY

SCRATCH COOKING FOR A CROWD

A school district opened a new facility to help boost its scratch-made output.

Six years ago, Springfield Public Schools in Springfield, Mass., began implementing breakfast in the classroom. The goal? To provide a morning meal for all students at each of the district's 65 schools. As members of the nutrition team began to roll out the program, however, they struggled to create a diverse menu.

"We quickly found there was a lack of good, healthy products to support that program. We couldn't find [products] in the marketplace that met the meal pattern and that also were a healthy, hearty breakfast item," says Food Service Director Tim Gray. "So we decided that we were going to

start making those items ourselves."

But as the district's scratch-made program grew, so did the need for a building that could support it.

Enter the culinary and nutrition center, which made its debut in April. The 67,000-square-foot building provides ample space to ideate, test and prepare from-scratch dishes for all mealparts. Here's how.

BRINGING IT IN-HOUSE

The nutrition team spent about \$5 million on equipment for the center's bakery, warehouse, and packaging and processing rooms, including a meat slicer that allows staff to slice about 3,000 pounds of turkey in two hours.



The culinary and nutrition center helps support Springfield's growing scratch-made offerings.

While the center is responsible for creating the scratch-made meals, it isn't replacing any of the individual school kitchens, Gray says. Center staff prepare the main components of a meal, which are then delivered to schools for the finishing touches.

In the few months the center has been open, the focus has been getting it up and running, Gray says, noting that he hopes to expand the number of scratch-made items on the menu by the time school starts this fall.

"We're hoping that that by the new school year in September that we are making 70% of the items fresh here," he says.

TRAINING ON TAP

To bring a menu item from conception to

finished product takes the district roughly three months, Gray says. The center's training and test kitchen gives staff the space to craft future dishes and also provides an area for them to learn new culinary techniques.

Nutrition staff will not be the only ones making use of the space, however. About 85% of students in the district come from families that struggle financially, and Gray hopes the training room will eventually host cooking classes for students and their families.

COMMUNITY CONTRIBUTIONS

The \$21 million project was made possible only through support from the community, Gray says.

"The city of Springfield stepped up and bonded for the project. So we were

able to build this facility in less than two years, and we will now be able to pay the bond back through the proceeds of the program as [something like] a rent payment," he says, noting that "it won't cost the taxpayers anything."

Project leaders have also set up a panel of community partners and local business leaders, who will help the center continue to evolve and address problems that may come up down the line.

"We get together, you know, three, four or five times a month, and we discuss situations about the center and how we can resolve issues and problems," Gray says. "Everybody's buying in and everybody has their hand in that."

—B.G.



The center is also used for training, providing space for staff to test dishes and learn new techniques.

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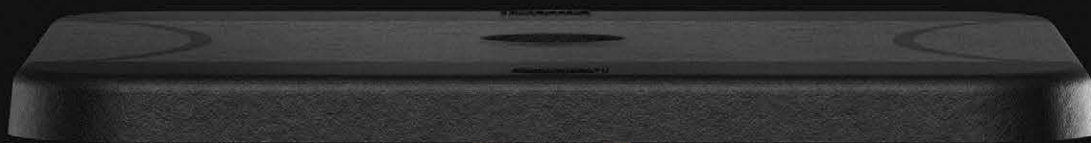
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Takeaways on marketing, tech and more were abundant at this year's National Restaurant Association Show.

While there were plenty of new flavors to taste and innovative products to try, operational strategies were also on the menu at the 2019 National Restaurant Association Show, which took place in Chicago in May. Read on for some of the everyday strategies being employed by best-in-class foodservice operators today.

DIGITAL MARKETING STRATEGIES

With fewer consumers paying attention to traditional marketing channels, foodservice marketers are getting creative to grow traffic through digital avenues.

People consume digital ads while they're going about their lives, so it makes sense to create campaigns that are timely and relevant, said Donna Josephson, senior vice president and chief marketing officer of Corner Bakery Cafe. Around Valentine's Day, the chain created shareable

cards highlighting certain menu items. The cards, with messages such as "I Ham Yours" and "Avocadon't ever leave me," were shared across multiple social media platforms. "We really drove guest engagement via social during this time," Josephson said.

Another strategy: Look for moving pictures. Don't be afraid of videos and GIFs in digital advertising, marketers said. "People expect some type of motion," said Michael Chachula, executive director of information technology for IHOP. A simple tweet from the brand last summer announcing its name change to IHOB was actually a video. That tweet went viral, sparking 1.2 million tweets in 10 days and 27,000 earned media articles, Chachula said.

TECHNOLOGY TACTICS

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We all compete here
for share of stomach.”
—John Cywinski

operators are wrestling with as the number of available tech solutions continues to grow—and rapidly: 62% of operators second-guess their ability to keep up with technology, according to an Oracle study referenced at the Show.

When trying to cut through the noise, the best thing operators can do is get out there, start talking to people and find out what their peers’ pain points are around certain technologies, said Allison Page, co-founder and chief product officer for restaurant reservation platform SevenRooms. Operators should have a clear picture of how they’re going to make money off a tech vendor’s product, she said, noting that the most important question an operator can ask a prospective vendor is: What’s the ROI?

Embrace emerging technology, said Christopher Thomas-Moore, vice president of global e-commerce and digital marketing for Domino’s, adding that being an early adopter gives an organization time to refine tech systems and apply them to its business in meaningful ways. Still, “Technology for technology’s sake is never beneficial for the organization,” he said.

For those concerned that tech will result in lost jobs, the session’s panelists didn’t seem so convinced. In foodservice, staff turnover is a major issue—and an expensive one—with restaurants hiring someone new around every 45

days, said Melissa Burghardt, chief operating officer of Miso Robotics, the company behind burger-flipping robot Flippy. As the demand for prepared food continues to grow, she said, “we’re actually going to have a shortfall of hands needed to prepare food going forward.”

A COMPETITIVE EDGE

Randy Edeker, CEO of supermarket chain Hy-Vee, recalled a customer who recently presented him with a complex and ever-changing mission—one that represents the desires of many of today’s consumers:

“I want you to be what I want when I need you,” Edeker said the woman told him. “If you’re not, I’ll go somewhere else.”

That requirement to be agile and always evolving is central to the future of foodservice, agreed panelists representing restaurants, grocery and the convenience store industry.

And, increasingly, that agility comes in the form of restaurants thinking like c-stores and grocery stores, and c-stores behaving like restaurants, they said.

“We all compete here for share of stomach,” said John Cywinski, president of Applebee’s. “What’s coming from Hy-Vee and [c-store chain] Wawa—breakfast lunch, dinner and late night—it’s impressive, and we don’t take that lightly. It makes it tough for us when we’re trying to slug out 2% to 3% growth annually.” —FSD staff



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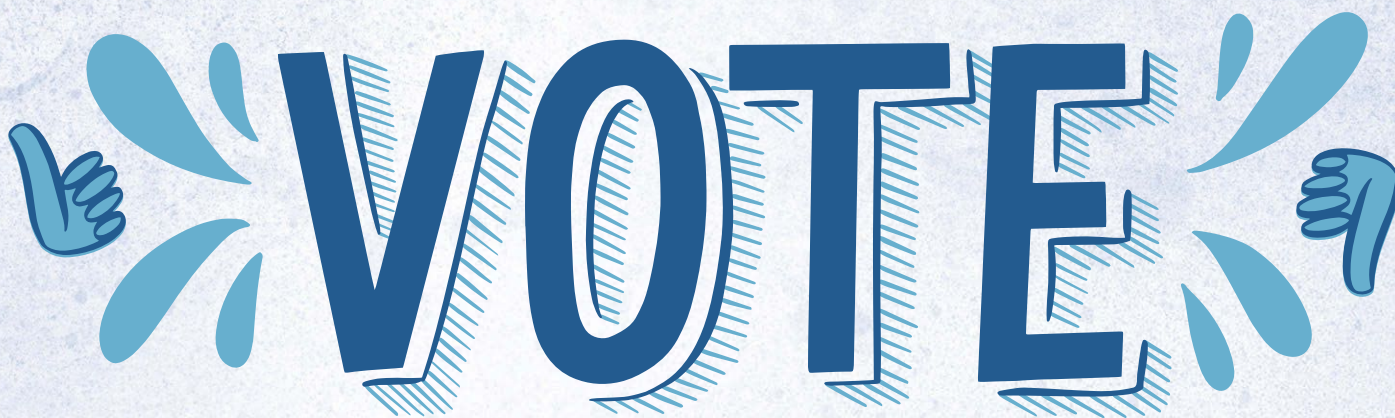
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11 IDEAS FOR A BETTER WORKPLACE

How operators are creating a culture of caring to attract and retain employees. **BY BENITA GINGERELLA**

The labor shortage has impacted foodservice spots across the country, no matter their size. Instead of playing labor strategies close to the vest for a competitive advantage, many operators are sharing what's working—and what's not—when it comes to hiring and retention. Several presenters at this year's National Restaurant Association Show discussed how they're creating work environments that promote openness, career growth and a sense of belonging among staff. Here's a sampling of what they shared.

ENCOURAGE 10-MINUTE BREAKS

At Flight Club and AceBounce, two eatertainment restaurants in Chicago, employees are encouraged to

take 10-minute breaks throughout their day to play darts or pingpong. Rick Gresh, the brands' director of U.S. culinary operations, said the breaks help make work less stressful for employees and also remind them of the restaurants' mission to create a fun experience for guests.

STRIKE THE RIGHT BALANCE

When talking about serious topics such as anti-harassment training, Kendall Ware, president and COO of Orange Leaf Frozen Yogurt, makes sure to pair the heavier stuff with something lighter, such as a new LTO. "If you put all your emphasis on something that is not as fun or attractive, it's just not going to gain as much attention," he said.

BE OPEN

Having dealt with anxiety and depression



throughout his career, Brother Luck, chef and owner of Four and Lucky Dumpling in Colorado Springs, Colo., decided to open up to staff about his struggles. He said that has changed the culture of his restaurants for the better: "[Employees'] perception of me as a chef is no longer intimidation. They feel like I'm approachable, and they know that they're not crazy, that they're not the only one going through something. My story has become very powerful for them," Luck said. "Dropping that

wall and changing my leadership style has actually made our business a much healthier place."

PROMOTE CULTURE CONSISTENCY

Instilling a positive environment is not a one-time thing, according to Luck, who said operators need to keep bringing their restaurants' culture and mission to employees on a frequent basis. "It's just constant repetition," he said. "You know, if somebody does something wrong, it's that way of

saying, 'Hey, this is not how we do this.' It is constantly repeating things."

LET EMPLOYEES FAIL

At Floriole Cafe and Bakery in Chicago, chef and co-owner Sandra Holl is learning how to step away when needed and let her staff learn and grow on their own. "These people want to do their job," she said. "They want to do it well, and sometimes they're going to fall down, and they have to learn how to become self-sufficient. Allowing people to fail, I think, is really, really crucial and important."

HAVE STAFF STAR IN TRAINING VIDEOS

Actual employees appear in training videos at Brinker International. Nicole DaCosta, senior manager



If you put all your emphasis on something that is not as fun or attractive, it's just not going to gain as much attention." —Kendall Ware

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of learning and development for the company, said featuring employees in the videos is a fun way to engage staff, and it's easier on the budget as well.

MAKE PERFORMANCE REVIEWS MORE FREQUENT

Chipotle has moved away from traditional yearly performance reviews, switching to quarterly reviews. During the meetings, team members gather and talk about what they accomplished in the past quarter, what they're looking to get done during the next one and what development skills they want to learn. "As we've started moving forward and having these conversations, [employees] really liked it," said Michele Lange, director of field training for the chain. "People want feedback, and they want it more frequently than having to wait an entire year."

PUSH POSITIVITY

As the industry has started to shift its idea of workplace culture, Luck said operators now need to encourage staff to get engaged and

connect with one another. "We've done away with the aggressive 'I'm going to throw a pan and I'm going to throw a tantrum' attitude," he says. "We need to start to embrace the positive side." Every six months, staff at Luck's restaurants take part in an activity together such as beach volleyball or a hike. Luck is also hosting a sober week, when, instead of going to the bar while not on shift, employees are encouraged to focus on healthy eating and participate in wellness activities such as yoga.

GIVE STAFF A SAY

Employees at Floriole get to decide which nonprofits and charity groups the restaurant should work with. Holl said it has been a great way to engage staff and continue to promote the restaurant's positive culture.

MATCH TONE TO STAFFER

Learning how to properly communicate with a wide range of personalities is something that has helped Mari Katsumura, executive chef at Yugen and Kaisho in

Chicago, work better with her staff. "I just realized that ... one person may not respond well to a specific tone that I have, so I need to speak to that person differently," she said. "Or there's another person that may not understand my sense of humor, so I need to be more blunt. There are specific personality traits that I need to communicate with differently."

CONSIDER A GROUP CHAT

To encourage dialogue among staff, Luck has set up private group text chats for back-of-house and front-of-house employees that let them give encouragement and feedback to each other. "[The group chats] are where the communication happens. This is where they switch schedules, where we give high fives and where we do corrections," said Luck. "[The employees] hold each other accountable. They'll post a picture [in the group chat] and say, 'This is not how we set up this coffee station' ... and all of a sudden, they're talking back and forth."

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HIRING

GEN Z ON THE JOB

What do young workers want? A new study offers some insights.

Members of Gen Z view themselves as the hardest-working and most slighted entry-level labor pool in history, even compared with the generation that came of age during World War II, a new study finds.

The report, “Meet Gen Z,” also quantifies the sense of entitlement that foodservice employers often cite as emblematic of the age bracket of 16 to 25: About a third (35%) of respondents say they would not tolerate an employer who scheduled them for shifts or hours they didn’t want, and nearly as many (30%) say a directive to work back-to-back shifts is a deal-breaker.

UP TO THE TASK?

Gen Zers also profess that elders did a lousy job of preparing them for work. Far less than half (39%) say high school provided them with the educational underpinnings to enter the job market. About 1 in 5 (21%) say those



Nearly half of prospective employees between the ages of 16 and 25 say a good boss is one who trusts them.

shortcomings leave them unprepared to be managed by someone, though they had pronounced feelings about what makes a good boss. The three most important attributes, in their estimation, are: “They trust me” (47%); “They support me” (40%) and “They care about me” (35%).

About a third (32%) said they would stay longer and work harder at a job where the manager embodied those and other supportive traits. Nearly the same proportion (31%)

expressed a desire for flexible hours.

WHO’S HAD IT HARDEST?

Respondents rated the so-called Silent Generation—seniors ages 75 to 94, which includes the tail end of what’s sometimes termed the Greatest Generation—as the least hardworking age cohort in history. They also expressed a belief that the Silent Generation had a tough time entering the job market, despite what history books say was a pressing need for labor

during the war.

Similarly, 36% of the youngsters participating in the survey say they had to push through more disadvantages when entering the workforce than any cohort since the Silent Generation, an assertion seemingly undermined by the “help wanted” signs posted in many operations’ windows.

The findings also skewered a few preconceptions about Gen Z. For instance,

MEET GEN Z

3,400 The “Meet Gen Z” report, based on a survey of 3,400 Gen Zers in 12 nations, was commissioned by The Workforce Institute, the research and insights arm of Kronos, a labor technology supplier.

even though members of that age bracket have never known life without computers, 75% want feedback from managers to be delivered face to face, and 39% prefer to communicate with colleagues in person.

—Peter Romeo



Respondents rated the so-called Silent Generation—seniors ages 75 to 94, which includes the tail end of what’s sometimes termed the Greatest Generation—as the least hardworking age cohort in history.

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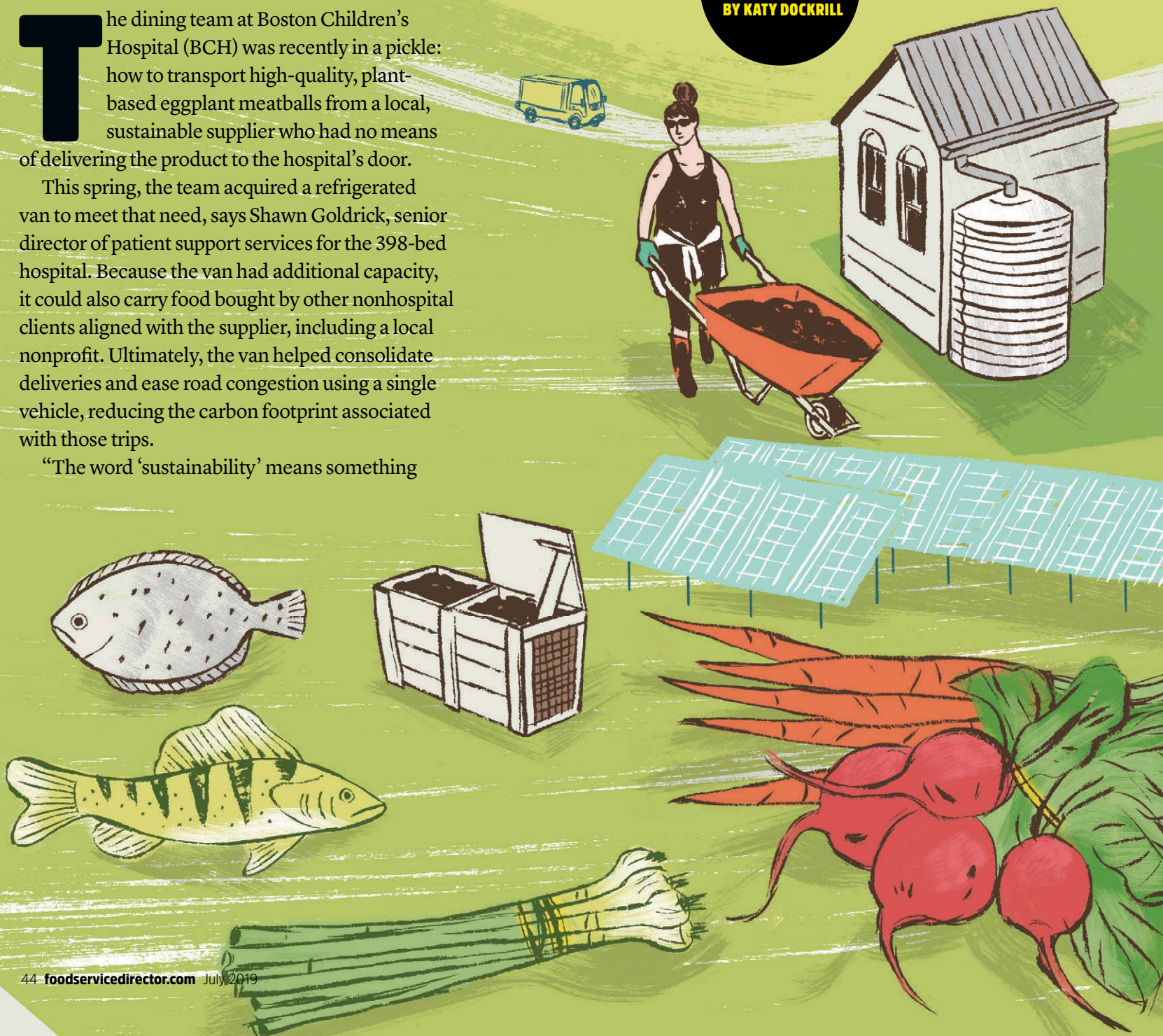
BY STEVE DWYER

ILLUSTRATION
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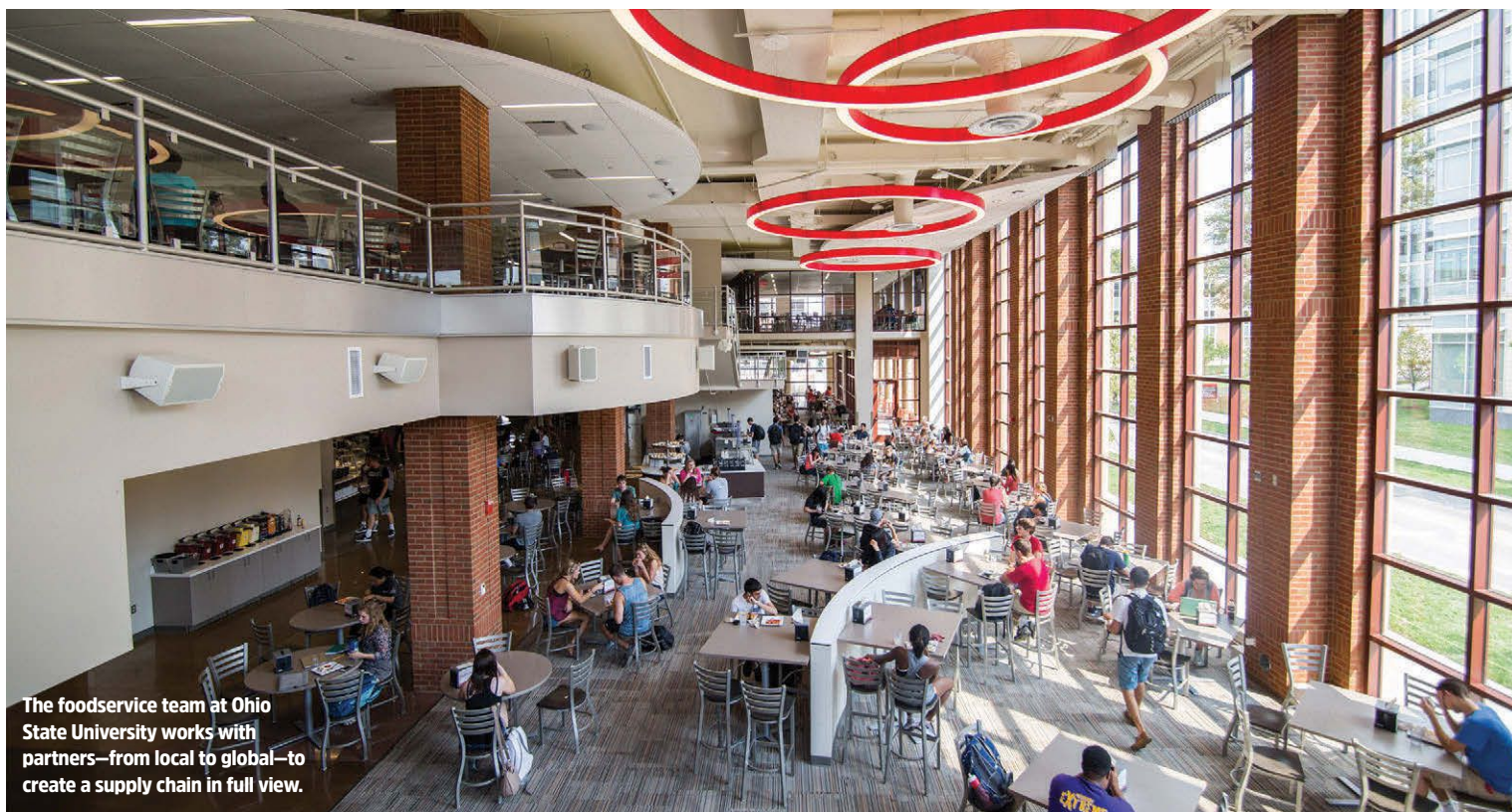
The dining team at Boston Children's Hospital (BCH) was recently in a pickle: how to transport high-quality, plant-based eggplant meatballs from a local, sustainable supplier who had no means of delivering the product to the hospital's door.

This spring, the team acquired a refrigerated van to meet that need, says Shawn Goldrick, senior director of patient support services for the 398-bed hospital. Because the van had additional capacity, it could also carry food bought by other nonhospital clients aligned with the supplier, including a local nonprofit. Ultimately, the van helped consolidate deliveries and ease road congestion using a single vehicle, reducing the carbon footprint associated with those trips.

"The word 'sustainability' means something







The foodservice team at Ohio State University works with partners—from local to global—to create a supply chain in full view.

different to everybody,” says Goldrick, whose staff of 100 serves 1.5 million meals a year through patient feeding plus retail. “Within our organization-wide initiative to provide ‘green health’ is a mantra where we ask, ‘How do we get to yes?’”

Broad-based sustainable practices have reached a fever pitch, with new stakeholders each year. Because society demands ultrasafe, quality and healthy foods—all rolled into one—dining departments tend to lead other parts of an organization when it comes to sustainability. And local procurement is often at the epicenter of that change-making.

LIKE A GOOD NEIGHBOR

The benefits of local partnerships cut both ways: Local distributors and suppliers can flourish when teaming up with big customers wielding buying power, while dining programs build reputability because they can procure dynamic local cuisines.

BCH stepped in when Commonwealth Kitchen, a local incubator, was preparing to dispose of an oversupply of local, sustainably grown—and unwanted—apples that were harvested at the back end of the growing season. The foodservice team converted 800 pounds of the older apples into its Chef’s Choice-branded apple sauce—a bonus of which was keeping that produce out of the local waste stream.

Food grown and distributed

locally also “generates jobs and subsequently helps stimulate economies,” Boston University (BU) noted in its 2018 Sustainability Report. When BU leverages its purchasing power to collaborate with locally owned distributors, “the money spent circulates locally an average of seven times before it leaves the community,” says Lexie Raczka, sustainability director for Boston University Dining Services. The reduction of food miles



Working with locally owned distributors helps create and support jobs as well as stimulate the local economy. Money spent in the local economy circulates locally an average of seven times before it leaves the community.” —Lexie Raczka

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The first question I ask sales reps looking to get their product onto campus is what third-party certifications they have to verify their sustainability practices or sourcing transparency. For some, this ends the conversation, but for others it starts a new conversation as they want to understand more.” —Joseph LaChance

associated with local procurement can’t be underestimated, either: The BU sustainability report reveals that “the average distance traveled for any food is 1,494 miles.”

Many smaller growers need to build scale to thrive. To that end, Harvard University Dining Services in Cambridge, Mass., helps sponsor a grant program aligned with the Boston-based Kendall Foundation, which works to create a resilient and healthy food system in New England by increasing production and consumption of local, sustainably produced food. Harvard Dining this

spring also helped host the first Small Change, Big Impact Food Summit, which brought together experts on many aspects of today’s food system, including sustainability and safety.

Within that grant initiative, the dining team helps select annual winners of the New England Food Vision Prize, an award of up to \$250,000 to promote a greater abundance of regional food on college and university menus. Grant money might be distributed to a local farmer-supplier to acquire new equipment, or to buy or lease additional acreage to fulfill future

contracts with foodservice partners based on projected volume needs.

“This is changing the purchasing paradigm, as we tell farmers what we want to buy and they grow it,” says David Davidson, managing director of The Food Literacy Project within Harvard Dining.

When small, local producers receive a boost, foodservice menus can likewise benefit. Harvard Dining’s program regularly sources no-antibiotics-ever chicken, as well as high-quality, underutilized species of fish, such as monkfish and dogfish, allowing a break from tried-and-true

varieties such as salmon and tilapia.

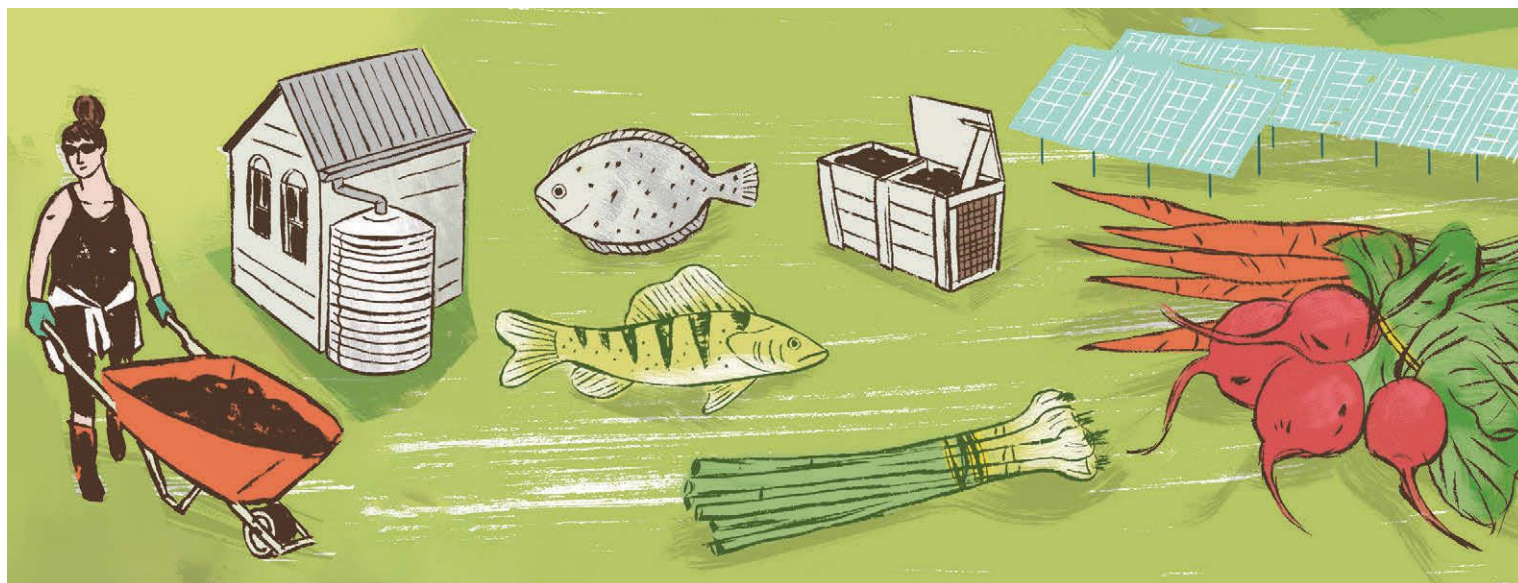
Along the same lines, Michigan Dining contracts with a Port Huron, Mich., family fishery for whitefish, rockfish, dogfish and perch, says Steve Mangan, senior director of dining at the University of Michigan in Ann Arbor (UM), noting that students are being introduced to products they might not try otherwise.

SUSTAINABILITY SENTINELS

FSDs deploy a variety of tools and technologies to help them scrutinize suppliers’ sustainability practices.

“Sustainable buying starts with the idea of traceability and 100% transparency, and that’s defined as what we know and what we don’t know about our food,” says Zia Ahmed, director of dining services for The Ohio State University in Columbus, Ohio, who works with partners—from local to global—to create a supply chain in full view.

At Michigan Dining, chefs with buying authorization use web-based dashboards to collect data and review a previous week or month’s buying activities to measure patterns of sustainable purchasing. “The dashboard can match the right price





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Michigan Dining's 24 Carrots station is dedicated to vegan and vegetarian dishes.

point with the right local, sustainable item to procure and allow chefs to monitor their own expenditures while prioritizing purchased items," says Keith Soster, sustainability director of Michigan Dining. "They know what their spend is, as cost measurement is right in front of them."

Some suppliers tell the foodservice team about their sustainable practices "before we realize they're not able to deliver to the degree UM expects," Soster says. "We are challenging partners to source more locally and sustainably, and that woke some of our prime vendors up." Using requests for proposals to help winnow the process, dining directors can drill down to establish performance metrics around carbon footprint,

779.9

The carbon per pound produced on Mondays during a Michigan Dining initiative called Sustainable Mondays. This output compares to 1,962.6 carbon per pound generated on Wednesdays, indicating that when dining halls fail to focus on sustainability, they produce about 2.5 times more carbon.

animal welfare, food ingredients and more, Mangan of UM says.

Certification is also top of mind when vetting partners within the context of sustainable practices. "The first question I ask sales reps looking to get their product onto campus is what third-party certifications they have to verify sustainability practices or sourcing

transparency," says Joseph LaChance, director of dining services at Boston University. "For some, this ends the conversation, but for others it starts a new conversation as they want to understand more. The larger the buying interest in sustainable products, the less expensive it becomes to source sustainable menu items."

SELLING THE MENU

Operations are using a wide range of techniques to sell new plant-based menus derived from their local procurement processes. Here's a look at a few.

HARVARD DINING

"We don't want to be looked at as 'the food police,' because we serve 6,500 undergrads and have to give people choices," says David Davidson, managing director of The Food Literacy Project within the dining department. The Bistro Bowl on campus is normally a grill-to-order station, but on Thursdays, it's transformed to showcase new menu items, such as crispy Parmesan cauliflower on top of spaghetti. "We saw little to no issue [from diners] because what they were served was delicious food," Davidson says.

BOSTON UNIVERSITY

Every week, BU's three main dining halls participate in a Wholesome Roots program, with menus that showcase foods with a low carbon footprint, such as plant-based proteins, poultry and fish. "In addition to designing a specific menu for these days, we sample one menu item throughout the mealtime, initiating a conversation about the menu item and its sustainability and health benefits," says Joseph LaChance, director of dining. "This past spring, we partnered with a student government committee to promote a weeklong vegetarian challenge." The university's goal is to have its seafood purchases become 100% sustainable by 2020.

BOSTON CHILDREN'S HOSPITAL

The Guilt Free Grill is reshaping the menu by providing guests with items they might not normally be introduced to. The team is moving in the direction of "leading with plant-based cuisine and touting our 'Less Meat, Better Meat' marketing program," says Shawn Goldrick, senior director of patient support services. "It's a transformation statement to offer less meat on menus, but the meat that is offered is, at the very least, hormone- and antibiotic-free and grass-fed beef."



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AT WHAT COST?

Local, sustainable foods can come with a lofty price tag, so finding the right partners and finding the funds to afford their products might be two different matters. “We’re always making decisions to keep our food costs in equilibrium,” Mangan says. “A vendor might establish a premium price on a food, so we might wait until the price comes down. In the meantime, we might establish another menu alternative—focus on another category.”

Mangan adds that common sense is a simple, but often overlooked, procurement tactic. “In the summertime, Michigan tomatoes are relatively inexpensive, so we’re bent on comparing price and quality,” he says. “It’s not about how beautiful that tomato is, but the taste that it provides. You don’t need a big, beautiful Honeycrisp apple every time: Sometimes you need a smaller,

portable apple variety that students can eat on their way to class.”

Directors may be willing to pay a price for the inherent quality of certain sustainably grown foods—if it’s the right product at the right time to enhance menus. And eventually, prices will level off as those items appeal to more mainstream audiences, says Ahmed of Ohio State. He says FSDs attempting to stay within budget shouldn’t waver from containing costs, but should have room to adapt when necessary. “There are two ways to create efficiency: One is cut costs and the other is add value,” he says. “The procurement of a sustainably sourced food might cost a premium, but it adds value to menus.”

Boston Children’s realizes, too, that sourcing can consist of tradeoffs to wring out value and quality. Its relationship with Northglenn, Colo.-based Niman Ranch yielded a pulled pork sandwich, not often the paragon of healthy. But product used in this one was sustainably grown, full of flavor and humanely

KEEPING PARTNERSHIPS SUSTAINABLE



raised at Niman, which works with a network of 720 small, independent U.S. family farmers and ranchers. To Goldrick, the pulled pork sandwich was worth going the extra mile to procure and integrate.

Many FSDs’ sustainable procurement efforts transcend food to include materials used in dining, to ultimately take pressure off landfills. The University of California-Irvine (UCI), for instance, strives to be an agent of change every chance it can.

Lin Tang, director of dining services for UCI, says Jamba Juice, a retail brand with an interest in coming on

campus, had used Styrofoam cups. The university, which has an organization-wide sustainability plan established, said the cups had to be upgraded with a sustainable footprint as a condition for coming on board as a retail brand.

CREATING A NEW CULTURE

At many operations, sustainability efforts are rooted in reducing reliance on meat. However, at Boston Children’s, the team’s marketing strategy is to avoid terms such as vegetarian and vegan, because they’re not embraced by all who seek healthier options, Goldrick says. Their more prudent approach, he says, has been to roll out a marketing campaign articulating “Less Meat, Better Meat,” which is how his staff sells the power of offerings such as its plant-based eggplant meatball.

For college and university operators, organizational hurdles are often tougher to overcome than pushback from diners, with Mangan noting that “students perceive health and wellness as a priority.”

Crista Martin, director for strategic initiatives and communication for Harvard Dining, agrees. “We don’t have to convince student guests that meat doesn’t need to be a center-of-plate food as much as we need to convince ourselves [as program overseers],” she says. “I grew up with the traditional center-of-plate protein and accompanying side dish. Today’s



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At Boston Children's, the team avoids terms such as vegan, highlighting health instead.

students have a food regimen that's a departure from tradition." For many, Martin adds, tofu is the new center-of-the-plate food.

To address serving higher volumes of red meat, known to carry a heavy carbon footprint, Mangan's team reduced serving portions of these items to 2.3 ounces. But more central to the university's mission is pushing forward with veggie-forward ethnic cuisines, such as Asian and Latin, that pack a flavor punch. "The goal is to make these foods craveable," Mangan says. "We

know that our culinary reputation is high, but to convince some, we offer sampling and tasting around these international themes to build trust. We have a granary action station with ancient grains, grain bowls and locally sourced veggies and toppings."

Michigan Dining also recently implemented Sustainable Mondays, removing animal proteins from menus each Monday to spotlight plant-based protein and veggies. "We don't get a lot of people complaining about missing meat,"

Mangan says. "And maybe we can convince more guests to go meatless one meal a day or one day a week. We're not looking to take something away, but seek to provide diners with new cuisine adventures."

LOOKING FORWARD

The road map to best practices for sustainable procurement is certain to be marked by new opportunities mixed

with obstacles. One challenge that stakeholders are watching carefully is the potential increased imposition of trade tariffs and what that will mean for their buying practices, Soster says, citing potential inflated costs for items such as grains and compostable materials.

Some say another challenge will be to practice discretion when in procurement mode. To foster economic enhancement or justice—a pillar of sustainability—prudent local sourcing is also about omission, or what you don't buy. "If I decide to buy all the fruits and vegetables from a local farmers market or from a single local supplier, this depletes the supply and drives up food prices," Ahmed says. "That's not what we're about." Receiving buy-in from and coordinating with back-of-house staff around proper protocols is another important factor. "All need to fully understand why we are doing this," Ahmed says. "We source a locally grown, sustainable organic broccoli that's a wonderful product, but it comes to us with more bugs and insects than you would want—this translates to much more thorough washing."

Summing up the work in progress that is sustainability across dining, "We need to help folks understand university food is pressing the envelope to impact the way people eat," Martin says. "It's really about changing the way people consume food for the rest of their lives."



We don't get a lot of people complaining about missing meat. And maybe we can recruit more guests to go meatless one meal a day or one day a week, because we're not looking to take something away. We're seeking to provide diners with new cuisine adventures." —Steve Mangan

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It's no secret that college and university foodservice is big business.

With sales eclipsing \$18 billion, it's easy to assume the future of this segment is extremely bright. But despite all the opportunity, colleges and universities face myriad challenges—specifically around enrollment.

Simply put: The student population is changing. Though enrollment is expected to stay stable over the next 10 years, post-baccalaureate enrollment is rising faster than undergraduate, according

to Technomic's 2019 *College & University Consumer Trend Report*. And more potential students are delaying higher education—or eschewing it altogether—in favor of other full-time employment, thanks to low unemployment figures. Finally, the student body is aging as more people work to earn degrees later in life, which means fewer on-campus students in general.

To deal with these shifting demographics, college and university foodservice directors will need to grapple with their students' changing food needs.

Older students will likely require a smaller meal plan, for example, while younger students are more prone to replace a traditional meal with an on-the-go snack.

And what they eat is changing, too. Taste, healthfulness and quality are likewise important to students, according to the Technomic study. With two-fifths or fewer of students rating the quality, taste and health of menu items at their schools as good or very good, directors and chefs have their work cut out for them when it

comes to elevating or innovating their menus to include items diners crave and that make them feel good.

For example, approximately a fifth of students say more portable, handheld options (22%) or offerings that meet special-diet needs (21%) would entice them to buy more meals on campus. Read on to see what other areas are appealing to diners in college and university and how foodservice directors and chefs can meet those evolving needs.

38%

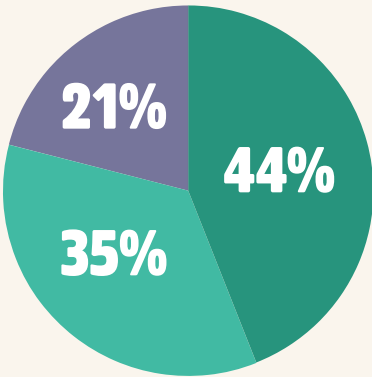
The amount of 18- to 20-year-olds who usually skip one meal per day or replace one meal with snacks



DIRE DELIVERY DILEMMA

Delivery orders are on the rise at the expense of dine-in and takeout options in college and university.

How often do you order food to go, on-site or for delivery?

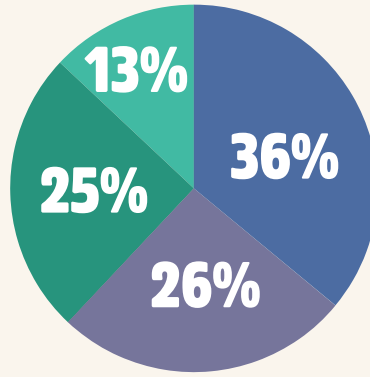


Taken to go
Consumed at the location
For delivery

LOCATION MATTERS

When students move off campus, they take their foodservice spend with them, according to Technomic.

What percent of all the foods and beverages you eat are purchased from the following?



Off-campus retail, grocery or convenience stores
On-campus foodservice facilities
Off-campus restaurants
On-campus retail locations

METHODOLOGY

A 20-minute online survey of 1,400 consumers was conducted in March and April 2019. The survey asked about on- and off-campus foodservice behavior, including patronage, attitudes and preferences. Consumers must be a full-time student at a college or university to qualify for the survey. Some of the data is attributed to college and university operators. These questions were included in a proprietary Technomic survey fielded online. To order the results in their entirety, please visit ignite.technomic.com.

82%

The amount of C&U foodservice operations that are self-operated

53%

The amount of students who would be willing to pay more for foods labeled as "fresh"

44%

The amount of students who wish their school would change the menu more often to offer new foods

28%

The amount of C&U foodservice operations that plan on adding functional foods to their menus. Currently, 51% of operators have integrated these items onto menus.

82%

The amount of C&U operations that currently offer local sourcing

42%

The amount of students who say they would like more on-campus cafeterias or restaurants to offer delivery

MOST POPULAR MEALS

At 4.9 days per week, breakfast is eaten the least often of all meals. Adding on-the-go breakfast options or order-ahead service may entice students to stop for something on their way to class, according to Technomic.

Breakfast: 4.9 days/week
Lunch: 5.7 days/week
Dinner: 6.1 days/week
Snacks: 7.5 times/week





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The new kitchen was designed to deliver meals at a quicker clip.

PLANNING FOR EFFICIENCY

This is the first story in this installment of Anatomy of a Renovation, which follows the creation of ProMedica Toledo Hospital's new eatery from blueprints to reality.

COMING UP: A look at how the team designed the menu for its new cafe.

A new eatery in ProMedica Toledo Hospital's Generations of Care Tower is optimized for speed and quality.

BY BENITA GINGERELLA

About six years had passed since the kitchen inside ProMedica Toledo Hospital in Toledo, Ohio, had seen any sort of update. Outfitted with old equipment and located far from patient rooms, staff often struggled to deliver meals in a timely manner, especially because the hospital allows patients to

request meals at any time of day.

"Our main goal is to get our patients a hot meal as quick as possible, and logistically, the way that it was laid out, it was difficult at times for us get across campus to deliver," says Patient Services Manager Scott Linden.

That all began to change two years ago,

when the hospital broke ground on its Generations of Care Tower, a new space in the heart of the hospital campus that is also home to a cafe and kitchen managed by Sodexo.

The cafe and kitchen, which debuted this summer, offer guests fresh, exciting menu items in a shorter time frame.

FINDING THE FLOW

The foodservice team worked with two design firms to plan the space, which consists of a cafe on one floor and a kitchen

underneath. One of its main goals was to create a back-of-house flow that ensures line cooks can be as efficient as possible and get meals out the door fast.

"It's kind of like a dance. [Cooks on the line] need to be able to sort of move behind each other," says Senior Executive Chef Hannah Robertson, noting that the flow is "very, very similar [to] that you see in a restaurant."

The new kitchen is set up to minimize the number of times staff have



The new cafe at ProMedica Toledo Hospital debuted this summer.

to move around each other to grab ingredients needed to fulfill orders.

"Everything is within hand's reach," Linden says. "Where we may have taken 15 or 20 steps, now you only have to take two or three each."

While the reduction in steps may seem small, Robertson says it pays off when taking into account how many meals staff

serve daily.

"Each step shaves off seconds over a day, but when you're serving that many meals, it is huge," she says.

BUILDING A BETTER BACK AND FRONT OF HOUSE

The foodservice team was able to purchase new equipment for the space, which Linden and Robertson say they are

excited to play around with. Here's a look at some of those just-added items:

PANINI PRESSES

The cafe includes panini presses that use both induction and microwave heat, each serving a different purpose.

"The induction cooks the outside of the panini sandwiches while putting nice grill marks on the

bread," Linden says. "The microwave heat cooks the sandwich all the way through on the inside evenly."

In addition to making the cooking process more efficient, Linden says the dual heat will provide better-quality sandwiches for guests.

"These two sources of heating help speed up the process in which

our paninis cook and will ensure they are consistently heated all the way through every time to ensure our customers get the perfect bite."

INDUCTION BURNERS

Along with the panini presses, the cafe upstairs also has several induction burners to allow display cooking and meals cooked to order.



[Foodservice elevators] will easily be the single most important factor to our excellent patient satisfaction as it gives us a direct route to our patients to ensure they receive a hot, quality meal quickly."

—Scott Linden

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Thanks to the cafe's new wood-fired oven, staff will be able to offer a variety of rotating specials such as calzones, whole pizzas, pizza by the slice and certain roasted entrees. The team is hoping to use the oven to expand savory options as well as the cafe's dessert menu.

"We are also looking at the possibility of doing some desserts such as fresh-baked cookies and cinnamon rolls," Linden says. "The possibilities are endless."

COMBI OVENS

Combi ovens were high on the team's wish list for new



The cafe is located on one floor, with the kitchen below.

PHOTOGRAPH COURTESY OF LATHROP

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ANATOMY OF A RENOVATION PART 1



New equipment was key to optimizing the kitchen.

equipment. The selected ovens are outfitted with technology that allows the food inside to cook at different temperatures during various stages.

“That’s really going to shave off multiple minutes in terms of the cook time,” says Robertson. “It’s going to be a lot faster and a lot more effective.”

FOODSERVICE ELEVATOR

Generations Tower is also equipped with two elevators dedicated to transporting food between the kitchen and cafe and three elevators for patient meal delivery.

These will allow food to move without causing a disruption to customers or hospital staff, Linden says.

The elevators for patient meals go directly behind the patient units so as not to disturb anyone in the waiting rooms, and they also provide a straight path to each building on campus, Linden says.

“This change will easily be the single most important factor to our excellent patient satisfaction as it gives us a direct route to our patients to ensure they receive a hot, quality meal quickly.”

LARGE BLAST CHILLER

Food safety remains a top priority for the team in the new space. The kitchen is home to a large blast chiller to allow hot food items to be brought down to a safe chill temperature quickly.

CART WASH

The new kitchen is outfitted with a cart wash in the dish room as another way to help maintain food safety.

“Every cart that we use for delivery to patients, as well as to store food on, we can clean and sanitize after every use,” Linden says.



Everything is within hand’s reach. Where we may have taken 15 or 20 steps, now you only have to take two or three each.” —Scott Linden

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WHEN DISTRICT LEADERSHIP MANDATED FEWER LUNCH PERIODS TO ACCOMMODATE SCHEDULING, THE MARTIN COUNTY FOODSERVICE TEAM MADE SEVERAL MAJOR CHANGES TO ADAPT. **BY JULIANNE PEPITONE**

FOODSERVICE OPERATION OF THE MONTH

Martin County School District
Martin County, Fla.

At Jensen Beach High School in southeastern Florida, the cafeteria was busy enough with three scheduled lunch periods. But then the school district's leadership told the foodservice team a huge change was coming: They would have to drop to only two lunches.

The school's block scheduling made the current lunch schedule disruptive to 50-minute classes. Students went to class for 20 minutes, and just as they were getting settled in, they'd head to lunch for half an hour. They'd then go back to finish the remaining 30 minutes of class.

The only solution, as directed by district leadership, was to decrease to two 30-minute lunch



To better serve the influx of diners, Jensen began serving every menu item in every line.

periods to prevent the interruption.

"My initial reaction was, 'Oh, this is not good. We're already so busy with three lunches. How can we possibly pull this off?'" says Laura Holmedal, director of food and nutrition services for Martin County School District. "I really didn't want to do it at first, honestly."

MAKING LEMONADE

Most of Holmedal's team experienced the same initial reaction. But when they learned about the rationale behind the change, they understood.

"When we realized the point is to help our kids be more successful, it was a no-brainer," Holmedal says.

To achieve that goal,

however, the team would need to feed a couple hundred more students at each lunch period.

As Jessica Lam, food nutrition manager for Martin County schools, looked around Jensen's cafeteria, she quickly realized the facility needed two major changes: additional service lines, and

also a total revamp of where various foods are available.

Lam dug into sales data and found that meals on the "Premium" menu, which sell for \$3.75, sold better than the \$2.10 "Cuisine" menu items. The school's cafeteria had devoted two lines to each menu. As a result, the Premium menu lines were always long.

"I realized we had to completely redo how we sell things—every item needed to be sold on every line," Lam says. "And we definitely needed more lines."

LOGISTICS LESSONS

The team ran a weeklong trial of two lunch periods in April 2017. They used lessons from that test along with student feedback to help inform their plans for the new cafeteria.

Along with group meetings and individual chats, students were invited to examine 3D design plans and offer their opinions. It was clear students wanted



LAURA HOLMEDAL

Director of Food and Nutrition Services, Martin County School District

What are your goals for the coming year?

I want to help our people

get certified in certain areas. So when it comes time to fill an opening ... instead of looking outside, I'd love for everybody to be able to have that knowledge and that credential so they can apply. We have great people, and

great people are hard to find.

What's the key to your team's success?

I can look at people and recognize what they're good at—so I don't bog them down with things they're not good

at. I let them do those tasks they excel at and enjoy. ... You can't put a person into something they hate and say, "Too bad, this is your job." Instead we say, "Oh, this is what you're good at and what you love? Do that."

**Martin County
School District
Martin County, Fla.**

19,500

Number of students
enrolled districtwide

48%

Amount of students eligible
for free or reduced lunch

20

Number of schools in the
district—and the amount
of its schools that received
a HealthierUS School
Challenge distinction

15,000

Meals served daily

\$35,000

Cost of recent renovation at
Jensen Beach High School

557

Jensen's seating capacity
before renovation

781

Jensen's seating capacity
after renovation

more time to eat and more options for seating. They wished the outdoor courtyard was open more frequently, with better lighting and fans to cool off. They were also looking for a design rooted in Jensen Falcons school spirit.

The renovation, which cost about \$35,000, was completed in April 2018 over a single weekend. When the students walked in Monday morning, they entered a shiny new space. Falcon pride was everywhere. A roll of butcher paper on a back wall invited students to draw. The courtyard is now open every day, complete with fans, lights and a food cart.

The new space is optimized for the foodservice team, which added two lines, with all menus served on every line, plus the courtyard cart. The cafeteria now seats 781, including the courtyard, up from 557.

"I asked the kids what they thought that first day," Lam says. "One little girl said it has 'pizazz.' And another said it looks like 'High School Musical'—so I thought, 'Well, if it looks like we're in a movie, that's pretty good!'"

That enthusiasm was borne out by sales, which rose 7.6% year over year in total at Jensen and another



Before and after: Jensen's revamped cafeteria amped up school spirit with a falcon mural and banners.

Martin County high school, South Fork, that also underwent a renovation.

For other operators facing difficult changes, Holmedal recommends keeping an eye on the big picture.

"In our case, we're

supposed to feed into that ultimate goal of educating all students for success," she says. "So even if it sounds like an impossible change, you have to accept that you need to do whatever it takes to achieve the larger goal."

For Lam, surviving and

thriving amid the renovation came down to "just having patience and not giving up."

"Big changes can be overwhelming," she says. "Dig into the data. Think about larger goals. Planning, with a lot of patience, will get you to your goal."



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JULY 2019



1

Grecian Delight's Skhug sauce has been reformulated to have a more housemade texture and appearance. It is made with a combination of green bell, roasted red, serrano and white peppers, as well as cilantro and a touch of garlic and lemon. Skhug pairs well with falafel and shawarma, but operators can also use the condiment to lend a Middle Eastern flair to sandwiches, pizzas, dips and more.

greciandelight.com



2

Antunes has added a new, smaller Egg Station to its line of grilling equipment. The Egg Station Mini (ESM 600) has the smallest footprint of any of the company's Egg Stations. Designed for quickly serving made to order eggs, the ventless unit uses a combination of grill heat and steam and comes with interchangeable rack configurations. It plugs into basic electrical outlets for easy installation on the countertop.

antunes.com



3

Smartwater Sparkling from **Coca-Cola** now comes in Strawberry Blood Orange, Fuji Apple Pear and Raspberry Rose flavors. The first flavored Smartwater offerings will initially be available in half liter bottles (singles and six packs) in the Boston, Chicago, Los Angeles, Miami, New York, Philadelphia and San Francisco markets.

coca-cola.com



4

Hatco Corp. and Suntec Corp. partnered to create the Round Waffle Maker, designed for continuous daily use. Operated via a push button control panel, it cooks waffles in minutes. An LED display shows a timer, temperature and status. The waffle maker features an exclusive heating element design. It's available with standard waffle or Belgian style cooking plates.

hatcocorp.com



5

Sweet Street has introduced the Farmer's Market Pullman Collection, a new line of thaw and serve pastries. The loaves can be served as is or used as a foundation for a variety of menu items. Varieties include Blueberry Oat, Banana Yogurt Swirl, Pumpkin Swirl and more. The Pullman line is made with clean ingredients and contains no hidden preservatives or additives.

sweetstreet.com

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6

The new Versatile Chef Station (VCS) from **Vulcan** is a multifunctional cooking platform designed for small kitchens. The VCS serves as a griddle, fry pan, stock pot, saucepan and rondeau pan, and can switch cooking methods (griddle, boil or fry) with the turn of a knob. A double-well setup is 36 inches wide; a single-well is 18 inches. The National Restaurant Association named the VCS among its 2019 Kitchen Innovations Award winners.

vulcanequipment.com



7

Nor-Lake's new glass-door refrigerator merchandiser is equipped with self-closing swinging doors and an LED backlit top panel, as well as two rows of LED lighting per door to illuminate products. The merchandiser has four heavy-duty adjustable shelves per door with product-label strips. It is available in one-, two- or three-door models.

norlake.com



EDITORS' PICK

8

Broaster Co. has launched a turnkey barbecue program called Rock County Smokehouse, giving operators the ability to quickly and easily begin serving freshly smoked barbecue. Its Smokaroma pressure cooker uses real wood to smoke ribs, chicken, pulled pork and brisket more quickly than a conventional smoker. The program can be incorporated into a variety of operations and comes with the necessary equipment, sauces and rubs.

broaster.com



9

The new Chill-X Frozen Beverage Machine from **Curtis** allow operators to offer a variety of frozen drinks. The machine's straight-through air flow allows it to fit easily into any counter-space and enables operators to place multiple units side by side for a dedicated slushie station. Its optional auto-refill system can help save time and labor.

wilburcurtis.com



10

Schulstad's new Thaw and Serve Pastries give operators an opportunity to offer quality pastries in a convenient format. The trays arrive prearranged and just need to be thawed before serving, with no additional prep required. Varieties include Raspberry Crown, Apple Crown and Maple Pecan Plait. The pastries are made with premium ingredients and cage-free eggs, and contain no GMOs.

schulstadusa.com

AD INDEX

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American Egg Board	58	847-296-7043	aeb.org
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Barilla America, Inc.	54	866-349-4386	barillaus.com
Basic American Foods	6A-B, 7	800-722-2084	baf.com
Boar's Head	10-11	800-352-6277	boarshead.com
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California Milk Advisory Board	5	650-871-6455	realcaliforniamilk.com
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Dole Packaged Foods LLC	15	800-723-9868	dolefoodservice.com
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J&J Snack Foods Corp.	73	800-989-9534 Ext. 6140	jjsnackfoodservice.com
Ken's Foods	C4	800-633-5800	kensfoodservice.com
Kikkoman International	61	415-229-3650	kikkoman-usa.com
Kitchens To Go built by Carlin	67	630-355-1660	k-t-g.com
MARS Foodservices	34	800-432-2331	marsfoodservices.com
MegaMex Foods, LLC	56, 57	800-725-7212	megamexfoodservice.com
Minor's*	18, 19	800-243-8822	flavormeanbusiness.com
Mrs. T's Pierogies	72	800-233-3170 Ext. 3527	mrstsfoodservice.com
Nestlé Professional - Coffee-mate®	13	800-288-8682	cmfeeltlove.com
Nestlé Professional - Chef-mate®	C3	800-288-8682	nestleprofessional.com/chefmate
Norwegian Seafood Council	C2	617-419-7160	fromnorway.com/en-us
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Pierce Chicken	75	800-336-9876	poultry.com
The Quaker Oats Company	33, 35		discoverdelicious.net
Simplot Food Group	43	800-572-7783	simplotfoods.com
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SALES

Vice President, Noncommercial Foodservice and Publisher
William D. Anderson
banderson@winsightmedia.com
 (312) 940-1557

Regional Vice President—Northeast
Chris McCoy
cmccoy@winsightmedia.com
 (781) 793-7888

Regional Vice President—Midwest
Mark Cullum
mcullum@winsightmedia.com
 (312) 940-1566

Regional Vice President—West
Mark Weinstein
mweinstein@winsightmedia.com
 (562) 375-0377

Regional Vice President—Midwest and South
Tim Vaughan
vaughan@winsightmedia.com
 (312) 940-2274

Regional Vice President—South & Southeast
Beth Peterson
 (630) 803-4715, bpeterson@winsightmedia.com

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Jeff Christerson
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TRIBE
FARE



We have families from different ethnic backgrounds submit recipes from home. We then tweak the recipes to fit school nutrition guidelines and test them out at different schools throughout the district. If students respond positively, they are added to our permanent menu.

Melissa Honeywood

Director of Food and Nutrition Services
Cambridge Public Schools
Cambridge, Mass.



We introduced a blender bike for making smoothies and salsa. The bike is healthy and sustainable and is a fun way to get consumers to eat fruits and vegetables.

Kathy Kubiak-McAlpine

Food Service Director
Kenmore Mercy Hospital
Kenmore, N.Y.



RECIPES FROM HOME

ASK FAMILIES TO
SUBMIT RECIPES FOR
THE MENU

**NUTRITION
SPOTLIGHT**

FEATURE A DIFFERENT
NUTRITION TOPIC
EACH MONTH

EDITORS' PICK

PUSH TO TALK
ADD CALL BUTTON
TO CONTACT
MANAGEMENT

**PEDALING FOR
SMOOTHIES**

INSTALL A BLENDER
BIKE FOR CONSUMERS
TO MAKE THEIR OWN

LET DINERS DRIVE
HAVE STUDENTS
VOTE ON THE FOOD
TRUCK MENU



We have a monthly feature called Healthy Plate that highlights a specific nutrition topic, such as protein. We have flyers in the cafe highlighting several menu items and have a sampling station where diners can try them out.

Patti Dickson

Food Service Manager
SAS Institute
Cary, N.C.

We created a FAN (Fresh Assistance Now) button that gives our team members an easy way to contact management by text when they need assistance. The call button system also notifies team members when someone has responded to the help request. There are FAN buttons at each of the work stations in the Maryville University facility, as well as by the ordering kiosks.

Sarah Carnes

Director of Marketing
Fresh Ideas Food Service Management
Maryville University
St. Louis



We added a food truck to our residential dining program. The menu changes weekly, and the students vote on which menu they want.

Timothy Grayson

Campus Executive Chef
The College of William & Mary
Williamsburg, Va.

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