Extreme Makeover: Cafeteria Edition
Part I

Benjamin Freedman
Jennifer Havers, RD/LDN
Presenters

Benjamin Freedman

*Senior Projects Administrator*
School Food Service
The School District of Palm Beach County

Jennifer Havers, RD/LDN

*Project Specialist*
School Food Service
The School District of Palm Beach County

We have no financial disclosures.
The High School Reengineering Program

Early 2010
   Started project planning for pilot school

August 2011
   First HSRP school opened

Present
   Six cafeterias renovated
   One under construction
   One in planning
   One in approvals
The High School Reengineering Program

Increase in Daily Lunches: 431
Increase in Lunch Participation: 34%
Additional Lunches Since Opening: 1,152,180
Small Projects
Why Do Renovations?

<table>
<thead>
<tr>
<th>Low Capacity</th>
<th>High Capacity</th>
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<tbody>
<tr>
<td>Low Participation</td>
<td>Low Participation</td>
</tr>
<tr>
<td><strong>Rethink everything</strong></td>
<td><strong>Check the menu first</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Low Capacity</th>
<th>High Capacity</th>
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<tbody>
<tr>
<td>High Participation</td>
<td>High Participation</td>
</tr>
<tr>
<td><strong>You lack the capacity to meet student demand</strong></td>
<td><strong>It ain’t broke. Don’t fix it.</strong></td>
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</tbody>
</table>
Project Scope

What will you be doing?

What will you NOT be doing?
Project Scope
## Defining the Project Scope

<table>
<thead>
<tr>
<th>Equipment Capacity</th>
<th>Serving Line Equipment Replacement (Like-for-Like)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment does not have enough capacity</td>
<td></td>
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<tr>
<td>Equipment is breaking down or at its end-of-life</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Serving Line Capacity</th>
<th>Serving Line Reconfiguration (New and/or Reused Equipment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not enough servers or POS</td>
<td></td>
</tr>
<tr>
<td>Walk-up lines</td>
<td></td>
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<tr>
<td>Unused or wasted space</td>
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<table>
<thead>
<tr>
<th>Customer Demand</th>
<th>Complete Cafeteria Remodel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students are not attracted due to aesthetics</td>
<td></td>
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<tr>
<td>Need to increase capacity due to increased demand</td>
<td></td>
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<tr>
<td>“Induced demand”</td>
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</tbody>
</table>
Budget Considerations

Serving Line Equipment Replacement (Like-for-Like)
- Little to no design or construction cost
- Design and specification help from vendors or equipment reps
- DIY labor or vendors

Serving Line Reconfiguration (New and/or Reused Equipment)
- Design all depends on your resources
- From DIY to Architect/MEP Engineer/Foodservice Consultant
- Labor DIY or Foodservice Equipment Contractor
- May not include plumbing and electrical

Complete Cafeteria Remodel
- Architect/MEP Engineer/Foodservice Consultant
- General Contractor
- Vendors
- Contingency
- Market Conditions
Working with Principals & Administration

- Selling your vision and getting buy-in
- Service Level Agreement
- Communication
- Avoiding scope creep
# Scheduling & Timeline

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- Small project: 1-4 weeks
- Large project: 4-6 weeks
  - Location
  - Issues
  - Scope
  - Budget
## Scheduling & Timeline

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- **Small project:** 2 weeks
- **Large project:** 6-10 weeks
  - State
  - School District
  - Health Department
  - County/City Authority
# Scheduling & Timeline

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Small project: 1-4 weeks
- Vendor may consult

Large project: 4 weeks
- Coordinate with Facilities Department
# Scheduling & Timeline

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Small project: 0-4 weeks
- Vendor may consult

Large project: 8 weeks
- Fee proposals
- Issue purchase order
- Notice to Proceed for design consultants
## Scheduling & Timeline

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Small project: 1-8 weeks
- Simple to more complex

Large project: 28 weeks (varies widely)
- Drawings and specifications created and reviewed
- Multiple meetings with architect, engineers, and FSC
## Scheduling & Timeline

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### Small project: 1-4 weeks
- District vendor
- Obtain quotes

### Large project: 12 weeks
- Work with Construction Purchasing Department

*Small project*: 1-4 weeks

*Large project*: 12 weeks

- Work with Construction Purchasing Department

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- **Small project: 0-4 weeks**
  - Obtain PO
- **Large project: 4 weeks**
  - Board approval of contract
  - NTP letter to contractor

**Notice to Proceed**

**Bid Documents**

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- **Bid Documents**
- **Notice to Proceed**

**Small project: 0-2 weeks**
- Informal submittal process

**Large project: 8-12 weeks**
- Formal submittal process

Small project:
- Informal submittal process
- 0-2 weeks

Large project:
- Formal submittal process
- 8-12 weeks
Scheduling & Timeline

- **Construction**
  - Substantial Completion

- **Small project**: 1-2 weeks
  - Possibly over a break or during summer

- **Large project**: 8-10 weeks
  - Typically over summer
  - Loss of Certificate of Occupancy
  - Bi-Weekly OAC meetings
  - Punchlist
  - Inspections
  - Cleaning
  - Temporary CO

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### Small project: 1 day
- Staff training
- Soft Opening
- Grand Opening

### Large project: 1 day - 2 wks
- Notice to Proceed
- Substantive Completion
## Scheduling & Timeline

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### Timeline Details

- **Small project:** N/A
- **Large project:** 8-13 weeks
  - Finishing touches
  - Certificate of Occupancy or
  - Certificate of Completion

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**Bid Documents:**

- Substantial Completion
- Final Completion
What Works

- Make the food “POP”
- Dark Tile
- Black Ceiling
- Warm Lighting
- Contrasting Colors
- Merchandisers
What Works
What Works

Waterless Wells
What Works

Service Level Agreement

Food Service agrees to…

The School agrees to…

Until…

Signed,

Principal

School Food Service Director

Superintendent
What Works

Auxiliary Stations
What Works

Being involved in the process
What Works

Load Centers
What Works

Branding the Cafe
Learn the Lingo

OEM

Original Equipment Manufacturer
Learn the Lingo

GC

General Contractor
Learn the Lingo

**CO / TCO**

*Temporary Certificate of Occupancy*
Learn the Lingo

A.F.F.  Above Finished Floor
Learn the Lingo

<table>
<thead>
<tr>
<th>CO</th>
<th>Change Order</th>
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<tbody>
<tr>
<td>CCD</td>
<td>Change Directive</td>
</tr>
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</table>
Learn the Lingo

O.C.  On Center
Learn the Lingo

Fascia  The face of a structure. Usually short and overhead.

Soffit  The underside of a structure
Learn the Lingo

- Soffit
- Fascia
- Wall
- Column
Learn the Lingo

A/E Architect/Engineer
Learn the Lingo

ME&P

Mechanical Electrical & Plumbing
Learn the Lingo

FSEC

Food Service Equipment Contractor
Learn the Lingo

OAC

Owner

Architect

Contractor
Learn the Lingo

Owner

YOU

The money
Learn the Lingo

TYP

Typical on construction documents
Learn the Lingo

NTP

Notice to Proceed
Learn the Lingo

Float

Extra time for procrastination or incompetence
Learn the Lingo

Plan/Layout

Elevation
Learn the Lingo

Plan/Layout

Section
Join us next for Part II

Extreme Makeover: Menu Edition
Recommended Resources

North American Association of Food Equipment Manufacturers (NAFEM) - www.nafem.org

Foodservice Equipment and Supplies - www.fesmag.com

Foodservice Consultants Society International - www.fcsi.org

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