College of the Siskiyous
Food Service Presentation

BOARD OF TRUSTEES MEETING
NOVEMBER 6, 2018
BY
DARLENE MELBY AND CINDY MARTEL
COS Food Services History

Up through 2015 – 2016, COS outsourced food services with various companies.

Beginning in 2016 – 2017 COS changed to a self-operated business model. COS Food Services has developed the following configuration:

- Staffed by COS employees
- Provides 3 meals per day, 7 days per week starting August 2017
- Serves all Students, Lodges, Staff, Outside Groups, and Visitors
- Provides Catering Services for Outside Groups, Area Department Meetings and Events
Hours of Operations

Eagle Dining Hall
- School Year: Lunch and Dinner – Monday through Friday
- Summer: Breakfast, Lunch and Dinner – Monday through Friday

Eagle Café
- School Year: Breakfast, Lunch – Monday through Friday, Breakfast/Lunch/Dinner - Weekends
- Summer: Breakfast, Lunch, and Dinner – 4 to 5 days a week
Food Services Staffing

“Seven days a week, three meals a day”

Full-time Food Services Supervisor
Full-time Food Services Cook
3 Full-time Food Services Assistants
4 Part-time Food Services Assistants
7 or less Student Workers each day
Campus Dining, Inc.

CONSULTANT REPORT
Key Focus

Create Best Value Solutions for COS Food Services

• How does COS Food Services “measure up” today in its methods, practices, products and service?

• Opportunities for improvement in operations, customer experiences, and financial outcomes.
Assessment Methodology

- Scope of work within existing Food Service
- Facility and equipment analysis, review operations
- Gather physical data through document request, site visit, focus groups, customer satisfaction surveys, interviews with College leadership and key stakeholders
- Use of external data gathered from campus clients for financial benchmarking
# Leadership Goals

Survey and Interviews  (8 responses)

<table>
<thead>
<tr>
<th>Highest Rated Goals – Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Enhance the College experience</td>
</tr>
<tr>
<td>❖ Ensure all Food Services customers consider the services a good value</td>
</tr>
<tr>
<td>❖ Provide the highest level of product quality</td>
</tr>
<tr>
<td>❖ Provide opportunity to improve health/nutrition of all customers</td>
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<table>
<thead>
<tr>
<th>Secondary Priorities – Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ Create interaction between students, faculty and staff</td>
</tr>
<tr>
<td>❖ Maintain low operating cost to College</td>
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<tr>
<td>❖ Be a recruiting and retention amenity</td>
</tr>
<tr>
<td>❖ Provide relaxation for students, faculty and staff</td>
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</tbody>
</table>
### Leadership and Staff Interviews – Most Common Feedback

- **Customer experience** – Improve the day-to-day guest experience, including customer service, traffic flow, and atmosphere.
- **Product variety** – Diversify product offerings and reduce menu complacency.
- **Communication** – Improve communication to the campus community, including menus, prices, nutrition, and general information.
- **Health/Wellness initiatives** – Increase variety, quantity, and quality of healthy foods, and introduce educational programs.
### Highest Rated Priorities – Students

Lodge Students, Focus Groups and Interviews (103 responses)

<table>
<thead>
<tr>
<th>Highest Rated Priorities – Students</th>
</tr>
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<tbody>
<tr>
<td>❖ Improve the food quality, especially reducing “greasy” items, improving dinner meals, and enhancing authenticity of ethnic options.</td>
</tr>
<tr>
<td>❖ Improve the variety of healthy options, including accurate communication of nutrition data, allergens, and general food labeling both on-site and online.</td>
</tr>
<tr>
<td>❖ Improve overall menu variety to alleviate boredom and create interest.</td>
</tr>
<tr>
<td>❖ Improve the value through quality and variety enhancements, consistency in portioning, meal plan design, clear pricing, and communication.</td>
</tr>
</tbody>
</table>
Key Performance Indicators

Surveys, Focus Groups & Interviews

Performing well:
- Speed of Service
- Customer Service

Areas in need of improvement:
- Product Quality
- Variety
How does COS Food Services “measure up?”

Data confirms that COS Food Services fall below expectations in specific areas.

<table>
<thead>
<tr>
<th>Category</th>
<th>COS Food Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Performance</td>
<td>Below Average</td>
</tr>
<tr>
<td>Product Quality and Presentation</td>
<td>Poor</td>
</tr>
<tr>
<td>Product Variety</td>
<td>Poor</td>
</tr>
<tr>
<td>Customer Service / Professionalism of Staff</td>
<td>Average</td>
</tr>
<tr>
<td>Speed of Service</td>
<td>Above Average</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Below Average</td>
</tr>
<tr>
<td>Operations Management</td>
<td>Poor</td>
</tr>
<tr>
<td>Productivity</td>
<td>Below Average</td>
</tr>
<tr>
<td>Retail Pricing</td>
<td>Average</td>
</tr>
</tbody>
</table>
Campus Dining, Inc.

Best Value Solution for Food Services at College of the Siskiyous:

- Establish clear goals
- Understand current operating conditions
- Learn from external “best practices”
- Confirm leadership support
- Provide recommendations
- Develop Master Work Plan
Campus Dining, Inc.

Recommendations

◦ Create a Food Services Charter
◦ Teach and Implement fundamentals
◦ Develop Performance Metrics Program
◦ Implement an Incentive Program
◦ Develop Annual Business Plan
◦ Marketing, Communication, and Delivery
◦ Atmosphere, Flow, and Offerings
◦ Business Model – Self-Operation vs Outsourced
◦ Fiscal Management Recommendations
Changes Implemented Over Summer of 2018

Uniform Attire
- Blue or Black pants, T-shirt, name tag and apron with COS logo

Simple Facilities Modifications
- Rearranged Grill Area, Painted Wood Surfaces, Added Stainless Steel Countertops, Cameras and Safety Phone
- Added Small Refrigerators in Dining Hall
- Increased “Meals to Go” options

NACUFS (National Association of College & University Food Services) membership

Monthly Staff Meetings – Staff and Students
- Onboarding, Operations, Safety, HR, Food Handling
Changes Implemented Over Summer of 2018

Updated Menus

- Adding Healthy Options
- “Go Large” Option
- “Ala Carte” Option
- Improved “Meals to Go” Options
- More Beverage Options
Menu Example

LUNCH SPECIAL

MONDAY
HAWAIIAN INSPIRED PULLED PORK SANDO
Slow Roasted Pork, Pineapple BBQ Sauce, Grilled Pineapple on Bun with Coleslaw & Sweet Potato Fries

TUESDAY
CARNE ASADA OR POLLO TORTA
Mexican Sando on Talera Roll with Chicken or Beef, Beans, Avocado, and Greens with House Made Chips

WEDNESDAY
KOREAN CHICKEN WINGS
Served over Rice or Farro, with Veggies

THURSDAY
TORTELINI BAKED CASSEROLE
Cheese Tortellini, Sausage and Veggies Baked Creamy Tomato Sauce with Small Salad

FRIDAY
CREAMY TOMATO SOUP & GROWN UP GRILLED CHEESE SANDO
A Bowl of Soup, Grilled Cheese Sandwich, and Small Salad and Veggies
Changes Implemented Over Summer of 2018

Hazardous Analysis & Critical Control Points (HACCP)

Systematic preventative approach to Food Safety

Seven Principles:
- Principle 1: Conduct a hazard analysis.
- Principle 2: Determine the critical control points (CCPs).
- Principle 3: Establish critical limits.
- Principle 4: Establish monitoring procedures.
- Principle 5: Establish corrective actions.
- Principle 6: Establish verification procedures.
- Principle 7: Establish record-keeping and documentation procedures.
Established "Blue Ribbon" Committee

Charge:
The COS Food Service Blue Ribbon Advisory Committee goal is to work with various constituent groups, in a proactive way, to ensure there is support for future food service offerings and operational plans, new program initiatives and other issues which affect satisfaction, quality and service orientation.

Monitor and make recommendations concerning the following:

- Food and beverage selection
- Menu and pricing presentation
- Cleanliness and appearance of the facilities
- Hours of operation
- Quality of service
- Vending services
- Catering services
- Fiscal Health
“Blue Ribbon” Committee Membership

• One (1) representative from Instruction
• One (1) representative from Student Services
• One (1) representative from Residence Hall
• One (1) representative from Athletics
• One (1) representative from Yreka Campus
• Student representation: 3

Total membership: 11

• Ex-Officio: Superintendent/President, Manager of the Food Services, Vice President Administrative Services
# Initial Activity Tracking

## Meal Plans Fall 2018

\[
\begin{align*}
1,800 \times 103 &= 185,400, \\
2,000 \times 48 &= 96,000, \\
2,300 \times 9 &= 20,700
\end{align*}
\]

“160 Plans” $302,100

## Sept 2018

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<th>Sales</th>
<th>non-student</th>
<th>Checks</th>
<th>% of Sales</th>
<th>Ticket Avg.</th>
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<tr>
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<td>$4,008</td>
<td>702</td>
<td>6.13%</td>
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<tr>
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## Oct 2018

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<tbody>
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<td>Student</td>
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</tr>
<tr>
<td>Student</td>
<td>$89,946</td>
<td></td>
<td>13,051</td>
<td>94.08%</td>
<td>$6.89</td>
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Next Steps

- Strategic Plan
- Operations
- Facility and Equipment
- Customer Service Enhancement
- Activity Tracking & Quarterly Financial Statements
- Recognition program
- Staffing options (lead position and work study)

- Social Media and PR
- Field Trip (Southern Oregon University)
- Survey
- Regular Staff Trainings
- Blue Ribbon Committee
Q & A