UCMERCED

INTERNAL AUDIT AND ADVISORY SERVICES

Food Safety Audit

Report No. M23A003

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Food Safety Audit
Report No. M23A003
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Food Safety Audit

EXECUTIVE SUMMARY

Internal Audit and Advisory Services (Internal Audit) has conducted an audit of Food Safety at UC Merced. This audit was as a result of the food quality concerns that gained news media attention in Spring 2022, and was performed in accordance with Internal Audit's fiscal year 2023 audit plan. The primary objective of the audit was to assess the effectiveness of the overall management and administration of the Food Safety Program.

Overall, Internal Audit noted several challenges negatively impacting the Food Safety Program at UC Merced. Dining Services has been impacted by the campus' substantial growth, and more recently the COVID-19 pandemic, which resulted in operational and organizational structure challenges. UC Merced Dining Services contracted with Webb Food Services Design, a foodservice design firm, to conduct a focused assessment. Per the report, Dining Services is "functioning in a survival mentality and still reeling from staffing shortages, constant training of new staff, a new student workforce, supply chain challenges, and morale/culture hardship all while executing production for a substantial volume of residents". Although Dining Services has been faced with numerous challenges, they still work diligently to meet the demands of a growing student population. In many areas, Dining Services' Food Safety Program is operating effectively, however, Internal Audit noted instances of controls weaknesses that need improvement in order to provide reasonable assurance that risks are being mitigated and objectives are being met.

The following observations need improvement to strengthen internal controls and/or effect compliance:

Inspection Deficiency Resolution and Escalation Process. Internal Audit recommends Dining Services and EH&S collaborate to ensure deficiencies are followed up on and resolutions are documented. In addition, Internal Audit recommends EH&S develop an escalation process to ensure the timely resolution of deficiencies.

Injury Reporting Protocols. Internal Audit recommends Dining Services coordinate with Risk Services and Human Resources to update the injury reporting protocols. Internal Audit further recommends Dining Services maintain and analyze injury data regularly to identify trends and training needs.

Injury Reporting Signage. Internal Audit recommends Dining Services post the updated injury reporting protocols in staff accessible areas and in multiple languages.

Food Safety Training and Certification. Internal Audit recommends Dining Services implement procedures to ensure that all employees obtain either Food Handler or ServSafe Food Protection Manager certification before starting work "on the line". Dining Services should also ensure certifications are current and retain the documentation of the certifications within their files. In addition, Internal Audit recommends Dining Services assess the UCLC training available to employees and determine which training should be required at hire and which training should be required as an annual refresher.

Food Facilities Inspections. Internal Audit recommends EH&S develop business continuity planning for critical positions.

YWDC Hood. Internal Audit recommends Dining Services ensure the hood is repaired to get sufficient airflow and clear all grease and debris.

BACKGROUND

The Food Safety Program at UC Merced is managed by the Office of Environmental Health and Safety (EH&S). Per the campus website, the UC Merced Food Safety Program is designed to reduce the potential for foodborne illness by evaluating and inspecting food facilities on campus for compliance with current state laws. As such, EH&S staff are tasked with inspecting food facilities regularly to ensure safe food handling and cleanliness meet the highest standards.

Food facilities can be categorized as either permanent food facilities (e.g., the Yablokoff Wallace Dining Center [YWDC], the Pavilion, and Lantern Café) or temporary food facilities (e.g., fully enclosed tent or booth at events). The audit centered on the Pavilion and the YWDC — the two permanent food facilities identified as high-risk.

National News Coverage
In Spring 2022, a social media campaign began calling into question the quality and safety of the food being served to students at UC Merced. An Instagram account became an outlet for students to share pictures of the food they were being served. The social media campaign soon gained the attention of news media outlets, and the quality of the food at UC Merced became national news. As a result, an audit of food safety was added to Internal Audit's fiscal year 2023 audit plan.

Strategic Bridge Plan
In Fall 2022, Dining Services contracted with Webb Food Services Design (Webb) to conduct a focused assessment of the dining operations at UC Merced. The focused assessment (Strategic Bridge Plan) detailed the current state of dining operations at UC Merced, and the goal of the assessment was to provide recommendations for

improvements over the next one to two years that would "provide optimization and structure for continuous growth and improvement".

SCOPE AND OBJECTIVES

This audit was selected as a result of the national news coverage and social media campaign addressing the quality of food at UC Merced and was performed as part of Internal Audit's responsibility to complete the fiscal year 2023 audit plan. The objectives of the audit were as follows:

- To assess the effectiveness of the overall management and administration of the Food Safety Program.

- To assess compliance with training requirements for food safety.

- To assess compliance with state regulations for food safety in all retail food venues, including the inspections of facilities and the escalation and follow-up of food safety inspection deficiencies.

- To assess the effectiveness of injury prevention and reporting in dining services.

Internal Audit's primary scope included all controls for food safety and injury prevention and reporting in place during fiscal year 2022. The audit included interviews of personnel, review of policies, tests of training records, observations and tests of current practices and processing techniques, and other auditing procedures considered necessary.

POSITIVE OBSERVATIONS

As stated in the university's mission, UC Merced strives for excellence in carrying out the university's mission of teaching, research, and public service. To achieve this mission, university stakeholders must be committed to the promotion of positive change in the university. As a result, Internal Audit is committed to highlighting practices in the areas audited that promote positive change within their organization and the university as a whole.

During the Food Safety Audit, Internal Audit noted the following positive observations:

- Dining Services has worked hard through its staffing challenges to meet the continuously increasing dining needs of the campus.

- Dining Services is a major employer of student workers, which impacts UC Merced's affordability.

- EH&S recruited a quality Food Program Manager who was proactive in getting dining facilities inspected.

- Dining leadership has a genuine desire to improve the student dining experience and the student worker experience.

MANAGEMENT ADVICE

During the engagement, Internal Audit became aware of a potential inefficiency that did not rise to the level of a formal recommendation. This inefficiency is presented in the management advice section and management is not expected to formally report their response to this advice.

STAFFING AND LEADERSHIP

Observation

During the course of the audit, Internal Audit observed multiple instances of Dining Services leadership prioritizing the basic operability of the dining facilities, while not being able to attend to higher-level administrative functions. The observations included:

- Inspection deficiencies remediation is not being documented and, in some cases, not being performed. Reported in Observation 1.

- Injuries are not consistently logged, and injury data is not analyzed for trends and training needs. Reported in Observation 2.

- Employee training and certification not being effectively administered and documented. Reported in Observation 4.

Per discussions with Dining Services staff, staffing and leadership challenges have caused the current leadership to prioritize competing responsibilities to maintain the operability of Dining Services rather than lower level but still important focus areas.

As stated in the background of this audit report, in the Fall 2022, Dining Services contracted with Webb to conduct a focused assessment of the current operations of Dining Services at UC Merced. In this focused assessment, Webb detailed several findings pertaining to professional staff. Among the findings in the focused assessment, Webb stated the following:

- "In general, the department is facing significant position vacancies while at near full capacity in housing which creates substantial operational hardship".

- "The department is lacking the proper support positions to sustain vision, growth, and administrative responsibilities of the department/campus".

The staffing and leadership challenges, as well as the forced prioritization of priorities has resulted in critical task being partly or fully unaddressed. This creates critical vulnerabilities in the operations of Dining Services.

Recommendation
Internal Audit acknowledges the expertise of Webb, and as such, agrees with the observations and recommendations detailed in the focused assessment. Internal Audit recommends Dining Services leadership incorporate the staffing recommendations stated in the focused assessment.

OBSERVATIONS

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1. INSPECTION DEFICIENCY RESOLUTION AND ESCALATION PROCESS

Background
A well-designed inspection program should have documented inspections, deficiencies resolution, and an escalation process to ensure the timeliness of deficiencies resolution.

EH&S utilizes Risk and Safety Solutions' (RSS) safety platform, which is designed to record the results of inspections and allows Dining Services to respond when deficiencies are resolved.

Observation
Internal Audit noted inconsistencies with the resolution and/or re-inspection documentation in the RSS system for deficiencies discovered during inspections. Furthermore, as noted in Observation 6, there are issues with a hood in the YWDC that have gone uncorrected for years.

Dining Services has been inconsistent in documenting the resolution of inspection deficiencies. While Internal Audit was unable to ascertain precisely why the process was not consistently used, it appears to be a symptom of the lack of capacity for leaders. Dining Services has prioritized the basic operation functions of preparing meals, resulting in some higher-level administrative functions not being attended to, including the escalation process and deficiency resolution documentation.

The lack of deficiency resolution documentation and lack of an escalation process can result in issues being unresolved, which could culminate into more significant and expensive resolutions.

Recommendation
Internal Audit recommends Dining Services and EH&S collaborate to ensure deficiencies are followed up on and resolutions are documented. In addition, Internal Audit recommends EH&S develop an escalation process to ensure the timely resolution of deficiencies.

Management Corrective Action
EH&S utilizes the UC Safety Inspect program database, managed by RSS, to document violations of the California Retail Food Code. UCM Dining facility operators, either fixed or mobile dining facilities or mobile facilities, are required to submit preventive and corrective actions to findings of non-compliance for food safety compliance audits through the UC Safety Inspect database.

Timelines for completing preventive and corrective actions in response to audits or inspections of the UCM Food Safety Program is outlined in the Food Safety Program Noncompliance Preventive and Corrective Actions Escalation procedure. If preventive and corrective actions for identified noncompliance violations are not corrected and documented within the timelines identified in the escalation procedure, EH&S will escalate the finding(s) of noncompliance to the Vice Chancellor for Student Affairs for immediate resolution and identification of preventive and corrective administrative actions that will prevent recurrence.

2. INJURY REPORTING PROTOCOLS

Background
Injury reporting is a critical function to effect compliance (e.g., workers comp requirements) and ensure the overall safety of Dining Services employees through the identification of injury trends and training opportunities. Effective injury reporting protocols assist in the discharge of this function.

Injury reporting protocols should be clear, concise, and regularly updated so that employees know exactly what to do and who to report to in the event of an injury. The protocols should ensure the following:

- A brief summary of the information that should be reported (who, what, when, where, how, why).

- Where forms can be obtained, how soon the report must be completed, and other relevant requirements.

Furthermore, injury data needs to be regularly analyzed to identify trends that could warrant further training opportunities and/or remediation.

Observation
During the assessment of the injury reporting process, Internal Audit noted the injury reporting protocols are outdated and insufficient. In addition, the injury data is not being consistently collected and analyzed for trends.

Per discussions with Dining Services staff, logging injuries has not been a priority due to staffing and leadership challenges. Staffing and leadership challenges that Dining Services is currently facing are covered in depth in the focused assessment of current operations conducted by Webb at the request of Dining Services, see **Appendix A**.

Per the Society for Human Resources Management (SHRM), without effective injury reporting protocols, "accident reporting procedures might fail to meet requirements, and be much less effective in identifying trends or training needs".

Recommendation

Internal Audit recommends Dining Services coordinate with Risk Services and Human Resources to update the injury reporting protocols. Internal Audit further recommends Dining Services maintain and analyze injury data regularly to identify trends and training needs.

Management Corrective Action

Campus to engage with Risk and Safety Solutions team for EFR reporting tool and dashboard. The Dining Leadership team will have access to the EFR injury reporting tool. Additionally, the Injury Log will continue to be tracked via the Risk and Safety Solutions dashboard. Worker's Compensation trends will be shared with the Dining Leadership team quarterly for their review with the expectation that this will inform decisions on training.

A full injury report SOP will be updated and shared with all required employees, including Dining and Student Leadership. During summer training, injury reporting protocol will be reviewed with all student leadership and Dining Staff which will cover record keeping process and reporting procedures.

Completion date: 8/31/2023

3. INJURY REPORTING SIGNAGE

Background

Injury reporting protocols are the mechanisms that organizations use to ensure employees get proper medical treatment and benefits in a timely manner. As such, injury reporting protocols should be clearly communicated to employees. The protocols should be displayed in workplace areas and in multiple languages to accommodate a diverse workforce.

Observation

During the assessment of the injury reporting process, Internal Audit noted the protocols on how to report injuries were not posted in employee areas of dining facilities. The injury reporting protocols were in a binder in the manager's office.

Without injury reporting signage, employees might not know their rights and responsibilities when an injury occurs. Injuries could go unreported in fear of retribution and potential loss of employment. Furthermore, untimely injury reporting could result in a loss of workers comp benefits.

Recommendation

Internal Audit recommends Dining Services post the updated injury reporting protocols in staff accessible areas and in multiple languages.

Management Corrective Action

Injury reporting procedures have been updated and will be posted in Dining work areas after approval from Risk Services and Benefits for updated Urgent Care sites for the afterhours injury. Dining, in collaboration will Benefits, will ensure posted signage will be inclusive of other languages.

Completion date: 8/31/2023

4. FOOD SAFETY TRAINING AND CERTIFICATION

Background

California Retail Food Safety Code Section 113948, 113790, and 113974.3 requires all dining service workers to have a Food Handler card within 30 days of the date of hire or a ServSafe Food Protection Manager Certificate. Dining Services requires employees to take Food allergen Training and Food Safety Training on the UC Learning Center (UCLC) platform.

Observation

Of the 380 dining service employees employed as of June 30, 2022, 66 did not have current Food Handler Certification or ServSafe Manager Certification as required by California Retail Food Code. In addition, 271 of the 380 employees did not have evidence of taking the required training on the UCLC platform.

Internal Audit notes Dining Services does not appear to have a process in place to validate that the required training and/or certification is completed/obtained by employees. Furthermore, Dining Services does not appear to have sufficient front-line leadership capacity to enforce training requirements. Dining Services is operating at a level of capacity that forces the prioritization of completing basic operation responsibilities; consequently, training, certification, and their enforcement appear to be a lower priority. Webb's focused assessment highlights the organizational structure issues in depth, see **Appendix A**.

Inadequate food safety training and certification can result in poor food quality and safety issues for students and other patrons at UC Merced dining facilities. Internal Audit notes that perceived poor food quality resulted in bad publicity and reputational damage to the campus in Spring 2022.

Recommendation

Internal Audit recommends Dining Services implement procedures to ensure that all employee obtain either Food Handler or ServSafe Food Protection Manager certification before starting work "on the line". Dining Services should also ensure certifications are current and retain the documentation of the certifications within their files. In addition, Internal Audit recommends Dining Services strategically assess the UCLC training available to employees and determine which training should be required at hire and which training should be required as an annual refresher.

Management Corrective Action

For new student employees, through the onboarding process, new student employees are not connected to in-person training until they have presented their Food Handler Certificate.
Completion date, 4/19/2023.

For new staff employees, supervisors will have initial meeting with employees and discuss the requirement of having a valid Food Handler Certificate. Time will be set aside for them on their first day of work for them to complete their Food Handler Certificate.
Completion date, 7/1/2023

For new student employees, Food Handler certificates are retained in a Box folder, shared by Dining Supervisors and the Training & Employment Manager.

For all student employees and Staff, Food Handler certificates will be organized in a centrally located Box folder, separated by location.

For all student employees and Staff, When to Work (website service that Dining uses for scheduling), has built in alert dates. Alert dates are used exclusively for Food Handler Certificate expiration dates, set for 1 month before expiration. The alert dates will be reviewed by Dining Supervisors and Chefs monthly and a quarterly audit will be conducted by the Training & Employment Manager.

Dining Supervisors and Chefs will be required to have a ServSafe Food Protection Manager Certification on file at all times. The certification will be held in a separate Box folder and a spreadsheet will be maintained by the Training & Employment Manager for accountability. The spreadsheet will be reviewed quarterly and it will be expectation of employees that they notify us prior to certification expiring for renewal. Failure to remind us of the need to renew will lead to disciplinary action.
To be completed by, 7/1/2023

Only the UC Learning Center, Kitchen Safety training will be required for all new hires. Due to the material covered in this training, such as slip prevention, safe lifting procedures, knife safety, burn prevention, we want to ensure all new hires are receiving this information before beginning work in a kitchen environment. To hold employees

accountable to completing this training, a copy of the completion certificate will need to be collected in addition to the Food Handler Certificate.

The additional trainings: Food Safety Refresher and Food Allergen are on pause and will no longer be used until they are evaluated further. Additional training resources may be identified and used as continuing employee refresher/resource.

Dining has adopted Food Allergen Training from UC Riverside, an Allertrain course, to provide Food Allergen Training to all employees. First training was given on 3/29/2023 and a make-up training will be given on 5/17/2023 for any remaining Staff. At least 3 Zoom trainings will be offered during the Summer for all Student Employees.
To be completed by 7/1/2023

Additionally, to address "Dining Services does not appear to have sufficient front-line leadership capacity to enforce training requirements." Since this audit, we have been able to hire for Dining, 2 Executive Chefs, 2 Supervisors and 3 Sous Chefs. With this additional front-line support and leadership, we can enforce the training requirements more consistently. More leadership and support positions are planned for the Summer 2023 as well.

5. FOOD FACILITIES INSPECTIONS

Background
UC Merced Food Safety Guidelines require that all high-risk, permanent food facilities be inspected at least 2–3 times per year.

Observation
Internal Audit noted EH&S had staffing challenges with the departure of the food safety program manager in 2022. As a result, no inspections were performed until the food, pool, and potable water program manager was hired in Fall 2022.

Per discussions with EH&S staff, EH&S relied on food facilities conducting self-inspections while the food, pool, and potable water program manager was hired. Internal Audit conducted additional testing of the self-inspections and noted that they were not conducted regularly, nor were the resolutions to deficiencies documented.

A lack of oversight could result in safety hazards and declining food standards. Internal Audit noted significant issues in the inspections, so there is increased risk when EH&S is not inspecting.

Recommendation
Internal Audit recommends EH&S develop business continuity planning for critical positions.

Management Corrective Action
EH&S has procured a task-order contract agreement to support the food safety program manager. This consulting contractor is a Registered Environmental Health Specialist (REHS) with more than 3 years minimum of food safety and investigation experience and will be called upon to provide compliance support to the UCM Food Safety Program in the event the UCM food safety program manager is either out in leave or vacates the position. This managerial corrective action was completed in October of 2022.

6. YWDC HOOD

Background
Kitchen hoods are a critical appliance that directly impact the air quality in the kitchen. Properly functioning hoods should have fans that move at least 100 cubic feet per minute for every 12 inches of stove width. To maintain functionality, hoods should be regularly maintained and evaluated.

Observation
During the inspection of the YWDC, Internal Audit noted a modified hood that lacked proper airflow and maintenance. Per discussions with Dining Services staff, the airflow issues with the hood had been known for several years.

Per Dining Services leadership, the YWDC is operating over capacity; therefore, the hood was modified to meet the increased demand in meals. However, it is not clear when the problem arose since the staff at the time of the modification are no longer employed at UC Merced.

Lack of sufficient airflow in the hood can result in unsafe environment for Dining Services staff and patrons of the YWDC.

Recommendation
Internal Audit recommends Dining Services ensure the hood is repaired to get sufficient airflow and clear all grease and debris.

Management Corrective Action
Precision Air performed an air balance test on the YWDC hood and found that the motor and fan is undersized for this application. To repair and replace the hood, a design firm has been identified to retrofit the space with adequate hood, which would include new motor and exhaust fan. While this is not a quick or easy fix, interim measures are being taken to ensure that we mitigate smoke accumulation or a fire/safety incident. Such as, more frequent cleaning and maintenance on the existing hood. Quarterly duct and fan cleaning has and will continue to be performed to Hood A by Mr. Porta Wash, inc. Also, Hood A filters will be cleaned more frequently, from once per week to twice per week. Other interim measures being taken include Dining staff training to ensure reduced cooking of high fat food under Hood A until the undersized motor and fan is replaced.

Expected completion date: 10/30/2023

University of California Merced

5200 North Lake Rd.

Merced, CA 95343

Strategic Bridge Plan

11/17/22

for

Dining Services

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APPENDIX

SECTION 01   Executive Summary

       Dining Services at the University of California, Merced (UCM) engaged Webb Food Service Design to provide a Strategic Bridge Plan which is a focused assessment of current operations and

provides recommendations for improvements over the next one to two years. The recommendations are to provide optimization and structure for continuous growth and improvement.
UCM has gone through substantial change and growth since its first undergraduate class began in 2005. Enrollment growth, expansion of campus facilities, and additional housing communities were executed with the Merced 2020 Project. Currently, FY 2022/2023, campus enrollment is approximately 9,100 with approximately 4,076 (45%) of students residing in campus housing with required meal

plans. Dining Services has experienced a myriad of leadership changes, both within Dining Services and within their division reporting structure, over the years. Their latest Dining Director arrived on Campus in May of 2020, amidst the start of the global pandemic and campus shutting down, after the director position had remained vacant for over 5 years. Shortly after the Dining Director arrived the Associate Vice Chancellor of Auxiliary Services departed the campus causing an interim reporting structure for the Dining Director. It was also shared with Dining Services that the campus was going to pursue outsourcing foodservice operations on campus although since then the campus has pivoted, and this is no longer the intended direction.

       The COVID pandemic had a substantial impact on the campus, and Dining Services department, akin to what C&U campuses across the nation experienced. The most challenging of impacts during this time included: loss of staff, challenges in recruitment, vision confusion necessary for future planning, constant adjustments to COVID protocols, COVID outbreaks amongst staff, necessary QI meals/operations for on campus residents, and supply chain challenges. It is important to note that the hospitality industry was hit hard during the pandemic and is the slowest industry to recover. Unfortunately, amongst these challenging times the quality of the food service program at UCM came into question as a social media campaign began on Instagram called "UCM Dining Pavilion Food Review." This campaign of pictures and customer sentiments made national news in the Spring of 2022. Through the exploratory phase of this study, and the associated campus site visit, it is apparent that the Dining Services department is facing tremendous challenges in daily operations. In many ways, the department is functioning in a survival mentality and still reeling from staffing shortages, constant training of new staff, a new student workforce, supply chain challenges, and morale/culture hardship all while executing production for a substantial volume of residents. For context student residents/housing bed counts are provided below:

Year	Students	Total Beds
Fall 2019	3618	3814
Fall 2020	363	3624
Fall 2021	3802	4147
Fall 2022	4076	4351

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The department, due to a variety of reasons to be discussed within this report, has really struggled to successfully operate as the UCM population has returned to campus. The site visit, and follow-up research, for this study have brought to light challenges and areas of opportunity for Dining Services. It should be noted that Dining Services should be commended for the volume of meals they are serving with the lack of staffing (leaders, SX, and student staff), and they face a significant uphill battle every single day they open their doors currently. The remedy and approach to improvement must be appropriately phased to ensure changes are properly planned for and sustainable. It will be critical that the Dining Director, and Senior Leaders adopt a future thinking and planning approach going forward. Over the years the department has been more reactionary, and consistently trying to keep up/survive or adjust after the impact. This is not a sustainable approach, nor will it result in the expected success of the student experience. The foundational factors that need to be immediately addressed are staffing issues, facility issues, and vision/strategy. Once staffing issues are addressed, continuous improvement is needed and should be achieved through a defined vision and strategy for the department.

It is imperative that challenges begin to be addressed intentionally and immediately to prevent further reputational damage with the campus community. Additionally, through senior leadership stakeholder meetings, it was shared that enrollment goals were not met this year and there is concern that kind of negative press about Dining Services last year could have been one of the factors. It is a well-known and documented fact that a quality housing/residential life/dining program directly impacts both student campus selections and their overall success (GPA, retention, graduation rates) while on campus. It is critical that a common vision, and the necessary resources, be achieved to improve the Dining Services experience for residents, commuter students, staff, and faculty to ensure this factor in both incoming student decision making, and student retention/success is markedly improved.

SECTION 02   Project Scope and Methodology

The University of California Merced (UCM) requested a foodservice strategic planning and consulting proposal from Webb Foodservice Design (Webb) for Dining Services. This scope was based on our understanding of the following project assumptions as listed below:

- UCM has gone through substantial change, growth, and pandemic impacts. UCM's Dining Services currently oversees all Dining and Catering on Campus, totaling approximately $18 million in annual revenue. UCM's Dining Services is currently experiencing operational and organizational challenges.
- Webb provided foodservice consulting services for the development in a tailored Bridge Plan for Dining Services, which is a focused 1–2-year strategic plan intended to provide optimization and structure for continuous growth and improvement.
- The Bridge Plan focused on the following areas:
    - Current State, Success, Challenges, Key Findings, and Recommendations
    - Organizational Structure, Current FTE, Current Classifications, Recruitment/Retention, Student Workforce, SX Workforce, 99 Workforce
    - Facility Assessment Focus: The Pavilion, Yablokoff Wallace Dining Center (YWDC), and Summit Marketplace
- The initial kick-off meeting was conducted with Interim Associate Vice Chancellor Andy Plumley and Dining Director Kunal Sinha to calibrate on goals and objectives of the project and plan for the on-site visit.

STRATEGIC PLANNING:

- Participation in meetings with project stakeholders:
    - Onsite Meetings: 2.5 days on site (September 13-15)
    - Virtual Meetings: 2 kick-off meetings, 5 working meetings, 2 final report meetings
- Operational assessment includes current state summary, successes, challenges, key findings, and recommendations; review to include use of menu management systems and processes.
    - Include meetings with interim AVC, Dining Director, 3-4 key campus leader stakeholders, Dining leadership focus group, SX staff focus group, and Residential Life focus group.
- High level assessment of current organizational structure in comparison to staff managed, overall managed volume, and operational complexities.
    - Review current organization chart, administrative support positions, full time equivalents (FTE's) by location, and student staff by location.
    - Review current career tracks classifications/salaries and provide recommendations
    - Review recruitment challenges and provide recommendations
    - Review student workforce model and provide recommendations
    - Conduct focus group with staff to provide high level feedback on current state, morale, successes, concerns, and provide recommendations
- High level facility assessment (2 main residential dining concepts-Pavilion, YWDC and Marketplace/c-store) taking into consideration optimization, efficiency, and guest experience. Include key findings and recommendations.
    - Review includes building wear and tear, guest flow, menu boards, aesthetics, marketing materials, food presentation (if open), menus, food labeling, china/flatware/utensils, smallwares and equipment condition, etc.

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SECTION 03   Site Visit Schedule

<u>**Tuesday, September 13th**</u>

9:00am – 9:45am	Welcome / Review Schedule / Review Goals Andy Plumley, Kunal Sinha
10:00am – 10:45am	Retail Operations (Lantern & Bob Cat, Tour Marketplace) Jeremiah Nord, Manager
11:00am – 11:45pm	Catering Culinary (Meet at YWDC) Mitch Vanagten, Executive Chef
12:00pm	Lunch Observations at the Pavilion
1:00pm – 1:45pm	SX Staff Focus Group (Meet at YWDC) Carmen Chavez (Sr. FSW), Chris Chavez (Sr. FSW), Stephanie Fernandes (Sr. FSW) David Mua (Cook), Raul Sanchez (Storekeeper)
2:00pm – 3:00pm	Tours w/Kunal (YWDC)
3:00om – 3:45pm	Food Service Supervisors Leadership Team (Meet at YWDC) Gilbert Rios (not present/on leave), Jaye Tressler, David Ruiz Sanchez
4:00pm – 4:45pm	Vice Chancellor of Finance & Administration / CFO Kurt Schnier
5:00pm	Dinner Observations at the Yablokof Wallace Dining Center Meeting with Corbin Farias, President of the Associated Student Union
6:15pm	Dinner with Andy Plumley, Kunal Sinha

<u>**Wednesday, September 14th**</u>

8:30am – 9:00am	Touchpoint / Download (Admin Building) Andy Plumley, Interim Assistant Vice Chancellor
9:00am – 9:45am	Vice Chancellor of Student Affairs Charles Nies (Admin Building)
10:00am – 10:45am	Pavilion / YWDC Culinary (YWDC) Matt Perez and Anthony Pangelina, Executive Chefs
11:00am – 12:00pm	Tours w/ Kunal (Pavilion)
12:00pm	Lunch Observations at the Pavilion

1:00pm – 2:00pm	Catering / Conference Center Tour Jorge (George) Herrera Gomez, Manager
2:00pm – 3:45pm	Director Meeting (Recruitment, Student Staffing, Org. Chart, Department Structure) Kunal Sinha, Director (Meet at Pavilion)
4:00pm – 4:45pm	Vice Chancellor of External Relations (University Advancement) Ed Klotzbier (Zoom)
5:00pm – 5:45pm	Touchpoint / Download (Meet in Andy's office in Tenaya) Andy Plumley, Interim Assistant Vice Chancellor
6:00pm – 6:45pm	Residence Education Coordinators (Resident Directors) (Meeting TBD) Juan Robles Nava, Jasmin Ledesma, Caitlin Schauer, Rahma Kohin, Angela Liu
7:00pm	Dinner at YWDC
7:45pm-9:00pm	ASUCM Board Meeting (Dining Services to present on improvements) Included presentation and newly announced UC Merced Bold Forward Fundraising Campaign

Thursday, September 15th

8:00am – 10:45am	Director Meeting (Technology, POS, Menu Management, Customer Feedback, Budget) Kunal Sinha, Director (Meet at Pavilion)
11:00am – 12:00pm	Touchpoint / Download / Wrap-up Andy Plumley, Interim Assistant Vice Chancellor (Andy's office)

SECTION 04   Stakeholder and Focus Group Feedback

Focus groups were conducted with SX staff, Dining Services' leaders, residential life, and direct reports of the Dining Director. Individual meetings were held with key senior leaders on campus, the interim AVC of Auxiliary Services, and the current President of the Associated Students.

The feedback will be summarized from these group/individual meetings into strengths and areas of opportunity/challenges.

Residential/Retail Dining:

1) Customer/Key Stakeholder Perspective-Strengths:
   - "Some" Dining Services' leaders seem open to change and open to feedback.
   - Chef Matt has really stepped up in communication with Residential Life staff and the Associated Students to receive feedback and provide updates on corrective action.
   - Student leaders have done an excellent job with QI meals.
   - Students are thankful that YWDC is open for dinner.
   - Thankful for new coffee makers, coffee product, cups and lids in Pavilion.
   - Staff in Dining Services are willing to learn.
   - BigZpoon (online program for menus with allergen labeling) has been positive and a needed service to students.

2) Customer/Key Stakeholder Perspective-Areas of Opportunity:
   - Lack of variety and diversity in food offerings.
   - Not enough options for students with dietary needs, including vegan, vegetarian, and halal.
   - Food labeling for allergens and halal offerings isn't consistent.
   - Breakfast is boring and repetitive.
   - Menu doesn't seem to be a cycle, seems very repetitive.
   - Perception that food is "pre-cooked" and just heat/serve.
   - Miss Blue Plate offerings.
   - Students complain of digestive issues after eating on campus.
   - Students complain of skipping meals due to food variety and quality.
   - Students would like to see fresher options, and some food cooked to order.
   - Want to see YWDC hours expanded.
   - Students want to see more homestyle meals and more ethnically diverse meals (examples given were mac & cheese, sushi, enchiladas, comfort food, tortas, quesadillas, etc.)
   - Vegetarian options rely too heavily on soy products.
   - Facilities seem ill equipped too often, for example missing forks, out of ice, out of cups, etc.
   - It is hard to recruit and retain students in Dining Services.
   - The story of the staffing challenges and supply chain challenges were not shared with customers soon enough which allowed them to create their own narrative.
   - Dining options and operating models seem to change every year and they aren't communicated with students which causes confusion.

- Limited retail offerings on campus, need more options as campus is growing.
- Students want to see hours expanded.
- Students want to have self-service options and not be served (they feel it limits choices and creates more waste).
- Residential Life doesn't feel there is a partnership with Dining Services (except for Chef Matt) and that, in general, Dining Services is defensive/not open to feedback. They have not interacted with the Dining Director. It was shared that there are division meetings that Dining Services has presented in, but the extreme challenges Dining Services is facing aren't presented on so they weren't really aware.
- Communal space on campus is lacking so students turn to Dining Services.
- Missing special events, traditional campus dining type events.
- Downtown campus center office spaces would like to see added services from vending machines, pop-up food service, food trucks, etc.
- Professionalism and teamwork/collaboration in Dining Services need to be improved.

Residential/Retail Dining Services:

1) Staff Perspective-Strengths :
   - There is a genuine care and concern expressed by all staff to want to take care of the students in the best way possible.
   - There is an acknowledgement that they are not doing their best currently, or reaching their own expectations, due to the challenges they are facing (this is listed as a strength, because awareness is the foundation to improvement).
   - Staff are dedicated or there is no way they would get the doors open every day in their current conditions. They have a "get it done" mentality which is allowing them to get through the daily uphill battle.
   - There is a perspective that the latest divisional change to Student Affairs is positive and will benefit Dining Services.
   - SX staff feel that most managers give them trust and space to do their jobs to the best of their abilities.
   - They are thankful both Pavilion and YWDC are open to take pressure off Pavilion but it is also challenging given staffing shortages with SX and student employees.
   - Retail Dining (Lantern and c-stores) rely heavily on student employees, and they do a "pretty good job." The Lead SFSWs also does a "great job."
2) Staff Perspective-Areas of Opportunity:
   - Many staff and leaders are working 10-14 hour days, and 6th day workweeks.
   - They are still short student employees and rely heavily (in many ways too heavily) on them.
   - They lost 5-8 leaders in the last two years which is causing significant hardship. Positions weren't posted for recruitment soon enough, and then recruitments when they finally start take too long.
   - There are currently not enough operational leaders for the current operations. This prevents appropriate coverage on the floor during all meal periods, and they are relying heavily on new/inexperienced student leaders to take lead on closing/opening.

- Dining Services' Leaders (2) are very heavily involved in hiring student employees which takes a lot of time from them.
- Staff are feeling burnout which causes some to just have a "clock-in/clock-out" mentality.
- Org chart with number of direct reports isn't equitable amongst Dining Services leaders, especially with the departure of leaders and the lack of backfills.
- Supply chain issues have been very challenging and have direct impacts on the menu/food quality/food variety.
- They are significantly short staffed which impacts the operation and guest experience daily.
- There is a perception that there are significant issues with campus process/Human Resources as it pertains to recruitment approvals and recruitment processes.
- The team is lacking cohesiveness, teamwork, and a vision. There is a lack of understanding on the future direction.
- Communication is a challenge.
- They are having challenges with holding SX staff accountable.
- Some leaders have a lack of knowledge on how to manage unionized staff, and they need more support in this area.
- Staff feel management of the SX team isn't done fairly or consistently across the department, leading to a perception of favoritism.
- They are facing significant hurdles daily with broken equipment, a lack of storage space, and a lack of staffing resources. Storage rooms are bursting and disorganized due to the lack of space which makes finding things daily challenging.
- On-boarding and training is almost non-existent.
- Staff don't feel valued or supported.
- Low morale from top to bottom.
- Multiple leaders discussed doing "work outside their class" and not being "compensated for additional work or work outside their class." There is a feeling that with the increased volume, the current classifications for front of house leaders are too low (S1).
- Looking for Director to be more hands on, especially during this period of being short staffed.
- 1:1's and leadership team meetings are not consistent and not productive, there is a negative/venting tone to these meetings often.
- Confusion around working titles, and apprehension to use them given past Director's sentiments and statements on working titles ("would tell us we aren't managers").
- Staff feel there are "a lot of empty promises" around getting more staff, getting equipment fixed, etc.
- SX staff feel "the department is going backwards."
- SX staff don't feel communicated with, and hear different messages/conflicting directions from leaders.
- SX staff feel there is a lot of division (and potentially discrimination) in the workplace.
- SX staff feel there is a lack of opportunity to grow from within the department for future promotions. There is little to no job training, and no formal training programs available.

- SX staff feel they are so busy during their shift they don't have ample time to train student employees.
- SX staff feel that Pavilion opened, and they are feeding more students/staff/faculty, and no additional SX positions were added to support them.
- Significant concerns were expressed with the design of the Pavilion and how they currently operate/function in the space.
- SX staff feel they aren't as supported by leadership team because they are always in the office doing schedules, ordering, and other things they don't "know" about.
- They lack a system for inventory, forecasting, and ordering.
- Concern that staff are getting hurt due to being overworked.
- The campus increases housing and enrollment with no plans or consideration for how the work gets done and ensuring staff are hired in time.
- Schedules are done in a way that doesn't support dinner service with enough staff.
- There is a lack of trust for leaders from SX staff. There is a lack of professionalism in sharing private information, speaking poorly of other staff/leaders in the open, etc. from leaders.
- There is a lack of clarity on what is happening with retail dining as it gets shuffled into and out of the Dining Services' org chart. This makes retail dining "a red headed stepchild."
- Dining Services in general is disconnected.
- Dining Services' leaders don't see budgets. They also don't have training or experience with micros (for reports and price changes) since systems person left Dining Services.
- Constant change of direction, and with little communication, is the only thing that is consistent.
- Need a systems support position.
- Many staff brought up that Dining Services was up for being outsourced, and the "insecurity or fear" of that is still residing with many of them. A variety of challenges are being associated to this (likely they are not connected, but that is the perception) such as broken equipment not being repaired "shows outsourcing is still on the table because investing in Dining Services has stopped."

Catering:

1) Strengths Catering:
   - Residential Life said in the few times they have used catering they have found the food and coffee to be good.
   - The staff in catering are great.
   - Catering is responsive.
   - Food is excellent, food presentation is excellent.
   - Catering Chef Mitch has excellent reputation.
3) Areas of Opporting Catering:
   - Residential Life doesn't really use campus catering due to belief that menus are limited, custom menus aren't available, Lakeside To-go Catering food gets cold fast.
   - With staff returning to campus, and the addition of Article 5-policy 5402, no additional planning or resources have been committed to catering.

- Catering policies/fees regularly receive pushback, and often the fees aren't enforced as a result.
- The post-covid student workforce has been challenging. New hires aren't retaining information, don't want to work as many hours, and turn-over has increased.
  - With the increase in business, and 5402, adding student employees has been the only resource they can add. This is challenging for achieving the level of service and consistency for VIP events. Student staff lack formal service experience.
- Campus needs to support catering having the first right of refusal and provide adequate support/resources so they can be successful and minimize when they have to say no to business.
- Clarity needed for working dynamic between catering and hospitality services.

Magic Wand Exercise with Staff:

Staff were asked if they had a magic wand to fix what was most important/most impactful to them what would they choose? This concept allows staff to prioritize what they perceive to be the most impactful issues while removing perceived roadblocks that might prevent them from naming an item. This exercise is especially helpful as categories/themes emerge and are repeated. It is a way to provide a very high-level summary of the challenges that are most repeated.

1) Staffing Levels
   a. Short staffed in general (includes support positions).
2) Broken equipment/facility issues
   a. Many examples of broken equipment and facility issues were shared by staff.
3) Department Vision/Direction
   a. Feeling there is a lack of vision, direction, planning, and communication.

SECTION 05   Facilities and Operations Assessments

<u>Pavilion</u>

1) **Ingress/egress and POS:**
   - The restaurant has a retail design in that there are multiple sets of doors on 3 sides of the building (approximately 9). This runs contrary to a typical all you care to eat (AYCTE) dining hall that relies on the control points of a centralized/main entrance and exit. There are still multiple unused POS stations throughout restaurant at various platforms like the salad and deli bar.
   - POS is set up on a mobile cart with a minimal footprint at one of the doors, which does not create the welcoming entrance you typically expect in an AYCTE dining hall. There is a need for an additional POS during peak periods which is causing long lines to form outside the restaurant.

2) **Dining room/outdoor seating**
   - The dining room area offers a variety of seating (low tops, high tops, community seating, etc.). The use of four top round tables is likely reducing seating efficiency and could create future capacity issues during peak periods.
   - The patio seating is expansive and open to through traffic. There are also multiple sets of doors leading from the dining room to the patio seating, again causing issues with control points for the dining hall. Dining Services has opted to alarm some of the doors, but guests fail to see the signage and are confused on approved exiting points to the patio/exterior of the building.
   - Guest tables continue to have sanitation wipes, residual practice due to the pandemic, which creates a cluttered look in the dining room.
   - Staffing levels continue to be a challenge, and as a result proper coverage of the dining room is lacking and is needed to ensure cleanliness of tables is maintained throughout hours of operation.
   - The private dining room is currently being used as a breakroom as a pandemic practice and should return to guest needs.

3) **Food service platforms**
   - The in-line design for the platforms is creating a challenge in guest flow, especially during peak periods.
   - Students struggle to see what is being offered at each platform due to the long, and often intertwined platform cueing lines.
   - Operation is currently utilizing all paper goods for service ware. They have ordered plateware to make the transition once supplies arrive.

- o Due to the use of paper goods, a large portion of guests are currently taking to-go. It is also likely that many guests are dining in and taking food to go thus causing the production volume needed to rise and cost of goods to rise.
- Each platform contains basic cooking equipment, but it is used infrequently due to size and type (in many cases undersized for volume).
- Small warmers at each platform are undersized to support the volume.
- Beverage offerings are slightly limited which could be a future focus to increase offerings with a focus on reduced sugary beverage offerings. Ice was regularly out at both soda fountains and is a vocalized frustration for guests. Alternative milks are offered from behind the service counter.
- Salad bar currently offers a variety of toppings and options. The other salad bar/deli bar lacks concept clarity. There are POS stations still sitting out in these areas, that were used previously for "retail sales."

4) **Guest flow:**
- Confusion with exit doors that cause door alarms to be set off regularly.
- Guest flow, especially during peak periods, is challenging given the design of the platforms and proximity to the salad/deli bars.

- All hot food platforms and the dessert platform are currently being served (as opposed to self-service) partly due to residual practices from the pandemic and partly due to direction from management. This style of service is potentially slowing down the speed of service and contributing to long lines during peak periods. The salad bar is currently self-service.
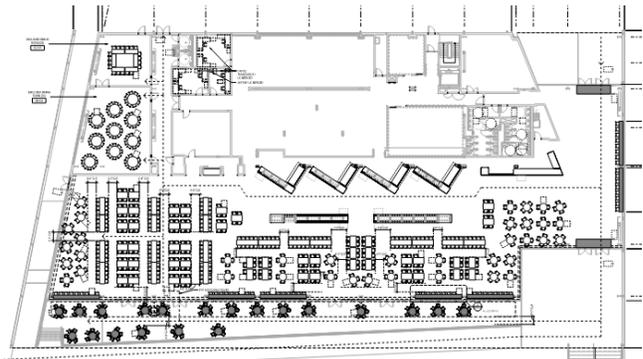
5) **Food quality/Freshness/Food visual presentation**
- The overall variety, freshness, and visual presentation needs improvement and should continue to be a focus for the team as staffing levels increase.

6) **Menu variety**
- There are 4 platforms, a soup/salad bar, dessert station, and two beverage stations. This number of service points is sufficient for this dining hall. The menu variety needs improvement as staffing levels increase.

7) **Signage/marketing**
- Signage across campus seems to clutter the side of buildings. Dining Services should designate select areas for marketing materials and ensure they stay relevant, updated, and visually appealing.
- Menu signage is at the front of each platform; however, these signs can be hard to see once long cueing lines have formed. It is critical that all food items are labeled at all times, it was observed that some food items on the salad/deli bar area were missing signs.
- The Instagram account for the Pavilion hasn't been updated since April 2022.

8) **Kitchen production**

- There are a variety of broken pieces of equipment (ovens, blast chillers, etc.) at Pavilion that need to be repaired. The broken ovens are creating substantial challenges for the staff, and affecting food quality daily.
- There is a cooking line in the kitchen that was designed for catering operations, however, catering operations are currently not operating out of the kitchen. The equipment on that line is rather undersized and mostly goes unused.
- Main bulk cooking line is at the back of the kitchen which is not in sight line of the platforms.

9) **Back of house support areas**
- Cold storage and frozen storage are at capacity which is a challenge for the team.
- Dishroom design will present challenges for china service conversion, including the dish drop area which does not have an accumulator system or a conveyer belt system.
- Utility sinks are limited for production volume, facility would benefit from a produce wash.
- Fryer oil is currently transported down the elevator and ¼ mile out to the dock. The building was not designed with a built-in oil filtration system.

10) **Facility capacity**
- If to-go meals were stopped or minimized it is possible that demand may exceed capacity. This needs to be further studied, in conjunction with planned campus growth in terms of enrollment and additional staff/faculty.

11) **Loading dock**
- The loading dock design/building positioning presents a challenge to operations given the distance from loading dock to inside the building (approximately ¼ mile) and up the service elevator to the kitchen. There is also only one elevator for the building which creates substantial hardship when the elevator goes down.
- The loading dock in this location would also make catering operations challenging due to ease of access if catering were moved to this building as intended.

Pavilion-Overall Recommendations for improvement/enhancements:

Operational:

1) A vision needs to be created, and agreed upon, for the overall dining hall. It has concept confusion currently with design and operational elements that mix all you care to eat, retail, and cafeteria together.
   a. It is important to note that the Merced 2020 plan included language that the new facility should be "all you care to eat during peak periods, and retail during other times." It is also important to note that consultant David Porter advised against this vision during his consultancy services in 2015. A blend of these options does create operational hardship and an impact on the guest experience.
2) A vision for each platform/area needs to be determined (salad bar, deli bar, dessert, etc.).

3) Remove sanitation wipes from tables and create a sanitation wipe station in 3 places in the dining room.

4) Convert platforms/select platforms to self-service to increase student control, perceived access to variety, and improve line flow. Select menu items (ex: higher plate cost menu offerings) could continue to be served/plated.

5) The Private Dining Room should be returned to guest seating and event/meeting use, as those seats may be critical to peak demand capacity.

6) Consider creating a QR code that links to the online menu and then a marketing (signage and social media) effort to encourage students to check out the menu before coming in to dine. This may help with students having more clarity of the menu of the day.

7) Ensure operational plans (platforms and dishroom) are formalized for china service and start as soon as possible.

8) Formalize a plan and approach for to-go meals, prior to launching china service. This needs to be broadly communicated properly to the campus community. This may be a phased approach on what is continued this year, and then further modified going into next academic year with a focus on reducing to-go meals.

9) As staffing levels improve, the philosophical approach to menu planning must change. Currently, many pre-prepared items are utilized in a heat and serve approach. This does limit quality and freshness. A 5 week+ cycle menu should be created to ensure a wide variety of offerings each day. Additionally, the equipment at each platform should be considered in future menu design so that it incorporates this cooking equipment (even for show) which will aid in the perception of freshness and quality. Some of the equipment in the platforms is underutilized or not the best for certain cuisines, this will be addressed later in the report.

10) The salad/deli bar needs overall concept direction. There are currently two lines, with one mostly offering condiments and whole fruit. This section could become a deli bar (prepared sandwiches and ingredients for a build your own sandwich bar) adding an additional offering/platform. There is a make-table in the middle of this platform (problematic design) which may not be needed, this should be explored further.

11) As staffing levels improve, facility readiness and cleanliness need to be a focus. Items like cups, utensils, napkins, soda fountain BIBs, coffee, creamers, table cleanliness, floor cleanliness, etc. need to be properly maintained throughout operating hours. Deep cleaning efforts will also need focus.

12) Community Meal Plans and Faculty/Staff Meal Plans should be paused until staffing levels improve. This should be properly communicated to the campus community.

13) Recommend creating one Dining Services' social media account for both dining halls, and retail operations, rather than separate social media accounts per location. This is harder to maintain or more complicated for the end user to receive holistic Dining Services' communication.

14) As staffing levels improve, Dining Services will need to bring back special events, themed events, and monotony breakers.

15) As staffing levels improve, Dining Services will need to look at expanding hours of operation.
    a. First goal, open YWDC Monday-Friday for lunch.
    b. Additional goals, expand late night hours in one dining hall and continue to evaluate demand. Best practice is to slowly expand hours with proper marketing to students, and

then evaluate demand. It is easier to continue to expand, than expand too much to start with and then pull back as this leads to a negative perception from students.

Capital/Budget Allocation May Be Required:

1) Prioritize repairs of broken equipment.
    a. Need to conduct a root cause analysis of what caused the delay in repairs. For example, are there any parts maintained (with kitchen techs in Facility Services) in house to facilitate faster repairs or is there an approval process on campus that delayed the repair.
2) Consider future enhancements to beverage offerings (spa waters, enhanced waters, more tea options, etc.). Consider milk alternative self-serve dispensers for both cost effectiveness and guest service enhancements.
3) Address a temporary and long-term solution to ice production issues.
4) Ensure appropriate equipment is available and in good working condition for loading dock receiving and movement of goods (includes heavy duty carts with heavy duty caster wheels and pallet jacks).
5) Consider adding enough radios, with earpieces, for all SX staff, leadership team, cashier, and student leadership team. Given the large building, large kitchen, and loading dock design it is critical that communication is timely and efficient.
6) Add a marketing student(s) or full-time marketing coordinator (possibly shared with housing and dining) to assist in social media coverage, website content, and communication updates.
7) A demand and capacity analysis is needed to determine if current seat count is sufficient for the current campus population, as well as, consideration for future growth. It is important to note that the two dining halls are also used by staff/faculty due to a lack of retail offerings and the lack of other dining options in close proximity to campus. As the campus defines their future master plan, a Dining Services' master plan is also needed.
    a. If there is future housing in the long-term campus master plan, then a consideration could be building a true all you care to eat dining hall and turning the Pavilion into a retail/food court concept to continue to expand food offerings on campus as enrollment and the campus population grows.
8) In general, the building is in need of a feasibility study and concept design work to meet the all you care to eat dining hall design needs and demand (including peak periods). However, minimally the following design services are needed to improve operations and the guest experience:
    c. Assess inline concepts and salad/deli bar concepts for possible improvements to address guest flow issues.
    d. Underutilized catering production line for possible equipment conversions and explore hood/ansul system of back of house production line for possible addition of another oven.
    e. Explore alternative solutions for cooking equipment at each platform to facilitate batch cooking, just in time cooking, and made to order items. Consider options of adding full size warmers in certain platforms for backstock during peak periods.

      f. Explore necessary additions to the dishroom and dish drop area to properly support a high volume dine in experience.

      g. Changes to ingress/egress doors and "main entrance/POS area" with an additional POS terminal.

      h. Explore options to secure outdoor patio seating area to support an all you care to eat dining hall, should not be open to through traffic.

      i. Addition of produce wash to kitchen.

      j. Solutions for in-house oil filtration system.

9) Dining Services should also explore sustainability initiatives in the future to include the use of pulpers/dehydrators to reduce food waste.

YWDC:

1) **Ingress/egress and POS**
   - The restaurant has a retail design (from how it was previously operated) and the POS stations are still positioned near one side of the servery rather than at the entrance to the building. This runs contrary to a typical AYCTE dining hall that relies on the control points of a centralized/main entrance and exit, and then allows guests to free flow through the dining hall once in the building.

2) **Dining room/outdoor seating**
   - The dining room area offers a variety of seating (low tops, high tops, community seating, etc.). The long rows of tables pushed together may be impacting seating efficiency, and the high top four top tables may be causing the same issue.
   - Guest tables continue to have sanitation wipes, residual practice due to the pandemic, which creates a cluttered look in the dining room.
   - Staffing levels continue to be a challenge, and proper coverage of the dining room is needed to ensure cleanliness of tables is maintained throughout hours of operation.
   - The private dining room and outdoor patio, which currently doesn't have furniture, could be used to offer a variety of seating neighborhoods during peak periods.
   - There is currently a seating area that is closed off and being used as a breakroom/storage area. The go forward use of this space should be returned to service needs.

3) **Food service platforms**
   - Operation is currently offering dine in or take out serviceware.
   - Beverage offerings are somewhat limited which could be a future focus to increase offerings with a focus on reduced sugary beverage offerings. Ice was regularly out at soda fountains and is a vocalized frustration for guests. Alternative milks are offered from cartons in a beverage merchandiser.
   - Salad bar currently offers a variety of toppings and options. The other salad bar/deli bar lacks concept clarity and is being used for whole fruit and cluttered with condiments and utensil dispensers. The salad bar is currently being iced down due to equipment issues/limitations which is not a food safety best practice, nor is it labor efficient.

4) **Food quality/Freshness/Food visual presentation**
   - The overall variety, freshness, and visual presentation needs improvement and should continue to be a focus for the team as staffing levels increase.

5) **Menu variety**
   - There are 4-5 platforms (could be 5 depending on menu and platform organization), a soup/salad bar, another station that doesn't have an identity (could be deli), a dessert station not being used, and multiple beverage stations. This number of service points is sufficient for this dining hall. The menu variety should continue to improve as staffing levels improve.

6) **Retail Merchandising (if applicable)**
   - There are currently retail "packaged goods" being displayed for dessert and the bulk alternative milks are offered in a retail cold merchandiser. This practice should be eliminated as pre-packaged goods are not in line with AYCTE offerings, and also drive up the cost of goods.

7) **Guest flow**
   - Most of the stations are self-service, but there is still a mix of served and self-service.

8) **Signage/marketing**
   - Signage across campus seems to clutter the side of buildings. Dining Services should designate select areas for marketing materials and ensure they stay relevant, updated, and visually appealing.
   - Menu signage is at the front of each platform; however, these signs can be hard to see once long cueing lines have formed.
   - There is not an Instagram account for YWDC.

9) **Kitchen production**
   - The equipment is aging in this facility. It was also reported that hard water in this building is an issue and causing frequent issues with equipment.
   - Catering shares the storage and production space.

10) **Back of house support areas**
    - Cold storage and frozen storage are beyond capacity especially with the addition of catering operations sharing the space. There are walk-ins that have been added to the loading dock/trash area, but there are currently issues with code compliance in using these.
    - There are currently broken pieces of equipment in the kitchen/platforms.

11) **Facility capacity**
    - If to-go meals were stopped or minimized it is possible that demand may exceed capacity during peak periods. This needs to be further studied, in conjunction with planned campus growth in terms of enrollment and additional staff/faculty.

12) **Loading Dock**
    - The loading dock is currently not usable due to plumbing issues. The team is currently getting most deliveries at Pavilion, and then using a pick-up truck to go pick up items and bring them back.

YWDC-Overall Recommendations for improvement/enhancements:

Operational:
1) A vision needs to be created, and agreed upon, for the overall dining hall. It has concept confusion currently with design and operational elements that mix all you care to eat and retail.

2) The salad/deli bar needs overall concept direction. There are currently two lines, with one mostly offering condiments and whole fruit. This section could become a deli bar or extension of the salad bar, it is currently used for condiments and whole fruit which is not adequate nor an effective use of space.

3) There is a platform partially blocked by the temporary employee break area and currently serving ice cream. This platform should be fully utilized for desserts and reopened, as should the seating area.

4) Remove sanitation wipes from tables and create a sanitation wipe station in 3 places in the dining room.

5) Consider creating a QR code that links to the online menu and then a marketing (signage and social media) effort to encourage students to check out the menu before coming in to dine.

6) Formalize a plan and approach for to-go meals. This needs to be broadly communicated properly to the campus community. This may be a phased approach on what is continued this year, and then further modified going into next academic year.

7) As staffing levels improve, the philosophical approach to menu planning must change. Currently, many pre-prepared items are utilized in a heat and serve approach. This does limit quality and freshness. A 5 week+ cycle menu should be created to ensure a variety of offerings each day. Due the lack of variety in retail offerings on campus, Pavilion and YWDC should find ways to make menus and offerings in each dining hall unique to help with guest count disbursement. Menus should be thought of holistically to ensure guests counts will be distributed well. For example, if a strong menu pull item like sushi is offered in YWDC then Pavilion should also offer a strong menu pull item like ribs and mac & cheese or a taco bar.

8) Community Meal Plans and Faculty/Staff Meal Plans should be paused until staffing levels improve. As mentioned previously, this needs to be properly communicated with the campus community.

9) As staffing levels improve Dining Services will need to bring back special events, themed events, and monotony breakers. YWDC has unique spaces and a variety of seating areas that lend itself well to special events.

10) As staffing levels improve, Dining Services will need to look at expanding hours of operation.
    a. First goal, open YWDC Monday-Friday for lunch.
    b. Additional goals, expand late night hours in one dining hall and continue to evaluate demand. Best practice is to slowly expand hours with proper marketing to students, and then evaluate demand. It is easier to continue to expand, then expand too much to start with and then pull back as this leads to a negative perception from students.

Capital/Budget Allocation May Be Required:
1) Explore options to move POS to main entrance to dining hall, utilize this as the centralized (only) entrance and exit. Two POS will be needed during peak periods.

2) Prioritize the situation rendering the dock unusable. This is creating an operational hardship, does not lend itself to proper food safety, is causing wasted labor, and potential safety issues for staff. This needs to be addressed immediately.

3) Cold storage, frozen storage, and paper storage are beyond capacity especially with the addition of catering operations sharing the space. There are walk-ins that have been added to the loading dock/trash area, but there are currently issues with code compliance in using these that need to be resolved.

4) The Private Dining Room and outdoor patio could be used as guest seating, as those seats may be critical to peak demand capacity. The outdoor patio would need furniture added. This would create a nice gathering area for students. The additional seating area being used as a breakroom should be returned to student dining space.

5) Consider future enhancements to beverage offerings (spa waters, enhanced waters, more tea options, etc.). Consider milk alternative self-serve dispensers for both cost effectiveness and guest service enhancements.

6) Address a temporary and long-term solution to ice production issues.

7) Ensure appropriate equipment is available and in good working condition for loading dock receiving and movement of goods (includes heavy duty carts with heavy duty caster wheels and pallet jacks).

8) Consider adding enough radios, with earpieces, for all SX staff, leadership team, cashier, and student leadership team. This facilitates communication from the BOH through to the FOH so the team is informed and working together efficiently.

9) Add a marketing student(s) or full-time marketing coordinator (possibly shared with Housing and Dining Services) to assist in social media coverage, website content, and communication updates. The marketing position could also assist in maintaining approved marketing pieces at the entrance to dining halls, and throughout the restaurant. Recommend creating one Dining Services social media account for both dining halls, and retail operations.

10) A demand and capacity analysis is needed to determine if current seat count is sufficient for the current campus population, as well as, consideration for future growth. It is important to note that the two dining halls are also used by staff/faculty due to a lack of retail offerings and the lack of other dining options near campus. As the campus defines their future master plan, a Dining Services' master plan is also needed.

11) Obtain design services to explore the following which are needed to improve operations and the guest experience:
    c. Evaluate aging equipment and receive replacement recommendations with approximate costing.
    d. Update the salad bar, deli bar, and Asian station.
    e. The kitchen is currently limited on production/prep areas, especially with catering operations in the building. Kitchen layout should be explored for possible improvements.

f. The facility would benefit from a renovation to improve guest flow, update aging equipment, and improve the overall look and feel for the guest experience.

g. Via staff feedback, hardwater is a significant challenge in the building which is causing damage and issues with equipment. A water softening system may be needed or local filtration may need to be added to certain pieces of equipment.

SECTION 06   Retail Findings and Recommendations

A focus on these operations was not included in the scope, however, locations were visited briefly during the site visit. The following items are a high-level summary of findings and recommendations from the brief site visit in each.

1) The Lantern
   a. The Lantern's staffing model heavily relies on student employees (which makes sense in a coffee shop/retail environment).
   b. There are ample retail merchandising opportunities at the Lantern. During the site visit, these were stocked at approximately 50% (or less), this should be a continued focus with expectations set and managed for staff. Reduced offerings have a direct impact on guest experience and potential revenue.
   c. The addition of possible hot entrees (flatbreads, grilled cheese sandwiches, breakfast sandwiches, etc.) that are prepped in daily batches from the residential restaurant and finished on site in a turbo chef could enhance the breakfast and lunch offerings of the Lantern. The feasibility of this would need to be explored by the leadership team.

2) Bobcat Snack Shop
   a. The Bobcat Snack Shop also relies on student labor.
   b. During the site visit, shelves were stocked below 50%. A focused effort on merchandising and ensuring shelves are stocked is critical.
   c. There were also 3 student employees working the front counter. This could have been due to training, or a shift change, but this is something to look at to ensure efficient and optimal operational schedules are being managed and executed.

3) Marketplace at the Summit
   a. This operation is currently closed due to fire marshal concerns with facility layout. This is in a key area and had ample revenue/sales prior to closing. It is advised that this location open as soon as possible.

4) The alignment of retail dining with Dining Services, in terms of reporting structure, continues to change. There are many synergies that are possible with retail dining and residential dining merged into one department. It is recommended in this operation to keep them together, reporting up to the Director level position within Dining Services.

SECTION 07   Catering Findings and Recommendations

A focus on these operations was not included in the scope, however, managers were visited with briefly during the site visit. The following items are a high-level summary of findings and recommendations.

1) Catering, with the assistance of a marketing professional, should produce a PDF version of their menu to showcase the breadth of offerings while also advertising that they do custom menus. The use of BigZpoon to share allergens is helpful, but this is not a useful tool to present a beautiful and creative catering menu which is what clients are looking for.

2) Catering should look to host an online webinar regarding offerings, policies, 5402, etc. to help inform new staff on campus of catering options and protocols. They should also host an event once a year to showcase new menu offerings and cover a few protocols with event planners on campus.

3) Article 5/5402 has had an impact on catering operations on all UC campuses. The campus must endorse a first right of refusal approach for catering services (excluding true drop off and pick up food items).
   a. The campus should ensure it has a clear definition of catering services and which items are excluded. Campus procurement/HR needs to ensure this is appropriately communicated to the campus. There should be a clear process for requesting an exemption/carve out that is managed by HR/ELR/Procurement (not catering).

4) The Pavilion was designed with catering operations in mind, however, the loading dock, storage space and prep space aren't sufficient or operationally feasible. There will be storage capacity challenges in keeping the catering operation in YWDC, and these will need to be addressed. Additionally, the office space at YWDC is limited for both catering and YWDC management positions.

5) Resources such as carts, box truck, gem carts with proper build outs, etc. should be explored to ensure catering staff are transporting food as safely as possible.

SECTION 08   **Systems and Technology Findings and Recommendations**

1) POS
    a. The current POS solution is meeting the needs of the department. However, they are lacking a systems position that would manage POS, troubleshoot technology issues, assist with reporting, input menu/price changes, add new inventory items, etc.
2) Menu Management
    a. The department is currently not using a menu management system which is putting them at a huge disadvantage in managing their operations, specifically their dining halls. A menu management system is a solution for managing recipes, documenting approved product specifications, inventory (something that needs to be done regularly by the department), forecasting, service records, ordering, etc. When used properly this system is critical for reviewing purchases, production, food cost/plate cost, and financial analysis. It is recommended that a menu management system be purchased and implemented with the proper resources and support. A systems position should be added to the department that would assist in managing POS & a menu management system. Examples of systems include FoodPro and CBORD.
3) Customer Feedback
    a. Dining Services currently doesn't have a real-time solution for customer feedback beyond a survey on their website that provides Dining Services' leaders an email. It is recommended in the future to add a real-time customer feedback tool that provides email and text alerts to a grouping of individuals per location to allow for in the moment feedback and corrective action. Dining Services' leaders can then respond to the individual allowing the guest to feel heard. Typically, screens are added in the dining rooms to showcase feedback and Dining Services' responses in real time. This tool allows for better communication and encourages feedback from guests while also showcasing Dining Services' responsiveness.
4) Dining Services may benefit from occupancy sensors in Pavilion and YWDC that are displayed online which allow students to research which dining hall may be the best choice based on density at the time they are planning to dine.

SECTION 09   Department Findings and Recommendations

1) Dining Services needs a plan for onboarding and training for SX and 99's that includes pre-first day, first day, and plans through the first 6 months.

2) This was mentioned previously but a Dining Services' Master Plan should be created following a Campus Master Plan as they prepare for future growth. The campus is lacking retail offerings and places for students/staff/faculty to gather which is an important factor in the overall campus experience.

3) Dining Services should continue to foster relationships and partnerships on campus with departments like Development, Residential Life, and Associated Students.

4) The morale and culture in Dining Services is very negatively impacted. Solutions to improve this need to be explored beyond fixing the most pressing needs of staffing and broken equipment for example. Possible solutions could include a staff recognition program, twice a year staff development events, DISC training for the leadership team, trainings around conflict resolution/communicating for understanding, etc.

5) The Dining Director should hold regular and consistent 1:1's with direct reports. A leadership meeting (monthly or every other month) should be held with an agenda. There should also be some form of communication, through a meeting, letter, or newsletter, with the SX team 3+ times a year.

6) Dining Services continues to face supply chain issues, and a lack of storage. This issue needs to be further explored as a department and with Sysco and other food vendors for creative solutions. The fill levels with Sysco need to be examined to find where the root cause is beyond (if there is one) the current supply chain issues caused by pandemic impacts.

7) Overall, Dining Services needs a shared vision for the future, a strategy to get there, and an endorsement from campus leadership.

SECTION 10 Organizational Structure

Methodology:

a) The current organization structure, with FTE counts by classification, were reviewed.

b) To make recommendations for the necessary structure some operational assumptions were needed; an estimated demand/guest count distribution was created (see below) and operational hours for YWDC and Pavilion were determined (see below). The operational hours were based on a desired state for the next 1-2 years as staffing levels improve and with consideration for demand/guest counts along with seat counts in both residential dining halls.

c) Following the creation of operational assumptions, necessary staffing levels by day part Monday-Friday (breakfast, lunch, and dinner) and Saturday/Sunday (brunch & dinner) were determined with consideration for dining hall layout.

d) Then schedules were created for all FTEs for Pavilion and YWDC to ensure operational coverage and staffing level needs were achieved; from these schedules total FTE's by classification were totaled. Schedule models can be provided to operational leaders for reference.

e) Best Practice Considerations:

- It is recommended that a professional leader for both back of house and front of house are in the building from open to close to oversee food safety, sanitation, guest service and food quality. The structure was designed with this best practice applied. Overtime, and with a strong student manager that is trained and experienced, a low volume day part could be opened/closed with a student manager (for example: a Friday dinner closing shift).
- The volume of food produced per day part was taken into consideration to determine the correct number of culinarians per operation.
- A student workforce will still be heavily relied upon in this model.

Demand/Guest Count Distribution Assumptions:

Pavilion Current	Monday-Thursday	Friday	Saturday	Sunday	Pavilion Future	Monday-Thursday	Friday	Saturday	Sunday
Breakfast	1370	1000			Breakfast	1370	1000		
Lunch	2335	2100	1720	1915	Lunch	1600	1400	1720	1915
Dinner	1923	1375	1920	2410	Dinner	1923	1375	1920	1700
Totals	**5628**	**4475**	**3640**	**4325**	Totals	**4893**	**3775**	**3640**	**3615**
YWDC Current	Monday-Thursday	Friday	Saturday	Sunday	YWDC Future	Monday-Thursday	Friday	Saturday	Sunday
Breakfast	0	0			Breakfast	0	0		
Lunch	0	0	0	0	Lunch	735	700	0	0
Dinner	1800	1645	0	0	Dinner	1800	1645	0	710
Totals	**1800**	**1645**	**0**	**0**	Totals	**2535**	**2345**	**0**	**710**
Grand Totals	**7428**	**6120**	**3640**	**4325**	Grand Totals	**7428**	**6120**	**3640**	**4325**

Hours of Operation Assumptions:

| Pavilion	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Breakfast	9:00am-2:00pm*	7:00am-10:30am	7:00am-10:30am	7:00am-10:30am	7:00am-10:30am	7:00am-10:30am	9:00am-2:00pm*
Lunch	9:00am-2:00pm*	11:00am-2:00pm	11:00am-2:00pm	11:00am-2:00pm	11:00am-2:00pm	11:00am-2:00pm	9:00am-2:00pm*
Dinner	4:00pm-9:00pm	4:00pm-9:00pm	4:00pm-9:00pm	4:00pm-9:00pm	4:00pm-9:00pm	4:00pm-9:00pm	4:00pm-9:00pm
YWDC	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Breakfast	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Lunch	Closed	11:00am-2:00pm	11:00am-2:00pm	11:00am-2:00pm	11:00am-2:00pm	11:00am-2:00pm	Closed
Dinner	5:00pm-12:00am	5:00pm-12:00am	5:00pm-12:00am	5:00pm-12:00am	5:00pm-12:00am	5:00pm-12:00am	Closed

*Brunch Meal Period

Professional Staff Findings:

1) In general, the department is facing significant position vacancies while at near full capacity in housing which creates substantial operational hardship.

Classification	Vacancies
SX	39.7%
Admin/Support	100%
99	22%

2) The department is lacking the proper support positions to sustain vision, growth, and administrative responsibilities of the department/campus. The following organizational chart provides structure to achieve the proper leadership and admin support structure for the current volume and operational complexity of Dining Services.
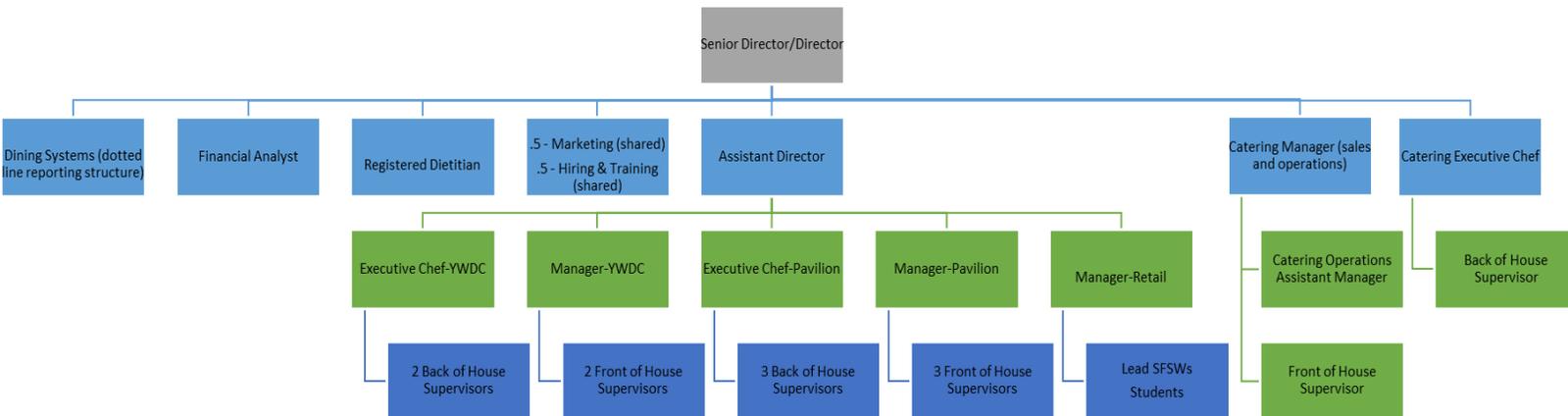
*Marketing position and Hiring & Training position are being counted as .5 of an FTE each
*Cooks, Sr. Cooks, Asst. Cooks, Bakers, Storekeepers, and Culinary Student Staff report to Back of House Leadership.
*SFSWs, Lead SFSWs, Custodians, Sr. Custodians, and Front of House Student Staff report to Front of House Leadership.

3) New Position Considerations:
   a. The Marketing Coordinator position could be shared with Housing & Dining Services. This position is intended to oversee website, social media, and all print marketing. This position helps tell the story of what is happening in the department, does marketing for special events, helps brainstorm meaningful opportunities for the department, and assists in responding to guest feedback. This position also helps participate in department presentations for events like freshman orientation, student governing board meetings, etc.
   b. The Hiring & Training position can also be a shared position, perhaps within Housing, Dining Services, and Residential Life or even within Auxiliary Services. This position will focus on the recruitment, hiring, and onboarding of student staff. It can also assist with the onboarding of professional staff depending on bandwidth and capacity. This position could have some student manager type positions reporting to it to assist with student staff employment efforts. This unit could do the initial training of new student hires, track all required trainings, input required training hours into the payroll system, input availability into Schedule Source, etc. This position helps alleviate significant administrative burden on operators related to student staff hiring, so their focus can be more operational.
   c. The Registered Dietitian could be a full-time or part-time position. If this position proves challenging to recruit for there are temporary staffing agencies that may be able to assist in finding someone on a 6-month to 1-year contract basis. It is important to note that the Registered Dietitian should be a 99 position. It was noted on the org chart that the department may be considering a position that is responsible for both nutrition and food safety. This may be hard to find, and likely the candidate will be a registered dietitian (which should take priority in minimum requirements) but not have experience working in a kitchen or managing food safety.
   d. The Financial Analyst could be shared with Housing. They would assist with the creation of individual dining unit budgets, monthly budget reviews with Dining leadership, creation of meal plan rate models, analysis of pricing and food cost, analysis of inventories, etc. The budgeting process and budget documents for Dining Services are not clear or detailed enough. Dining leadership should play an active role in creating, reviewing (monthly minimally), and managing the budget process with the assistance of a Financial Analyst. The documentation needs to be more detailed and transparent to be a helpful tool in managing the business, especially controllable expenses.
4) The position of Assistant Director (as noted above in the organizational chart) helps to right size the positions for the volume, number of direct reports, need for vision, program growth/improvement, and expectations. These working titles also better align with industry standards and will assist in recruiting the right talent. Additionally, right sizing the position and recruiting the right talent will ultimately yield in a better run program in terms of both vision and daily management, and staff retention which is important for the continuity of the program.
5) The department is currently using the Executive Chef title for 3 different unit level positions. As the department grows, 5+ years from now, it is possible that a Director of Culinary/Campus Executive Chef position may become necessary. It is important that the culinary vision is set by

one person, and that product sourcing and vendor relations is also overseen by one person. For now, the Senior Director/Director will have to ensure they are helping to set and manage the culinary vision and direction for the department to ensure consistency.

6) The department currently is using the career tracks Chef Series-Chef 2 for Sous Chef positions. This series was unfortunately not designed well for practical implementation (not able to have direct reports). These positions must have the ability to have direct reports, directly manage staff daily, and write performance reviews. It is recommended that these positions convert to S1's as Sous Chefs/Culinary Supervisors and assume direct reports. The Chef Series is not recommended for continued use. In the recommended structure, there is not a need for the total number of current Chef 2 positions. This transition could be achieved overtime with retirements and departures, or it could be achieved through reclassifications.

7) It was discovered that current Senior Custodians/Custodians for Dining report to Facility Services. It is recommended that the custodians report to Dining leadership so they can provide daily direction, proper performance management, and ensure proper foodservice specific training is provided.

8) Due to the additional sales from 5402, a return of campus events post-pandemic, and overall business growth, catering needs additional staffing and resources. An in-depth analysis of this was not included in the scope, but minimally catering needs an additional SFSW/Lead SFSW (2 total) and 2 cooks (can be shared with YWDC to flex during high volume catering days). Additionally, catering is nearing the $1 million mark which means it needs a dedicated sales/coordination/administrative position. This could be a classification change for Jorge, and then a backfill for an operational leader or the sales position could be posted for recruitment first.

   a. The overall structure should include the following:
      i. 1 dedicated to sales/coordination/billing and overseeing operations
      ii. 2 front of house leaders (example: assistant manager and supervisor)
      iii. 2 back of house leaders (example: chef and sous chef)
      iv. 2 cooks
      v. 2 SFSWs
      vi. Student managers/students
   b. At the current volume, operations and sales could report in the same reporting line. However, as the department grows this structure will need to change. A General Manager or Assistant Director position could be added with operations, sales, and the Catering Executive Chef reporting up to it.
   c. Catering staff should support in residential dining during low volume catering days.

9) The following grids provide the comparison of existing filled positions and existing vacancies with recommended positions.

Administrative Support			
	99's (Leaders, Admin Support, etc.	99 Vacancies	% vacant
Current	0	3	100.00%
Proposed	6		

Residential Dining (Pavilion & YWDC)							
	99's (Leaders, Admin Support, etc.	Sous Chefs/99	99 Vacancies	% vacant	SX Total	SX Vacancies	% vacant
Current	5	7	4	44.44%	44	29	39.73%
Proposed Pavilion	8	*counted in SX number			44		
Proposed YWDC	6	*counted in SX number			28		
Total Proposed	14	7	0	0	72	0	0
Catering							
	99's (Leaders, Admin Support, etc.		99 Vacancies	% vacant	SX Total	SX Vacancies	% vacant
Current	4		0	0	1	0	0
Proposed	5				4		
Retail							
	99's (Leaders, Admin Support, etc.		99 Vacancies	% vacant	SX Total	SX Vacancies	% vacant
Current	1		0	0	2	1	33.33%
Proposed	1				3		

The following grid provides a totals comparison of current to proposed.

	Current Staff	Current Vacancies	Total Current	Proposed Total	Vancancies with proposed staff	% Vancant
99's	17	7	24	26	9	34.62%
SX	47	30	77	79	32	40.51%
Combined	64	37	101	105	41	39.05%

Although the overall total is only increasing by four positions, the allocation of positions is different from the current classifications used in both current positions and vacant positions. The detailed classification list for SX positions will be provided in Appendix B. The classification for 99's will need campus input. In this model, the Sous Chef (5230) positions would be changed, and those current staffing positions are being included in the future SX FTE count. It could be that these positions covert to Senior Cooks (SX positions) after posting open S1 Culinary Supervisor/Sous Chef positions. This transition could also be achieved overtime with retirements and departures, or it could be achieved through reclassifications; however, in the current structure adequate back of house leadership is not being achieved.

It is important to note that this is the minimal leadership coverage needed for Pavilion and YWDC. For continued growth of the program, added services, etc. additional leadership positions may need to be added. Additionally, this model relies on a strong student leadership program. If this program is not achieved, then additional supervisor positions will be needed in YWDC.

Additional Organizational Structure Findings & Recommendations:

1) The ongoing relationship and synergies between Hospitality Services and Catering need to be defined. If Hospitality Services is going to assume more of an event space management role for all campus reservable spaces, then it is not recommended for the two units to merge. If Hospitality Services is going to oversee the conference center, housing owned meeting spaces, and manage summer conferencing then there are great possibilities in having Catering and Hospitality Services merge under Dining Services. Catering is best positioned for financial success when attached to Dining Services.

2) The alignment of retail dining with Dining Services, in terms of reporting structure, continues to change. There are many synergies that are possible with retail dining and residential dining merged into one department. It is recommended in this operation to keep them together, reporting up to the Director level position within Dining Services.

3) Dining Services would benefit from a classification and compensation review to ensure classifications and compensation are appropriate for the level of work (volume, direct reports, complexity) and equitable in the market. An issue in this area could be contributing to recruitment and retention issues. The cost of repeatedly recruiting, training, and then losing staff is often a hidden cost and if proper pay is a priority, it can ultimately cost the department less in the long run.

4) Dining Services should also explore and implement appropriate industry working titles that are in alignment with career tracks classifications. The use of career tracks classifications as working titles is an oddity that doesn't best define roles or speak to industry known nomenclature. Examples include:
   a. S1's: Supervisors and Assistant Managers
   b. S2's: Managers
   c. M1: Senior Managers/General Managers
   d. M2: Assistant Director/Director
   e. M3: Director/Senior Director/Executive Director

5) The process for getting a position through recruitment, even a backfill, seems to be cumbersome and time consuming. It is recommended that the campus assess this process to streamline the approach. The process from requesting the position through to posting with TA to interviewing/hiring is much too long for successful recruitment efforts and causes additional hardship on the department.

Student Workforce Findings:

1) Dining Services is currently utilizing a three-level classification approach; they have student employees, student supervisors, and student managers. This is a standard model on many college/university campuses. This approach is attractive to prospective student staff as it gives them opportunities to grow and bolster their resumes if they have a desire to obtain leadership experience. The department should ensure they have job descriptions for all three levels and a clear process for applying, being interviewed, and selected for student supervisor or student manager positions.

2) As mentioned above, the department is currently struggling with the administrative burden of student employment/student training and would benefit from a dedicated position for this

effort. The student employment program could be greatly enhanced and focused on with a dedicated position which will improve the current training and retention of student employees. On some campuses this position manages a "Student Employment Office."

APPENDIX A   Summary of Operations

The following information is provided as a summary of operations from academic year 22/23 to provide reference upon reviewing this report over the next 1-3 years and to provide context to potential new leaders within Dining Services and Senior Administration. Information was gathered via the department's website and via pre-site visit planning conversations.

<u>Locations:</u>

1) Lakeside Catering & Lakeside2Go
    a. Lakeside Catering will take care of every dietary need of your event or conference. From casual meals on the run to full-service dining experiences, we offer it all. Located in the one of the most verdant agricultural regions in the world, our catering team is able to provide unique menus highlighting the best of California cuisine and offer tastes from around the globe.
    b. Policies document provided online.
    c. CaterTrax, online ordering, menu only visible within CaterTrax.
2) Pavilion Dining Center-AYCTE
    a. Starting August 21 (Breakfast, Lunch, and Dinner)
       Monday - Friday 7 a.m. - 9 p.m.
       Saturday and Sunday 9 a.m. - 9 p.m.
    b. The Pavilion accepts residential and non-residential meal plans, as well as Cat Dollars, credit cards and debit cards.
    c. Entry costs $10.95 for breakfast, $11.95 for lunch, and $12.95 for dinner.
    d. Pavilion Stations
       i. Cascabel, Ciao, Field of Greens, Lake Wok, and Rufus Grill
3) Yablokoff Wallace Dining Center-AYCTE
    a. Effective August 21 (Dinner and Late-Night Service)
       Monday - Friday; 3 p.m. - 12 a.m.
    b. Same door rate and payment info as Pavilion
    c. 4 hot platforms, salad bar, additional food station (deli/salad), and multiple beverage stations.
4) Lantern Café
    a. Lantern Cafe offers a wide variety of beverages, pastries, and other grab-and-go items to serve our active campus community. Conveniently located in the middle of campus in a spacious solarium on the bustling first floor of the Leo & Dottie Kolligian Library, Lantern Cafe offers indoor and outdoor seating, a friendly environment, and a glimpse of the exciting campus life that it embodies. Lantern Cafe accepts Cat Dollars, credit and debit cards. Grab and a cup of coffee or a quick bite, Lantern Cafe is here for you.
    b. Monday to Friday 7:30am to 5:30pm
       Closed Holidays and Weekends
5) Bobcat Snack Stop
    a. The Bobcat Snack Stop convenience store is located on the first floor of Kolligian Library and offers a variety of delicious snacks, as well as some basic supplies for students, staff, and faculty on the go. Please stop by and find exactly what you are looking for on your way to your next big move. Bobcat Snack Stop accepts Cat Dollars, credit and debit cards, Google Pay and Apple Pay.
    b. Monday to Friday, 9:30am to 7pm

Closed Weekends and Holidays

6) The Summits Marketplace-currently closed due to Fire Marshall concerns.
7) Food Trucks
   a. UC Merced will regularly welcome food trucks from around the region to campus to add additional variety to our dining options. These delicious offerings come in a wide range of flavors, from hearty wraps to Asian fusion cuisine to delicious ice cream.
   Food trucks are located on Scholars Lane in front of the Yablokoff Wallace Dining Center. Food trucks accept credit and debit cards, cash and Cat Dollars. Food trucks do not accept meal plan card swipes.

Meal Plan Information:

1) About Resident Meal Plan Rates:
   a. All on-campus residents must have a meal plan.
   b. Students may use their unlimited all-you-care-to-eat meal plan in the Pavilion Dining Center.
   c. Cat Dollars are flexible spending funds that can be used for food locations on campus, campus store purchases and printing.
   d. Cat Dollar funds are loaded prior to each semester. Cat dollars carry over from semester to semester and year to year. Cat dollars are only refunded when you separate from the university.
   e. Each of our residential meal plans provides unlimited entries into the Pavilion and Yablokoff Wallace Dining Centers, which offer rotating menus of healthy, nutritious meals at a variety of dining stations throughout the day.
   f. Cat Dollars, a debit system included with each unlimited plan, also give residents the flexibility to purchase food and additional items at campus locations, including Lantern Cafe, Bobcat Snack Stop, and food trucks visiting campus.
   g. Our campus strives to make sure no member of our community experiences food insecurity. Unlimited plans allow residents to stop at the all-you-care-to-eat dining center seven days a week. Grab a bite to eat between classes or eat a full meal with friends, every entry into the Pavilion and Yablokoff Wallace Dining Centers are included with every meal plan. Please click here for more information about meal plans for those not living on campus.

Academic Year Meal Plan Contract Pricing

Unlimited Meal Plan Name	Total Price per Semester	Included Cat Dollars per Semester	Guest Passes per Semester	Total Price per Academic Year	Included Cat Dollars per Academic Year	Guest Passes per Academic Year
Unlimited 85	$2,415	$85	3	$4,830	$170	6
Unlimited 250	$2,588	$250	3	$5,176	$500	6
Unlimited 400	$2,746	$400	3	$5,492	$800	6
Unlimited 500	$2,851	$500	3	$5,702	$1,000	6
Unlimited 600	$2,956	$600	3	$5,912	$1,200	6

    a. Cat Dollars
        i. Cat Dollars can be purchased and added to a CatCard at any time. One Cat Dollar is equivalent to $1 U.S. dollar. For more information about depositing CAT Dollars into an account, please visit the CatCard website.
        ii. Cat Dollars can also be used at various locations, including the University Store, for supplies, to print documents, and for some other campus expenses.
        iii. Cat dollars roll over from year to year, and they do not expire. They can be refunded when/if you separate from the university.

2) Meal Plans for Faculty, Staff, and Commuters
    a. Bobcat 25 allows 25 entries into UC Merced's all-you-care-to-eat facilities, and Bobcat 100 allows 100 entries into a UC Merced all-you-care-to-eat facility at significantly discounted rates. Each entry allows a guest to select a full offering from Pavilion Dining Center's delicious menu for that meal time. Each non-residential meal plan expires one calendar year from the purchase date or after the final meal swipe is used.

    Meal plans are loaded directly onto a plan holder's CatCard. The plans provide unprecedented savings and convenience to our non-residential community. Without a meal plan, entry for a breakfast at a UC Merced dining center costs $10.95, entry for a lunch costs $11.95 and entry for a dinner costs $12.95.

    Bobcat Meal Plans also allow plan holders to provide meals to guests. Just swipe your CatCard once for you and once for each guest, and your entire group will be able to enjoy a delicious meal with UC Merced Dining Services.

    Become a bigger part of the campus community and purchase a Bobcat Meal Plan today!

    Please note: Bobcat meal plans are non-refundable.

    Bobcat meal plans do not include Cat Dollars, although Cat Dollars may be added to a CatCard separately. More information on adding Cat Dollars to your CatCard may be found at: https://catcard.ucmerced.edu/plans.

Bobcat Meal Plans

Meal Plan Name	Price	Meals	Location
Bobcat 25	$250	25	Pavilion Dining Center
Bobcat 100	$900	100	Pavilion Dining Center

Appendix B: Staffing Comparison Chart with SX Detail

Administrative Support

	99's (Leaders, Admin Support, etc.)	99 Vacancies	% vacant
Current	0	3	100.00%
Proposed	6		

Residential Dining (Pavilion & YWDC)

	99's (Leaders, Admin Support, etc.)	Sous Chefs/99	99 Vacancies	% vacant	SX Total	SX Vacancies	% vacant	SX: Culinary (Sr. cook, cook, asst. cook)	Baker	SX: Non-Culinary (LSFSW, SFSW, FSW)	SX-Custodial (Sr. Custodian, Custodian)	Storekeeper
Current	5	7	4	44.44%	44	29	39.73%	30	1	11	0	2
Proposed Pavilion	8	*counted in SX number			44			25	2	10	5	2
Proposed YWDC	6	*counted in SX number			28			14	1	8	3	2
Total Proposed	14	7	0	0	72	0	0	39	3	18	8	4

Catering

	99's (Leaders, Admin Support, etc.)	99 Vacancies	% vacant	SX Total	SX Vacancies	% vacant	SX: Culinary (Sr. Cook, cook, asst. cook)	SX: Non-Culinary (LSFSW, SFSW, FSW)	SX-Custodial (Sr. Custodian, Custodian)	Storekeeper
Current	4	0	0	1	0	0	N/A	N/A	N/A	
Proposed	5			4			2	2		

Retail

	99's (Leaders, Admin Support, etc.)	99 Vacancies	% vacant	SX Total	SX Vacancies	% vacant	SX: Culinary (Sr. Cook, cook, asst. cook)	SX: Non-Culinary (LSFSW, SFSW, FSW)	SX-Custodial (Sr. Custodian, Custodian)	Storekeeper
Current	1	0	0	2	1	33.33%	0	3	0	
Proposed	1			3				3		

	Current Staff	Current Vacancies	Total Current	Proposed Total	Vancancies with proposed staff	% Vancant
99's	17	7	24	26	9	34.62%
SX	47	30	77	79	32	40.51%
Combined	64	37	101	105	41	39.05%

UCM Dining Services: Organizational Chart