

TRANSFORMATION

• ONE DISTRICT'S STORY



Learn how one district transforms the foodservice atmosphere within their schools and witness the tangible results of the transformation.



A FRESH PERSPECTIVE ON CULINARY DESIGN

PERSPECTIVE - the "why" behind



 **Lindsey Hill, RD**
Director of Nutrition Services



Since 2002, South Madison built two new schools and has taken on several cafeteria remodels. This project was the largest during this period. The motivation for this project was to remodel the space to increase line speed and decrease issues with student capacity. Essentially, too many students at one time trying to use a space that was never built for the type of service and number of students now served.

"My perspective on the project is that if we were going to make a change, we needed to make one that resolved the core issues of the space and would be useful for the entire school community for a long time. I wanted to ensure that every detail was thought through with the long term in mind and make sure that this is a space that first and foremost functions as we need it to, but also is an enjoyable atmosphere for our students. Our main goal was flexibility - we are no longer limited by our facility or equipment on the types of foods or style we serve to our students - we have a blank canvas that we can use however we choose to meet the students' needs and preferences."

ABOUT SMCSC

South Madison Community School Corporation (SMCSC) serves over 4,600 students in a district encompassing Adams, Green and Fall Creek townships of Madison County, including the towns of Markleville, Ingalls, and historic Pendleton. The district serves as home to several small businesses, a corporate business park, the Indiana State Reformatory, and the Pendleton Correctional Facility. Many residents of the school district commute to Indianapolis, Fishers, and Anderson for their employment.

SMCSC is comprised of five schools - Pendleton Heights High School (9-12); Pendleton Heights Middle School (7-8); and three elementary schools (K-6) -- Pendleton Elementary, Maple Ridge Elementary and East Elementary. Carnegie Learning Center provides alternative education for secondary school students, with the focus on credit recovery.



 **Scott Reitano, FCSI**
Principal, Reitano Design Group



"We are blessed to have a long and fruitful relationship with Lindsey Hill and South Madison Community School Corporation. A true sense of partnership and shared vision has enabled us to provide the children of this school district with facilities that encourage them to eat well at school and to form healthy eating habits that will hopefully stay with them for life."

We utilized the abundance of pertinent research and resources available to understand our customer (the children at various ages) and to design serving spaces that provide positive, healthy food experiences for them at each level. The final designs of the serving spaces, and for the kitchens that support these environments, are all the products of a truly intentional, collaborative design process."

Reitano Design Group focuses on a high level of client interaction to ensure that the design, layout, and functionality of the final project accurately reflect the project goals and vision established by the Client. Specific design efforts are centered on efficient kitchen operation and an effective, aesthetically-pleasing serving space. RDG also believes strongly that kitchen design can have significant impact in sustainable building design through space efficiency, reduced energy & water consumption, and appropriate waste management.

Our collaborative, research-driven design approach brings real value to the table. Value in designing efficient kitchens and aesthetically pleasing serving spaces. Value in delivering projects within budget. Most of all, we provide value by placing our client's interests first through the practice of three unique disciplines: active listening, empathetic exploration, and visual discovery.

Reitano Design Group is based in Indianapolis, Indiana and provides foodservice design expertise in multiple markets including Corporate Dining, Healthcare, Higher Education, Hospitality, and Primary Education.


ABOUT RDG

PROCESS - getting started



We knew WE wanted to split the project into two phases: Fresh2Go & Main Servery.

"Fresh2Go was started summer 2015 and completed in October 2015 so that some of the stress related to student capacity could be relieved from the main servery area for the 2015-16 school year prior to the second phase construction that would occur in summer 2016.


*We had concerns about being able to complete both at one time over the summer months and wanted to ensure our service was never interrupted. Splitting the project into two phases **allowed us the time to focus** on the projects both separately and as a bigger picture in order to accomplish our goals." *

thinking together

CONSULT & CREATE

designing together

We knew THEY wanted to split the project into two phases: Fresh2Go & Main Servery.

*"Beyond solving the dilemma of whether or not we could get both parts of the project done well in a short design window and one summer construction season, splitting the project into two phases also provided other benefits as well. **Opening Fresh2Go first created a buzz around the impending Marketplace project.** The response to the Fresh2Go concept was very well received and anticipation grew for what was to come. The Fresh2Go space also **gave the school board confidence** in where we were going with our transformation. It even **created excitement in the community**, as the Fresh2Go space is used for concessions at athletic and performance events." *



PROCESS - getting started

Main Cafeteria Project Finished
August 9th, 2016

project timeline

Phase 1: Fresh2Go
Design process Begins
February 2015

Phase 1: Fresh2Go
Construction Begins
October 2015

Phase 2: Main Cafeteria Design Process Begins
August 2015

Fresh2Go Completed
October 2015

Phase 2: Main Cafeteria
Construction Begins
May 27, 2016

the collaborative team



Mark Hall
PHHS
[Principal]

"Pendleton Heights High School approached their renovation project with a clear mission; to provide a space that was *warm and inviting*, supported an *organic flow* of students, felt like a *contemporary market*, and would highlight and promote "*feel good food*".



Martin L. Truesdell
Stair Associates Inc.
[ARCHITECT]

"The purpose of the project was to create a space that provided our students a comfortable and inviting *place to gather* and eat nutritious meals. As a result of the project the once very sterile institutional space was *transformed* into a place where students want to spend their discretionary time. The intuitive design included a food court style serving area that allows students and faculty to select the food that they want without waiting in unnecessarily long lines. In addition, the inclusion of over 100 power outlets allows students to charge their 1:1 computing devices during the school day.

Generally speaking, both the students and faculty at Pendleton Heights have been *very pleased* with the redesigned space which has resulted the promotion of a *positive climate in our school*."

We worked through menu offerings at the start of the project, and let those offerings inspire materials, graphics, and furniture solutions throughout."

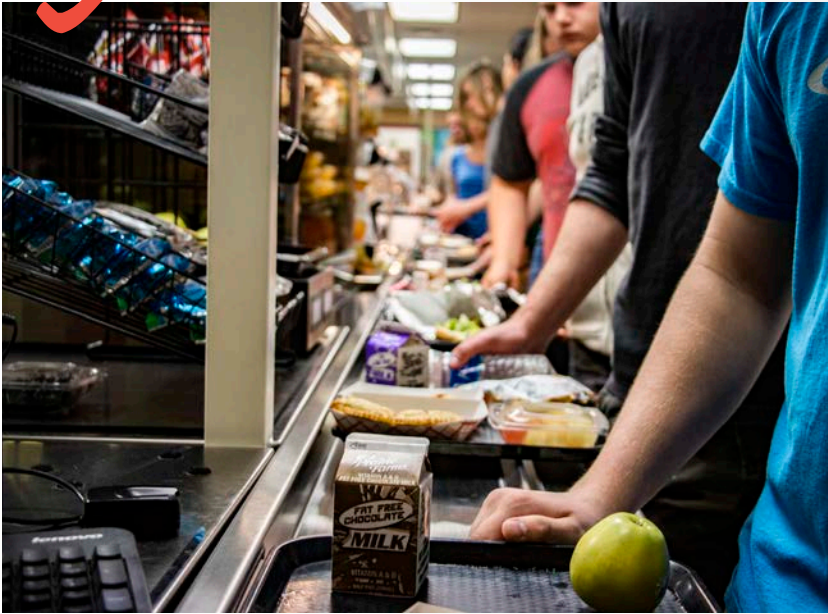


Lacey Causseaux
Causseaux|arc Interior Design
[INTERIOR DESIGNER]

"*A good project is delivered on time and on budget*, and of course these requirements were met. My concept of a GREAT project is one that which is fun to put together, resulting in a space that is both *exciting and functional*. These goals are much harder to achieve and were well accomplished here - all while being completed within a VERY challenging construction timeline.

This result depended on having a *highly functional collaborative team*. Lindsey Hill and her South Madison CSC group were able to expertly define their needs and goals and provide design input, while Mark Hall and the PHHS school staff were very supportive and were flexible during construction. Scott Reitano and the staff he brought to the team were exceptionally creative and very professional in guiding the project."

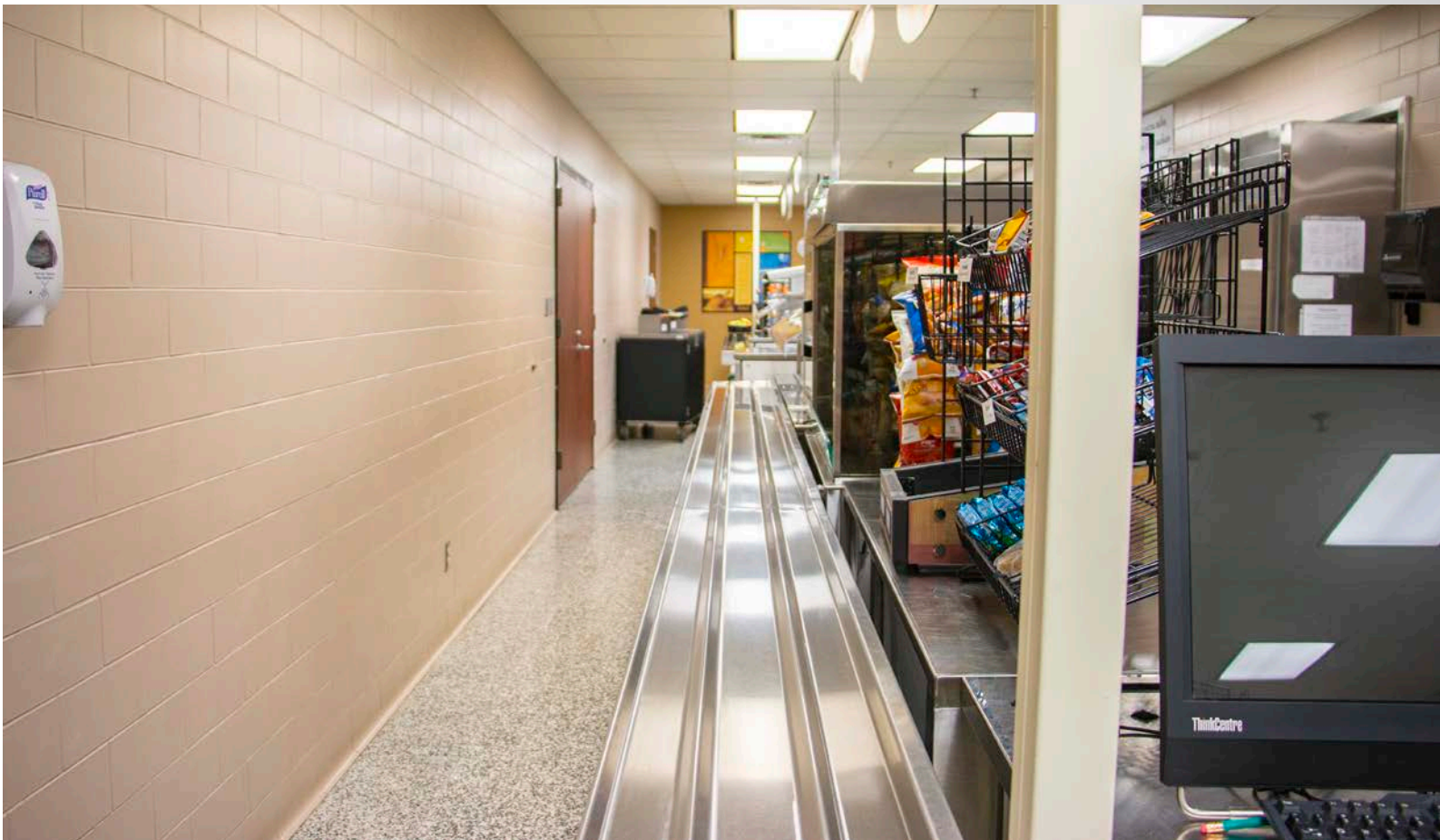
PHHS CAFE BEFORE



- ➔ Long, straight lines.
- ➔ Narrow walkways.
- ➔ Little to no space or equipment for serving fruits and vegetables.
- ➔ Too many students to serve in too short of time.
- ➔ Ineffective and undesirable dining seating.

[Since the renovation] The atmosphere is more inviting and students are able to get through lines much faster. There's also more tables for students to eat at.

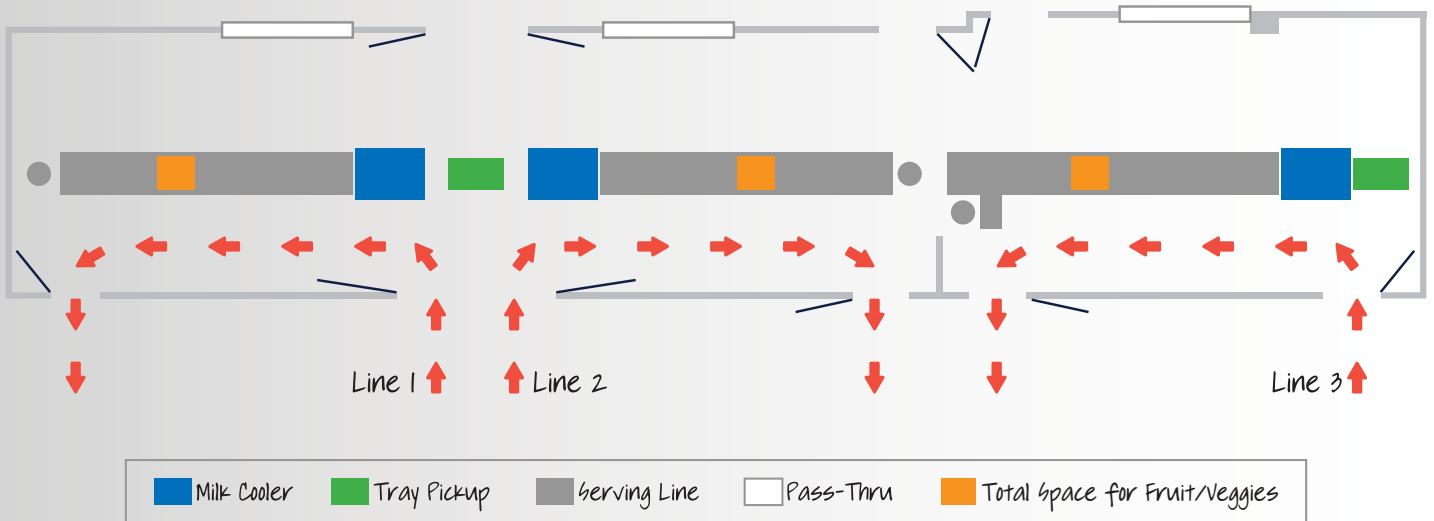
- PHHS student



PROBLEM - phhs before



Original 1969 Serving Line Design



PRODUCT-in progress

With a desire to eliminate the problems with the existing serving space, Reitano Design Group understood what the completed space would look, act, and feel like. Working together with Lacey Causseaux and Freelance Creative Cullen Nance, **the flat floor plans came to life** with 3D renderings that illustrated the colors, lighting, and finishes that the new space would have. The use of 3D images also aided in understanding how traffic would flow easily through the serving and dining spaces.

3D Imagery

Incorporating 3D Imagery into the design process helped the collaborative team better communicate their vision to the leaders, staff, students, and parents at PHTH. Based on the timeline and scope of the project, this was an important step in project completion.




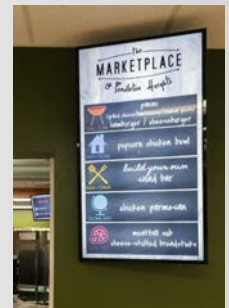
BIRDS EYE VIEW



Finishing Touches

the MARKETPLACE
@ Pendleton Heights

"The details make all the difference in how a final project all comes together. Details are in everything - from the serving line layouts/planograms to the signage and labeling. We chose to have a combination of permanent and digital signage. We wanted our signage to be both attractive and communicate the information necessary to our students about building meals and pricing." 



the MARKETPLACE

@Pendleton Heights

THE LUNCHROOM BATH
-I- WILL DO MY VERY BEST,
TO FINISH MY FOOD
AND THAT OF MY
NEIGHBOR'S IF NEED BE,
UNTIL MY/THEIR
PLATE IS CLEAN
MY/THEIR STOMACH
IS FULL & HAPPY.

GRILL ONE

Fresh Fare

TASTE

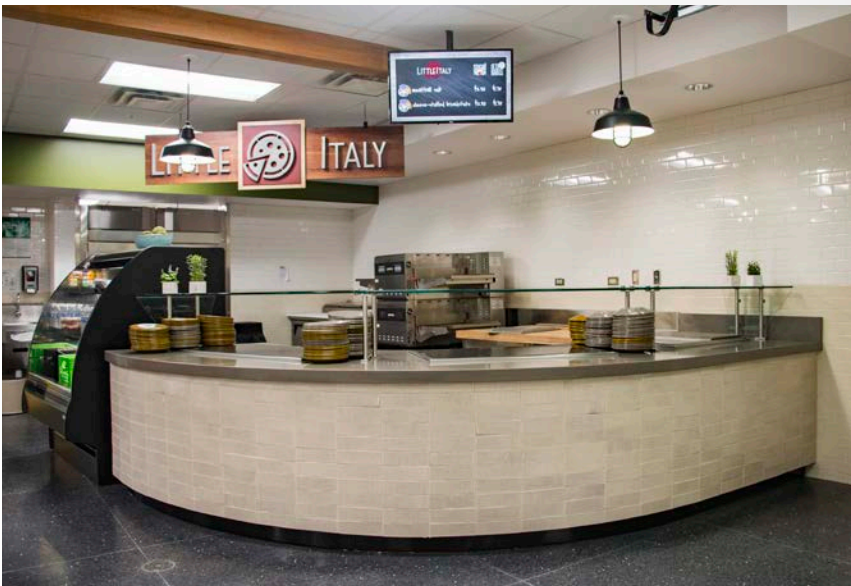
PHHS

PRODUCT—see the difference

SEE THE DIFFERENCE



In only 3 short months the old space is no longer recognizable in the completed PHHS cafeteria. The goals that were set out originally; offer more variety, shorter wait times, create a positive and inviting atmosphere, are now a reality in the new inviting space.



- ➔ Five unique stations for a variety of food options.
- ➔ Open concept serving area.
- ➔ Two centrally located Fresh Fruit & Vegetable bars.
- ➔ Increased cashier stations to speed serving times.
- ➔ Modern seating design to meet student preferences and capacity needs.



PRODUCT-final results

[Since the renovation] The food has gotten a lot better and the remodeling has made it not only more appealing but also more efficient. The cafeteria is wonderful this year!

- PHTHs Student





BEYOND THE SURFACE



menu impact

"This project has impacted our menu and ability to serve the type and style of food that we know students want. In the previous space, we were limited to 3 serving lines and a makeshift line we added to the dining room.

All of the lines were capped by a cashier, meaning once a student started in a line they were stuck until every student in front of them made it through the cashier at the end of that line. This leads to slow line speed and does not allow students the ability to choose different options from other lines.

Now, we have 6 stations and 7 cashiers that are separate from those stations (which gives students the ability to move more freely and more quickly). *Making that change allows us to serve nearly 500 students in under 7 minutes.* This means that we have the time to be able to offer more customizable meals because students can choose to wait a little longer or grab and go depending on their preference that day." 🌱



PRODUCT—the evidence is in the numbers

	SY 15-16	SY 16-17	% Change
Ala Carte Sales	\$400,385	\$433,375	+ 8%
Total Sales	\$748,675	\$801,525	+ 7%
Reimbursable Lunches Sold	98,256	101,174	+ 3%
Average # of Minutes to serve students per period	14	7	- 50%



OPERATION STATS



Student Information:
Enrollment - 1516
Serving Periods - 3



Serving Times:
Breakfast 7:00am - 7:20am
Lunch 11:00am - 12:30pm
After School (Fresh2Go)
2:15pm - 3:00pm



Participation:
56% Meal Participation
90% of Students Purchasing
30% Free/Reduced



Staff Numbers:
(1) Full-time Manager
(3) Part-time Asst. Managers
(13) Part-time Employees



Dining Seating:
500

OPERATION HIGHLIGHTS



Fruit and vegetable merchandising space was minimal and simply insufficient in previous space. Now, fruits and vegetables are all served from two bars that students must pass by on the way in and out of the space. **The placement of the Fresh Food Bars have vastly increased the sales of reimbursable meals.**

The cashiers were separated from the serving stations in an effort to be as efficient in processing transactions as possible. With this change, **approximately 500 students can be served at a time in less than seven minutes** - from receiving the meal from server to paying and being seated.



Changes to the serving lines drastically increased menu flexibility! Each station is equipped with wells or shelves that can serve either hot or cold foods depending on the need each day. **Menus are no longer limited by constraints of facility or equipment.**

PRODUCT-final results

SOURCE LOCAL




The space was expanded, but the seating still needed to be well planned to be able to fit student capacity into the space comfortably. The flexibility, durability, and classic design of the custom, locally made wood tables fit these needs well.



Custom Artwork, Tables (96 tables in 10 different styles), Tray Pick-up Stations, Recycle/Trash drop-off's, and cashier stands were all carefully designed to meet the needs of Pendleton Heights and locally sourced to businesses in Pendleton and nearby Indianapolis.

SHARING RESOURCES

- ➔ Don't be afraid to look outside the normal school-focused industry for what you need to complete the space. If you think something doesn't exist, consider having it custom made. We had several necessities custom made at a price as affordable as the alternative. The advantage is that it's exactly what we needed in terms of functionality and appearance (serving lines, cashier stations, furniture, tray stands, recycling/trash containers).
- ➔ Merchandising makes all the difference in what the final space looks like. Using attractive pans, dishware/disposables, consistent and well-designed labels, etc. have a big impact.
- ➔ Use a professional graphic design company to help you with logos and other needs can be affordable and is worth the investment.
- ➔ Use your in-house resources as well. We designed our own digital signage with the help of our technology department and the logos/art from our graphic designer and are thrilled with the outcome.
- ➔ The overall finishes (paint, wood, lighting) we chose were trendy but also as timeless as possible, knowing we would not be remodeling very often in the future. The space itself is a functional and attractive base and the finishing touches push it over the top. 

GIVING CREDIT

SMCSC Nutrition Services and RDG would like to thank the collaborative team for their hard work and diligence on this project. It was truly a team effort and took all of us working together to make it happen.

- **South Madison School Corporation**
 - Incredibly dedicated and hard-working school nutrition staff at PHHS, led by Manager Varonda Hetrick
 - SMCSC Technology Department
 - SMCSC Administration, including Superintendent Joe Buck and Business Manager Ken McCarty
 - SMCSC Board of Trustees
- **Adam Schut, Lancaster-Schert Equipment**
Foodservice Equipment Dealer
- **Cullen Nance**
Creative & 3D Imagery
- **Descon, Inc.**
Sign Production & Installation
- **Hubert**
Merchandising & Smallware
- **Lacey Causseaux**
Interior Designer
- **Martin Truesdell, Stair & Associates**
Architect
- **Mattcon General Contractors**
General Contractors
- **Matt & Melissa Mayer, Three Strands Media**
Branding & Digital Media
- **Purposeful Design**
Dining Seating & Cashier Stands

PRODUCT-phase one: fresh2go



“*Fresh2Go* is a space that was previously used as a large teacher dining area located between the main hallway and the kitchen. We converted part of that space to a smaller, *more functional* teacher dining and the rest of it to Fresh2Go. We serve breakfast, lunch, after school, and also share the space with concessions in the evenings (the school did not previously have a concession stand). It has the look/feel of a coffee shop and we offer grab and go meals, full service coffee and espresso, made to order fruit smoothies and frappes, and *homemade fresh baked muffins daily.*”

SR

“In 550 square feet, we created a *café marketplace* for use at lunch and during non-traditional day parts (before and after school). Also, the venue allows for internal staffing during the school day and to be run by volunteer organizations, with their own food items to sell, at athletic and performance events.


Display, packaging, signage, finishes, and lighting are all *key elements* in creating the atmosphere in this space.”

PRODUCT - another success story

Intermediate School

"This school has a lower student capacity than our others. The purpose of this remodel was to resolve some core kitchen issues and also *modernize the serving space*.

The previous space had a traditional layout with two lines feeding into one double-sided cashier station. The pinching point for the line speed was the cashier, not the serving lines.

We decided to *focus our time and investment* to create one serving line that meets all of our needs and style of service with a double-sided cashier station at the end. This allows us *flexibility* to increase or decrease number of cashiers based on student capacity, while serving food in the style we wish to serve." 

"The serving space at this school embodies everything that we are trying to provide for students at this age level. We are *enticing them to eat healthier* by putting the fruits and vegetables first and by giving them control over the choices they make moving through the line.

Providing *healthy food options*, presented well, and *in an inviting atmosphere* all add up to higher participation levels and the development of positive eating habits." 





South Madison Community School Corporation
203 S. Heritage Way
Pendleton, IN 46064

Pendleton Heights High School
One Arabian Drive
Pendleton, IN 46064



Reitano Design Group
302 N. East Street, Indianapolis, IN 46202