



# PROJECT SHOWCASE 2021

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FCSI consultants continue to provide stellar design and management solutions.

*By Eric Norman, FCSI Chair, FCSI — The Americas Division Vice President, Midwest Division, Clevenger Associates*

## 6 Getting to the Victory Lap

FCSI members share what drives project success, evolving foodservice design trends and collaborative team approaches.

*By Kathryn Barnack*

## Project Showcases

### 14 Paulinhos Grill

**BZ Arquitetos, São Paulo, Brazil**

A complete architecture project, BZ Arquitetos curated a general layout, kitchen design, all service areas and interior design for this self-service foodservice model that caters to the lunch crowd.

*By Amanda Baltazar*

### 20 The Duchess Café and Gelateria

**Ricca Design Studios, Greenwood Village, Colorado**

A retail space void of foodservice infrastructure presented the first challenge for this renovation inside a resort hotel. The designers delivered on the operator's intent to create a robust, versatile coffee and gelato program in line with current trends in café design.

*By Lisa White*



### 28 The Summit

**SFG Consulting, Tulsa, Oklahoma**

This mega makeover included three new kitchens and bars for a high-end private dining and social club that spans three floors. The concepts are impressive and run the gamut from casual to fine dining, an a la carte setup and even a cigar lounge.

*By Lisa Shames*

### 36 Urban Putt Denver

**Ricca Design Studios, Greenwood Village, Colorado**

Transitioning from a spaghetti-centric restaurant to an all-encompassing eatertainment venue, this renovation started by taking the infrastructure down to the base level, upgrading it to meet code and reimagining everything. In the kitchen, the emphasis was on reorganizing flow.

*By Donna Boss*

### 42 Porco Atrevido Burger

**RGB Holding Group, São Paulo, Brazil**

Leading the charge to standardize the production process, this complete master project included setting up cost control measures, selecting foodservice equipment and more for this unique restaurant's new delivery and production center.

*By Amanda Baltazar*

### 50 GreenStar Food Co-op

**Commercial Kitchen Consulting, Binghamton, New York**

The designers specified new foodservice equipment to support high-visibility food merchandising inside this co-op food market. Relocation of the commissary kitchen and associated retail spaces added to the complexity of the project.

*By Paul King*



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## 56 Skyline College Environmental Science Building

**Christensen Consultants,  
San Jose, California**

The “do more with less” philosophy offers an apropos description for the design goals of the banquet kitchen in this event space. With 1,030 square feet to work with, the designer set out to create a space that would function as a prep kitchen, a banquet service kitchen space and a full-service scullery after events.

*By Valerie Killifer*

## 64 Valencia College The Walt Disney World Center for Culinary Arts and Hospitality

**Rippe Associates, Minneapolis**

This collaborative project created a unique and comprehensive culinary arts facility to support the school's hospitality program. The equipment and design supports everything from high-end culinary training to a beverage lab, with a few soft design nods to the benefactor — Walt Disney World.

*By Lisa White*

## 70 Butler University Butler Dining Master Plan

**Envision Strategies, Denver**

Tasked with creating a plan to align a dining program with campus needs and the student experience, the consulting team relied on an on-site assessment, research and benchmarking to point the university in the desired direction to achieve both revenue and experiential goals.

*By Dana Tanyeri*



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## 74 Jackson Healthcare Camacho, Atlanta

Design for a new employee cafeteria space needed to equal the surrounding first-rate office space and dramatic architecture at this healthcare staffing and technology company. The designers delivered with a stunning servery and clean, efficient kitchen that supports multiple foodservice programs.

*By Amelia Levin*

## 80 23andMe

**FoodSpace, San Jose, California**

An on-site employee food upgrade at a consumer genetics and research company created a new café with a full cook-to-order kitchen that supports free breakfast and lunch service. One beyond-the-norm design request: create an X connection to play off the company's chromosome-inspired logo.

*By Dana Tanyeri*

## 88 Verizon Media

**Dynamikspace, Seattle**

Major new elements for this kitchen renovation included driving efficiency within the existing footprint, breaking up the prior cafeteria appearance and creating distinct food stations that would avoid bottlenecks with the anticipated 200% more people the food program would serve.

*By Paul King*

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## 96 Flexible



### FCSI Project Showcase 2021

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# FCSI Project Showcase Pride

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Hello to all and welcome to the 2021 edition of the FCSI—The Americas Project Showcase. While 2020 proved to be one of the most challenging years for our industry, FCSI consultants have still been hard at work providing stellar design and management solutions to a wide range of clients. This showcase highlights 12 amazing projects from members of The Americas division. The submitted projects span many market segments, including schools, resorts, healthcare, restaurants and corporate dining.

FCSI member consultants take pride in our strict standards of membership, including our Professional Membership Process, Code of Ethics and Professional Conduct. These standards distinguish FCSI members as experts in foodservice design and management advisory consulting. FCSI Professional Members have proven their expertise through the rigorous testing process necessary to earn those credentials. All members must also abide by the Code of Ethics and Professional Conduct that is guided by the three master principles of protecting the client's interest, the public's interest and the profession's interest.

Any time a foodservice project is being considered, an FCSI consultant should be your first choice. FCSI is the only foodservice consulting organization that operates on a worldwide basis with members in more than 45 countries around the globe. Our consultant members truly act as advocates for their clients and do not accept any monetary compensation or rebates on the sale of equipment. This allows members to be unbiased in all decision making, thus upholding the clients' interest in all aspects of a given project.

From all of us on the FCSI—The Americas Board of Trustees and at FCSI—The Americas headquarters, we hope you enjoy the great projects contained in this Showcase. Each member who submitted a project should be very proud of the service and outcome provided to their clients.

For more information about how to find an FCSI consultant for your project or if you are interested in FCSI membership, please visit [fcsi.org](http://fcsi.org). You can also reach out to Wade Koehler, Executive Director for FCSI—The Americas via email at [wade@fcsi.org](mailto:wade@fcsi.org) or by calling 309.808.2165.

**Eric Norman**  
**Chair, FCSI – The Americas Division**  
**Vice President, Midwest Division, Clevenger Associates**





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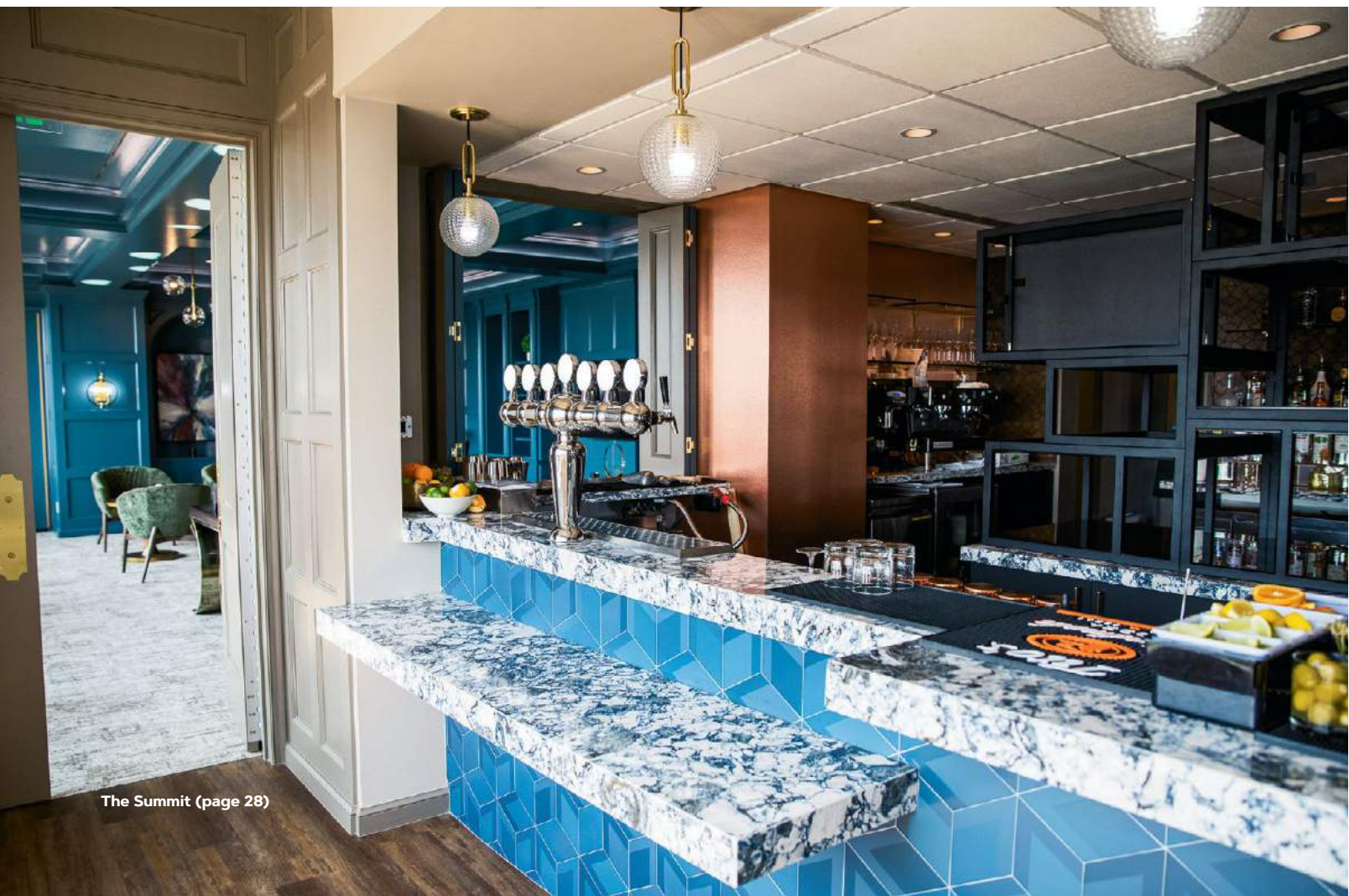
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By Kathryn Barnack

# Getting to the Victory Lap

Taking a celebratory tour around a completed project site can prove a thrilling experience, especially for those who were deep in the throes of executing the details. Much like race car drivers, FCSI consultants know how to traverse nimbly through the fast-paced speedway that comes with every project, maneuver around the obstacles and steer clear to the finish line. Whether racing against time, budget, space constraints or design challenges, a few common elements emerge that guide the way to a surefire path for success.







Valencia College,  
The Walt Disney World  
Center for Culinary  
Arts and Hospitality  
(page 64)

Each of the 12 projects featured on the following pages comes with its own unique story, which serves as the coffee table book version of a victory lap. As a collective piece, these stories also share a similar narrative of how to reach the pinnacle of success with foodservice projects.

Deconstructing project success can seem a bit subjective from the get-go, particularly when lumping a dozen varied projects together. Some come with mega budgets and ample timelines, while others start with more minimalistic direction and

lots of gray areas. Projects that touch members of Foodservice Consultants Society International — The Americas center on traditional design services, most often with kitchen layout and equipment specification a main part of the desired consultant's expertise. Also in the business mix for FCSI consultants are more operations-oriented projects that stem from management advisory services, such as creating business plans, guiding vendor selection, menu analysis and more.

Regardless of the consultant's contracted entry point into a project, members largely view coordination and communication as

two of the most important elements to a project's success. "Without constant, updated communication, a project will fail or not meet the original design intent," noted Garret Sletten, director, Ricca Design Studios in Greenwood Village, Colorado. "Communication between the owner/operator and the designers on a project means the goals for operations, finances, quality of food and service, and a beautiful look and feel of a project are all met."

### Put the Cards on the Table

Add good planning before the start of a project to the list of essential elements for success. Early planning

keeps things running smoothly throughout the course of the project, said Melanie Corey-Ferrini, FCSI, NCARB. The CEO of Seattle-based Dynamik Space itemized good planning as inclusive of laying out the schedule, identifying key project milestones, and including stakeholder and customer engagement. "Then, when the space and location are ready for foodservice design, all considerations have been integrated into the programming of the project," she added.

A good start happens mainly if the project manager can understand the needs of the business, their way of operating and the customer, explained Maira Zanchetti,

FCSI. "Understand that there is always something to learn," said the architect partner and project specialist at BZ Arquitetos in São Paulo, Brazil. "This is an exchange. The two of us have to work together for the best of the business."

With bigger project teams, just keeping up with deadlines and being responsive with others on the job is important, noted Peter Christensen, FCSI, founder, Christensen Consultants in San Jose, California, "A lot of it is moving information through the pipeline to get it where it needs to go."

One of the ultimate keys to building a collaborative relationship is to begin every project with an open mind, said Sojo Alex, senior associate in the Memphis, Tennessee, office of Envision Strategies. Success lies in bringing in no preconceived ideas, no preformulated recommendations and no cookie-cutter solutions, she added. "Every project and every client relationship is unique, and should be treated as such."

## **Evolutionary Thinking**

Can — or should — foodservice design evolve into more of an advocacy role? For Corey-Ferrini, the answer is a clear yes. She believes in rethinking hospitality design and operations with transparency, engagement and an understanding of the local food system in mind. "Foodservice designers can educate

clients — and the communities they are creating projects in — to new ways of thinking about foodservice as an important part in our food systems," she said. "Foodservice operators, I believe, can be a big part of this as well. Many of them are involved and can become more involved and responsible for using local ingredients, if possible."

Joseph Schumaker, FCSI, founder and CEO of Eagle, Idaho-based FoodSpace believes the foodservice design segment is at a unique point in time. "There's still a lot of old-school stuff happening, but there is also a lot of innovation and implementation of technologies that are changing how we work," he said. "Consultants need to be at the forefront of those

developments. We also need to change the narrative so that we're brought on earlier in the space-planning process — project outcomes improve when that happens, and we're going to be much more proactive about trying to get a seat at the table very early on."

FCSI consultants continue to maintain a track record of being on the cutting edge of foodservice projects. To help with this, members participate in the FCSI Continuing Professional Growth Program, which includes educational seminars focused on developments in the foodservice industry. A majority of FCSI consultants move up through the ranks of the foodservice industry over the years, with stories of starting as busboys or

servers not uncommon. Those ingrained personal connections to the industry take a different shape as those individuals grow into consultants.

Regardless of their start, the FCSI professional designation is an earned classification. It comes through experience and adherence to a strict code of ethics guided by client satisfaction and independence from the supply side. FCSI consultants serve as stalwarts, bringing with them unwavering commitment and determination to every project and influencing projects around the globe. Their knowledge, expertise and experience make them sought-after advisors on a range of foodservice projects, from grand plans for new construction to small renovations.



23andMe (page 80)





# COLD STORAGE

## Solutions for Foodservice



Interior Unit Sample

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# Quick Takes

**How do you see foodservice design evolving in the months and years to come?**



**Maira Zanchetti, FCSI, architect partner and project specialist, BZ Arquitetos**  
"We're living in a unique moment. Many businesses are closing, but many are being reinvented. That changes our way of looking, understanding, designing, working. Foodservice design will certainly follow these changes. We'll have to seek new technologies more and more and be more careful with food exposure."



**Garret Sletten, director, Ricca Design Studios**  
"Foodservice design will continue to push the boundaries of green design techniques. With kitchens using quite a bit of energy in a building, more and more clients and foodservice designers want to find better, more green solutions for cooking and delivery of fine cuisine."



**Eli Huff, FCSI, owner, SFG Consulting**  
"I see foodservice design changing toward a fast-casual concept influx. Ghost kitchens are going to explode in the next few years. Hands-free and automated kitchen appliances will increase. The location of hand-washing stations and sanitation stations will be designed throughout facilities and not just in the kitchen anymore."



**Peter Christensen, FCSI, founder, Christensen Consultants**  
"In the years to come, I think maybe ventless will continue to be on the rise, with the caveat that we can't use ventless everywhere. This is because of how city and county officials see the world and code issues. Also, equipment that is multifunctional such as combi ovens, that will bake and steam and do a bunch of things in one space. That multitask footprint is something that is a present and future trend."

**How do you see foodservice management advisory services evolving?**



**Sojo Alex, senior associate, Envision Strategies**  
"Dining program operators and/or contract administrators will be looking to management advisory services consultants to provide more data-centric solutions and monitoring of their programs and their programs' performance. Benchmarking against their peers is also becoming an important component of their performance measurement. The details and intricacies of a dining program can easily overwhelm someone not actively involved in the foodservice industry, so the ability to see how they are performing internally and externally is important."

**What keeps a management advisory services project moving smoothly?**



**Raoni Pinheiro Saade, FCSI, MAS consultant, RGB Holding Group**  
"Strategic planning every 15 days for future project decisions. Performance monitoring and indicators for evaluations."



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## **What's the key to a collaborative designer-operator relationship?**



**Melanie Corey-Ferrini, FCSI, NCARB, CEO, Dynamikspace**

"Trust. Each party must trust that each is working toward a project that will benefit the end user, the client, the customer and the community as a whole. Trust that business as usual may not always work for each project and location, and that new ways of looking at a facility, project and location may be an important part of the project."



**Ryan Mikita, principal, Ricca Design Studios**

"Transparency and being honest with the client. It's about doing what you can to meet their needs but being transparent if something isn't doable or a best practice. You have to speak up and say if what they are looking for is not something you'd typically recommend."



**Anja Kuechenmeister, FCSI, marketing director, Camacho**

"Communicating with clients and asking questions. What problem are they asking us to solve?"



**Mike Berard, FCSI, managing member, Commercial Kitchen Consulting**

"Listen to what the operator/owner has to say — we design the food-service space based on their equipment requirements. Also, we work to educate the operator/owner on new equipment and design concepts that we feel will work for their foodservice operation."

## **How do you know if you are specifying the right piece of equipment in the right location?**



**Joseph Schumaker, FCSI, founder and CEO, FoodSpace**

"It's more than just checking off textbook boxes for flow, function, format and menu. Those things are important to how we design, but I'm a chef, so I also focus sharply on how what we're recommending will actually work for employees in the trenches. Too often, there's a gap between textbook and reality. Our industry could benefit by bringing in more people with culinary experience to help bridge that gap."



**Terry Pellegrino, FCSI, principal, Rippe Associates**

"We listen to what our customers need. We follow up with them. Working with repeat clients, you directly learn from them what's working, what's not, what manufacturers do they like, etc. We ask the right questions and check in with clients during and after projects."



# Quintessential FCSI Consultant Services

Every project brings its own unique set of challenges, and FCSI consultants tend to find the most successful projects start with a finite understanding of the services they will provide. While those services can vary widely,

FCSI consultants routinely provide some common elements. Below are some areas of expertise to consider when contracting with an FCSI consultant.

## **BUSINESS & PROJECT PLANNING**

- Business strategy
- Concept development
- Executive coaching
- Facility assessments
- Feasibility studies
- Franchising
- Human resources
- Imagineering
- IT systems, sourcing/management
- Legal advice/litigation support
- Management recruitment
- Marketing and promotions
- Master planning
- Operating procedures and systems
- Operations review and reengineering
- Operator RFP selection/monitoring
- Organizational development
- Personnel advice
- Quality management
- Space planning
- Workshops and education

## **CODES & REGULATIONS**

- Code compliance
- Compliance certification
- Site inspections

## **CULINARY-RELATED SERVICES**

- Contract management
- Culinary development
- Dietary and nutrition
- Food production systems design
- Food safety and hygiene
- Menu development/  
menu engineering
- Training
- Workstation ergonomics

## **DESIGN SPECIALTIES**

- Architectural design
- Beverage system design
- Interior design
- Kitchen design
- Laundry design
- LEED design
- Waste-management design
- Workstation ergonomics design

## **EQUIPMENT EXPERTISE**

- Distribution/procurement
- Due diligence
- Equipment specification
- Equipment surveys

## **FINANCIAL ELEMENTS**

- Accounting and finance
- Capital budgeting
- Financing assistance
- Revenue generation
- Strategic financial analysis

## **SUSTAINABILITY & GREEN SOLUTIONS**

- Energy
- Environmental considerations
- LEED planning
- Sustainability initiatives



Skyline College  
Environmental  
Science Building  
(page 56)





# Warm Industrial Design in São Paulo, Brazil

*Architect and project designer create a restaurant built for speed — with the illusion of lingering in a downtown city.*

By Amanda Baltazar | Photos by Dhani Borges

When building his fourth location of Paulinhos Grill, Juliano Simões knew BZ Arquitetos in São Paulo, Brazil, could help him get it off the ground. He hired the company to handle the project from start to finish, including the general layout, the kitchen design, and all service areas, as well as the interior design.

Like Simões' other locations, this new restaurant in São Paulo serves only lunch, operating in the basement of a 19-story commercial building. The restaurant's primary customer base draws from the building's employees but also gains customer traffic from the nearby area.

The concept centers on a buffet — an efficient and diverse option. The restaurant was fully operational for just 15 days before it was forced to close due to city rules in place due to COVID-19. In May it reopened at 60% capacity with plastic dividers on the

tables and some changes to the buffet lines. Originally, the buffet lines offered 40 hot and 35 cold items in a self-service format. To accommodate guests' possible concerns around the coronavirus, salads are now portioned into individual servings; hot food is now full service. To counteract the delay this approach inevitably brings, Simões has temporarily reduced the number of dishes to six salads and 25 hot dishes.

Paulinhos Grill operates from a 3,552-square-foot space that was originally two vacant businesses plus six parking spaces. The design of Maira Zanchetti, FCSI, architect partner and project specialist with BZ Arquitetos, had the walls between the two removed to create one large open space.

Because the restaurant operates from 11 a.m. to 3:30 p.m., with most guests eating between 12 p.m. and 1 p.m., flow plays an important role in its success, Zanchetti says. Plus, during normal, non-pandemic

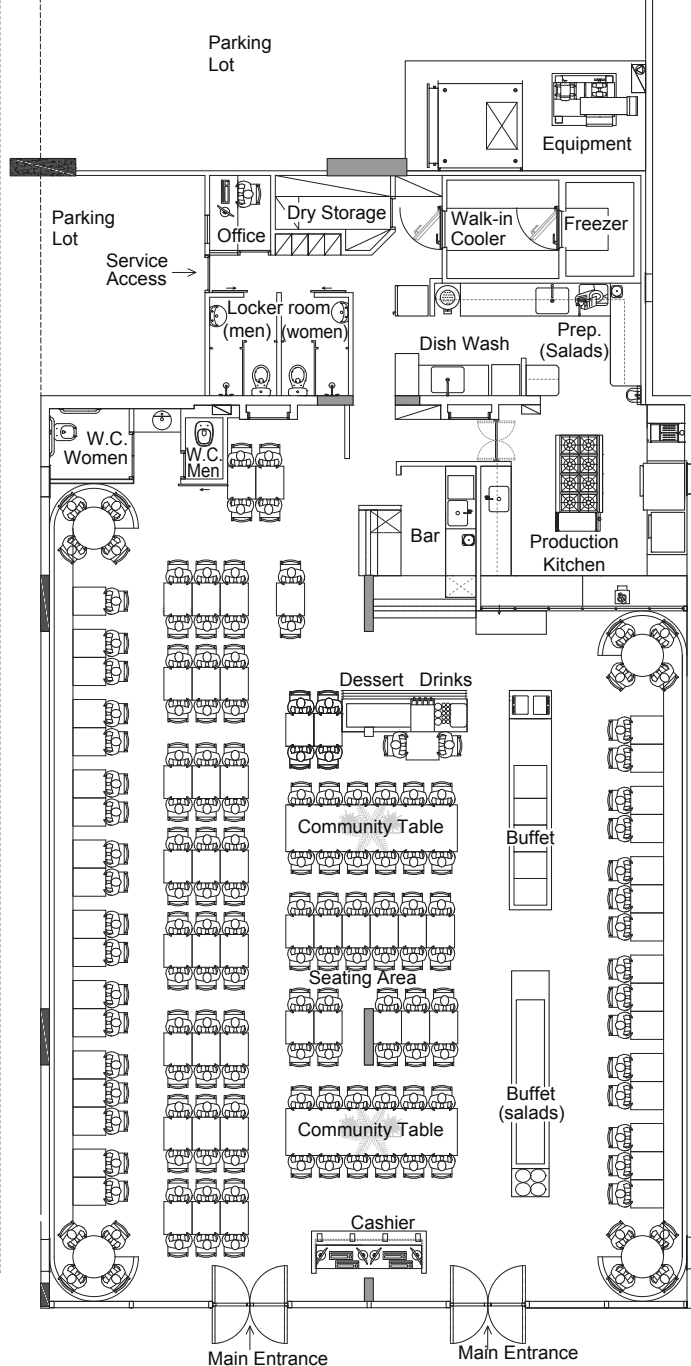
times, Simões expects to turn the 188 tables three to four times during that lunch period. To accommodate this business objective, Zanchetti designed the buffet lines to have two sides and placed them just inside the front door, so customers don't have to meander before reaching the food. Customers naturally arrive at the salad area first and then

the hot food. Afterward, they find their seats, where waiters bring drinks and desserts. The noon meal is the main meal for Brazilians.

**Left: Banquettes were added to the dining room to make it feel more like an escape.**

**Below: The removal of a couple of walls in the commercial building created one large space for Paulinhos Grill.**





## KEY EQUIPMENT

### Production Kitchen

- CaptiveAire hoods (2)
- Prática combi oven
- Robot Coupe CL50 Ultra food processor
- Topema broiler
- Topema fryer
- Topema Innova Cook G1 10 GN combi oven
- Topema oven
- Topema stainless steel shelf
- Topema stainless steel tables
- Topema stainless steel table with oven shelves
- Topema stainless steel table with sink

### Prep Area (Salads)

- Hobart food slicer
- Skymssen blender
- Skymssen potato peeler
- Topema stainless steel hand sinks

- Topema stainless steel shelves (3)
- Topema stainless steel tables (3)
- Topema stainless steel table with sink

### Dishwashing

- Metalfrio refrigerator
- Netter dishwasher
- Topema stainless steel table with sink
- Topema stainless steel table with two shelves

### Bar

- Netter 100 dishwasher
- Topema stainless steel table
- Topema stainless steel table with sink
- Topema two-door under-counter refrigerator (2)

The buffets were placed immediately by the restaurant's entrance/exit to keep them away from areas where guests would cluster, Zanchetti says. Placement considered where lines would form as customers waited to pay and later as they departed. The two-sided approach to the buffets was meant to support faster speed of service.

The restaurant operates via a self-service payment model. Once customers

select their food, they place it on a scale, which in turn prints out a ticket showing the weight and price. That way guests arrive at the cashier ready to pay. "It really makes the line go faster, which is key," Zanchetti points out. "If customers had to wait for an employee to weigh and price the food, the line would get really slow, especially if you multiply it by 500 people," she says.

Upon exiting the restaurant after eating,

customers feed their ticket into a machine and pay by credit card, which, she says, also "really accelerates the process."

### A Compact Kitchen

To allow for as many seats as possible in the front of the house, Zanchetti designed a compact kitchen — a mere 323 square feet. She believes that efficiency in space "makes the business viable."

Key pieces of equipment in the kitchen

include two combi ovens — a Topema combi and a Prática combi — and a Robot Coupe food processor. Since the restaurant is only open for four and a half hours, Simões staggers the kitchen prep and cooking throughout the day. Combi ovens play an essential role in allowing the culinary staff to cook several different items concurrently, Zanchetti explains.

The biggest challenge with the kitchen, she says,





was the exhaust system. The building owners wanted the system to wind up to the roof, “which would have been extremely expensive and unviable,” Zanchetti says. Instead, exhaust exits through the side of the building into a garden by the exterior doors. The system filters exiting air. “And it was a much cheaper solution,” she adds. The building owner shared the cost of the exhaust.

### Industrial Design

The restaurant’s design exudes both a modern and sophisticated environment, Simões says.

The industrial style uses lots of black, gray and metal elements and exposed ceiling pipes

**Above: Communal tables provide seating options, especially for solo diners, though less seating exists at the moment due to COVID-19.**

**Right: The gabion stone wall in front of the kitchen adds to the restaurant’s rustic feel.**

painted different colors to stand out. The décor also includes a mix of different elements such as plants and various fabrics. Zanchetti says this approach creates “an organic mixture that could certainly revitalize customers, with a touch of fun.”

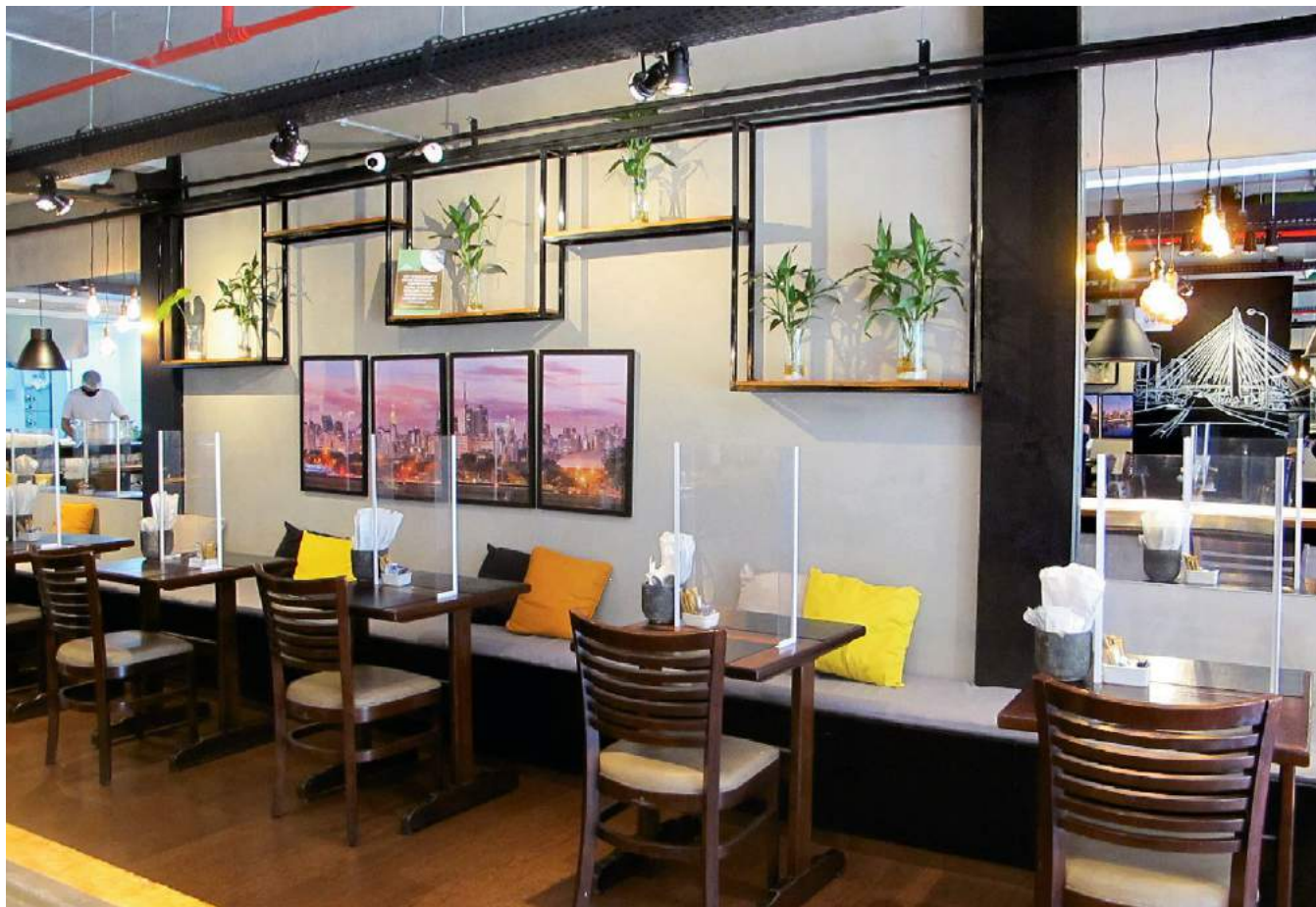
To offset the metallic aspects in the space, Zanchetti added wood for a warmer element. “It balances the restaurant,” she says. Most chairs and tables are wood, and wood



can be found as an accent on some walls, plus the floor has a wooden texture and appearance.

Seating consists of different-sized tables, including a communal option. The space also includes

banquettes “to change it up and make it a little more comfortable,” Zanchetti says. “Banquettes are not usual for lunch restaurants, but they can make people feel more relaxed and they feel they can spend a little



## AT A GLANCE

**Facility:** Paulinhos Grill, São Paulo, Brazil

**Project:** Lunch buffet restaurant in a commercial building

**Design consultants:** Maira Zanchetti, FCSI, BZ Arquitetos, São Paulo, Brazil

**Project budget:** \$1,100,000 Brazilian reals (\$196,000 U.S. dollars)

**Foodservice equipment budget:** \$300,000 Brazilian reals (\$53,000 U.S. dollars)

**Scope of work:** Preliminary design, detailed design, kitchen design, specification writing, interior design

**Architects:** Maira Zanchetti, architect, FCSI, BZ Arquitetos; Mauro Bernardes, architect, BZ Arquitetos

**Engineer:** Fiux Projetos, São Paulo

**Interior design:** BZ Arquitetos

**Other key firms involved in the project:** Melting, São Paulo (for the hood)

Industrial colors of gray and black, along with metallic elements, are made warmer with pops of color and wooden shelves, tables and chairs.

more time here and escape the running around they're doing all day." A gray natural fabric covers the banquettes. "The fabric makes the banquettes feel cozy. Even if you have 20 minutes for lunch, it makes it a good 20 minutes," she says. "It's a little escape."

Paulinhos Grill also includes a three-seat bar for a limited happy hour offering, which Zanchetti wanted to offer but doesn't expect to be wildly popular. Gabion stone covers the

front of the bar and the front of the open kitchen. This material, common on retention walls, "gives a rustic feel," Zanchetti says. Mirrors cover the back wall, where wooden shelves provide contrast.

The industrial-style lighting features pendants with exposed lamps and Edison-style bulbs with filaments, in different sizes. These hang above the communal tables to provide social media photo-ops for the customers.

COVID-19 may have thrown a wrench into the works for Paulinhos Grill, but the collaboration between Simões and Zanchetti has given it the best chance of succeeding.





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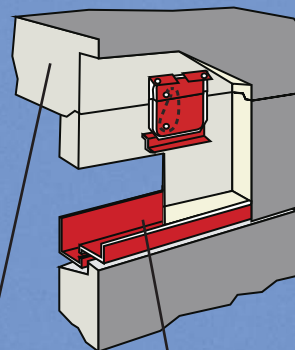


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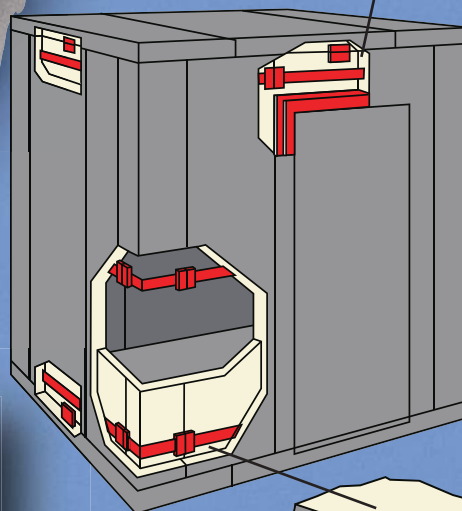


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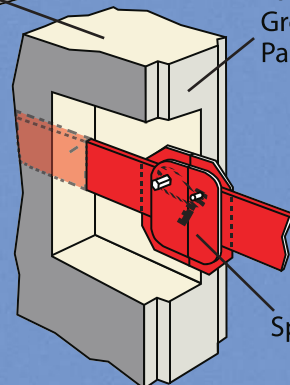
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# From Retail Outlet to Revenue Generator

*A creative conversion turns a former retail space into a profitable café and gelateria.*

By Lisa White | Photos courtesy of Botelho Wood Architect

Working on an island may come with a bit of glamour, but it also brings some logistical challenges. Such was the case with the transformation of a retail space at the Hamilton Princess resort in Bermuda. The main objective was to turn the space into a high-end quick-coffee service concept, which would supplement the only other foodservice outlet in the lobby area — a sit-down, buffet-style breakfast eatery.

The designated space for the new concept, named The Duchess Café and Gelateria, had no built-in foodservice infrastructure, as the hotel was built in the late 1800s. Adding to the challenge was the project's requirement of sourcing local equipment manufacturers. In other words, Ricca Design Studios' principal Ryan Mikita had his work cut out for him.

The goal of the project was to create another option for foodservice sales revenue with a grab-and-go concept that was more convenient for guests seeking food or drinks on the run. "Prior to the café, guests had to [go a farther distance] to the buffet restaurant. There was no way to grab a quick coffee or snack," Mikita says.

Mikita partnered with Botelho Wood Architects in Bermuda on the concept's design and layout. "We were literally working with a shell that had generic floor tile, a simple white ceiling and a tight space overall," says Jason Mackertich, partner and architect at Botelho Wood Architects.

Mikita and Mackertich, along with the resort's general manager, and the head of food and beverage, spent a day in the winter of 2019 touring the foodservice facilities. This led to a number of design meetings, followed by two hours

working on a schematic with the F&B director. "I left the island with the café design agreement, which made it easy to go into full documentation," Mikita says. "I had immediate buy-in from Hamilton Princess's food and beverage team."

## Mini BOH

This foodservice design encompassed the front and back café counters as well as the back of the house. The café occupies 1,100 square feet, with the back of the house only comprising about 320 square feet. Fulfilling programming demands wasn't easy, as the Hamilton Princess food and beverage manager had high expectations for the small-footprint concept. As a result, every inch of the front and back counter, undercounter space and back-of-the-house space is designed with function in mind. "Because it's a very small space, we were limited in where we could

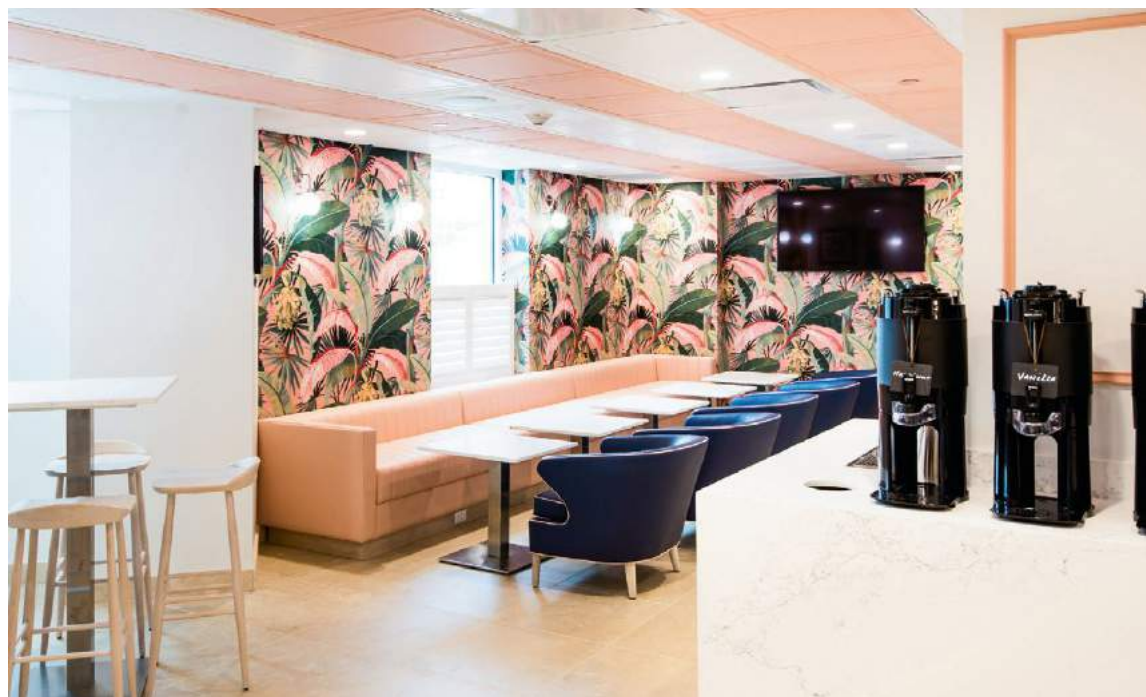
*The designated space for the new concept, named The Duchess Café and Gelateria, had no built-in foodservice infrastructure, as the hotel was built in the late 1800s.*





Above: The Duchess Café and Gelateria includes a front of the house that mixes high tops and banquettes.

Right: A self-serve coffee flavoring area allows guests to customize their beverages.





## THE DUCHESS CAFÉ AND GELATERIA



*"We built it with hotel guests in mind, but a number of locals have been coming in."*

— Ryan Mikita,  
Ricca Design  
Studios

place the café counters to fit everything in the back-of-house space," Mikita says. "We had to look at smaller utility sinks and down-size equipment to fit this requirement. As a result, every square inch of the back counter is filled."

The robust, versatile coffee program includes draft nitro coffee, espresso drinks, drip coffee and cold brew coffee. The space also produces six different types of gelato and accommodates a workstation for producing juices, smoothies, milkshakes and other

variations of ice cream desserts.

"For a small café, it packs quite a punch," Mikita says.

With a little research, Mikita discovered that GTI Designs, a Long Island, New York-based foodservice equipment manufacturer and installer, had experience working on the island. "I discovered that some American equipment manufacturers have a hard time shipping and providing maintenance in Bermuda," he says. "During our initial visit, we went into another

**The front counter at The Duchess Café and Gelateria includes a grab-and-go area as well as a display case merchandising its signature desserts.**

café, where I noticed tags for GTI Designs on the equipment. Back in the States, I visited their factory to see the scope of what they do."

GTI Designs' expertise in coordinating the equipment size and detail proved beneficial. This included a custom gelato case, air screens and modular counters. A big win was





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## THE DUCHESS CAFÉ AND GELATERIA



### AT A GLANCE

**Facility:** The Duchess Café at Hamilton Princess, Hamilton, Bermuda

**Project:** Renovation to add new café concept

**Design consultants:** Ryan Mikita, principal, Ricca Design Studios, Greenwood Village, Colorado

**Project budget:** N/A

**Foodservice equipment budget:** \$280,000

**Scope of work:** Full design services

**Architects:** Jason Mackertich, Botelho Wood Architects, Hamilton, Bermuda

**Fabricator:** GTI Designs, Ronkonkoma, New York

**Interior design:** Botelho Wood Architects

**Dealer/foodservice equipment contractor:** GTI Designs

**The Duchess Café and Gelateria's decor has an island vibe that incorporates the pink motif guests have come to associate with the Hamilton Princess.**

specifying a slim-profile BUNN countertop nitro coffee dispenser, which left enough space to add nitro coffee to the program with minimal infrastructure coordination. The self-contained unit required no piping or external carbon dioxide tank. The back of the house was mainly outfitted for support and cleaning capabilities.

"GTI Designs was an integral partner on this project," Mikita says.

"Because they had experience working on the island, we had a professional resource who was familiar with the customs there, allowing us to expedite the process, and it went smoothly."

As for the aesthetics, the stone counter materials, seating that incorporates banquettes and high tops, and a pink color scheme mimic the hotel's island themed décor. The resort's owners sought to keep the pink color palette clean, simple and understated while at the same time honoring the history of the property. "It's known as the Pink Palace, and the



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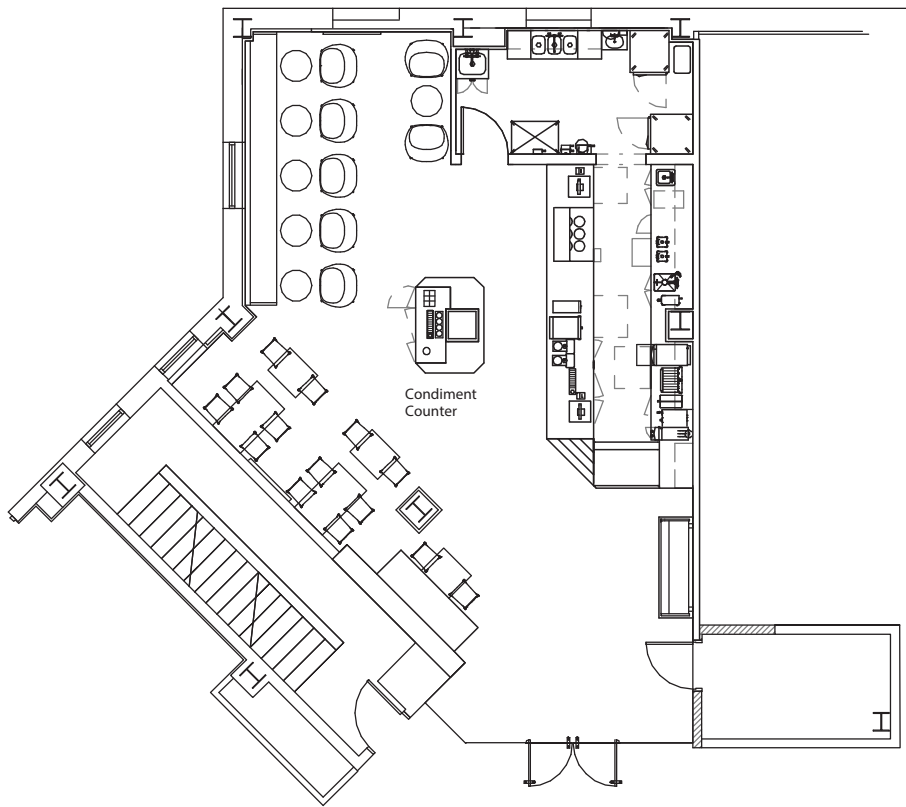
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## THE DUCHESS CAFÉ AND GELATERIA



pastel pink color theme was carried out through the café's interior design," Mackertich says. "We also continued it in the ceiling's spray-painted stripes and chair pipework, while making the space feel as light and airy as possible."

The café's design also was influenced by the Hamilton Princess' extensive fine art collection, which is on display throughout the resort.

Immediately after opening on March 2, 2020, the popularity of The Duchess Café and Gelateria took everyone by surprise. "We built it with hotel guests in mind, but a number of locals have been coming in," Mackertich says. "The food and beverage team is already looking at upgrading the automatic espresso machine [to one with larger output capacity] due to the unexpected demand."

Mikita is particularly proud of the café's vibrancy and creativity. "The three parties together created something really special that fulfills a need at the resort as well as accomplished its major goal to keep guests happy," he says.

### KEY EQUIPMENT

#### Front Counter

- Coffee grinder
- Fabricated display riser
- Fabricated drip trough (2)
- Fabricated serving counter
- GTI Designs open display merchandiser
- GTI Designs refrigerated reach-in/attended display case
- GTI Designs undercounter refrigerator with drawers
- POS system
- San Jamar cup dispenser

#### Back Counter

- Advance Tabco drop-in hand sink with soap and towel dispensers
- BUNN nitro coffee brewer and bag and box

- Coffee brewer
- Coffee grinder
- Fabricated back service counter
- Follett milk refrigerator
- GTI Designs dipper well
- GTI Designs drop-in gelato case
- GTI Designs undercounter refrigerator with drawers
- Hatco dual panini press
- Hoshizaki ice cuber with bin
- Nitro coffee brewer and bag in box
- POS system
- San Jamar cup dispenser
- T&S Brass faucet filler
- TurboChef microwave convection oven
- Vitamix blender
- Wall cabinet

#### Self-Serve Island

- Champion high-heat undercounter dishwasher
- Condiment counter
- Hoshizaki compact undercounter reach-in refrigerator
- Trash receptacle

#### Storage Area

- Eagle Group hand sink
- Eagle Group mop sink cabinet
- Eagle Group three compartment sink
- T&S Brass service faucet
- T&S Brass splash mount faucet
- Tubular wall shelf
- Soap and towel dispenser







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# Reaching New Heights

*After 53 years, Tulsa's premier private club gets a major makeover worthy of its celebrated status.*

By Lisa Shames | Photos by Christina Winkle, Capture The Moment

For Eli Huff, FCSI, owner of Tulsa, Oklahoma-based SFG Consulting, heading up the renovation of The Summit was a homecoming of sorts. While attending culinary school, Huff had visited Tulsa's renowned high-end private club with his classmates as part of their fine dining education. Huff couldn't help but be in awe of the legendary "country club in the sky," situated on the top three floors of the city's first modern skyscraper, and the breathtaking views that came with it. "As a young chef, it always stayed in my mind," he says.

Some 19 years later, Huff's admiration and respect were front and center as he undertook the \$6.75 million renovation project, which included the design of three-and-a-half bars and three kitchens for three different concepts. The project also increased the capacity of The Summit's main private dining room from 180 to 250, enabling it

to compete with the area's hotel convention centers for weddings and large events. A tall order for sure — both figuratively and literally with the project spanning floors 30 to 32 of the Bank of America Center — made even more so since the kitchen of the club, which debuted in 1967, hadn't been touched since the early '90s. The club had undergone a cosmetic remodel of the member-facing areas in 2008, which included furniture, carpet, lighting and audio.

A major goal of The Summit's owner was to create a new appearance that would attract the next generation of young professionals while still honoring the tastes of the club's older, long-term members. "The whole approach was to keep Tulsa's Art Deco history as part of the design and marry that with more modern ideas and technologies to make the lives of the chefs and staffs easier," says Huff.

Another objective was to give The Summit's executive chef, William Lyle, kitchens that matched his high level of expertise. That included providing cutting-edge equipment that would allow

him to continue to wow guests, as well as increasing efficiency and productivity in the existing fine dining restaurant, the new casual concept on the 31st floor (which previously housed a buffet-line concept) and the private dining spaces.

But before The Summit got its makeover and Lyle got the kitchens of his dreams, a lot of work needed to take place. For Huff, some of those initial hurdles were easier to clear due to his close professional relationship with The Summit's general manager, Jared Jordan, and because he was dealing directly with the club owner. Huff's experience as a professional chef gave him an insider's edge when it came to the culinary areas. Huff is also quick to credit working with a great architect, PHX Architecture, which brought agility in overcoming the inevitable obstacles. "With any project, it takes a village," he says.

## The Guts

The project began on the 30th floor, the "guts of the operation," says Huff. The floor functions as the production area for banquets and private events, as well

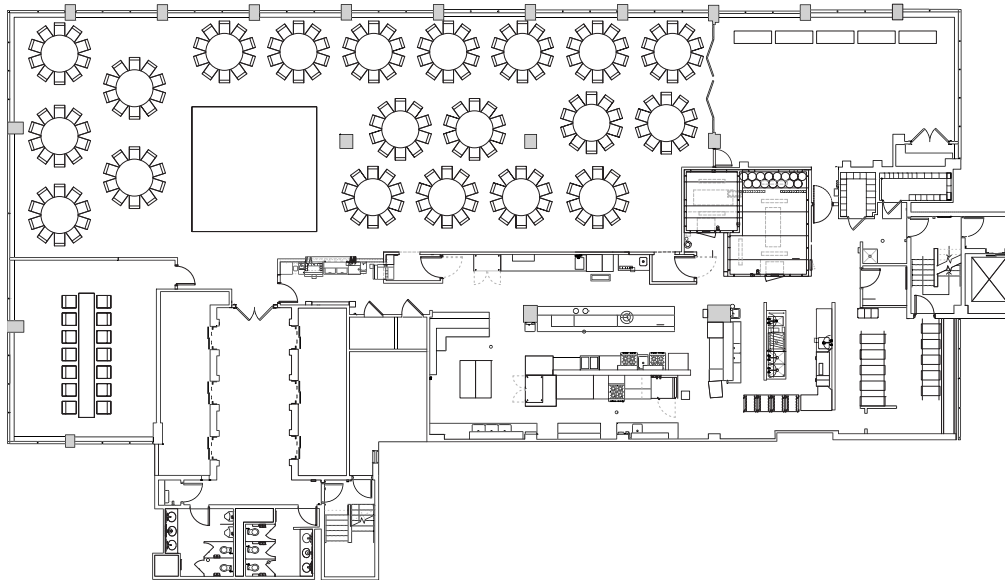
as the location for primary refrigeration and dish washing. The 30th floor also houses the largest of the club's private dining rooms.

To help resolve foodservice production flow issues, Huff installed a custom-fabricated chef pass hot line, where food is plated and picked up by a server, and a garde manger station. Bulk refrigeration was gutted and replaced with a Thermo-Kool walk-in cooler and freezer. The warewashing room was relocated from its previous location next to the private dining room to its new spot at the back of the kitchen. "Every time the dishwasher ran, you could hear it through the walls," says Huff. New equipment in the warewashing room includes a CMA Dishmachines' conveyor dish machine, Unified Brands' powersoak three-compartment pot-wash system and a custom-fabricated soiled-dish sink and clean-dish table.

A main focus for the 30th floor was the creation of a private events bar with Perlick equipment. A back-of-the-house kitchen closet became a granite-topped modular bar serving both

**Opposite: Settee groupings along the window provide a sunset view and comfortable conversation areas.**

## THE SUMMIT



**Top:** The European-style kitchen design maximizes both the space and output.

**Below:** Neutral colors, antiqued mirror panels and streamlined light fixtures brightened up the banquet space.

### 30TH FLOOR KEY EQUIPMENT

#### Kitchen

- 3M reverse osmosis filtration system
- Alto-Shaam double-stack combi oven
- Alto-Shaam upright warming/proofing cabinet
- Cambro Camshelving
- Crazy Stainless custom fabricated hot line island pass
- Cres Cor Cook-N-Hold upright warming cabinet
- Hatco decorative heat lamps
- Kason vinyl strip curtains
- Quantum heavy-duty dry-storage racks
- Star Manufacturing Star-Max flattop griddle
- Thermo-Kool walk-in freezer, walk-in cooler

#### Garde Manger

- Crazy Stainless custom-fabricated island cold pass, prep tables
- Eagle Group stainless wall-mount shelving
- True Refrigeration two-door glass upright reach-in coolers

#### Beverage Service

- Advance Tabco beverage service table
- BUNN iced-tea brewing station, coffee brewing station
- T&S Brass faucets

#### Beverage Dispensing

- Coca-Cola bag-in-the-box soda rack system
- Perlick glycol power pack chiller, nitro blender

#### Scullery

- Advance Tabco mop sink
- CMA Dishmachines conveyor dish machine
- Crazy Stainless custom fabricated soiled dish sink, clean dish table
- Eagle Group hand sinks, hands-free foot pedals
- Salvajor food waste disposers
- T&S Brass pre-rinse faucets
- T&S Brass faucet
- Unified Brands Power Soak three-compartment pot wash system

#### Special Event Bar

- Perlick backbar equipment
- T&S Brass faucets





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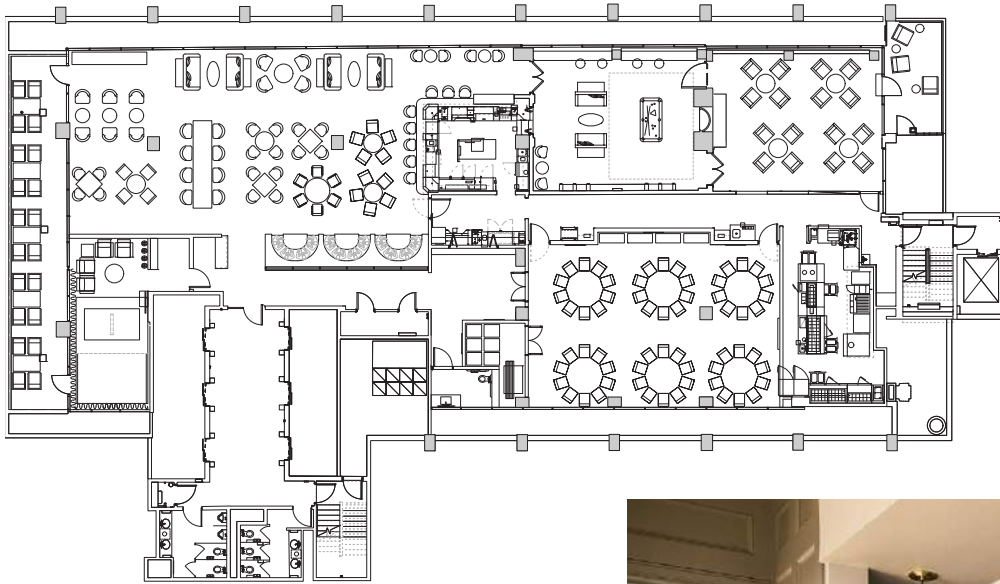
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## THE SUMMIT



A pop of blue along with metal finishes add to the art deco vibe.

### 31ST FLOOR KEY EQUIPMENT

#### Kitchen

- 3M reverse osmosis filtration system
- Advance Tabco hand sinks
- Alto-Shaam Combitherm CT express oven
- Continental Refrigerator pizza prep table
- Crazy Stainless custom fabricated salad prep table and sink
- Garland US Range charbroiler
- Hatco decorative heat lamps
- Metro SmartWall utensil rack system
- Pitco gas fryer
- Randell Refrigeration, salad prep table, undercounter reach-in cooler, drop-in refrigerated condiment rail
- T&S Brass dip well bowl and faucet
- T&S Brass faucets
- True Refrigeration upright cooler/freezer combo reach-in
- Unified Brands custom chef suite
- Vulcan compact steamer, flattop griddle
- Wood Stone Corp. bistro line stone hearth pizza oven

#### Scullery

- CMA Dishmachines low-temp corner dish washing machine
- John Boos soiled-dish table, clean-dish table
- Advance Tabco hand sink
- T&S Brass pre-rinse faucet

#### Service Hallway

- Advance Tabco beverage service table
- Advance Tabco stainless steel mop sink
- BUNN iced-tea brewing system, drip coffee brewing machine
- T&S Brass faucets
- True Refrigeration one-door upright reach-in cooler

#### Special Events Bar

- Beverage Air, one-door upright bottle cooler
- Hoshizaki crescent ice cube maker
- Perlick Tobin Ellis Signature Cocktail Station and backbar equipment



#### Coffee Service Bar

- Advance Tabco drop-in hand sink
- Kold-Draft ½-inch square cube ice maker
- Twin Mira espresso machine, coffee grinder
- Perlick undercounter beverage refrigeration

#### Main Bar

- Brigitte illuminated draft tower, glass rinser and drain boards, stainless steel drink rails
- CMA Dishmachines low-temp undercounter glass washer

- Perlick backbar equipment, Tobin Ellis Signature Cocktail Station, modular die wall system, backbar glass door wine and beer refrigeration

#### Cigar Room

- Mars QuietPro air curtain





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Color-blocked seating areas present visual cues to the various dining options.

### AT A GLANCE

**Facility name:**

The Summit, Tulsa, Oklahoma

**Project:** Complete facility remodel

**Design consultants:**

Eli Huff, FCSI, owner, SFG Consulting, Tulsa, Oklahoma

**Total project budget:**

\$6.7 million

**Foodservice budget:**

\$500,000

**Scope of work:** Concept

development, kitchen and bar design, equipment specifications and bidding, project management, construction management

**Architects:** PHX

Architecture, Phoenix, Arizona: Erik Peterson, AIA, NCARB, president; Andrea Lucarelli, AIA, LEED-GA, architect II

**Fabricators:** Crazy

Stainless, Dallas

**Interior design:** Kendall

Kalldin, RID, Club Design Associates, Dallas

**Equipment contractor:**

Troy Shepherd, Shepherd Food Equipment, Dallas

**Other key firms**

**involved with**

**project:** Flintco construction Tulsa, Oklahoma

guests and servers, the latter with a behind-the-scenes window nook.

Another first for The Summit was the addition of a draft system. "Anytime we have the opportunity to put in something that can help with waste reduction, we try to," says Huff. The easily interchangeable 13-tap system, which can offer everything from craft brews to champagne, wine and soft drinks, services the 30th floor as well as the two floors above it. Huff credits the technology of the Perlick nitro mixing blender and glycol pump/chiller for making that gravity-defying feat possible.

Next, the renovation turned to the 31st floor, which included the creation of a new casual dining concept, something the members had requested for several years, says Jordan. While the 60-seat restaurant, dubbed THIRTYONE Kitchen, does not come with the dress code that its older

sibling upstairs requires, it still offers guests exceptional cuisine, albeit in a more laidback ambiance.

To accommodate the restaurant's small footprint and variety of menu options — ranging from tonkatsu ramen and steak frites to tarte flambé — Huff brought in a Wood Stone stone hearth pizza oven as well as an Alto-Shaam combi compact oven, which allows the chefs to cold-smoke, sous vide, roast and steam. A Randell island cold suite was created to fit perfectly in the middle of the small kitchen. "I was honestly worried about the space at first," says Lyle. "But now in our fourth month of high-volume service, I wouldn't change a thing."

A cigar lounge and billiard room, and patio dining were also part of the 31st floor's renovations. A full-service bar that is both efficient and beautiful with Perlick's Tobin Ellis Signature Cocktail Station and Brigitte illuminated

draft tower, and a nearby Kold-Draft ice machine — a must when you feature one of Tulsa's largest single-malt scotch and bourbon menus — add to the floor's allure.

But when it comes to over-the-top eye candy, the 32nd floor and the renovation of The Summit's fine-dining penthouse restaurant and lounge will be hard to beat. Delayed due to COVID-19, the work is scheduled to begin in late 2020. Plans include a champagne and raw bar where chefs will shuck oysters and scoop caviar, a marble-topped flambé station with detachable tableside carts, a private wine room, Himalayan salt-lined dry-agers in which guests can select their preferred beef cuts and a chef's table located behind a modern French pantry. "There is so much to be excited by in the new penthouse, but most surprising for the members will be the thoughtful convergence of old and new," says Lyle.





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# A Perfect Round for Dining

*One of the few remaining structures from Denver's streetcar history becomes a Denver eatertainment destination.*

By Donna Boss | Photos by Brandon Johnson Photography

For many years Denverites and visitors made their way to lower downtown to dine at The Old Spaghetti Factory in the historic Denver City Cable Railway Building. Now, following a \$5 million renovation, customers come to this 132-year-old location for an entirely different entertainment, food and beverage experience at Urban Putt, a concept originated by owner Steve Fox in San Francisco. Testing their skills at miniature golf, customers see replicas of Denver's landmarks such as Red Rocks Amphitheatre, Coors Field and Denver International Airport on the course. During their stay, customers frequent a full-service bar and restaurant featuring comfort foods like fried-chicken-and-waffle skewers, hand-tossed pizzas and peanut butter mousse pie.

Included in the National Register of Historic Places, the Cable Building is a timber-framed warehouse space completed in 1889. It originally functioned as a cable powerhouse and

repair center for the lower downtown area.

Designing the interior of a historic place brings myriad challenges. The most significant challenge facing the architects when creating the Urban Putt Denver concept was how to suitably fill the vast 9,000 square feet of open industrial space

and 16-foot-high ceilings with objects and areas that could match the building's original grandeur. They did so by wrapping the bar, restaurant, arcade, party rooms and kitchen around the mini-golf course.

Matching the theatrics of this history with a moody steampunk atmosphere,

Roth Sheppard Architects allowed the dynamic and busy mini-golf course to be on display from nearly any vantage point. "The aural din coming from the mini-golf course provides continual energy and a high level of excitement," says Chris Holzwart, AIA, LEED AP, who served as project







**Above:** Customers test their skills at miniature golf alongside replicas of Denver's landmarks.

**Opposite:** A full-service bar and restaurant combine with a miniature golf course to create a unique eatertainment space.

manager. Roth Sheppard designed the restaurant, party rooms and other gathering areas with a playfully colorful palette.

### The Restaurant and Dining Environment

Only somewhat surprisingly, an actual early 1900s streetcar sits inside the Cable Building. The architects and Jordy Construction carefully relocated the streetcar from one side of the space to the other. The streetcar's new

location now offers a unique spot to dine and also serves as a clever room divider between the main area and the private party rooms.

In the restaurant, booths upholstered in a woven plaid fabric reference golf's Scottish origins. Other varied seating options include custom-made perimeter picnic tables and benches for diners who want a more private dining experience.

Another design highlight, the backbar's 22-foot-radius wood arch display, is a repurposed relic from the original 1890s building facade. Roth Sheppard designed the custom steel liquor display shelving and gave it a glass mirror backdrop to visibly reflect the space.

### The Kitchen and Bar

Constructing a kitchen in this brick building presented daunting challenges for Ricca Design Studios. "The existing infrastructure was stripped down to the base material, and all were upgraded to meet code," says Phillip Landgraf, principal, Ricca Design Studios, Greenwood Village, Colorado. "And we worked closely with the architect and general contractor to field-measure, taping out equipment and walls to make sure the necessary clearances and ergonomic workflows were maintained." The Ricca team also inventoried and recommended which pieces of equipment could be

purchased from the previous tenant and reused by Urban Putt.

The brick and existing wood structure areas made adding new in-floor items such as drains difficult. Since the entrance to the building is on the street level, and a parking garage sits underneath, "being able to stand in the garage and see the structure of the floor made it easier to see where new drains could go and not interfere with any structural beams in the building," says Garret Sletten, director, Ricca Design Studios, Greenwood Village, Colorado.

Utilizing the existing dishwashing pit and multiple utility locations



proved to be a major cost savings. “However, having the flexibility to reorganize the kitchen flow and walk through the preparation process and menu items directly with the owner and chef allowed everyone to have buy-in to the kitchen design,” Sletten says.

Ricca Design Studios designers took the kitchen with utilities roughed in for the heavy pasta menu from the former restaurant and used what they could to convert it to a pizza and burger menu. “It helped keep costs down but also made us think creatively about where utilities were already located for the hood, water, dishwashing,

**The backbar’s large display, a repurposed relic from the original 1890s building facade, captures guests’ attention along with the steampunk design.**

walk-ins and so forth, and how we could design the flow of the kitchen to meet the chef’s needs while not requiring significant utility location changes,” Sletten says.

The kitchen plan was locked because the team chose to reuse utility locations that were already in place, which meant the flow of the kitchen followed a narrow, rather long footprint at 60 feet. To achieve the most efficient layout,

## AT A GLANCE

**Facility:** Urban Putt, Denver

**Project:** An entertainment concept with indoor miniature golf, food and beverage

**Design consultants:** Ricca Design Studios, Greenwood Village, Colorado: Garret Sletten, director; Phillip Landgraf, principal,

**Project budget:** \$5 million

**Foodservice equipment portion:** \$355,000

**Scope of work:** Concept/schematic design, design developments, equipment specifications, construction documents, construction administration

**Architects:** Chris Holzwart, AIA, LEED AP, project manager, Roth Sheppard Architects, Denver

**Fabricator:** W. West Equipment & Furnishings Co., Denver

**Interior design:** Roth Sheppard Architects, Denver

**Dealer/foodservice equipment contractor:** W. West Equipment & Furnishings Co.

**General contractor:** Jordy Construction, Denver



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the designers kept ware-washing separate from the main cooking area. They also enlarged the original center island cookline to include different equipment specific to the menu and made a full-height separation wall between cooking and prepping, allowing for pizza prep to stay separate from the rest of the menu.

The finishing counter and expo area remain out of the customers' view. The pickup window sits in the same opening in the wall as it did in the previous kitchen.

The walk-in now doubles the usage of the space. The original restaurant contained three separate walk-ins scattered throughout the entire restaurant and dining space. There is now one large walk-in split into two compartments, one for refrigeration and one for frozen items. "To make the kitchen's refrigerated storage more efficient, we

combined the walk-ins for the new Urban Putt into one location," Landgraf says. This area, which effectively takes advantage of the high ceilings, also allowed for an overhead space above the walk-ins to house an air-handling unit that provides cooling and heating for the kitchen and dining spaces."

For the front of the house, the designers selected updated equipment such as direct-draw taps, more energy-efficient cocktail stations and new self-contained backbar refrigeration so Urban Putt can offer an extensive on-tap menu as well as craft drink service. "Again, keeping as many utility locations as possible, we fit equipment where it would make the most sense for the new drink menu, as well as offer better backbar refrigeration and a separate waitstaff pickup station on one end," Sletten says.

## KEY EQUIPMENT

### Bar

- Bar top, existing
- BUNN frozen drink machine
- Continental Refrigerator backbar coolers
- Ecolab glass washer
- Krowne bottle display
- Krowne dump sink
- Krowne glass froster
- Krowne glass rack
- Krowne hand sink
- Krowne ice bins
- Krowne soda gun assembly
- Krowne underbar speed rail
- Krowne underbar trash module
- Metro POS cabinet
- Metro rack dolly
- Micro Matic draft beer/ wine cooler
- Micro Matic draft beer/ wine dispensing tower
- Micro Matic drip trough
- Micro Matic glass rinser
- Millwork backbar top
- POS station by owner
- Perlick drip troughs

### Kitchen

#### Refrigeration

- Channel beer keg racks
- Kolpak cooler evaporator coil
- Kolpak cooler refrigeration system; located on exterior of building
- Kolpak freezer evaporator coils
- Kolpak freezer refrigeration system; located on exterior of building
- Kolpak walk-in cooler
- Olympic cooler shelving
- Olympic freezer shelving

#### Dry Storage

- Olympic dry storage shelving

#### Soda/Empty Keg Storage

- Bag-in-box rack by purveyor
- Carbonator by purveyor
- Channel beer keg racks
- CO2 tank by purveyor
- OptiPure water filtration system



### Utility

- Eagle Group mop sink
- Eagle Group mop sink faucet
- Olympic dry storage shelving

### Food Prep

- John Boos, worktable, 120-inch, stainless steel top
- John Boos worktable, stainless steel tops
- John Boos shelving, wall mounted

### Server Pickup

- Advance Tabco drop-in hand sink
- Chef's worktable, fabricated
- Hatco decorative heat lamps
- Pass shelf, fabricated
- San Jamar cone holder
- Taylor Company soft-serve machine

### Plating/Finishing

- Chef's counter, fabricated
- Continental Refrigerator pizza preparation refrigerator
- Continental Refrigerator undercounter refrigerator

### Pizza Finishing

- Channel bun/sheet pan racks
- Continental Refrigerator sandwich/salad refrigerated prep table
- Montague pizza bake oven, deck-type, gas
- Southbend charbroiler, gas, countertop
- Southbend convection oven, gas
- Southbend gas griddle with broiler below
- Southbend range, 60-inch, 10 open burners

### Food Prep

- CaptiveAire exhaust hood
- Dean Industries gas floor fryer
- Southbend range, stock pot, gas

### Cold Finishing

- Continental Refrigerator pizza preparation refrigerator
- Continental Refrigerator reach-in freezer
- John Boos wall-mounted shelving

### Pizza Prep

- Cambro dough box dolly
- Cambro ingredient bin
- Continental Refrigerator reach-in refrigerator
- Globe planetary mixer
- John Boos shelving, wall mounted
- John Boos worktable, bakers top
- John Boos worktable, 60-inch, stainless steel top

### Ice

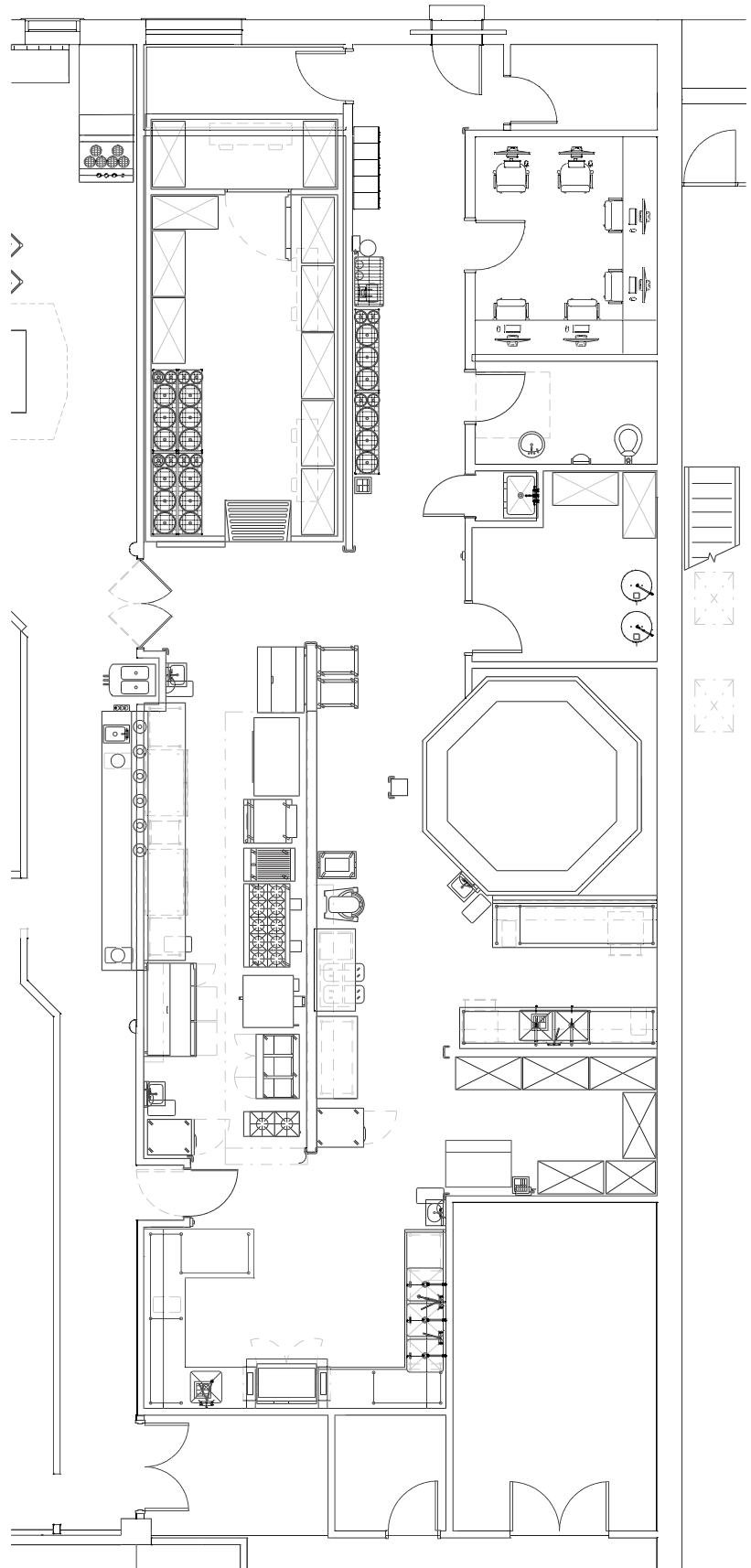
- Manitowoc ice bin, existing
- Manitowoc ice maker, existing

### Scullery

- Clean-dish table, existing
- Condensate hood, existing
- Ecolab dishwasher
- Soiled-dish table, existing

### Miscellaneous

- Three-compartment sink, fabricated
- Advance Tabco corner guards
- Ansul fire suppression system
- Hand sink, existing
- John Boos hand sinks
- OptiPure water filtration system
- Rubbermaid garbage cans
- Soap and towel dispensers, by owner
- T&S Brass pre-rinse faucet
- Wall flashing, fabricated







# Rooftop Startup Transition

*A traditional Brazilian concept goes gourmet and moves from a residential location into a commercial building.*

By Amanda Baltazar | Photos by Raoni Pinheiro,  
Saade RGB Holding Group

**B**runo Henrique de Paula Luciano opened Porco Atrevido Burger, (which translates as “Bold Pig Burger”) in 2016 on the rooftop of his home in São Paulo, Brazil. The delivery-only concept served traditional Brazilian food like feijoada — rice, beans and pork.

After three years of operating in that manner, Henrique de Paula Luciano decided to grow his business by switching to hamburgers, and then in 2019, by moving his business into a 2,000-square-foot former restaurant space in a

commercial building on the outskirts of São Paulo. Raoni Pinheiro Saade, FCSI, a consultant with RGB Holding Group in São Paulo came on board early in the process — in 2017— in a management advisory services and designer role for the project. The scope of the work included designing the new restaurant’s kitchen; creating a new delivery and production center; standardizing all production processes; creating cost control measures; and selecting foodservice equipment.

“I helped Bruno understand his business and expand to more dishes, find the best menu, the best business strategy to expand,” Pinheiro Saade says.

When it reopened in the new spot in May 2019,

**Bold décor matches the menu lineup unique, gourmet burgers at Porco Atrevido Burger.**



Left: Pinheiro Saade helped move Porco Atrevido from a residential rooftop into a commercial building.

Below left: Unique toppings define the burger menu, such as this smash burger with grilled banana, smoked bacon and cheese.

Below right: The expanded menu includes a homemade sausage with melted cheese and crispy bacon.



Porco Atrevido had discontinued the Brazilian food in favor of gourmet burgers, but these were not your everyday burgers. The best seller is a pork burger with pineapple and guava sauce. "People want something different to eat," Pinheiro Saade says. Henrique de

Paula met his goal to offer something not available in São Paulo, where restaurants like McDonald's are commonplace. He wanted to offer something bold — hence the restaurant's name — featuring burger ingredients and toppings customers could find nowhere else.

Henrique de Paula Luciano views the restaurant as a family concept, which is why he chose a commercial building in a residential neighborhood. "I wanted to ensure my restaurant would be even better than big chains like McDonald's. I am three

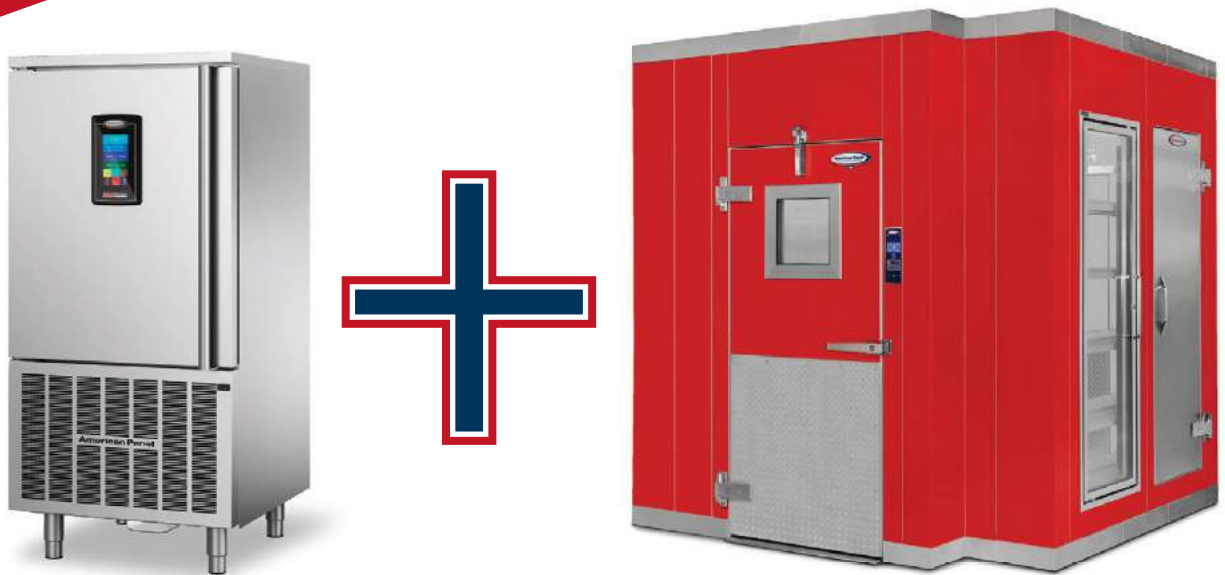
times more expensive than that chain, but three times better, and it's a fair price."

### Delivery-Focused Design

Like the original location, the new restaurant started out as delivery-only (via a specially developed app)



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but then the owner added seats when he bought the building next door in April 2020. Pinheiro Saade was instrumental in converting the old kitchen in the new Porco spot into an efficient modern facility. He completely removed the old kitchen, which provided additional space for a total of 64 seats, and built a new kitchen with two almost identical makelines: one for delivery orders and one for dine-in orders. Staff at each station have the capability to help the other if one is busier. "This makes us more professional and more efficient," Pinheiro Saade says, "and the seating gives us a great opportunity to increase sales, even though our main focus is on delivery."

With the arrival of COVID-19, the restaurant was forced to close, but only for a few days.

Before the pandemic, Porco Atrevido sold 70 to 100 burgers every day, says Pinheiro Saade, but now it sells close to 500, even inching close to 700 one day. "What Bruno does is unbelievable, and the numbers show that," he says.

Henrique de Paula Luciano credits the increase in orders to consumers being stuck at home and wanting delivery, and more engagement and promotions on social media platforms. Pinheiro Saade worked up some new campaigns to run on social media to boost the sales and intrigue about the restaurant's offerings. One of these included a

*Like the original location, the new restaurant started out as delivery-only (via a specially developed app) but then the owner added seats when he bought the building next door in April 2020.*

secret burger — one with surprise ingredients — which changed every two weeks. "I am the bold guy preparing bold hamburgers," Henrique de Paula Luciano says. All deliveries feature packaging with the restaurant's logo to boost awareness of the concept "and to bring the restaurant experience into the home," he adds, crediting Pinheiro Saade as an instrumental part of the branding process.

In addition to designing the space, Pinheiro Saade worked on cost control, comparing expenses to revenue and profit. He also standardized all food production and encouraged Henrique de Paula Luciano to purchase better equipment such as "a more professional grill to improve quality and service," Pinheiro Saade says. "The new grill is one inch bigger so we can prepare more burgers, and better burgers."

Pinheiro Saade also worked on finding good suppliers and the best

## AT A GLANCE

**Facility:** Porco Atrevido Burguer, São Paulo, Brazil

**Project:** Commercial building in residential neighborhood

**Design consultants:** Raoni Pinheiro Saade, FCSI, MAS Consultant, RGB Holding Group São Paulo

**Project budget:** \$100,000.00 Brazilian reals (\$17,000 U.S. dollars)

**Foodservice equipment portion:**

\$60,000.00 Brazilian reals (\$10,600 U.S. dollars)

**Scope of work:** Management advisory services, including business planning, advertising and social media campaigns; finding suppliers and the best ingredients; menu development; packaging design; legal services; cost control; kitchen redesign included creating a new delivery and production center, standardization of food production and equipment purchasing

**Architects:** Bernardes Zanchetti Arquitetos, São Paulo, Brazil

**Engineer:** Porco Atrevido construction team. Local friends and family joined together to build out the restaurant.

**Millwork:** Reserva Bertolino, São Paulo, Brazil

**New equipment:** Wells HDG-2430G natural gas heavy-duty 24-inch countertop griddle; Wells HDG-3630G natural gas heavy-duty 36-inch countertop griddle; fryer 35+; Wave toaster; Metalfrio vertical refrigerators; Macon horizontal refrigerator

**Dealer/foodservice equipment contractor:** Middleby Brasil, São Paulo







ingredients, as well as developing the menu and the packaging. He also took care of the legal side of the project and used his proprietary methodology, which captures the five tools that help with the development process: planning, purpose, standards, positions and perspective.

The two continue to meet every Monday to discuss any challenges the restaurant faces, "and I use these five tools to help with his challenges," says Pinheiro Saade.

Henrique de Paula Luciano reopened Porco Atrevido in October when restrictions related to

**Above:** The restaurant upgraded its grill to improve both food quality and service.

**Left:** The restaurant's best-selling item is a pork burger with grilled pineapple, guava barbecue, coalho cheese and pork cracklings.

**Opposite:** Removing the old kitchen allowed Pinheiro Saade to add more seating to boost revenue.

operating in the midst of the coronavirus changed, and he also plans to open a small mini-mart in 2021 within the location, selling products like sauces, bread and boxed burgers. "We wanted to give customers the opportunity to become Bruno in their homes," Pinheiro Saade says,

allowing them to add his flavors and ingredients to their cooked-at-home dishes. Plus it makes sense, he points out. "Bruno only works 5 p.m. to 11 p.m.; it's only a short time to work, so he can increase sales this way." In the future, he expects revenue to come fairly equally from three sources: delivery, on-premises and retail sales through the mini-mart. But there won't be another Porco Atrevido. "It wouldn't work, because it's a neighborhood restaurant," Pinheiro Saade says.

The most difficult part of this project was "teaching Bruno to understand the importance of investing in the business," he adds.



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# Warehouse Building Transforms into a Co-op Grocery Store

*An adaptive reuse project expands operations for grocery retailer and adds a production kitchen.*

By Paul King | Photos by David Lamb, David Lamb Architectural Photography

When GreenStar Food Co-op decided to move to a new location in order to expand its operations, the board of the holistic grocery store chain based in Ithaca, New York, turned to a familiar face to help with the design of the new space. Foodservice consultant Mike Berard, FCSI, managing member of Commercial Kitchen Consulting (CKC) in nearby

Binghamton, New York, was brought in to design a production kitchen and specify a number of pieces of relevant equipment for its new location.

Berard had worked with GreenStar twice before this 2017 project. In 2014, he designed a commissary kitchen for the co-op. Two years later he designed a small convenience store just outside the entrance to nearby Cornell University to help serve the student population.

But this latest project was much larger in scale, Berard notes. GreenStar had purchased a 35,000-square-foot warehouse previously owned by a printing company. This larger space would allow GreenStar not only to triple its retail space — 19,500 square feet (including production kitchen) versus 6,500 square feet in the old market — but also to house its administrative offices and community classroom.

“CKC was responsible for the kitchen and the foodservice-related equipment,” Berard says, noting that GreenStar had an architect on staff who designed most of the retail space. “We handled the walk-ins, display coolers, the coffin freezers, the dairy area, the sushi, meat and cheese areas and all the cold and dry cases involved with all the spaces, including a coffee area — and also to take the commissary kitchen and move it into this space.”

After sitting down with all of the principals to identify the project’s parameters, CKC created concept drawings and drafted a feasibility study for the new food retail equipment, refrigeration equipment and commissary kitchen equipment. Even though CKC was not responsible for designing any of the retail space, from an equipment standpoint the consultants had a significant hand in that



**Left: All of the store’s freezer and refrigerated cases are linked to an outdoor refrigeration rack system.**

**Opposite: Commercial Kitchen Consulting even had a hand in designing stand-alone refrigeration stations such as the coffee bar.**



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Storage included large walk-in freezers arrayed in the back of the house.

area. The equipment scope of the project included all of the walk-in coolers and freezers, produce coolers, frozen food merchandisers, two large remote refrigeration rack systems, hot/cold bars, produce and fruit coolers, baked goods coolers, cheese merchandiser, refrigerated service cases, sushi cases, refrigerated grab-and-go and beverage cases, and high-capacity dry food storage shelving.

In addition, CKC assisted in the design of the smoothie juice bar and espresso coffee station.



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"That really was kind of fun and challenging at the same time, understanding their system, because it's not something we deal with on a daily basis," Berard says. "We get into some rack systems and some larger walk-in freezer and refrigeration units, but when it comes to cases, having them connected in series and then running refrigeration piping to a rack system and the controls that are required for that, and the alarm systems that are required as well, that was certainly different."

#### FOH Priorities

Ultimately, even in a larger building, space came at a premium. "Trying to fit

#### AT A GLANCE

**Facility:** GreenStar Cooperative Market, Ithaca, New York

**Project:** Adaptive reuse of warehouse building into co-op grocery store

**Design consultants:** Commercial Kitchen Consulting LLC, Binghamton, New York; Michael D. Berard, FCSI; Anita Burdick, construction administration

**Project budget:** \$6.9 million

**Foodservice equipment budget:** \$2.9 million

**Scope of work:** Programming and feasibility study, construction design, construction administration, equipment specification

**Architects:** Pam Wooster, GreenStar Co-op; Christian Nielsen-Palacios, AIA, Stream Collaborative, Ithaca, New York; William Todd, JS Architects, New York City

**Engineer:** Yossi Bronsnick, PE, Taitem Engineering PC, Ithaca, New York

**Fabricator:** Bally walk-ins, Hussmann, RPI Industries, Piper, CaptiveAire, Groen, Hobart, Metro shelving

**Millwork:** RPI Industries

**Interior design:** Pam Wooster, GreenStar; Chad Smith, GreenStar; William Todd, JS Architects

**Dealer/foodservice equipment contractors:** Paul Sullivan, Grelak Mechanical Inc., Wheatfield, New York (refrigeration); Ken Gura, Hussmann Corp., McFarland, Wisconsin (refrigerated cases and protocol rack system), BHS Foodservice Solutions (walk-ins and kitchen equipment)

**Other key firms involved with project:** Jeff Carragher and Poppy Hudson, Link2 Hospitality Solutions, Rochester, New York



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everything, especially in the back of the house, was difficult to do,” Berard explains. “The priority is always the front of the house, always the product that you’re pushing in front of the customer. So we needed to look at the types of products they were offering: cold offerings, beverages, frozen foods, yogurt, dairy products, meats, cheeses, and then the sushi and a lot of hot to-go stations, and self-service. When you take all of that in combination, it consumes a lot of space, and the back of the house kind of suffers a little bit. We shoehorned the kitchen into the space we had. We couldn’t get as much storage as we wanted. But it’s fully functional. It works great.”

GreenStar’s general manager, Brandon Kane, notes: “We worked with an excellent team of engineers and equipment designers to come up with creative solutions, such as exterior insulation-backed siding, the incorporation of a gas-free electric heat-pump system and specifying high-efficiency refrigeration and kitchen equipment to make this project not only gorgeous to the layperson but surprisingly efficient in terms of energy use and conservation. The new retail facility was rated at 40% above building code efficiency, making us eligible for a variety of incentives such as NYSEERDA [the New York State Energy Research and Development Authority], which helped finance the project.”



**Above:** Much of the equipment for the production kitchen was relocated from the former free-standing kitchen.

**Right:** Using beer/beverage merchandisers with glass doors has resulted in 70% less energy consumption than using open merchandisers.

One of CKC’s simplest solutions to a challenge revolved around the compressor unit, located outside the building. “There was no interior space for a machine room for the refrigeration system, so we decided to use the Hussmann Proto-Aire system to provide a compact outdoor footprint while saving valuable interior space,” Berard explains. “The local code enforcement officials were worried about the aesthetic look. They didn’t want an eyesore. So we had the housing painted to match the exterior building colors, so it would blend in better.”

COVID-19, Kane acknowledges, has made it difficult to measure how successful the new design

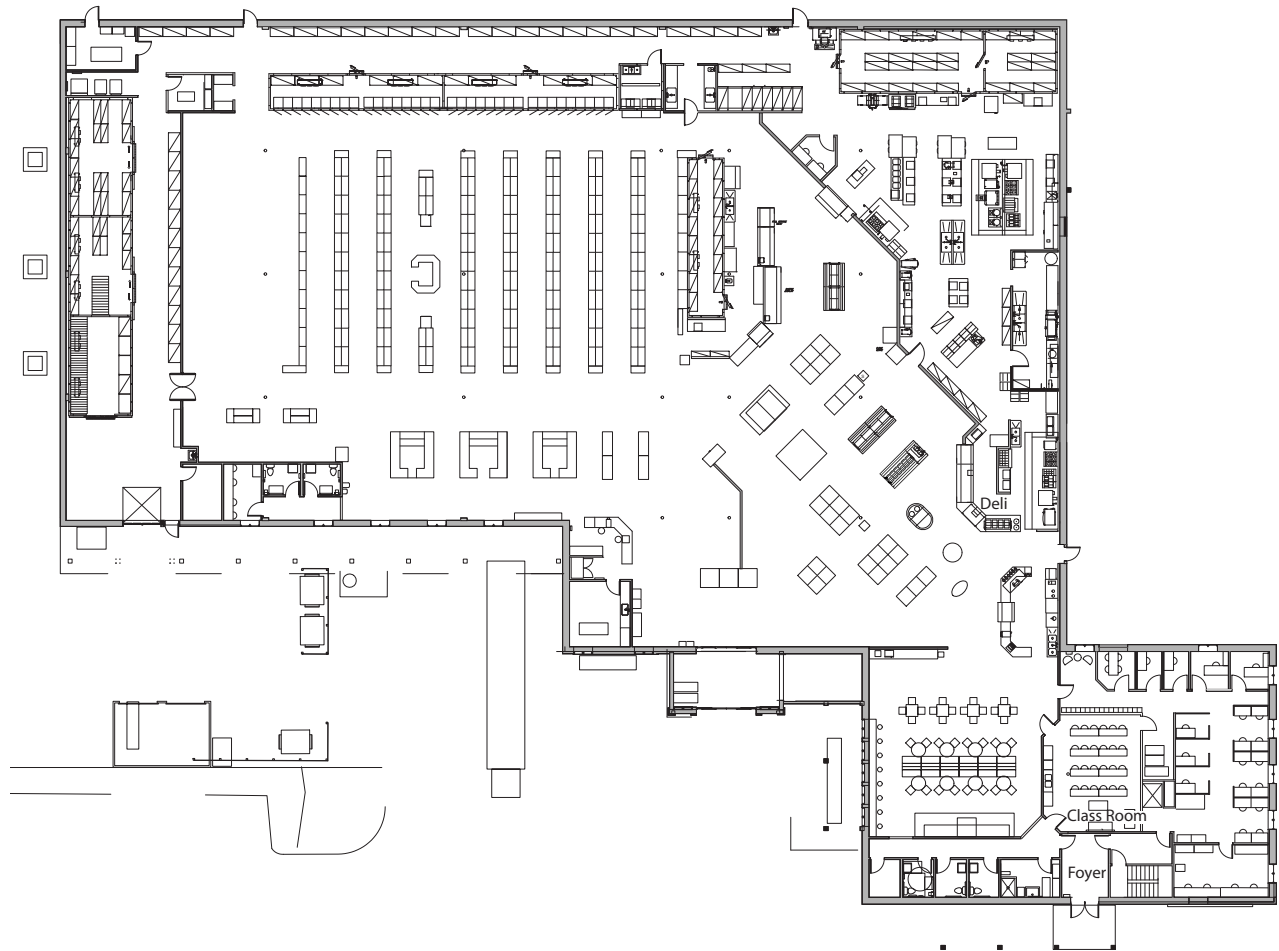


has been. “The impact of the pandemic has made our original goals irrelevant,” he says. “We need to reconceive of what our goals are under these circumstances. One positive and interesting result is that our average transaction in our old location was \$29. Since our relocation, this average transaction has jumped to

\$45 and remained steady.”

Kane believes GreenStar’s customer satisfaction goals have been met. “I think we very much maintained the feeling of a community business through an interesting and nontraditional design layout,” he says, “which allows for nonlinear flow through the different areas of our facility.”





## KEY EQUIPMENT

### Kitchen

- CaptiveAire exhaust hoods
- Continental Refrigerator two-door reach-in freezer
- Continental Refrigerator two-door reach-in refrigerator
- Continental Refrigerator roll-in refrigerator
- Doyon reversible sheeter
- Eagle worktables
- Follett ice maker with bin
- Groen steamer
- Hobart 20-quart bench mixer (3)
- Hobart 60-quart floor mixer
- Hussmann sushi case
- MagiKitch'n 36-inch charrill
- Metro mobile proofer
- Piper food processor
- Piper reach-in blast chiller
- Pitco fryers (2)
- Southbend six-burner ranges (2)
- Southbend double-deck convection ovens (3)

### Prepared Foods & Produce

- Southbend 10-gallon kettle
- Southbend 36-inch range w/oven base
- Southbend tilting braising pan
- TurboChef rapid-cook oven
- Waring mixer/blender (2)
- Continental Refrigerator kombucha taps
- Hussmann full-service meat cases (2)
- Hussmann grab-and-go refrigerated cases
- Hussmann produce cases (4)
- Hussmann refrigerated service case
- Hussmann cheese case
- Hussmann rack refrigeration system for 200 Series equipment
- Hussmann refrigerated vegetable merchandiser
- Hussmann refrigerated berry merchandiser

### Produce Prep & Cooler

- Piper Products self-service hot and cold and MED food bars
- Premier Brass breath protectors
- RPI Industries custom counters
- RPI Industries refrigerated bakery case
- RPI Industries soup bar
- Structural Concepts refrigerated drink cases (5)
- Hussmann frozen product cases (8)
- Hussmann rack refrigeration system for 500 series equipment
- Hussmann refrigerated beer cases (4)
- Hussmann refrigerated meat cases (3)

### Walk-ins

- Bally cold room refrigeration system
- Bally walk-in bulk cooler refrigeration system
- Bally walk-in cooler/freezer (2)
- Bally walk-in cooler refrigeration system
- Bally walk-in freezer refrigeration system (2)
- Bally walk-in grocery cooler
- Bally walk-in grocery cooler refrigeration system
- Bally walk-in produce cooler refrigeration system
- Metro shelving



# A C&U Event Space with a View

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*The flexible banquet kitchen design built into this new build supports transitions from prep to banquet service to scullery in a tight back-of-the-house space.*

By Valerie Killifer | Photos courtesy of DES Architects Engineers





**Above left: The Skyline College Environmental Science Building functions as both classroom and event space. Facility highlights include a wall of windows, which provides diners and event attendees a full view of the beautiful exterior landscape.**

**Top right: This aerial view showcases the college's proximity to the Pacific Ocean and surrounding countryside.**



Nestled in the hills above the Pacific Ocean, the Skyline College Environmental Science Building pays homage to the elements of earth, wind, air and water. With a stunning glass-window backdrop overlooking California's winding cliffs and vast ocean, the building serves as a reflection of the elements outside: a visual testament to natural structures reflective in both art and science.

No wonder, then, the building capitalizes on its stunning coastline placement with an event space designed to fit 200 to 250 people. The building was

conceptualized by DES Architects + Engineers with XL Construction Corp. serving as general contractor. It was one of XL Construction's executive team members who recommended consultant Peter Christensen, FCSI, to outline and piece together the building's tiny yet powerful back-of-house facility.

Christensen has a long-storied history designing foodservice spaces throughout California as the founder of Christensen Consultants, San Jose, California. Some of his higher-profile projects include designs for IBM, Samsung Electronics, Marriott, Waterworld USA and The Tech Interactive —

a technology museum in San Jose, Calif.

"We thought Peter was a good fit for this job because he would be able to work quickly, nimbly and with an entrepreneurial spirit," says Erin Allred, senior project manager with XL Construction.

### **More, with Less**

While the project was no easy task due to the small kitchen, Christensen relied on his favorite adage ("Do more with less") to see the project through.

The goals for his involvement in the project were to design a banquet kitchen suitable for serving 200 to 250 guests in either a sit-down or buffet format.

## SKYLINE COLLEGE ENVIRONMENTAL SCIENCE BUILDING



The kitchen would serve food prepared entirely on-premises and would require appropriate cold and dry storage considerations with beverage service originating from the space as well.

"Probably the biggest challenge with this project was the fact that we had to do everything within the size of the kitchen we were given. And also, the distance from the kitchen to the event area," Christensen says.

To solve the distance problem, Christensen worked with the architect to smooth out the best route from the kitchen to the event space. This

meant a corridor connecting the two spaces would have to be barrier free to allow temporary parking for portable banquet carts and other equipment.

At 1,030 square-feet, however, the size of the kitchen proved a bit more challenging.

"The location and size of the kitchen was determined in the original building design program, so when I became involved in the project, this criteria was set," Christensen says. "So, in terms of layout, my first goal was to figure out how to maximize the smaller space and take as much advantage of the space as we possible could."



**Top: The kitchen uses environmentally friendly equipment along with multifunctional pieces. For example, the rolling carts can be used as both prep tables and pickup stations.**

**Above: Kitchen flow was paramount to the project because of California's stringent rules regarding how kitchen equipment must anchor to the space.**





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— LARRY GREEN, PEAK EVENT SERVICES

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See the video



## SKYLINE COLLEGE ENVIRONMENTAL SCIENCE BUILDING



The kitchen would need to function in an initial prep capacity on the day of an event, become a banquet service kitchen during the event and then finally serve as a full-service scullery after the event — all within the allotted space. These business imperatives served as the basis for the design and development of the equipment package.

"The fact that this was a project in California, where foodservice equipment is subject to seismic anchoring, made this task especially challenging," Christensen says. "I also enjoyed the challenge of making a compact space function as efficiently as possible while still respecting codes, workflow and serviceability."

Because the college is part of the San Mateo County Community College District,

Christensen met early on with the district's head of foodservice to chart the best path forward. From there, he was able to design a space that highlighted multiuse and cross-functional equipment that also honored the school's desire for the building to earn both LEED Gold and LEED Zero recognition.

Key cookline equipment includes a conventional lineup of ranges, broilers, fryers and convection ovens manufactured by Vulcan and Pitco. Meanwhile, a water-cooled remote refrigeration system manufactured by ColdZone services the walk-in cooler and reach-in cabinets. Finally, a ThermalRite walk-in cooler handles bulk cold storage and a Hobart ultra-low water-use dish machine was selected to perform scullery functions.

"As the building was originally targeted to be certified as LEED and LEED Zero, I had to look at energy management from a systems perspective," Christensen says. "With this in mind, a Halton hood system with M.A.R.V.E.L. demand control was selected. In keeping with the energy mandate, a closed-loop, water-cooled remote refrigeration system also was deemed appropriate to service both the walk-in cooler and the reach-in cabinets."

One welcome yet unexpected feature was Christensen's recommendation of Eco-Grip flooring. The flooring is made from 98% recycled materials and is waterproof and slip resistant, which eliminates the need for kitchen mats.

"Peter brought that to the table, and no one had heard of that before,"

Since the Skyline College Environmental Science Building was targeted to be certified as LEED Gold and LEED Zero, a Halton hood system with M.A.R.V.E.L. demand control was selected in addition to a closed-loop, water-cooled remote refrigeration system.

Allred says. "He also had a list of kitchens that had been using that particular flooring and was willing to set up tours of those spaces so the team could see the product," she adds. "The list was long and had a number of well-respected names on it, so the decision was made to use it without having to see those other spaces."

Overall, Christensen's approach led to a final product that was reflective of the school's goals based on his ability to work in tandem with department heads, architects and the general contractor.

"It was really nice that he engaged with the kitchen managers and spoke to them on their level during the project," Allred says. "He did a nice job of working with them and then communicating back to me with what that meant. He also was good at managing project expectations."

Since its opening, the kitchen has successfully served a number of events in the new building, and post COVID-19, is expected to continue to serve the needs of the building and its end users for many years to come.





**Ancora Ambleside**, the second location of the acclaimed Ancora Waterfront Dining & Patio, represents a modern design offering a fine dining experience in the picturesque setting of Ambleside Beach in West Vancouver.

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"The beauty of this location means that it is also a very appealing place to live, so Ancora shares its building with a number of ultra-luxury condominium suites directly above. This presents a specific and challenge in managing the effluent that is discharged from our kitchen. No one wants to constantly smell cooking odors in his/her home, even from a kitchen producing haute cuisine. To mitigate this risk our design consultants specified the Halton Odor Critical Carbon Panel Module with Odor Sensor and PolluStop technology. This system is giving us the results we expect and require; no odor complaints from our neighbors or patrons. We are pleased with its performance."

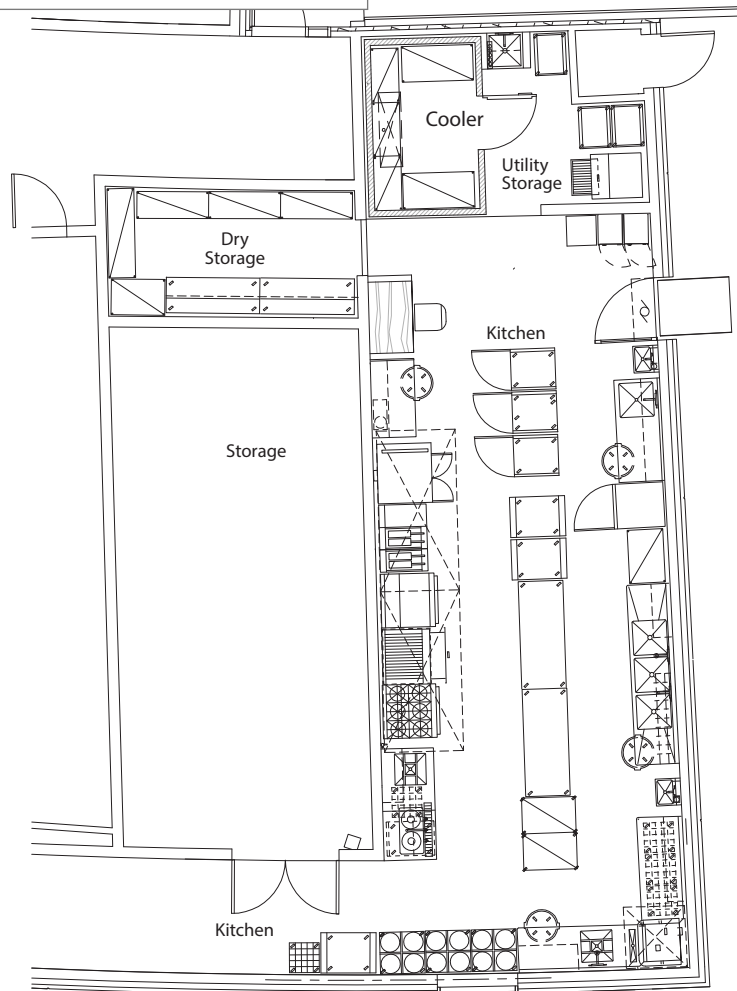
**- Marco Pegoraro, Project Manager,  
Viaggio Hospitality Group Inc.**

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## SKYLINE COLLEGE ENVIRONMENTAL SCIENCE BUILDING



### AT A GLANCE

**Facility:** Skyline College Environmental Science Building, San Bruno, California

**Project:** Banquet kitchen for event venue

**Design consultant:** Peter Christensen, FCSI, Christensen Consultants, San Jose, California

**Project budget:** \$40 million

**Foodservice equipment portion:** \$330,000

**Scope of work:** Foodservice consulting and design including schematic design, design development, contract documents, health and building authority coordination and contract administration

**Architect:** DES Architects, Redwood City, California

**Engineer:** DES Architects

**Dealer/foodservice equipment contractor:** Boelter Cos., Sacramento, California

**Construction:** XL Construction Corp, Milpitas, California, along with many of their subcontractors

### KEY EQUIPMENT

#### Refrigeration

- ColdZone evaporation coil
- ColdZone remote refrigeration system
- ThermalRite walk-in cooler

#### Cold Storage

- Metro cold storage shelving

#### Prep Area

- Advance Tabco hand sink
- Broadway corner guard
- Broadway food prep sink
- Broadway wall lining
- Broadway wall shelf (3)
- Broadway worktable with sink
- Metro caster cart
- Metro glass rack cart
- New Age Industrial rack cart

#### Beverages

- AMW coffee urn
- Broadway beverage table
- Broadway ice sink
- Broadway wall shelf
- Cambro mobile ice caddy
- Drip through - fabricated
- Glastender portable bar with ice bin
- T&S Brass pot-filler hose

#### Cooking

- Ansul fire suppression system
- Broadway chemical shelf
- Broadway worktable
- Broadway worktable, mobile
- Broadway wall shelf (2)
- Halton exhaust hood, type 1
- Halton exhaust hood, type 2
- Metro banquet cart

- Metro dry-storage shelving
- Metro plate cart
- Metro utility cart
- Pitco fryer
- Pitco spreader
- Vulcan broiler
- Vulcan double convection oven
- Vulcan range/oven
- Vulcan range with oven, six-oven burner

#### Warewashing

- Broadway clean-dish table
- Broadway rack shelf
- Broadway soiled-dish table
- Broadway utensil double rack
- Broadway utensil sink, three-compartment
- Hobart dish machine

- T&S Brass pre-rinse unit
- T&S Brass pre-rinse unit w/faucet

#### Ice Maker & Bin

- Berner air curtain
- Broadway s/s floor through/gate
- Manitowoc ice bin
- Manitowoc ice maker

#### Employee Locker Area

- Bobrick liquid soap dispenser
- Bobrick paper towel dispenser
- Service sink
- Soiled-linen receptacle





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# Schooling Magic Kingdom Style

*A new, comprehensive educational facility triples capacity for a college's culinary arts program.*

By Lisa White | Photos by Mark Borosch Photography

When Valencia College set out to develop a new, more comprehensive facility to support its associate degree culinary program, the goal was to create a centerpiece for its new campus in downtown Orlando, Florida. Opened on August 26, 2019, UnionWest resides in Creative Village, a 68-acre space designed to create jobs and stir development in Orlando and the surrounding area.

A \$15 million donation from Walt Disney World Resorts helped fund Valencia's state-of-the-art facility, The Walt Disney World Center for Culinary Arts and Hospitality. The facility occupies three floors and approximately 50,000 square feet of space in UnionWest. This 15-story building also includes classrooms, student services and housing for both Valencia College and University of Central Florida (UCF) students.

Valencia had previously hosted culinary classes at its

west campus. The new facility triples student capacity for the college's culinary, baking, pastry, candy-making and beverage labs.

As students advance through the various program levels, they move to a higher floor in the building. "We started by working with existing instructors and other educational staff [to develop a plan]," says Terry Pellegrino, FCSI, principal at Rippe Associates. The Minneapolis-based consulting firm was contacted by design architect CannonDesign to oversee

the project's foodservice design, layout and organization in collaboration with Valencia's staff and other members of the project team. "I liked the idea of creating a different experience for students on each floor. While each building level has a similar layout and flow, they are each unique in their features, equipment and feel."

Carrie Parker, senior associate in CannonDesign's Washington, D.C., office, served as project architect and manager for the design architect team. "Our firm

also did the master plan for Creative Village many years ago, and then we were later asked to plan the build out for Valencia's student services and culinary school," she says. "We had to approach it holistically not only as a culinary school but as a student

**Opposite: Specialty breads are prepared and baked by Valencia College students in one of its specialized labs.**

**Below: The Walt Disney World Center for Culinary Arts and Hospitality at Valencia College includes event space for students to show off their skills.**









**VALENCIA COLLEGE  
THE WALT DISNEY WORLD  
CENTER FOR CULINARY ARTS  
AND HOSPITALITY**



#### AT A GLANCE

**Facility:** Valencia College, Orlando, Florida

**Project:** Walt Disney World Center for Culinary Arts and Hospitality at Valencia College

**Design consultants:** Terry Pellegrino, FCSI, foodservice designer and principal, Rippe Associates, Minneapolis; Baker Barrios, Orlando, Florida, office, architect of record and base building designer; CannonDesign, Washington, D.C., office, design architect for the tenant fit-out and academic space design; TLC Engineering, MEP engineering design

**Project budget:** Total tenant fit-out: \$14 million

**Foodservice equipment portion:** \$3 million

**Scope of work:** Rippe Associates: Programming and schematic design, design development, contract documents, contract administration. CannonDesign: Campus masterplan pertaining to UnionWest, programming all phases of design, construction administration of tenant space

**Architects:** CannonDesign, New York: Brad Lukanic, principal in charge; Roland Lemke, design principal, Washington, D.C.; Carrie Parker, project manager / project architect, Washington, D.C.

**Fabricator:** Florida Stainless

**Interior design:** CannonDesign

**Other key stakeholders:** Ustler Development Inc., building owner; University of Central Florida, building operator and also a tenant

**Rippe's design includes cooking and specialty culinary equipment to provide students with a comprehensive training program.**

services building that serves Valencia and UCF students. It was about understanding the demographic and also the programming goals."

Parker counts this project as one of the most unique of her career. This is because the building is developer-owned, with UCF as the anchor tenant and Valencia College subleasing the space from UCF.

#### Project Specifics

The project's efficient use of space stands out, notably the shared service areas along one side of each floor. Centrally located classrooms on each level give students quick and direct access to labs where they can practice techniques after learning from instructors. Plus, centrally located warewashing

and storage areas provide shared access between culinary and baking instructors on each floor.

Rippe's equipment specifications include cooking and specialty culinary equipment to provide a variety of experiences. One notable aspect of the equipment package is a microgreen growing cabinet where faculty and students can grow and harvest their own microgreens, herbs and baby lettuces. The school's mixology lab incorporates a 27-foot-long professional teaching bar outfitted with cameras and 90-inch TV screens to record and broadcast live demonstrations. This enables students and members of the community to enroll in bartending courses, earn advanced technical certificates; in the future, they will be able to take continuing education classes.

In addition, a 10-gallon Heat Exchange Recirculating Mash System double-batch brewing system teaches students how to professionally brew beer; local commercial breweries can also use this equipment to run small test batches of new offerings. A chocolate lab on the fifth floor incorporates equipment for creating culinary showpieces with colored chocolate.

The equipment package for each baking and pastry lab includes three artisanal bread-baking ovens, an imported Italian ice cream machine that can produce gelato and American-style



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ice cream, induction stoves with convection ovens, and energy-efficient computerized combination ovens.

Digital ceiling cameras in each lab enable live demonstrations and recordings that instructors can share via monitors throughout the building. Observation windows offer a glimpse into classes.

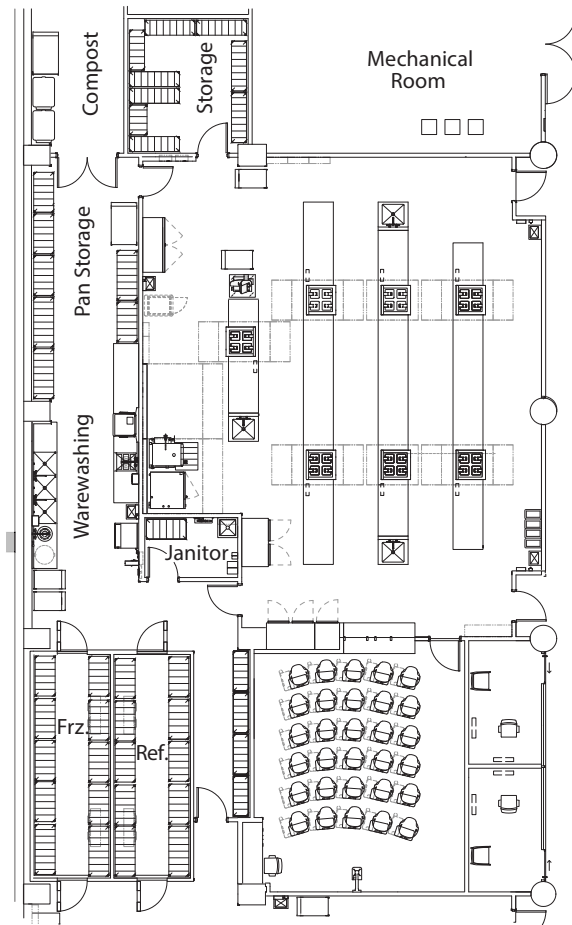
One key design aspect even pays homage to the project's benefactor. "Everyone was challenged to think of ways they could reinforce the relationship Valencia has with Walt Disney World using graphics and branding," Parker says. "We settled on stainless steel panels brushed radially with hidden Mickey ears; it's one of those details that, unless you know it's there, you may not notice it."

This project was not without its challenges. The dean of the school retired during construction, which led to modified plans mid-project. And working in a multilevel building brought additional challenges. "The greatest challenge was creating an exhaust system that would work with the unique layout of the project," Pellegrino says. "As the culinary floors were situated atop multiple apartment floors, the distances to work with were limited. We partnered with engineers to plan ducting for supply air and exhaust in these tight spaces."

Also, when it became clear that the induction stove did not consistently produce enough heat to activate the exhaust hood, the designers added a custom solution: a sensor at the circuit breaker to activate the exhaust hood when the induction stove was in use.

"It was exciting to directly impact the culinary arts curriculum," Pellegrino says. "We created a program that raised the bar and provided students with varying lab experiences that enhanced their educational experience."

The project is ongoing. In fall 2021, a 4,000-square-foot event space on the ground floor of UnionWest will be completed to provide culinary and hospitality students with practical experience and additional opportunities to engage with the community.



**Right: Students learn to create classical cuisine in the new lab.**



## KEY EQUIPMENT

### Pastry Classroom

- 3M water filtration system
- Advance Tabco bakery sink
- Advance Tabco hand sink
- Advance Tabco mobile worktable
- American Panel reach-in blast chiller
- Baxter roll-in proofer, two racks
- CMC America water chiller
- Deck oven, three sections
- Doyon convection oven mini rack
- Doyon divider rounder
- Doyon sheeter
- Doyon 20-quart mixer
- Empire Bakery Equipment spiral mixer w/removable bowl
- Halton exhaust hood, type 1
- John Boos & Co. wood top worktable
- Lakeside utility cart
- Mobile equipment stand, fabricated
- Mobile marble-top worktable, custom fabricated
- Panasonic microwave oven
- RATIONAL combi oven, two sections

### Hospitality Beverage Program

- Advance Tabco mobile worktable
- Glastender backbar counter w/sink
- Glastender blender station w/sink
- Glastender drain board
- Glastender hand sink
- Glastender ice bin w/insulated bottle wells
- Glastender ice cream dipping cabinet
- Glastender speed rail
- Hobart undercounter dish machine

- Omcan meat-aging cabinet
- Omcan meat-curing cabinet
- Server backbar refrigerator
- Server dipper well
- Scotsman ice maker with bin
- Undermount utility sink, custom
- Vitamix blender
- Wine cabinet, existing

### Kitchen Classroom

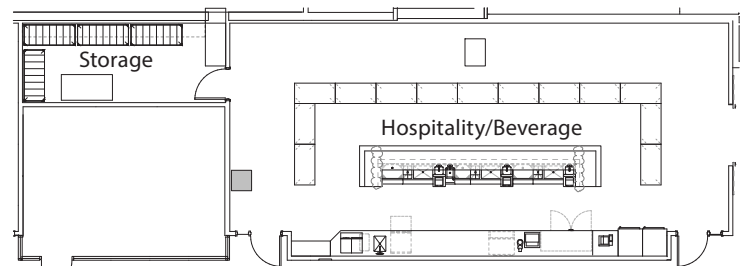
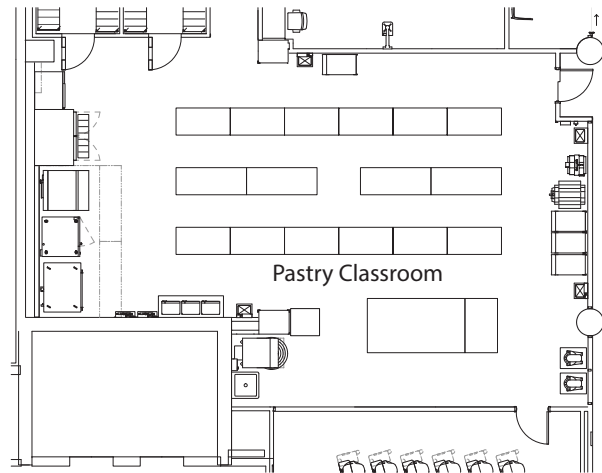
- Advance Tabco hand sink
- Garland range w/oven
- Globe slicer
- Groen tilting fry pan, 30 gallon
- Halton exhaust hood
- Lakeside utility cart
- Piper Products mobile equipment stand
- RATIONAL combi oven, one section with stand
- Work counter w/sinks, fabricated

### Warewashing

- Advance Tabco hand sink
- Carlisle mobile trash bin
- Clean-dish table, fabricated
- Component Hardware spray rinse
- Hobart dish machine with booster heater
- Pot and pan sink, fabricated
- Salvajor disposer
- Scotsman icemaker with bin
- Soiled dish table, fabricated
- Speakman eye/face wash station
- T&S Brass hose reel

### Level 3 Lab

- Advance Tabco hand sink
- Advance Tabco utility shelf w/mop hanger
- Alto-Shaam cook-and-hold oven, two sections



- Carter-Hoffmann herb and microgreen growing cabinet
- Garland induction range w/convection oven
- Groen tilting fry pan, 30 gallon
- Halton demand-control ventilation system
- Halton exhaust hood, type 1
- Lakeside utility cart
- RATIONAL combi oven, one section w/stand
- Slicer with stand (existing)
- Storage cabinet, fabricated
- True Refrigeration one-section, reach-in refrigerator
- True Refrigeration two-section, reach-in refrigerator
- Wall cabinet, fabricated
- Work counter, fabricated
- Work counter with sink, fabricated (2)



For wine essentials and mixology classes, Rippe Associates built an extensive bar for educating future bartenders.

# A Student Dining Revolution

*Initiating a master plan helped chart a data-driven, student-centered course for dining.*

By Dana Tanyeri | Photos by Mandy Rentschler





Butler University has long enjoyed a reputation for outstanding academics and athletics. In contrast, the institution also had one distinctly competitive disadvantage: Student perception of the quality and value of its dining program lagged far behind those of its peers.

With dated facilities and poorly structured meal plans, the program required revolutionary change. When Dr. Frank Ross joined the university in 2017 as Butler's vice president for student affairs, a role that includes

overseeing campus dining, he quickly recognized that need. Putting existing dining-hall renovation and retail addition plans on hold, Ross sought instead to develop Butler's first dining master plan. Data-driven and student-centric, the plan would outline strategies to elevate Butler Dining to a level befitting the university's reputation and in sync with its 2020 Vision, which focused on innovation and creating transformative, student-centered experiences.

"What I found was that many of the dining-program decisions that had been made weren't sustained

by data and there was very little student input," Ross says. "Also, the quality of campus dining was not where I wanted it to be. I decided to take a step back and bring in an objective,

third-party consultant with expertise in our segment to help us gather data and make informed decisions."

Enter Envision Strategies, a strategic planning and operations



**Above:** Butler's student-driven commitment to local sourcing has brought area favorites such as Illinois Street Food Emporium pastries and Julian Coffee Roaster coffees to campus menus.

**Left:** Data gathered during the master planning process demonstrated a need for more retail food options, as well as spaces for studying and socializing. The new Plum Market offers both — a wide variety of high-quality natural, organic, local and specialty foods and plenty of space for hanging out.



## BUTLER UNIVERSITY BUTLER DINING MASTER PLAN

consulting firm that has provided program assessment and master planning services to best-in-class higher education organizations nationwide. Led by Sojo Alex, senior associate at Envision Strategies, the firm's Butler Dining project team focused first on data gathering. The team made site visits to assess current programs and students' daily patterns, conducted interviews with students and staff, and facilitated focus groups. The team also fielded a market research survey to gather viewpoints on desired improvements from across the Butler community; in addition, benchmarking helped to assess how Butler Dining stacked up against peer institutions. Finally, the group analyzed plans for future campus housing additions to determine longer-term needs.

The research findings shed light on multiple opportunities for improvement, according to Alex. Top among them concerned the Greek community on campus. Of Butler's 4,200 undergraduate students, approximately 35% live in sorority and fraternity houses and are not required to have meal plans. Many of the Greek houses do not provide meals on weekends however, leaving those students to fend for themselves in an area with minimal off-campus dining options. The few retail foodservice venues on campus had limited hours, and many closed on weekends.

What's more, students could only use meal plans at Butler's two all-you-care-to-eat dining facilities — one in a residence hall, the other at the student union — which were not convenient to class locations, had limited hours and lacked appealing adjacent social spaces. Menus rarely changed, and few vegetarian options were offered.

"What we found was a mandated, declining-dollars meal plan with little flexibility

**Right: Basketball fans at Butler's Hinkle Fieldhouse now enjoy options such as all-local street nachos and tacos in addition to traditional game-day favorites.**

**Below: Trip's Corner Market at Apartment Village, one of several new retail venues, offers convenient access to snacks, frozen items, freshly prepared grab-and-go and take-and-bake foods, beverages and groceries.**

### AT A GLANCE

**Facility:** Butler University, Indianapolis

**Project:** Butler Dining master plan

**Consultants:** Envision Strategies: Sojo Alex, senior associate; Eric Lenard, senior consultant; Ann Roebuck, principal

**Scope of work:** Management advisory services, including program assessment, financial analysis, demand analysis, master plan recommendations, supplier selection

**Project results:** Significant increase in fiscal year 2020 program revenues compared to fiscal year 2017 revenues, elevated quality across all aspects of Butler Dining, higher student satisfaction





and very few places to spend those dollars,” notes Eric Lenard, senior consultant at Envision Strategies. “Compared to its peers, Butler was expensive and had more restrictions and fewer options. And the contract was structured so that any unused dollars went to the operator at the end of the semester. There was no incentive to reduce missed meals.”

## Master Plan

Collaborating with Butler leadership, Envision’s team created a dining master plan based on several key recommendations:

- Elevate residential dining to national best practices.
- Consolidate all-you-care-to-eat dining into one facility, at the union, and convert the lower-traffic residential dining hall to a multi-concept retail location.
- Enhance the distribution and mix of retail services to better meet the needs of meal-plan holders and the campus community.
- Reconfigure meal plans to drive value perception while increasing participation and financial availability, with particular focus on the Greek community.
- Restructure the dining-partner contract and key performance indicators.
- Create vibrant social spaces to nurture campus community, promote social interaction and drive retail participation.

Envision also recommended that Butler issue a request for proposal and start fresh with a new provider contract. Dr. Ross retained the consultancy to conduct a national search, led by Envision principal Ann Roebuck. The request for proposal was issued in October 2018, and by February 2019, a new supplier, Bon Appétit Management Company, was selected.

“One of the most important outcomes from Envision’s research and plan development was that it became clear we needed a new dining provider,” Ross says. “That change alone has elevated the quality of our program in every way. We have more, and more diverse, retail offerings. Rather than just one Starbucks on campus, as before, we now have multiple retail locations where you can find coffee within a five-minute walk in any direction. Vegetarian, vegan, organic and locally sourced foods are widely integrated both in all-you-care-to-eat and retail dining. The missed-meal factor is down significantly and catering sales, at least pre-pandemic, were way up thanks to greatly improved food quality.”

After implementing elements of the master plan, Butler Dining revenues have increased significantly. For Ross, however, financial results are only one measure of the plan’s success. “For me, dining



**Butler University’s new food-service provider makes local a key focus. For a recent Eat Local Challenge, chef Jordan Hall featured a dish made exclusively from ingredients sourced within 150 miles of campus.**

is a very important part of the student experience, of student success and retention,” he notes. “Envision Strategies was the perfect partner to help us understand where we needed to go and what we needed to change in order to make a much more positive impact with our dining program.”

A highlight of Butler’s embrace of the process,

Alex notes, “was the level of collaboration with Dr. Ross and other Butler leaders and their willingness to challenge the status quo to build a great program. We provided a lot of data — historical, current and projected future data — that supported the need for dramatic change and shed light on where the opportunities were. It’s easy to get overwhelmed with data, but part of our role is to boil it all down into a few key points that can put programs on the pathway to success. That’s exactly where Butler Dining is now.”

# Health-Conscious Employee Dining

*A healthcare staffing company sets out to design a premier-level cafeteria and catering kitchen to align with the upscale amenities at its corporate headquarters.*

By Amelia Levin | Photos by Katie Bricker Photography

They say Rome wasn't built in a day. Jackson Healthcare's new headquarters in Alpharetta, Georgia, wasn't built in a day either. The project started in June 2016 and wrapped up exactly three years later, in June 2019. The new building was designed to resemble an Italian village, complete with low-slung, Tuscan-style buildings, cobblestone streets and even a structure modeled after the ancient Colosseum.

"This project was a little different for us — I mean, how many times do you get to design a kitchen in a Colosseum?" says James Camacho, FCSI, president of Camacho, FCSI, a foodservice design and consulting firm based in Atlanta. Camacho served as the project manager, along with project coordinator and marketing director Anja Kuechenmeister, FCSI, for the foodservice portion of the multimillion-dollar, office-restaurant-retail-life-

style development. This is the third project Camacho has worked on for Jackson Healthcare, a healthcare staffing and technology company led by Richard Jackson, chairman and CEO, and Shane Jackson, president (and also Richard's son). The original headquarters facility was built in the early 2000s and underwent a renovation in 2013 before this latest, new-build addition for dining and amenities.

Jackson Healthcare sought to offer top-of-the-line health and wellness amenities to match the first-rate office spaces. For that reason, the collection of office and conference spaces also features a state-of-the-art fitness center and an Olympic-size swimming pool.

## Employee-Centric Goals

Camacho's goal was to provide a cafeteria that offered healthy and locally sourced foods for breakfast and lunch options every weekday, as well as a coffee, smoothie,



and gelato bar and catering options. The final result took shape as a 2,015-square-foot servery with some out-front cooking equipment, a 367-square-foot coffee bar and a 2,358-square-foot prep and catering kitchen, all positioned in that previously mentioned colosseum structure directly below the pool.

The Camacho team worked closely with the architects at Rule Joy Trammell + Rubio, LLC (RJT+R) in Atlanta, who handled both the Italian-style building architecture as well as the intricate interior design. The main goal was to

**Above: Jackson Healthcare's newest campus renovation in Alpharetta, Georgia, features Tuscan-style architecture and even a replica of Rome's ancient Colosseum, which houses the main kitchen and servery.**

**Opposite: The new servery features a 24/7 specialty coffee bar with a grab-and-go and minimarket component. Italian marble, dramatic pillars and other ornate elements dominate the interior design.**

"create a [health-conscious, employee-centric], 21st-century workplace within architecture that authentically recalls the Italian Renaissance," says R. Joseph Trammell, AIA, LEED AP, principal.







*Out front in the servery, each of the three stations (grill, pizza/pasta, deli) is designed to be self-sufficient.*

Italian-inspired touches are included throughout the dining facility, including ornate tile work, antique tin ceiling tiles, touches of leather and wood, arched windows, string lights hung from an arched ceiling element above the full-service coffee bar and an authentic pizza oven with brick surround. "Because the dining facility functions as a restaurant and employee café hybrid, we really relied on Camacho to help coordinate the unique equipment needs with our foodservice management team," Trammell notes. "They were

flexible with our aesthetic requests and desire to go above and beyond for our employees. Complexities such as the under-slab coordination and shape of the building were worked through with coordination of the entire design team."

Jackson Healthcare wanted its staff to enjoy a restaurant, not a cafeteria, Kuechenmeister says. As a result, the new space includes cozy booths in addition to tables, as well as a private dining space anyone can reserve. "The private dining area has servers that will take the

guests' orders, bring guests their food and even clear the table," she adds. Those sitting outside the private dining space retrieve their own food and beverage and clear their own tables.

Camacho's team designed the large, back-of-the-house kitchen to feature dedicated prep areas, including produce, meat and catering. Separate baking stations help control cross-contamination but contain no physical structures to impair sightlines between staff members.

Out front in the servery, each of the three stations (grill, pizza/pasta, deli) is designed to be self-sufficient, says Kuechenmeister, who notes that this cuts down on the steps staff must take to prepare food as the guests

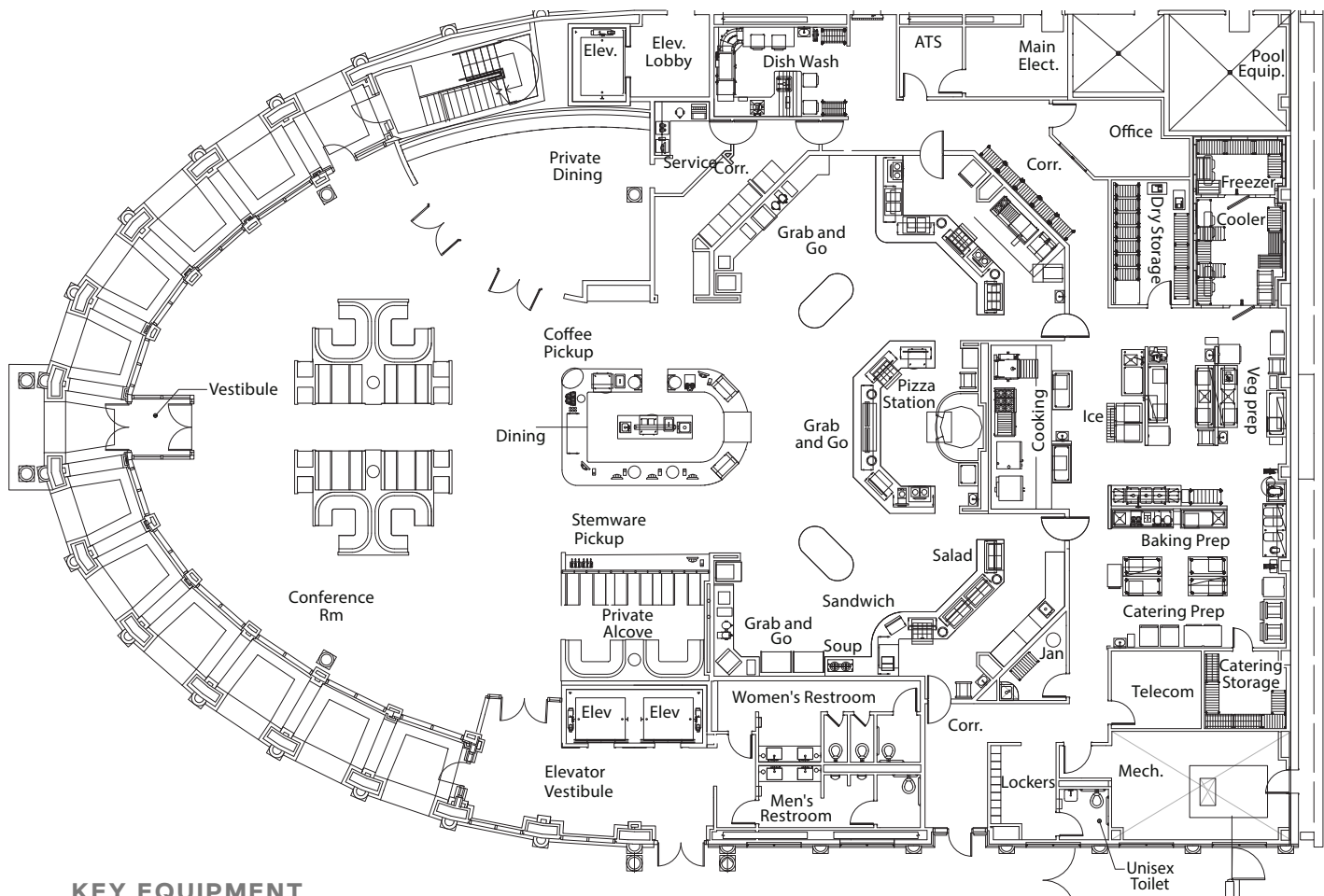
watch the action. The focal point of the servery is the Italian-style, marble-laden coffee bar with dramatic columns, where guests can pick up coffee as well as gelato and grab-and-go items. Customers can choose among five, independent POS systems when checking out at the coffee bar. The facility also features a mini retail section offering wine bottles, pasta and other items.

Hands down the biggest challenge with the Jackson Healthcare project was having to build a large kitchen beneath a swimming pool. "We had to work closely with

**When designing Jackson Healthcare's new servery, Camacho sought multiuse equipment and a flexible design to accommodate changing menus.**







## KEY EQUIPMENT

### Coffee Bar

- Rancilio Classe espresso machine
- Structural Concepts grab-and-go refrigerated self-service counter case
- Structural Concepts refrigerated self-service case
- Vitamix blender-rinser

### Salad

- Choice sneeze guards
- Spring USA built-in induction burners

### Grill Station

- Blodgett double-stacked convection oven
- Garland charbroiler
- Garland griddle
- Garland hotplate countertop
- Groen tilt skillet
- RATIONAL double-stacked combi ovens/steamer
- Vollrath, drop-in hot/cold wells

### Pizza/Pasta Station

- APW Wyott heated plate dispenser
- Spring USA induction range
- Wood Stone stone-heat pizza oven

### Deli

- Vollrath built-in induction warmer

### Dishwashing

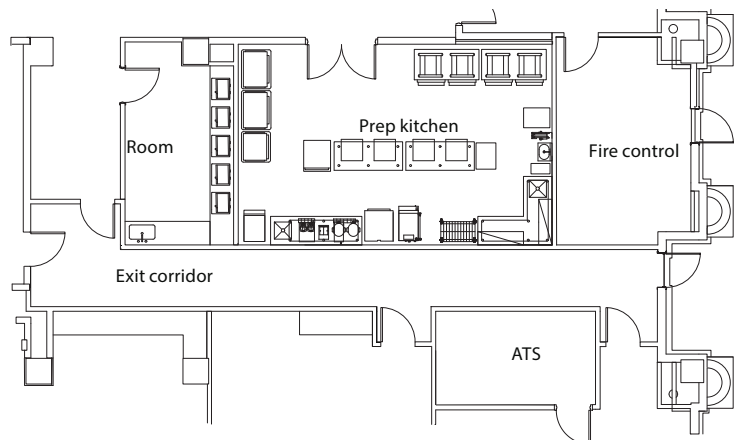
- Hobart Energy Star dishwasher

### Sanitation

- T&S Brass hose reels

### Other

- Air curtain/fly fan
- Cambro bussing cart
- Cres Cor universal pan rack
- Custom meat prep tables
- Custom wall-mounted shelves
- Delfield refrigerated equipment stand



- Eagle Group dunnage racks
- Eagle Group three compartment sink
- Eagle Group table-mounted pot rack
- Gaylord exhaust hood
- Hoshizaki ice bin and ice maker
- Iced tea brewer and dispenser
- Imperial Brown walk-in cooler and freezer
- LED lighting

- Metro shelving storage
- Premier Metal & Glass food shields
- Traulsen reach-in refrigeration

the architect as well as with the mechanical, electrical and plumbing teams," says Kuechenmeister, who notes the firm partnered with a manufacturer for the exhaust hoods and then worked with the mechanical engineer to make sure ductwork was routed appropriately.

Camacho says his team's main focus in terms of equipment selection was to choose items that could serve multiple purposes. "We tried to design [the server and kitchen] so that any operator could work in there," he says.

The interchangeable hot/cold wells at the grill station formed a key component of that approach. The versatility of these wells allows the culinary staffer to easily shift between serving different hot and cold dishes. Directly behind the coffee bar sits a large wood-fired pizza oven that staff use to bake pizzas and also proteins, vegetables, pies and breads. Built-in induction burners were installed in the grill station for cooking multiple dishes, from stir-fries to omelets.

At the salad station, flexible breath guards can accommodate either self-service or full-service offerings.

The Camacho team also designed a catering kitchen to serve a conference hall that seats over 200 guests. Staff prep food in the main kitchen and then use banquet carts and mobile warming cabinets to transport it to the catering kitchen, which resides in a separate building. Staff then



**The back-of-the-house production kitchen keeps sight lines open with plenty of prep space for staff to easily move throughout the space.**

place food items into roll-in refrigerators, or the food remains in the warming cabinet until service. A ventless combi oven and prep tables allow for last-minute steps. The catering kitchen equipment package also includes a refrigerator, a beverage counter, an icemaker and an undercounter dishwasher that handles glasses and smallwares to avoid the need for staff to cart those back to the main kitchen.

Camacho found it both personally and professionally rewarding to work on this project. "Our relationship with the partners of RJT+R goes back 30 years. It is always a pleasure to continue to work with friends."

## AT A GLANCE

**Facility:** Jackson Healthcare, Alpharetta, Georgia

**Project:** Restaurant-inspired employee dining facility and catering kitchen

**Design consultants:** Camacho, Norcross, Georgia: James Camacho, FCSI, CSI, CDT, president and project manager; Anja Kuechenmeister, FCSI, project coordinator (now marketing director); Bhagita Rowe, spec writer and Alan Clay, quality assurance

**Project budget:** N/A

**Foodservice equipment budget:** \$810,000

**Scope of work:** Programming, foodservice consulting and design, written specification, site inspections

**Architect/interior design:**

Rule Joy Trammell + Rubio, LLC, Atlanta:

R. Joseph Trammell, AIA, LEED AP, principal; Scott Kirk, NCIDQ, GA-RID, ASID, associate principal; Catherine Stelling, senior associate; and Rebecca Anderson, senior associate

**Engineer:** Conway & Owen: Annette Peterson, associate principal

**Dealer/foodservice equipment contractor/**

**fabricator:** Edward Don & Company, Woodridge, Illinois





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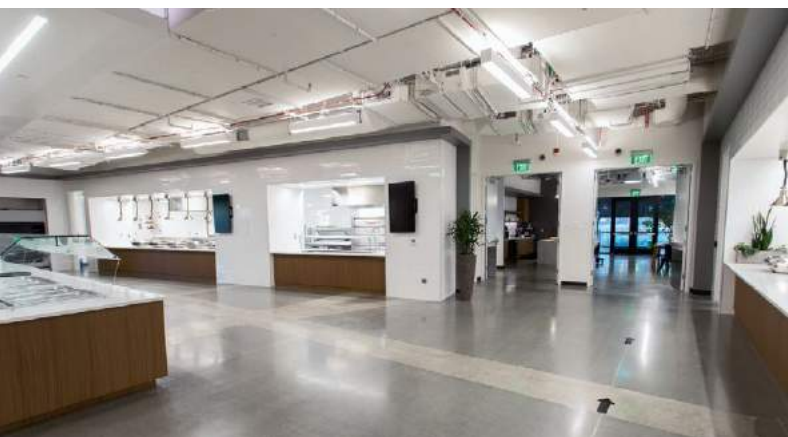
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# Cooking Up Next-Gen Solutions for DNA Testing Firm





*An enhanced foodservice space is intentionally designed in a main employee thoroughfare.*

By Dana Tanyeri | Photos courtesy of FoodSpace

When leadership at DNA testing firm 23andMe

began planning a move to new headquarters in Sunnyvale, California, integrating space for an inviting, accessible café was a key objective. Complimentary, on-site foodservice has evolved to become an important and expected corporate amenity, especially in the competitive Silicon Valley market. The move enabled 23andMe to raise the bar on what it offers.

"Collaborating over shared meals is an important part of the 23andMe culture," notes Rob Wood, principal and senior project manager at Arc Tec Inc., the

San Jose, California-based firm commissioned to design the 144,000-square-foot, three-story headquarters building. "Their previous facility, however, had more of a break-room-style kitchen to which foods prepared off-site were brought in. They understood what worked there and what didn't, and we spent a lot of time gathering feedback in order to set the stage for an enhanced foodservice space in the new facility."

In late 2016, early in the planning process, Arc Tec brought Silicon Valley-based consultancy FoodSpace in to help. Collaborating with Wood's team and 23andMe leadership, FoodSpace created an open, flexible café that incorporates unique design elements and innovative solutions. Centrally located just beyond the first-floor lobby, the café, dubbed 23andEat, is a focal point.

"Everyone who enters the building gets to experience the vibrancy

**Above: Centrally located, the café is a focal point of 23andMe's new corporate headquarters. Photo courtesy of Robert P. Calderwood Architectural Photography**

**Left: The open, flexible space incorporates unique design elements and service solutions.**

## AT A GLANCE

**Facility:** 23andMe, Sunnyvale, California

**Project:** New-build corporate café

**Design consultants:** FoodSpace: Joseph Schumaker, FCSI, founder and CEO; Marci Pick, vice president; Chris Pick, production manager; Renee Palmer, senior project coordinator

**Project budget:** \$750,000 (kitchen infrastructure and equipment)

**Scope of work:** Needs assessment, space planning, programmatic menu development, design and specification, RFP management, ongoing menu and financial review, monthly health and safety audits

**Architect:** Arc Tec Inc., San Jose, California: Rob Wood, principal; Marci Iverson, design director; Chris Thomas, project manager; Lulu Dong, senior designer

**Millwork:** Acosta & Sons Inc., Oakdale, California

**Dealer/foodservice equipment contractor:**

East Bay Restaurant Supply Inc., Oakland, California

**General contractor:** South Bay Construction Inc., Campbell, California

of that space," Wood notes. "The FoodSpace team did an incredible job bringing their experience and expertise in and aligning with our architectural design sensibilities. They approached this as a trusted advisor, helping the client explore options for what this space could look like and delivering design and equipment solutions to make it happen."

The 4,400-square-foot café, completed in August 2019, went beyond a typical design project for FoodSpace. "It was a full-service project, one that tapped all four components of our business model — plan, create, solve

and manage," says Joe Schumaker, FCSI, founder and CEO of FoodSpace.

## Working with X

Before any designs were sketched, FoodSpace focused on needs assessment, programmatic menu development and space planning. The firm conducted a full request for proposal process to secure the best operating partner. And the consultancy continues to provide menu and financial reviews, as well as monthly health and safety audits.

The café's design goes beyond the typical too. That's due in part to its subtle X configuration,



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FoodSpace avoided the use of sneeze guards in some areas by using undercounter induction ranges and chafing dishes with self-closing lids.

an architectural play on 23andMe's chromosome-inspired logo. To that end, the café divides into two separate areas, creating cross flow in the center and a split kitchen. "It's essentially a main thoroughfare where employees and guests walk throughout the day," Schumaker says. "It runs right through the server, which caused challenges in terms of the flow of products and people. We had to put a lot of thought into how to set up the kitchens."




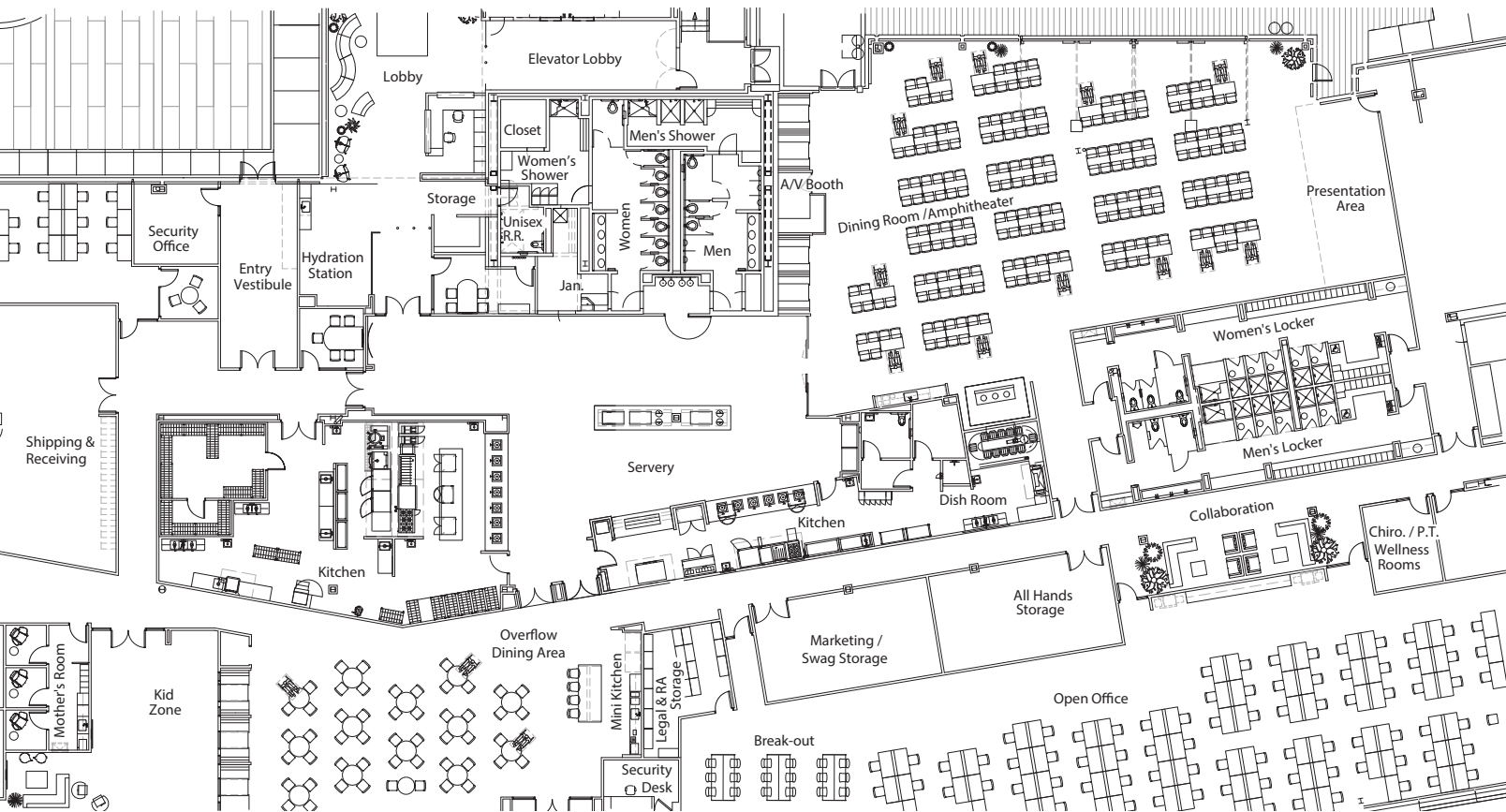
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## KEY EQUIPMENT

### Kitchen Area 1 (Cold Prep, Main Hot Line, Dishwashing)

- AccuTemp tilting kettle, tilting skillet, countertop griddle
- Advance Tabco two- and three-compartment sinks, hand sinks, worktables, dish tables
- Alpine Industries hand soap dispensers
- Cambro shelving
- CookTek undercounter induction ranges
- Custom millwork, stone countertops
- Eagle Group floor trough
- Ecolab door-type dishwasher
- Fisher pre-rinse faucet
- FWE mobile heated cabinet
- Hatco decorative lamps/heat lamps
- Jon Boos worktable
- Manitowoc ice machine and bin

- Nor-Lake walk-in cooler
- Pitco high-efficiency fryers
- RATIONAL combi ovens
- San Jamar paper towel dispensers
- Southbend convection oven, countertop char-broiler, six-burner range
- Streivor exhaust hoods
- T&S Brass wall-mount faucets, drains, pot filler
- True Refrigeration undercounter refrigerators, reach-in freezer
- Utility Refrigerator equipment stand with refrigerated base
- Vollrath planetary mixer

- Kitchen Area 2 (Vegetarian, Pizza, Salad Bar, Dishwashing)**
- AccuTemp countertop griddle

- Advance Tabco worktables, dish table, three-compartment sink, hand sinks
- Alpine Industries hand soap dispensers
- Avtec dish accumulator
- Blodgett deck oven
- Cambro shelving
- CookTek undercounter induction ranges
- Custom millwork, stone countertops
- Custom breath guards (salad bar, pizza station)
- Custom mop sink
- Ecolab conveyor-type dishwasher
- Fisher pre-rinse faucet
- Floor sinks
- FWE mobile heated cabinet
- Hatco heat lamps, booster heater, hot/cold food well unit, heated shelf food warmer

- Nexel lockers
- RATIONAL combi oven
- San Jamar paper towel dispensers
- Streivor exhaust hoods
- Structural Concepts self-service refrigerated merchandiser
- Southbend countertop charbroiler
- T&S Brass faucets, drains, pot filler
- True Refrigeration reach-in freezer, reach-in refrigerator, pizza prep refrigerator
- Utility Refrigerator equipment stand with refrigerated base
- Vollrath built-in induction cooker/rethermalizer
- Wolf hotplate





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**Left:** To maximize flexibility and create a “resommercial” aesthetic, main serving counters can be completely cleared off, enabling 23andMe to use the space for other purposes.

**Below:** Each kitchen has its own dishwashing area. One handles back-of-house/prep warewashing, while the other (shown), near a seating area, has a tray accumulator and handles china, flatware and glassware.

Ultimately, one of the servery spaces fronts a cold, raw-prep area with a hot kitchen that supports the main entree station. The other part of the servery features a dedicated vegan/vegetarian hot line and pizza station. “Because of the X, we also ended up putting in two dish pits,” Schumaker adds. “The first area handles back-of-house warewashing — pots, pans, utensils, etc. — while the second, closer to the seating area, has a tray accumulator and handles china, flatware, glassware, etc. Both areas also had to have three-compartment sinks.”

To help control labor costs, FoodSpace worked with the operator to stagger dishwashing schedules, enabling cross-utilization of labor. And multiple auto-wash, demand-controlled hoods deliver both energy and operational cost savings.

Flexibility and ambiance are two other unique aspects

of the café’s design. All of its main service stations can easily toggle between self- and full-service. Mobile utility cabinets allow for quick and easy equipment changes. And to achieve 23andMe CEO Ann Wojcicki’s desire for a space that feels comfortable and residential, FoodSpace focused on what Schumaker terms “resommercial” design strategies.

CookTek undercounter induction warmers, for example, pair with positive-closing Walco chafers, creating flexible, residential-style counter spaces for hot-food holding. Hatco drop-down lamps at each station can be hot or ambient, adding form, function and the aesthetic of a high-end restaurant pass.

The biggest design coup, however, is FoodSpace’s successful avoidance of sneeze guards typically mandated where self-service is available. “When I told the health department I wanted to



use undercounter induction and chafers without sneeze guards in some areas of the café, they laughed,” Schumaker says. “But I pointed to a catering code provision that stipulates if guests are serving themselves, there’s no financial transaction, and chafers lids close between each guest, sneeze guards aren’t required.

“After a lot of back-and-forth, they conceded that if we could ensure that the lids close within seven seconds after a guest puts the spoon down, we’d be OK,”

Schumaker continues. “We spent months testing equipment, finding chafers whose lids could be adjusted to close unassisted in six seconds. We hosted a demo day with the health department to show that it works and developed procedures requiring the operator to do monthly timed verification tests. We now have the only written approval in the country for this service style, paving the way for future creative solutions that help corporate clients achieve next-gen, resommercial-inspired dining spaces.”



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# A Space for all Reasons

*A budget-conscious design showcases a multiuse dining space at an employee headquarters building.*

By Paul King | Photos courtesy of Dynamikspace and 3.14DC





Corporate dining projects vary as much as the companies that commission them. But one aspect of virtually every corporate design, whether a new build or a renovation, has become universal: The space must be as different from employee workspaces as possible. That's because the

employees are the customers in the world of business and industry foodservice.

So, when Verizon Media hired Seattle-based design consulting firm Dynamikspace to renovate the kitchen and dining space at its Sunnyvale, California, headquarters, truly differentiating the dining operation from other aspects of the building

was a prime goal. Melanie Corey-Ferrini, FCSI, NCARB, the CEO of Dynamikspace and its sister company 3.14DC, accomplished that by creating a community atmosphere in the space, while designing something that Verizon Media could use for multiple purposes. The renovation was a win-win: It proved a cost-effective project for the company while at the same time producing a comfortable respite for employees.

"Verizon's café had been designed 30 years ago," Corey-Ferrini explains. "It had been designed with a different aesthetic in mind, and with a different flow from a participation standpoint. It was also outdated, code-wise. The question

was, 'What's the best way to tackle those challenges from a cost-benefit standpoint?'"

One reason Dynamik was brought in was because Verizon executives were impressed with the company's work at Microsoft's campus in Redmond, Washington.

"They liked the aesthetic, the flow, the open kitchens, and that it didn't feel like office space," Corey-Ferrini said. "But Verizon had a lower budget, so we really had to be creative. But that sometimes brings out some really cool ideas when you're forced to do that."

### Flexible Everything

After speaking with employees about what they would like to see and conducting a competitive analysis of the surrounding area — what restaurants employees frequent, what's missing in the community, and so on

**Scrabble tile-like lettering for signs such as the station names are easy to swap out when the foodservice program wants to make changes.**

### AT A GLANCE

**Facility:** Verizon Media, Sunnyvale, California

**Project:** Employee café

**Design consultant:** Dynamikspace, Seattle

**Project budget:** \$6.5 million

**Foodservice equipment budget:** \$2 million

**Scope of work:** Full interior remodel: front-of-the-house architecture and interior design, back-of-the-house kitchen and design

**Architect:** Dynamikspace

**Engineer:** United Mechanical, W. Bradley Electric

**Fabricator:** BCCI Construction — Contractor

**Millwork:** Architectural Elements, Architectural Wood Design Inc.

**Interior design:** Dynamikspace

**Dealer/foodservice equipment contractor:** TriMark USA

**Foodservice layout and specifications:** JLR Design Group, Seattle





**Left: Bright colors and strategically placed lighting help make the space inviting to customers.**

**Below: Local artists were commissioned to do wall murals to give the space a whimsical feel.**

— the decision was made to gut the area and create a program that would make the maximum use of the entire space.

"The café needed to be used frequently," Corey-Ferrini says. "Using it only from 11 a.m. to 2 p.m. is a waste of square footage. So we created spreadsheets for every hour of the day. We programmed it for breakfast, for lunch specials, for big meetings, for catered events."

Much of the serv-  
ery equipment and the  
furnishings in the 750-seat  
dining area are move-  
able, allowing the staff to  
quickly convert the space  
to whatever Verizon needs.  
"In California, real estate  
is always at a premium,"  
Corey-Ferrini notes, "so  
items such as mobile food  
carts satisfy long-term sav-  
ings. They cost more per  
unit because they aren't  
fixed, but it meant Verizon  
could also use that real  
estate for other things.  
They didn't want to have to  
allocate more space some-  
where else just to hold big  
meetings." Dining-area  
seating includes tables and  
chairs, with some nearby  
lounges and couches.

The servery was  
designed for flexibility not  
only in the space but in  
the menu as well. Stations





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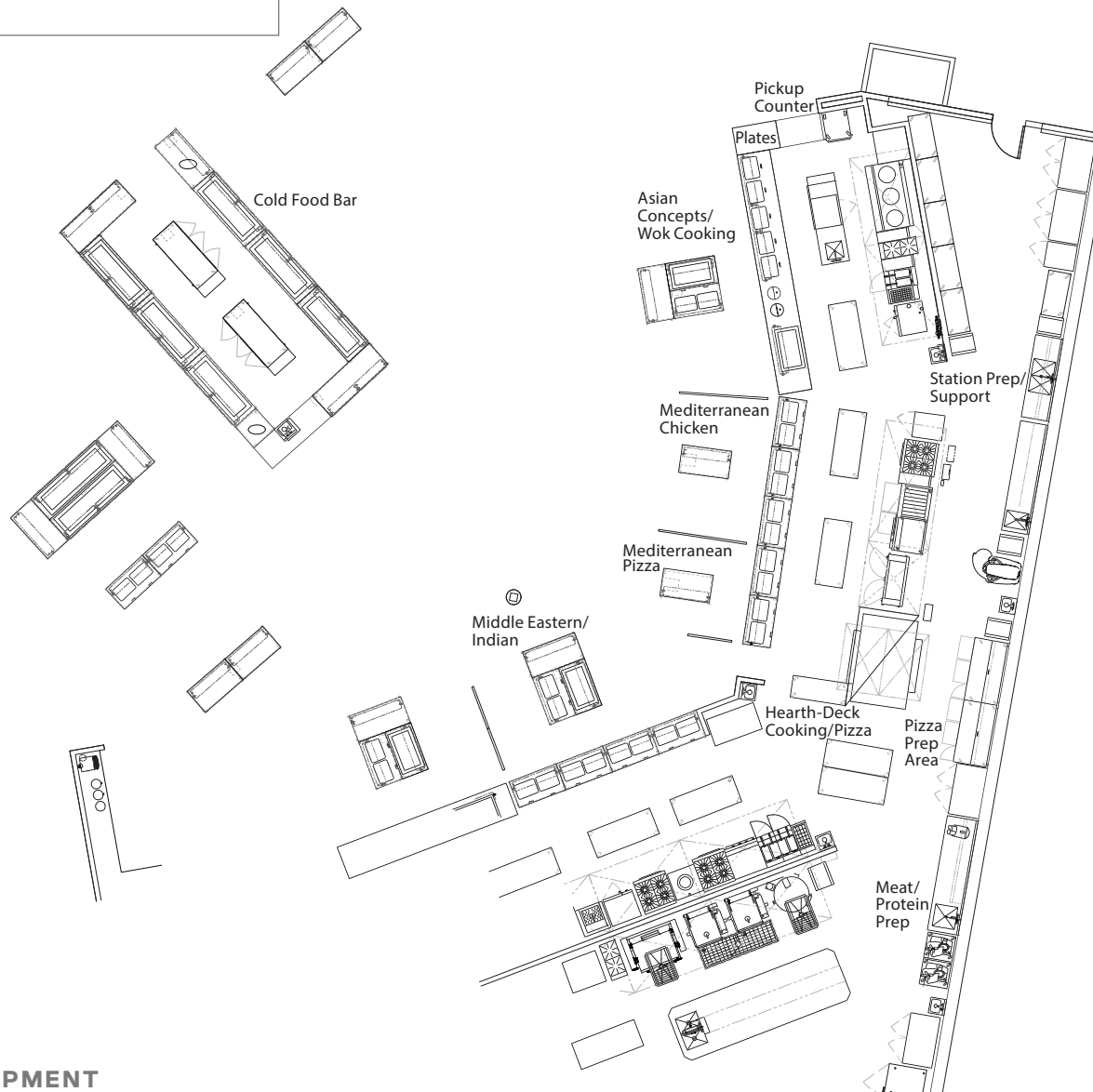
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## KEY EQUIPMENT

- 4-burner 36-inch range (3)
- BSI mobile cold serving cart (8)
- BSI mobile hot serving cart (6)
- BSI mobile hot/cold serving cart
- BSI mobile serving cart (3)
- Charbroiler
- Charbroiler, 36-inch (2)
- Charbroiler, 48-inch
- Chicken rotisserie oven
- Combi oven, half-size (4)
- Convection oven, double-stacked (2)
- Cooler merchandiser
- Cooltec remote rack refrigeration system
- Delfield one-door reach-in refrigerator (3)
- Delfield undercounter refrigerator
- Duracold bulk walk-in cooler
- Duracold bulk walk-in freezer
- Electrolux 45-gallon braising pan (2)
- Freezer merchandiser
- Fryer, 45-pound (2)
- Hearth deck oven
- Hot grab-and-go merchandiser (2)
- Mobile breakfast cart
- Mobile flex cart, ambient (10)
- Mobile flex cart
- Mobile flex cart, cold (2)
- Mobile flex cart, hot (3)
- Plancha griddle, 36-inch (20)
- RATIONAL combi oven
- Reach-in blast chiller/ freezer
- Reach-in refrigerator, two-door (2)
- Roll-in blast chiller/freezer (2)
- Roll-in combi oven (2)
- Stock pot range, two burner
- Tilting kettle, 80-gallon
- Urban cultivator (2)
- Vertical broiler with stand
- Vertical mixer, 60-quart
- Wok range, three-burner
- Wood Stone tandoor oven

*The servery was designed for flexibility not only in the space but in the menu as well.*



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can serve multiple menus and dayparts. At the same time, the menu reflects the diversity among the campus population. There is a station dedicated to all Asian cuisines, including Indian. At the same time, there is a separate station that offers only Indian foods, in a nod to the large percentage of Indians in Verizon's workforce. Another station serves a variety of Latin menus. The station that houses the pizza oven can cook all types of Mediterranean menu items. The design of the large salad bar/deli concept allows this station to also offer breakfast sandwiches and baked goods. A grill and specialty market complete the ensemble of options.

"The number of menu items was kept low, both to ensure the high quality of menu items and to reduce potential food waste," Corey-Ferrini adds. "Actual menus were hand-drawn. The menus change every two to three weeks, so there is very low operational maintenance, versus sending them out to graphic design or redoing digital screens every change."

"Then, we made each station highly flexible with regard to equipment, to be able to change specific items for different menus. The signage is flexible as well. We designed Scrabble-style blocks so they can change out names easily."

For the names of the stations, Corey-Ferrini tapped into the Sunnyvale neighborhood that Verizon Media calls home. Route 237 (salad bar and deli), Mathilda (Asian), Alviso (grill), Umunhum (Indian), Diablo (Latin), and Salt Flats (Mediterranean) all are familiar to employees as local streets or landmarks. Local artists were hired to paint street murals on the walls for a touch of whimsy, an additional signal that this was a departure from customers' work spaces. The result of all this, Corey-Ferrini says, was "individual units, but coherent, like a family."

Finally, the project added an additional eight mobile carts to give Verizon

**The kitchen at Verizon Media is small but efficiently designed to best support the wide variety of menu items.**

the ability to do mini pop-up restaurants. "We wanted to engage the local restaurants as well," she notes. "This will allow them to showcase two or three favorite menu items. It also gives Verizon's chefs the opportunity to experiment, to try out new things on customers."



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# Flexible

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**A**daptable. Versatile. Multifaceted. Insert your favorite synonym — all readily describe FCSI member consultants. They add that bit of *je ne sais quoi* that latches onto projects and moves them beyond the original manuscript.

In today's business world, flexibility intertwines in many different ways, from flexible kitchen equipment that can support multiple different cooking approaches to flexible design that can accommodate multiple serving styles or shift quickly in theme — and back again. Flexibility is at the core of descriptions of a space as communal, yet connected; traditional, yet modern. It's not always easily achievable, but forever desirable. And all the moving parts continue long after the newbuild, remodel or management advisory project comes to a close, and the right consultant knows that and guides toward that continuum.

Above all else, having an FCSI consultant on board brings a little Zen to the table. It's that fine balance of maintaining composure and a relaxed vibe when up against the inherent unpredictability that seems to magnetically connect with project work.

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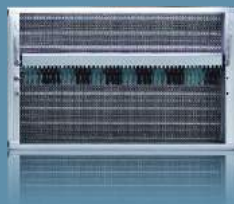
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