Consultants to the Best in Foodservice Planning and Engineering

Spring's End 2011



Earth Laughs in **Flowers**

e.e.cummings

Dear Associate,

On my way to getting my BFA, I discovered that the joy of being an artist was to say whatever I wanted because I had sole control of my work. Then I learned the value of critiques. When I listened to the criticism with an open mind, overriding my ego when possible, my own work got better.

Upon graduating and entering the professional world, I learned quickly not to say whatever I wanted no matter how important. "To everything there is a season, a time for every purpose under heaven:

Living on the Ledge

The Know Ledge – Design and Operation

Not having the information you need when you need it leaves you wanting. Not knowing where to look for that information leaves you powerless. In a society where information is king, none of us can afford that. -Lois Horowitz who coined the phrase "information is king" with this remark.

Nowadays the Internet gives us instant access to the king. But the information-king is powerless

unless (1) the information is true, and (2) the information is enhanced by experience and skills to form knowledge. Information must yield knowledge to be truly powerful, even if it is king.

The ledge of knowing can be either narrow or broad. Wide ledges are safer and more comfort-

Clients often call upon their food service operator to review the design work. It is assumed that they know the same things. To expect an operator to review a plan can put that person in a tough spot however. In the course of trying to perform well, he may end up simply protracting the schedule and increasing the cost to the design team. To make matters worse, the redesign is not as precise as the original plan whose de-



signer thought through a myriad of possibilities in his head and in test-fits electronic on 'paper" solve the design puzzle.

In the past 35 years, we have met operators possess an exceptional knowledge of equipment and layout. We can work on the puzzle together

and get it done in half the time because we are standing on similarly wide ledges of design knowledge. On these occasions the collaboration is exhilarating and results are superior. 1+1=3. Typically, however, the operator stands on a narrow ledge of design knowledge.

Please turn over ...

SPRING RAIN

DEFENSE

Black & Veatch: Mountain View

EDUCATION

SOM: NYSCA-PS315O and PS62R Net Zero William Rawn: Harvard -Tata Hall

HEALTHCARE

HDR:

New Ft. Bliss Hospital, USAG Humphries

WORKPLACE

Goody Clancy-HDR: DHS West Campus HOK-JBG: NCI Keiran Timberlake:

New London Embassy SOM:

King Abdullah Convention Center URS:

U.S. Capitol House/ Senate Kitchens Rehab SOM:

> PSAC II VOA:

Reagan Bldg Rehab Swanke Hayden: OBO Paramaribo Yost Grube Hall: OBO Cotonou Benin Project X in MI Whitman Requardt: 4 USG Projects ZGF:

DHS West Campus

RECREATION

Freelon/Adjaye/DBBA: National Museum of African American History and Culture SOM:

National Museum of US Army

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... A time to keep silence and a time to speak." My FYI gives the artist in me the opportunity to be creative and outspoken. It is meant to inform when I can, to give you an

elevating moment with the poetry and artwork, and to show you who we are behind the logo.

The Know Ledge article is written principally to clients who manage the review process, but maybe the client-project manager relationship isn't unique. Remember in My Big Fat Greek Wedding when Maria Portokalas said, "Let me tell you something, Toula. The man is the head, but the woman is the neck. And she can turn the head any way she wants." After all, whatever each of us, client or architect, does to make our service better and faster has to be considered good for all.

Isn't this spring particularly beautiful?

Thanks for the opportunities you've given us to work with you and to befriend you,

Lynn Hopkins

ROOM FOR YOU!





Common Knowledge

Both good designers and operators think functionally. They think about workflow and staff-bodies needed and how to minimize steps to accomplish the most work safely in a short time.

What Operators Know

Operators know management: insideout, upside-down, back-and-forth. Management of staff schedules, quality of work, and even personalities. Management of the bottom line. Operators can tell you their food and labor costs and P&L for each quarter. They think about marketing, customer satisfaction, and terms of their contract. They know what pieces of equipment need repair the most and about workplace injuries, and if they have enough cold and dry storage space, but don't ask them to tell you how many square feet they need, and don't ask them to rate a manufacturer that they have never used or expect them to champion a process or technology that is unfamiliar to them.

What Designers Know

A good designer is like a chef on steroids. He thinks about quality food production, but he also thinks spatially like an architect; he thinks about process like an engineer; he even thinks about presentation like a theatrical producer. The good designer takes pleasure in calculations such as the space needed for a 4-day supply of x-sized cases of suchn-such and where to put it and how to get the cases quickly from the dock to storage in one piece. He probably thinks

more about workflow than the operator, because the operator seldom has control over layout options and must simply work with the space he has been given. For designers, space is relatively fluid.

Designers analyze spatial requirements. They know what adjacencies and which combinations and sequences of equipment work best. From a library of hundreds of kinds of equipment, with a myriad of functional and energy-saving features, and energy sources, the designer tailors a good fit for each project's budget and goals.

A designer knows the ever-improving technology in the food service equipment industry. If you suggest certain kinds of equipment to an operator, he may recoil at it only because it is unfamiliar. The status quo is easier to digest. The kitchen is a place of manufacture. The designer must take into account the preservation of food quality during back-up food holding and display; bacteria abatement and shelf life are key because of the perishable nature of food.

Conclusion

Just as it is fine to use a test pilot, it is fine to have the operator involved in design reviews; another perspective can be very helpful. Yet, as the client or the architect your challenge is to listen carefully during on-board reviews for signs that the operator is fishing for something to say. Listen carefully. Does the operator offer a good reason for a change, and is he willing to discuss the ramifications

of his request? Both the design process and the built facility will be more successful if you give priority to the operator in management matters and priority to the designer in design matters. After all, who can design a better airplane, the pilot or the rocket scientist (read: aeronautical engineer)?

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