



# FYI Newsletter



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## Dear Associate

Welcome to Spring with HOPKINS!

Spring. Last Saturday was my first day back in the garden. I decided that the first step would have to be pruning; work I should have done in chilly March. I needed to cut back the butterfly bush, the roses, and the red twig dogwood so they will be full and lovely rather than long and thin. The concept of cutting back, of diminishing to get more fascinates me. "Less is more" is a catchy phrase constructed by Robert Browning, who probably conjured it up while pruning!

**In honor of this healthy springtime ritual, my feature article is about proper pruning of HOPKINS services.**

As passionate as we are about commercial kitchens with their whirring gears, shiny steel, fire, and ice, and as fascinated as we are by the paradox that this mesh of machinery produces delicate and delicious food for the multitudes to feast on, we must admit that commercial kitchens are very expensive. Millions of dollars spent on design and construction commits the owners to spend additional hundreds of thousands of dollars on labor, ingredients, water, power, and maintenance. That's not an apple everyone can or should bite into.

Our feature story is about Etsy, a successful young company that came up with a creative way to reap all the benefits of food service in a delightful and most economical way.

Enjoy the spring. Never cut back on planting kindness. Its flowers are lovely and graceful.

Your consultant with food for thought,

*Lynn Hopkins*

- Lynn Hopkins

## The Etsy Model

All Gain, No Pain

Let's face it, whatever is most valuable often costs the most. A multifaceted diamond that sprays flashes of rainbows at the wave of a hand costs more than a rhinestone. An urban mansion costs more than my log cabin in the country.

In-house food service can help an organization save millions of dollars in catering and labor cost, gain productivity, pump up team spirit, attract the stars, and keep staff healthy and happy to be there. But, unless the organization has enough potential customers or a large enough catering demand, the hard first and operating costs may outweigh all the valuable soft benefits.

In their Dumbo, Brooklyn headquarters Etsy, a rapidly growing company that pools independent artists to create the world's biggest virtual crafts fair, has come up with a way to gain the foodie benefits of giants like Google and Bloomberg at a fraction of the cost and none of the risk. For Etsy, business is about innovation and having the tools to flex for change. Etsy's food program does just that.



With only 744 employees, Etsy is not big enough to have a profitable cafeteria on site so they came up with a creative option that works! On Tuesdays and Thursdays the entire staff is treated to a free catered lunch provided by one of a cache of local restaurateurs. The caterers collaborate closely with the Etsy food service team to prepare the menus. They make sure that menu offerings meet the special diets or allergies of any teammate.

Each of their nine floor pantries is stocked with free granola bars, coffee, yogurt, and other

## HOPKINS' Spring Garden

### CULTURAL ARTS

#### It's My Party

- The Anthem

#### Ewing Cole

- NMAI - NYC

#### SOM

- NMUSA

### EDUCATION

#### Gensler

- Georgetown Day

#### Goody Clancy / BIG

- Isenberg School

#### Leo A Daly/BIG

- Wilson School

#### SHoP

- Syracuse University

#### STV

- Grant Hall, West Point

### HEALTHCARE

#### HDR

- R.O.B. Weilerbach

### WORKPLACE

#### BNIM

- OBO Kampala

#### Ennead

- OBO Nassau

#### Faithful & Gould

- Dirksen Senate Office

#### SHoP

- OBO Tegu

- OBO, Bangkok

#### Studio Gang

- OBO, Brasilia

#### SOM

- USDOT

- Tenable

- Montgomery County Courthouse





## Eating at Work

**THE ETSY MODEL CONTINUED...** healthy snacks. The main floor catering pantry, (a.k.a. kitchen) connected to the servery is stocked with breakfast and also light lunch items (like pb&j fixings) every day, and on most Thursdays and Fridays there are local eggs that have been boiled too! There is some space in the 'kitchen' too where the caterers warm up their offerings and stage the meal. There is no food prep capability.

On the ground floor is the dishroom. Staff eat on china with flatware for the sake of Mother Earth. Everyone feels good about minimizing waste for the landfill.

The servery is a buffet. The caterers set out their menu items for the 12-2pm lunchtime. After 2pm, everyone is welcome to return for seconds or to grab a carry-out container to take food home or for the next day's lunch. No waste!

In fact, Etsy is committed to running a zero-waste operation by 2020. Its headquarters officially achieved Living Building Challenge certification. It is the largest building in the world to earn this certification (administered by the International Living Future Institute).

Cleanup and dishwashing is shared by a small team of Etsy staff members, with the caterers chipping in as well.

Because catered lunch isn't offered every day, the staff looks forward to picnicking days. I say picnic days because there are 30 picnic tables in the dining room, and two on the roof where on beautiful spring days there is a mad dash for a spot to lunch al fresco with each other.

I like it! All the value of a full service cafeteria for a fraction of the cost. Imagine how many years of free staff meals Etsy can provide for less money than the multi-million dollar cost of building and operating a commercial kitchen.

As a tailored food service system for Etsy, it's perfect. The catered lunches make the teammates feel special, they have plenty of variety of food, they look forward to their get-together days, and they have a sense that they are contributing to a green and healthy planet. During lean times Etsy need only drop a free-lunch day or two with nothing lost. When the dropped day resumes, everyone rejoices. It's a sure sign of success shared by all.

Etsy! Every time I hear the word I think of the Greek meaning, which is "like THAT!" Ω

Art credits: Front Page: from top left: Paul Newman & Joanne Woodward kiss on a swing at Venice Beach, Allan Grant, Life Magazine, 1955; White Tulips, artist unknown, 2015; Skip Walker, Family Series, 1990; Etsy Dining from website, no credit given; Tjalf Sparnaay, Fried Egg Double, 2015.

Back page: Mark Chagall The Birthday, 1915.

## The Teaching Moment

### THE GUIDING LIGHT OF ACADEMIC OVERSIGHT

Richard Hopkins, FCSI, CFSP was recently interviewed by the Construction Industry Institute (CII) for a workshop on methods to measure and improve the quality of building design deliverables for major specialty equipment.

The CII, based at the University of Texas at Austin, is an organization comprised mostly of owners and developers, but also includes contractors, vendors, and some AEs. Its mission is to conduct research to improve the process of construction for owners, and to avoid added cost. Here is a sampling of what Richard identified as common causes for delays and cost overruns:

1. Contractors sometimes fail to build the food service envelope according to design, resulting in equipment not fitting in the space.

2. Utility services are often missing or incorrectly located due to lack of coordination among contractors of different trades. Review of both

the utility and food service drawings during the bidding and construction process is necessary.

3. Failure of the kitchen equipment contractor (KEC) to return submittals in a timely manner results in construction proceeding without the necessary coordination.

4. KEC failure to consider all requirements for equipment that they substituted to reduce cost often results in a disheveled version of the design that requires patchwork.

5. KEC reassignment of installation of some equipment or components from the specified installer to another installer who lacks the understanding of relationships, expectations, and quality standards.

6. Other design team members specifying components inside the envelope of food service without coordination with the food service consultant.

7. Code compliance. Sometimes the engineer or architect is not sufficiently familiar with local codes to anticipate components that must be installed in space adjacent to the food service equipment, resulting in inadequate space for these components. For example, a backflow preventer for a hose reel may be required, and the code required clearance may impact the equipment clearances on the food service design plan.

8. Food service designer drawings and specifications may not be sufficiently detailed and coordinated with custom manufacturers' requirements before the submittals process. When submittals come in, the typical food service consultant cannot identify all the conflicts and omissions, requiring the contractor to modify the space, add additional utilities or change their routing, change equipment, or modify equipment already installed at additional cost to the owner and project delays.

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The universe is full of  
magical things  
patiently waiting for our wits  
to grow sharper.

- Eden Phillpotts