Executive Summary

As a small foodservice contract company, L&K Gourmet was founded in 2010 by two successful Registered Dietitians who are both Virginia Tech alumni. Our company is based in Blacksburg, Virginia. The CEOs of L&K Gourmet are Kim Goin and Lindsey Wallace. Since 2010 we have been a profitable organization. We are committed to financial responsibility through all aspects of monetary allocation. At L&K Gourmet our company is dedicated to serving nutritionally sound and secure meals. Reliability and loyalty to our customer are our top priorities.

Through previous contracts, we believe that we have perfected the products and services that we offer to our clients. The products we believe that are standouts of our company are menus and quality ingredients. Services offered at L&K Gourmet which are unique to our company include HACCP Plan development, outstanding dining experience, and catering services.

L&K Gourmet is the perfect company to bring into a long term care facility operation because we understand that it is home for our customers. We strive to bring a positive experience through food to our residents and ensure high customer satisfaction ratings.

As a small business, we have grown our company in the past three years through an increasing number of accounts. From building our experience, we feel prepared to expand our company through new contracts. We continue to look for opportunities of growth in the state of Virginia.
Business Description and Summary

L&K Gourmet is a small contract foodservice company. This company is operated by two Registered Dietitians. Our business is directed towards managing long term care facilities and we also specialize in catering. Our foodservice operation systems approach is classified as conventional. By contracting with a long term care facility, we are an onsite operation. We have a clear and direct path for how our company operates;

Mission statement

Our company is dedicated to serving nutritionally sound and secure meals. Reliability and loyalty to our customer are our top priorities.

Vision Statement

At L&K Gourmet, we rely on our core values to structure our company. Our values embody the knowledge and management qualities to serve nutritious, quality meals. It is our goal to provide our services in a caring and individualized way. Operating and growing as a company in a financially feasible manner is top priority. As a small business, we see ourselves expanding within the state of Virginia while serving to the needs of each local community.

Goals

Our goals are in line with the expectations we have made as a company. These goals include;

- Being loyal and transparent to our accounts and their contracts
- Provide positive food experiences for customers by serving safe, nutritious, quality food.
- Having a receptive relationship with our customers and ensuring their satisfaction by incorporating feedback into our foodservice
- Training employees to the highest standards and expect nothing less than exemplary performance.

The skills and experience that we bring are instrumental to achieving the goals of the company. Having two founders that are registered dietitians gives the company clinical knowledge that can be applied to making menus and selecting products which will best fit the needs of residents at long term care facilities. Also, we have extensive experience with menu planning and are experienced in using the programs that analyze the nutrition and track the resident’s diets. This allows us to provide training for our employees so they will know how to use these valuable tools. Most importantly, we make food safety a top priority. As two dietitians that are Servsafe certified, we understand that we are serving a high risk population in addition to holding catering events which will serve large amounts of people. Therefore we are very serious about the safe delivery of food to the customer.
Advantages

There are also advantages to having our contract management company in a long term care facility operation.

- We provide pre-planned menus that fit a variety of diets which are in line with the Virginia Department of Health’s regulations for extended stay facilities.
- In-service training is provided to all employees in the foodservice operation.
- Existing employees are kept at the facilities that contract with us.
- We have contracts with multiple vendors that are able to meet the needs of each individual facility and also guarantee purchasing and ingredient consistency.

Unique Attributes

Finally, our unique attributes make L&K Gourmet an undeniable choice among other contract companies.

- Being a small contract managed foodservice operation gives us the ability to have a personal relationship with our accounts. We realize the importance of each individual account to the company and reflect that value in our service.
- The catering option that we offer is a great financial asset to the facilities that contract with us and truly sets us apart from other contract managed foodservice companies.
- Having two Registered Dietitians as the company's co-founders allows us to offer a different approach to management and service that cannot be matched by others.

Day to Day Operation Management

Our approved foodservice manager will manage the day-to-day operations of the long term care facility. The foodservice manager will be trained by our company and will be able to implement our policies and principles at the long term care facility’s food service program. A registered dietitian will be the director of nutrition services and is an employee of the contract company as well. The budget for the foodservice operation will be established by the foodservice manager and approved by the company. The manager also will set the budget for the labor costs of the long term care facilities employees and have that approved by the facility. The foodservice manager and dietitian will work together with the long term care facility when going through the hiring process of new employees for the food service operation as well as tasks such as menu considerations. The manager will also be responsible for training new employees in addition to in-service training for existing employees. L&K Gourmet employees’ will be included on the company’s payroll.
**Definition of the Market**

**Identification of Customers**

Our customers that will be purchasing products and services from L&K Gourmet are predominately older populations. The expected age range would be 65 to 85. Of these residents, most would be of the assisted living population. However, we would also be serving rehabilitation residents and hospice residents. These rehabilitation residents are usually of a younger age range. We will also be offering our products and services to staff, family members, and guests. We also expect a variety of customers to utilize our catering services. We want to encourage community members and events related to the community to make use of our catering services.

**Needs and Demands of Customers**

**Food Preferences**

We recognize at L&K Gourmet that our customers are accustomed to regional foods. We feel certain that our menus cater to and satisfy a variety of palates.

**Friendly Service**

All of our customers deserve pleasant and positive interactions with our foodservice staff. L&K Gourmet realizes that for many of our customers the long term care facility is their home. We serve our customers with the highest respect. We know that each work day, we are entering into a home not just a workplace.

**Efficient Service**

Our customers deserve to be served at the defined dining times. The foodservice employees are well trained to produce a variety of meals in a set period of time.

**Strict Food Safety Practices**

L&K Gourmet understands that our foodservice operation is serving a high risk population. Our customers demand and deserve food secured from damages, adulteration, pollution, cross contamination, disease, and microorganisms capable of producing foodborne illnesses. Our staff is committed to strict food safety practices in all aspects of the flow of food.

**Meal Accommodation**

We realize that some of our customers need assistance in enjoying their meals properly. We offer a variety of specialized serving equipment to assist our customers with their needs.

**Access to Nutrition Information**

All ingredients in our homemade recipes are available for customer review. Also, nutritional information of meals is available for customers to access.
Variety of Nutritionally Adequate Diets
Our customers demand healthy options daily. We strive to serve the least processed foods. We also supply the dietitians with several diets for the customers with specific needs. These diets are: regular, carbohydrate controlled pureed, renal, variety of allergen free diets, and vegetarian.

Combined Family and Resident Dining
It is important to create a welcoming atmosphere for residents and guests to dine together.

Grab and Go Items
These items are available to staff, family, and guests for their convenience.

Employee Discounts
There will be lower cost of food provided to the staff through employee discounts. We value our employees and strive to provide for them.

Catered Banquet Meals
The needs and demands of catering events will vary greatly depending on the event. We have catering options for all needs and all budgets. We will provide our customers with the formal service they deserve.
Description of Products and Services

Products

Quality and Nutritious Ingredients
Through our vendor we select a particularly high standard of food product that meets the needs of our customers. Because of our unique backgrounds as Registered Dietitians, our clinical knowledge and menu development skill set is instrumental in selecting fine and nutritious ingredients. With these ingredients our foodservice staff can create exceptional meals that satisfy the palate.

Menus
We offer a variety of specialized menus for our customers. We have included three samples menus: regular, carbohydrate controlled, and cafeteria. In addition to these, pureed, renal, varieties of allergen free and vegetarian diets are available. Our menus are offered on a 5 week cycle and are semi-select. We also strive to cater to all religious and cultural demands and needs of our residents through menu manipulation.

Specialized Serving Equipment
We offer a variety of specialized serving equipment to the foodservice operations we contract with. For the long term care facilities, we supply specialized feeding equipment for residents. The equipment we offer is as follows: easy scoop plates, weighted spoons, bent spoons, weighted glasses, and no-spill tip back glasses. We also provide temperature covers for food that is transported during room service deliveries. It is important to note that L&K Gourmet is always looking for improved specialized serving equipment. As new products come on the market, we strive to supply those products to our customers.

Thickened Liquids
We offer thickened liquids to our customers. These are available in nectar and honey thick for residents who need assistance to swallow. We also offer packages of thickener, honey and nectar thick, to add to soups, other drinks, sauces, etc.

Pureed Molds
At L&K Gourmet we want to serve every individual the best meal with an “at-home” atmosphere. We offer a variety of food molds to accomplish this for those on pureed diets. The molds that we offered are appropriate for meats, meat alternates, fruits, vegetables, grains, and some dairy products.

Tube Feedings
We offer tube feedings for all residents who need this service. These tube feedings are individually crafted for each resident’s physiological state. However, we encourage
our dietitians at our foodservice operations to only provide tube feedings when absolutely necessary.

**Snacks**

Snacks are provided to the residents. These can be acquired between meal times. Snacks are contingent on the residents’ diets and approved by the dietitians at the long term care facility. Snacks are healthy options and include foods such as yogurt, peanut butter crackers, low fat cheese sticks, assorted nuts, pretzels, hummus and carrot sticks, dried no sugar added fruit, etc. Snack consumption is also recorded and tracked for each resident to ensure nutrient limits are not exceeded.

**Uniforms**

We supply two uniforms for all foodservice employees. This is to maintain a professional dress and limit contamination of foods from unapproved apparel.

**Catering Supplies**

We strive to provide all essential supplies to catering events to see success. The supply includes:

- Holding dishes
- Tables
- Chairs
- Linens
- China
- Custom menus
- Audio visual equipment
- Cocktail tables
- Display tables
- Décor
- Server Uniforms

**Services**

**Resident Dining**

We value creating an “at-home” feel while dining. This is why we have set times throughout the day for each resident to enjoy breakfast, lunch, and dinner with friends, family, and guests. Each meal is served in the resident dining room area. In the dining room, guests choose their own seats at the table of their choice. The meal ticket, that is produced from the Diet Tech, is then given to the foodservice staff. This meal ticket includes the items that the resident picked from the menu offered at that certain meal. The foodservice staff then brings that resident’s meal and drink to the table.

If any residents need special accommodations, it is available. These accommodations are room service meal delivery and dining assistance. Room service meal delivery is a similar process to dining room service. With room service meal delivery, the meals are covered to maintain temperature and delivered to the resident’s room by a foodservice
staff member. The foodservice staff member is responsible for setting the tray up for meal time on resident’s table, bringing table to resident, checking the meal for correctness and asking if resident needs further assistance.

Dining assistance is a service that can be utilized by any resident who feels or by doctor’s order that they need help consuming all meals. Foodservice employees are collaborating with nurses in this service. A nurse, employed by the long term care facility, will be assisting with feeding the meal to the resident. The foodservice staff continues to bring the resident’s meal and drink to the table. The meal may be accompanied by specialized serving equipment.

**Employee Dining**

The staff will be able to enjoy meals at a discounted rate of 15%. Staff are to approach the cafeteria counter and place their order for that meal. The staff are then given their meal and can be seated in the dining room. The staff also has grab and go options for members who do not have time for a sit down meal. These grab and go options can be seen on the cafeteria menu.

**Family, Friends, and Guests Dining**

Residents are encouraged to bring outside guests to their meals. These guests will be able to dine with the resident they are visiting. These guests are to purchase meals similar to the staff. Guests, however, will not receive a discount. We feel that meals are reasonably priced and that paying for a meal here is similar in quality and value to dining at a restaurant. They will approach the cafeteria counter and place their order for that meal. They will be given their meal and can be seated in the dining room with their loved one. Grab and go options are available for guests as well.

**Special Holiday Meal Services**

We offer special holiday meal services seasonally. The four meals lie closely to Thanksgiving, Christmas, Easter, and the 4th of July. Because we respect each religion and cultures’ preferences in celebrating or not celebrating these holidays, we do not label these holiday celebrations. The intent of these special holiday meals is to celebrate the health of the residents and join in fellowship with one another.

**Vendor**

L&K Gourmet is responsible for selecting a vendor for our foodservice operations. Also, because we manage the foodservice manager, who is ultimately responsible for the selection of recipes and ingredients, it is justified that we choose the vendor that will best fit the foodservice manager’s needs. There are many conversations had to decide upon a prime vendor for our facilities, but it is ultimately L&K Gourmet’s decision.

**Catering Service**

Because the long term care facility already has an onsite banquet room, we will be utilizing it for our catering service. When an event is to be catered, the catering coordinator will be collaborating with the foodservice manager to see the event to success. The catering
coordinator of the foodservice operation will be responsible for the components of catering. The food production staff that are employed in the foodservice operation are responsible for all dishes for the catered events.

**Food Safety Training for Employees**

All managers, dietitians, and certified dietary managers are expected to have their ServSafe certification. However, we provide the means for these managers and dietitians to obtain their ServSafe certification and recertification. L&K Gourmet also provides the resources, in addition to our managers’ food safety knowledge, for our foodservice managers to conduct food safety in service training for the employees. This ensures that all foodservice employees are producing safe and secure meals. The employees also are knowledgeable of all ways to prevent foodborne illnesses throughout the flow of food.

**Nutrient Analysis of Meals and Tracking Resident Diets**

We provide the capabilities to the foodservice operation, specifically the dietitian, diet tech, and certified dietary manager, to analyze the nutrient composition of all meals and to track resident nutrient intake. L&K Gourmet has found that Geri Menu is the most reliable and user friendly program in long term care facilities. It is an excellent resident dining management tool for our foodservice operation to utilize.

**HACCP Plan**

We are committed to serving safe and secure meals to all customers. This commitment begins with preventing foodborne illness outbreaks in meals. As we contract with your foodservice operation, we will construct a HACCP plan for all aspects of the flow of food.

**Meeting Needs of Target Populations**

**Assisted Living**

We strive to create a home environment when serving the residents. We do this through creating home like meals and friendly service. We feel that through our variety of menus, that we satisfying even the most critical palate. Through our customer satisfaction feedback form and daily conversations with the residents, we feel confident that we are continuously improving our menus and service to meet the needs of the assisted living residents.

**Rehabilitation**

We realize that rehabilitation residents have a wider and typically younger age range, which means a different set of preferences. Rehabilitation residents seek meals that they are accustomed to at home and at restaurants. We feel that our crafted menus and our quality ingredients will do nothing but satisfy the needs and demands of our rehabilitation residents. The same services of room delivery service and assistance with meals are offered to these residents as well.

**Hospice**
We strive to create positive dining experience for those patients in hospice care. We welcome all hospice residents to the dining room with other residents, but respect their wishes if they choose to not to. Therefore we catered to their needs by offering room service delivery for every meal if they choose so. We realize that these residents may have special requests for comfort food items or meals that stray from the menu. We strive to cater to those special requests case by case and to the best of our ability. In our foodservice operations we attempt to accommodate those requests with the product we have on hand.

Catering

Through our catering service, we plan to meet the needs of every individual event case by case. We have formatted our catering service to fit budgets of every size. Also, we have a variety of food vendors to select products from. Our contracts with long term care facilities allow the foodservice manager to pick product from an array of vendors. This will vary depending on each customer seeking catering services.

Customer Satisfaction Feedback System

We can only be successful as a foodservice operation if our customers are satisfied with our products and services. The customer satisfaction feedback system is implemented to reflect the thoughts and concerns of our customers. These will be available in paper copy to all customers who dine with our foodservice operation. We welcome all opinions from staff, long term residents, short term residents, family, friends, guests, and community members. We will see to it that every resident and rehabilitation patient has the opportunity to give us feedback at least once during their stay at the long term care facility. These are crafted for all customers to share their thoughts and opinions of our foodservice operation.
Menu Discussion

After composing the menu and conducting the nutrient analysis, we agree that the following should be explained:

The cafeteria menu is identical to the regular resident menu. However, it contains added “grab and go” options. These options are available to the staff and guests at the long term facility. We decided to offer a “grab and go” section to serve lighter and readily available options to employees and guests. Also, we considered that employees may want their food quickly or to add to their already packed lunch.

We have decided not to offer soft drinks in our facility. We believe that offering these products would be hypocrisy against our values to serve nutritionally sound meals and snacks. Family members and guests, however, are not restricted from supplying these types of drinks to their loved one. However, they must get these drinks approve by their loved one’s residing dietitian.

We also need to address the sodium content of several meals. We feel like the software we used to analyze the menus, Nutritionist Pro, artificially increased the actual sodium content of our meals. The sodium content would be much lower with our homemade recipes entered into Nutritionist Pro. Nutritionist Pro contains some premade mixes that contain incorrect amounts of nutrients; in this case it was sodium. Some examples that made our sodium high are: Tuesday – pancake mix and spaghetti sauce.

We also noticed that Nutritionist Pro artificially increased our saturated fat content. Nutritionist Pro contains some premade mixes and food products that contain incorrect amounts of nutrients; in this case it was saturated fat. Again, our homemade recipes would represent the true saturated fat content. We found that an example of inaccurately high saturated fat was our “Chef Salad” offered on Friday.
L&K Gourmet has two CEOs, Lindsey Wallace, and Kimberly Goin. We will employ one Foodservice Manager, a Catering Coordinator, a Director of Nutrition Services, who will be a Registered Dietitian, and an additional Registered Dietitian. The Foodservice Manager will be overseeing the foodservice employees including the Catering Coordinator. The Registered Dietitian who is the director will oversee the nutrition department which includes the other Registered Dietitian and additional nutrition employees. The foodservice manager and director of nutrition services will be in collaboration on various tasks. These include but are not limited to planning menus, making recipes nutritious as well as flavorful for the residents, and deciding what food option will best fit special case patients. The long term care facility would be able to keep their current manager for the foodservice operation as long as we feel that the manager would be able to represent our company’s goals and values. Our company will not apply any labor cuts to the facility. The remaining employees will be able to keep their jobs however their job tasks may change to suit our company’s preference for the foodservice organization.
Financial Management

Managing Financial Responsibilities

L & K Gourmet’s Business Office will be managing the foodservice operation’s financial responsibilities. On-site, your foodservice manager for this facility will be managing the foodservice facility’s budget and day-to-day operating budget.

Financial Goals
- Meet or exceed bottom line
- Have a profitable catering operation
- Pay off initial investment 5 years
- Maintain consistent and reasonable labor and food budgets

Achieving Goals

Our foodservice manager is instructed to adhere closely to the operational budget. Ultimately, this employee is responsible for the outside of budget expenses of the operation. By only spending for budgeted expenses and limiting other expenses, this foodservice operation will adhere to the budget and meet or exceed the bottom line.

To maintain a consistent labor budget we will maintain a high employee satisfaction rating. All of L&K Gourmet’s managers have been specially trained in successful workplace strategies to keep employee morale high. This will limit turnover in our operation which can increase labor cost.

To meet our catering goal of having a profitable operation, we will not spend more than we are paid for the event. We will charge a fair price and spend the appropriate amount of money to make a profit. We will also advertise through local, low cost media to increase our customer base. As our customer base increases and we provide quality catering services to them we believe that word of mouth advertising will contribute to additional loyal customers. To pay off the initial investment in the foodservice operation in five years, we plan to be profitable in our cafeteria and catering service. If we are profitable in these areas, we will be able to pay off the initial investment and become an entirely profitable operation.

Start Up Costs
- Training current employees
- Time paid to develop new budget
- Conducting physical inventory of current product
- Possible equipment purchases
- Mock health inspection
- Catering supplies
- Maintenance inspection of foodservice operation
- Product purchasing
- Foodservice and catering employee uniforms
- HACCP plan development
Operating Budget Key Points

- We decided to make a $1.45 profit from meals for employees and guests.
- The meal price for employees including the employee discount is $4.25
- The meal price for guests is $5.00
- The daily food cost for residents is $9.77.
- Training for employees and replacement supplies for the products that we offer are included in the overhead costs. We estimated that it would cost $1000 for each current employee’s training per year. We also estimated that it would cost $1000 a month for replacing supplies or buying additional supplies.
- We assumed that we would have 4 catering events in a month and would charge an average $500 for each event. The cost would be $300 for us to cater the event and $200 would be our profit from each event. We would profit 40% from catering events.
- Food cost percentage is 37%. We are not in business to make a profit off of residents. We are serving a captive audience in their home and want to serve quality meals.
- 33% of the total budget is allocated for overhead expenses. We are managing 16% of this budget for purchasing supplies and training resources. The other 17% of the overhead will be given back to the facility to use of utility payment, etc.
- We will not be covering the cost of repairs, maintenance, or utilities of the facility. In our contract with the long term care facility this is designated as their responsibility and expense.