

THE FACILITY

Kalamazoo County Jail
1500 Lamont
Kalamazoo, MI 49048

<https://www.kalcounty.com/sheriff/jail.htm>

The jail was built in the 1970s and had a major renovation in 2013 to increase inmate housing capacity and kitchen size – the facility was overcrowded. The sheriff estimates the capacity of the facility at 1000 inmates – on Friday Oct 4 the headcount was 372.

DEMOGRAPHICS

The Kalamazoo population is around 75,000 people. It houses multiple colleges (Western Michigan University, K College, Kalamazoo Valley Community College) and the average age of residents from the 2018 census is 25.5 yrs. old. 51% female, 29% below the poverty line, and median household income is around \$42,000/yr.

<https://censusreporter.org/profiles/16000US2642160-kalamazoo-mi/>

THE JAIL KITCHEN STAFF

Janine Dales, Sheriff's Administrator
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(269) 385-6130

Rick Taylor, Food Service Director
John Mein, Corby, and Annie – shift managers

THE MENU

Number/type of meals served: three meals – breakfast, lunch, dinner, and a fourth for pregnant women and diabetics who require a small snack between 8pm-4am.

Operation hours: staff arrives at 3:30am to prepare breakfast for 4:15-5:30am serving time, and the kitchen closes for the day around 8:00pm.

Cycle, static, or single-use: menu is static on a month cycle, repeated 12x/yr. Some variations substituted in when available based on seasonal produce availability and taking advantage of vendor sales items. Single annual events (Thanksgiving, Christmas, Ramadan) are planned for in advance, else standard menu applies.

Degree of choice eat all of it or parts of it, the rest is disposed of. No meal choice.

Price range: this is not a commercial facility. Food is paid for by taxpayers and state funds.

Food cost vs menu price: Taylor keeps daily food costs below \$3.25 per inmate.

Nutritional requirements: Several years ago, inmates were receiving 2200kcal/day and the administration wanted it increased to 2700kcal/day because they believed the inmates were not being fed enough. The dietary increase in kcal is from carbohydrates, which are cheap and readily available – an increase in produce or protein in the diet would have resulted in overspending the yearly budget. The staff have observed weight gain in the inmates since the new kcal menu implementation.

Aesthetic factors: aside from pleasing the recipe creator, none. The inmate's opinions on appearance are irrelevant. Some of the administration expresses interest, and the food does not *look* undesirable (the potato soup looked pretty good to me) so it's a non-issue. No garnishes or decorations.

Popularity of menu items: Some Saturdays the staff will make pizza, or fancier Mexican-inspired fare. Otherwise, any inmate paying attention will notice the 4th Tuesday of every month is Beef Stew. The staff can see by casual plate waste observations what is popular, but it doesn't impact the menu offerings in a meaningful way unless the feedback is overwhelming.

Food variety: minimal. Every center-of-plate protein is some sort of beef product, poultry, lunchmeat, or beans. The soup recipes vary, but taco meat is re-used for sloppy joes or goulash, and cooked chicken leftovers turned into soup. Every protein in the menu can be used for three or four different meals. Cheese is common, as are crackers. Canned vegetables (mostly green beans, peas, carrots) and fruit are ubiquitous.

Production issues: work space, equipment, storage: this kitchen is massive. The kitchen facility was moved and re-designed in 2013 to accommodate nearly 3x the headcount it currently has and was built with walls able to be demolished for a further expansion if necessary. It is excessive for the current headcount, so it feels spacious and empty. Work space is generous – lots of counters and tables, a great deal of equipment racks (they line almost every wall that isn't a cooler) and the storage rooms can accommodate many more goods than currently needed. A major production issue is knife use. The inmates cannot have them or use them, so every task within reach of an inmate must be utensil-free. Taylor has a knife set he locks up, and the staff has access to it if needed, but Taylor purchases most of the food products already portioned to minimize the need to use knives to process. The other major production issue is headcount – because it fluctuates daily, weekly, and monthly, Taylor must guess a lot. He's fantastic at it because he's been doing it so long, but if we have a rough weekend and the inmate population on Monday expands by 20 people, he must accommodate it quickly. That is why he purchases inventory for 400 headcount - so he has a margin to work with.

Employee scheduling: Taylor has a certain number of inmate workers all the time – when one leaves, they are replaced at discretion of the guards. Kitchen workers are picked from the non-violent offender pool and brought on for a trial run, at which point they can continue or be rejected if there are behavioral problems. The civilian staff have all been there for years, have their own shift they are responsible for, and are cooperative with each other – they work together well to accommodate schedules and help prepare each other's shift meals.

Service method and issues: If the inmates do not eat their meal, they do not get to keep it for later. There is a strict window in which food is brought up to the wing, time allowed for eating, and tray collection for disposal. The food is brought to the wings by inmate workers returning to their rooms after their shift, and the carts returned to the kitchen by incoming workers for the next shift. The food is still hot when it arrives at the cell blocks due to the insulated carts they are transported in – the serve-eat time window is short, maybe 15-30 min. There is a small amount food available all day for guards and other staff as well, and this follows a different schedule/process I did not observe.

Seasonality and food availability: the facility has a large garden, managed by some of the low risk inmates. Plants are donated to the facility from local greenhouses and whatever is grown successfully and of quality is folded into the menu or donated to Loaves & Fishes food bank. The tomatoes and zucchini looked good, but Taylor isn't a fan of the okra or eggplant that was grown. We had a chuckle about what to do with it – the facility doesn't have a fryer.

He shops sales constantly to keep his budget low and food interest high – at the time of my visit he found a good deal on turkey sausage omelets and 2# roast turkeys, so he had a few pallets of those in the freezer he planned to swap out with something on the menu.

Clientele preferences: feedback is passively considered. There are a handful of inmates who are picky eaters, and another two or three who claim special diets that the nurse cannot confirm necessity, so Mein accommodates them because it's easy enough to fold them in with the diabetic/pregnant special diet people. Most all inmates eat what is served. The only way to consistently tell what is favored among the inmates are what the kitchen workers talk about, or observations on plate waste.

Other special menu considerations: purchasing pre-cooked pre-portioned meat patties or roasts helps Taylor forecast with little loss. Both Taylor and Mein can eyeball a batch of soup (like on this day) goulash or chili and guess accurately how many it will feed. It's a skill they've learned from years of food service – how many pounds/cups of each ingredient will make 400 servings?

FOOD PRODUCT FLOW AND DESIGN

This facility is a combination of conventional and ready-prepared cooking; meals are made from scratch and delivered to the consumer directly after preparation, but they are prepared with a range of ingredients (raw and pre-cooked pre-portioned) and sometimes cook-chill ahead of time. On the day I was there (Friday) there were two racks in the cooler labelled "Sunday" and "Monday" with bins of prepared food set aside. The staff always tries to stay a day or two ahead on preparation.

PROCUREMENT

Who orders food/equipment/cleaning supplies/paper/flowers/china/glassware, etc?: Taylor does all the ordering. He has certain vendors he uses for each item, and it's simple because he uses all the same foods and same consumable goods for the meals on a cyclical basis. He can anticipate when he is going to run out and place an order before this occurs – Mondays, Wednesdays, and Fridays. There is no flowers, decorations, china, glassware, or menu printing/lamination to order.

Who are the current vendors, and for which items?: The kitchen has contracts with Sysco, Good Source, Sun Valley, and Stanz. Occasionally Taylor will piggyback orders placed by the Wayne County prison system (Detroit) from companies across the country. On a quarterly basis he'll place orders for specific items that are hard to find, but his normal orders come from the above companies.

How are vendors selected? Bid process used? Relationship between product specs and bidding. Bread and milk are bid out. According to Taylor, bread would be too labor-intensive to create on the scale they need. Taylor does not know why these items are bid and not others – his administration oversees these decisions. The other vendor choices are up to him, and he has used the same companies for years because they are reliable, and he's had good experiences with delivery and pricing. Mein was a sales rep for Sysco before coming to the facility. The specifications are very simple – proportioned pre-sliced products. No knife use, so minimal preparation required other than cooking/stirring/baking/manual assembly. Taylor would rather use fresh vegetables than frozen, but again, the knife thing.

What are the standard policies and procedures for purchasing?: Taylor figures out what he needs to make the next week's meals and places an order. It's a phone call to the sales rep. It's simple because Taylor orders the same products all the time. He knows each vendor's lead time to delivery and plans accordingly. He is given authority over this process to manage how he sees fit (for the most part) so after the establishment of the annual budget and the bid/purchasing relationships are set up with vendors, his goal for the remaining 11.5 months of the year is to not run out of money.

What forms are used to purchase items?: Taylor has a blanket purchase order with each vendor for a maximum dollar amount each year, and so places orders when needed, billed against this PO. Food consumption depends on inmate headcount, and so fluctuates over the course of a year. He calls in orders – does not use a paper or electronic ordering system that I am aware of. We did not discuss this in detail, but due to the type of procedures I observed elsewhere in the operations, it wouldn't surprise me if his sales rep for each vendor had a master list of products he wants ordered, like a quick list.

How does the facility determine what amounts to order? Consider quantity, delivery dates, availability, storage space, temp requirements. The menu is cyclical and the headcount stable in some months, so Taylor can forecast with some confidence how many ingredients will be required for the time period he is purchasing for. There is a science to it that only people who have done it for many years can do without digitized assistance. There are deliveries several times a week, so Taylor doesn't worry about running out of ingredients. He has more than enough room in the cooler, freezer, and dry storage to store new shipments, so preservation of perishable items isn't an issue.

RECEIVING

What is the procedure to receive an order? I did not witness a delivery, but it was explained like this: delivery driver rings bell. Door to kitchen is closed and locked by the Tower, and a staff member & one inmate worker stand in the receiving room while the Tower opens the dock door. They unload the truck, the staff member checks the delivery against the manifest and inspects/rejects as necessary, signs off on the order and gives a copy back to the driver. Once the driver leaves, the Tower closes the dock door and opens the kitchen receiving door. Inmate staff are then free to unpackage and stock the dry room and the coolers. Staff goes in behind them to check FIFO is done correctly. I didn't ask about boxcutters – if they are used, they likely stay in a *deep* pocket of the staff member.

Who does this, what factors are considered, and what forms are used? Civilian trained staff and trained experienced inmate workers. Assaulting a food service staff worker or attempting to escape through the dock door absolutely means prison for the workers, so there aren't many problems. The trained inmate workers can match a bill of lading up and note problems, but a staff member must decide to reject.

The only forms used are the manifest/BOL that comes with the delivery. If it isn't Taylor who checks it in, the staff member signs off on the BOL and leaves it in the office for him to review. Since they order the same goods constantly, the only differences in orders should be when Taylor gets a sale on some item – otherwise it's the usual items.

Why should everything be checked prior to signing the invoice? So you don't pay for an item you didn't receive, or was spoiled, or damaged, or altogether wrong.

What happens when a non-ordered item is received, or when an item is rejected? Taylor doesn't have problems with rejections – he seldom gets them, and the vendor is usually happy to replace in a short turnaround. Again, since he orders all the same products with little variation, there's not much room for the vendor to mess up. If they do, it's mostly damage or missing, not spoilage.

If invoice and purchase order agree, where does the invoice go for payment? Taylor matches up BOL to the invoice and sends both to the Kalamazoo County main offices across the city. He never sees the rest of the process.

STORAGE AND INVENTORY CONTROL

What is inventory counting and computing procedures? No computer or software are used. Inventory is cycled FIFO but not monitored obsessively. Some inmate workers are trained to help but it's mostly staff. Taylor uses a lined notepad to write down notes - it is not translated into data in software.

How often is a physical inventory taken? Who does this? Twice weekly, by Taylor, manually on the notepad.

Current inventory worth, and how it is determined. \$55,000.00 stable, estimate. Combination of recent frozen product orders, produce, canned goods, and dry goods. A fixed menu helps minimize inventory because Taylor can see what he has vs. what he'll need for the next 4 weeks.

Who has access to the storage areas, and how are they secured? The dry storage is open always. An inmate worker is not going to swipe a can of green beans and run with it – they won't get far. Freezer and cooler are the same – it is so cold in both places, and the inmate workers in thin jumpsuits – that they do not wish to stay in there longer than necessary. I couldn't stay in there long either. The coolers and freezer aren't locked. The only thing locked is the bathroom and locker room, which staff had to open for me each time I needed to use the restroom. If they do not, the inmate workers will waste time in there.

What is the procedure for issuing products? Do they use an ingredient room? No procedure. Since each staff knows how to make each recipe and most of the ingredients are pre-portioned, they just count 372 beef patties into a bin and bring them out to the ovens. There are no issuing procedures, no ingredient room, no sequestered space devoted solely for these tasks – they have the space, though.

*****Please refer to drawn and scanned room diagrams at end of paper*****

FOOD PRODUCTION

How does the facility forecast how much food to produce? Inmate headcount is taken daily, and the total amount of regular meals and special diet inmates is split out in the software, of which Mein took a printable sheet and created a handful of post-it notes to use in assembly. There is no forecasting past a margin of maybe 5-10 people, because they know who is leaving (court date) but not who may have been booked in last night – the morning headcount determines food batch size and preparation. Taylor has no choice but to slightly overshoot headcount because this number might change every day.

What forms, schedules, worksheets are used? I did not see what type of software the kitchen used. It is staff access only. It appeared to be a PDF of the special diets (sample attached at end of paper) that Mein printed off in the morning. A paper production schedule is not used because each staff member knows almost exactly how many pounds or units of each item is needed to make that day's meals. The fixed cycle menu is of benefit because it takes the guesswork out of how many pounds of ground beef and cans of beans to pull from storage – the staff knows the batch recipe. Nobody is cutting up onions – again, no knives – so other than assembling the quantity of ingredients, it's all done with no tech. Pulling five bags of pre-cut mixed vegetables out of the freezer instead of four IS the production schedule.

How often are production meetings held?

How often do foodservice staff members use thermometers to check food temperatures? The civilian staff have thermometers. I saw Taylor use one while I was there, and Mein had one in his pocket – he says nobody argues with boiling, and the food isn't hot held long enough to be dangerous. I saw Mein temp check burger patties he reheated for the diabetic meals. It's true though – it comes out of the pot/pan, onto the tray and delivered to the wing within an hour. If the inmates eat it or not is not the kitchen's concern.

Is the quantity listed on the production schedule the amount prepared? Don't know – it's hard to tell with big batch soup, but I saw the leftover pan and there wasn't much left. Plus, there isn't a printed production schedule, so I don't know how many servings Taylor planned on. I forgot to ask specifically.

What happens if the facility overproduces/underproduces a menu item? Underproduction is rare. Taylor isn't experimenting with a whole lot of recipes. Overproduction is more common; they can recycle most leftovers and accommodate the space for storage in the cooler – they are not concerned about 28 cups of leftover potato soup.

Are amounts served recorded for future forecasting? Not religiously. If the headcount drops significantly Taylor modifies the batch accordingly, but he knows all the recipes so well that changing a 400-serving batch to a 350-serving batch isn't difficult. The facility cycles in headcount during the year, and Taylor keeps mental track of this – he purchases for 400 to be sure he has enough, so a reduction in headcount

isn't a cause for concern. That buffer of leftovers helps too if there's an especially wild and violent weekend (Fourth of July) that increases facility bookings.

Are standardized recipes available for all menu items? Everything is standardized. Taylor will experiment with soup recipes sometimes, of which some get good feedback from staff & inmates, and some don't. These experimental recipes aren't documented unless a staff member doesn't know how to make it once they decide to put in on the menu. That process wasn't discussed with me. The recipes aren't available per se – they are not written down anywhere. Not even on notepad! Taylor is aware this is a problem.

What are the advantages of using standardized recipes? Its simple, makes purchasing easy and predictable, anyone working that day can make it, and they know exactly how much that batch will make and how to modify it to accommodate headcount.

Observe/help someone prepare a menu item from start to finish. Was the recipe followed? Why or why not? On the day I was there, I could not. Breakfast is not really prepared – it was cereal, milk, a granola bar and a drink packet, so there's no production work aside from tray assembly. Lunch was potato soup that Corby got going at 3:30am (before I arrived) so I didn't see her put that together, and Mein wanted me to leave with him at 3:15pm so I missed dinner assembly. These guys have batch cooking down to a science so I'm going to say the recipe was followed – all the staff is concerned with staying to budget, so no one is going to get a wild idea about throwing a package of bacon into the soup, because Taylor doesn't even purchase it. There's no spontaneity that doesn't start with Taylor.

How are the standardized recipes tied to purchasing those foods? Makes things easy for Taylor, he purchases for 400 people unless he sees a trend increase/decrease.

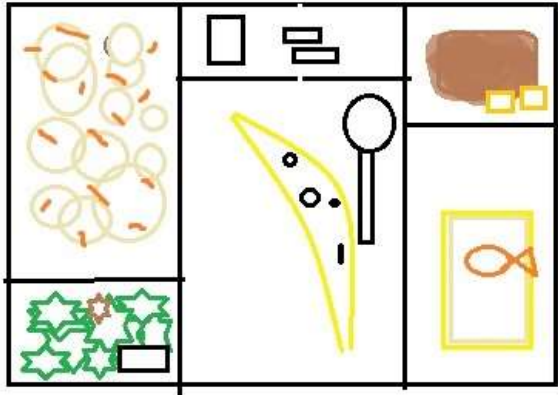
How are the foods purchased if standardized recipes are not being followed? They are. If Taylor finds a good deal on a sales item, he works it in the menu – he doesn't necessarily adapt a current recipe.

How does portion control of a menu item affect the recipe's yield? Too-large portions decrease yield, too-small portions extend it. The basis of yield is standardized servings. If you are under-serving the inmates will notice, and overserving will blow your budget.

How many dipper sizes does the facility have for food service? Is the actual portion served the same as the recipe's indicated serving size? I only saw the scoop used for the potato soup, and the inmate worker was accurate with it because Mein was watching him. It's tough to fit more soup in the tray well – it will spill otherwise. The tray well acts as a portion size check too – the hand scoop and tray well hold nearly the same capacity. Most other items served are their own portion – like bread slices, meat patties, and crackers. The inmate worker dishing out salad could err heavy, but Mein knew how many salad servings come out of one of the cooler bags, and the inmate worker does this almost every day so they can eyeball it accurately.

SEE PRODUCTION FLOOR PLAN DIAGRAM AT END OF PAPER

THE LUNCH TRAY



Potato soup, salad w/dressing pkt, drink pkt, S&P, banana, bread w/butter, and Goldfish crackers

DISTRIBUTION AND SERVICE

Describe the facility service type – centralized or decentralized? centralized

Table, counter, self, tray, take-out, delivery? Delivery on trays

Which meal distribution methods described in Table 7.1 does the facility use? Split tray, insulated transport on wheels with no electronic parts.

What benefits or constraints did you observe? Benefit – small service window creates a strict production schedule, and standardized recipes make it simple to adhere to. Constraints are the competency of the kitchen workers – if they drag their feet it throws off the schedule. If the dishwasher staff is slow it backs up production for the next meal. Food is hot when trays are assembled, but if the inmate does not wish to eat or cannot do so within the scheduled serving time, they go without and the food is wasted.

Is food ready on time for service? Why or why not? Yes. Fixed time frame service.

Are foods tasted before service? Why or why not? Staff has tasted standard recipes, don't need to do so continuously unless an ingredient must change. Staff tastes new things Taylor makes for experiment.

Do the staff members use correct portion control equipment when serving or do they underserve/overserve? The staff does not serve – they monitor the kitchen workers assembling the trays and correct as needed. The portion scoops and tray wells are of comparable size, so it is difficult to over serve portions. All other food served is its own portion – a slice, bag, packet, or unit.

Are the actual amounts of food served and leftovers recorded? no

Act as a mystery shopper and evaluate the service:

- Are plates attractive? Garnishments used? *Attractive if modest, no garnishments.*
- Is the food held at the correct temperature for service? *yes*
- If the facility has a salad or other self-serve food bar, how is the food arranged/presented, and protected from contaminants? *Employee food holding is hot and has sneeze guards*
- How are condiments served? On the table? Packets? Does this type of service create a bottleneck? *Packets for both inmates and employees. The drink packets are a vitamin C supplement that I was told taste good – the inmates collect them and use them for poker.*
- What items are made to order? *Employees can choose what they eat, inmates cannot. Nothing is cooked to order, simply options chosen – like cheese or no cheese.*
- Are the staff members presentable to the customer in appearance? *Taylor and Mein were in a uniform and ballcap – Corby had black chef coat and pants. The inmates don't care, since only the inmate workers ever see the kitchen staff.*
- Are the staff members friendly to the customers? *Yes – there is a positive rapport.*
- What happens when the food ordered is not available? How is this situation communicated to the customer? *It is not. The kitchen staff rarely undershoot production, and the inmates don't get a choice of what to eat.*

SAFETY, SANITATION, AND MAINTENANCE

Look at the facility cleaning schedule. What is cleaned, and how often? *There is a handwritten task schedule for the week, and its sectioned off and completed on Wednesdays. One staff and two inmates will do the bulk of the work, depending on the shift.*

Who is responsible for supervising cleanliness? *Taylor. The custodial staff of the facility helps too.*

- Facility, toilets, handwash sinks, emptying garbage cans? *The facility has a custodial staff that comes in after the kitchen is closed, so they don't have to do this.*
- Employee cleanliness and health (handwashing) *The staff watch the inmates. Meal prep staff wears gloves, and all wore aprons. Did not see the handwashing process directly. The staff prefers single-use gloves.*
- Dish room work? *I did not see gloves but did see hairnets/beard nets and clean aprons.*

How are production and dishes stored? *The kitchen is lined with racks, and a back wall is devoted entirely to serving tray storage.*

Who is responsible for supervising maintenance? *Taylor, but his staff will tell him if a piece of equipment is broken or malfunctioning.*

What types of preventative maintenance are done, and how often? *As needed, or every 6 months. Hobart's maintenance schedule is every 6 months. Taylor will call a local contractor for repair as necessary, no bid needed.*

What suggestions do you have regarding maintenance? *None – Taylor's on top of this.*

What training is completed for employees? *Unknown. All the staff present on the day I was there have been there for many years. The inmate workers are trained continuously, as needed – but on the day I was there I did not see any, because the lunch crew were all regulars (no new guys). I'm guessing the staff mentor the new person in an informal way.*

Who conducts trainings? *n/a*

What methods do they use to train? *n/a*

What is the procedure for notifying professional emergency care personnel? The facility has a staff nurse, who oversees care of the inmates and the corrections staff. She's a phone call away.

What information is needed on the accident report? I did not ask. Both Mein and Taylor said minor burns were the most common.

What accidents or potential accidents have you observed? none

MANAGING HUMAN RESOURCES

Who is responsible for recruiting employees? Kalamazoo County Human Resources department. The guards recruit kitchen inmate workers out of certain wings.

What is the hiring process? Who is/are responsible? Taylor and I didn't discuss this in depth. The staff there that day have all been there for years – not much turnover.

What is the orientation process? Who is/are responsible? A new kitchen inmate worker will be taught by a staff member a few tasks, and he/she will pick up training from the other workers.

What is the job training process? Who is/are responsible? No formal process. Turnover of inmate workers is frequent so there's no point – its all unskilled labor tasks that can be taught in the moment.

What is the performance review process? How do these reviews impact promotions and/or raises? We did not discuss.

Who is/are responsible? This would start with Taylor, who is the Food Service Director.

What is the discipline process for negative employee behavior? Who is/are responsible? For paid staff, unknown. Kitchen inmate workers who mess up lose their jobs – they are easily replaced.

Describe the leadership styles you observe. Everyone knows their roles and does them without much question or complaint. This is an ideal group to manage because each take responsibility for what they are doing and help plan for the next person's shift. Taylor doesn't have to "manage" much because of this, which is nice.

MANAGING FINANCIAL RESOURCES

How is the budget determined/planned? Average headcount of the last year with a margin. County facility, so funded with taxes. Taylor keeps track of equipment that will need to be replaced or repaired and prepares numbers to submit to his supervisor before the budget is approved.

Who is/are responsible for creating the budget? Kalamazoo County administration, board members, and Sheriff Fuller.

What stakeholders are consulted in the budget process? No stakeholders

How is the budget monitored throughout the budget time period? Taylor keeps per inmate-per day meal price within the \$3.00-\$3.25 range and he has come in slightly underbudget for the last several years. He controls this when he places orders.

What happens if the budget is found to be over or under during monitoring? Under is fine. Taylor is rarely over, and if he is, adjusts accordingly by changing the menu – he monitors closely.

How is menu/meal plan pricing determined? Taylor has a fixed budget to use Jan 1st that must last him all year, so he figures 400 headcount and does the math. He knows the annual trends in headcount over the course of a year and can anticipate.

Who is/are responsible for menu pricing? n/a

What is/are the target food cost percentages? n/a

How are these costs monitored? Every time Taylor places a food order he is keeping that target in mind.

Who is/are responsible for controlling food costs? Taylor – he makes the purchasing decisions.

What are some challenges in controlling food costs? If the vendor prices go up, or if standard menu ingredients become unavailable. If headcount spikes.

What are some strategies used to control food costs? Big batch soups and stews that can be used as leftovers. Purchasing pre-portioned meat helps reduce waste because its easy to prepare just enough food for the current day's headcount.

What is/are the target labor cost percentages? It's mostly free labor, except the shift managers.

How are these costs monitored? n/a

Who is/are responsible for controlling labor costs? Labor costs are built into the budget, so when the budget is voted on, they are including the salaries of Taylor, Mein, Corby, Annie, and the other paid workers already. Overtime is rare, I think.

What are some challenges in controlling labor costs? If overtime is necessary, but the budget has a margin built in to cover contingencies up to a point.

What are some strategies used to control labor costs? By purchasing pre-made food there are a lot of prep hours that aren't needed. If this were a commercial kitchen, you'd need several more full-time staff just to cut up all the lettuce, bake the bread, and make hamburgers.

What computer application is used to plan, purchase, and monitor? I saw one. Mein used an employee portal to pull down his morning report for headcounts and diets, but other than this, none. Computers not used at all.

Briefly describe (list) the application's attributes. Looks older, probably proprietary.

Briefly describe the application's limitations. Did not look that closely at it while Mein was working – I was listening to him and taking notes.

Note any functions you observed or described. It must be updated every night, and likely real-time because headcounts can change overnight, and throughout the day – i.e., you may lose a few people to court dates and have 372 for breakfast and only 369 for lunch.

SUMMARY QUESTIONS

What is this food service organization's mission statement/vision, or motto? How is it reflected in the food service department?

In Taylor's and Janine's paraphrase, to keep the inmates well-fed and reasonably happy. The goal is to keep the inmates healthy and provide some comfort while they remain incarcerated – Taylor cares that the food tastes good, but also must work under a strict budget. There's no formal motto or mission statement for food service specifically, but the jail overall has one:

To protect the lives and property of Kalamazoo County citizens by enforcing State laws and local ordinances, investigating crimes, and detaining prisoners remanded to the county jail in a manner which maintains the highest degree of professional excellence, integrity, and courtesy.

To perform our law enforcement, jail and support missions in a humane manner which reflects sensitivity to the dignity and equal rights of all citizens and reinforces the values of our community.

To work in partnership with other criminal justice agencies and with citizens to ensure that the quality of life in our community is preserved and that everyone receives the full measure of protection mandated by our State and Federal constitutions.

Has this organization been involved in any sustainability issues? From light bulbs, recycling, energy efficient equipment, local sourcing of product, new vendors for chemicals, etc. Review the text to see if you observe any of these practices.

Not that we discussed in-depth. The first piece of machinery to be replaced after the new kitchen was set up was the ice machine, and its Energy-Star rated. The other machinery I saw – HVAC system and food prep equipment – was not special. I did not ask about the light bulbs, water use or recycling – and custodial is responsible for cleaning chemicals. The garden does subsidy food production and Taylor places orders with Michigan-based companies when it is feasible. The kitchen was cold – I did not wear a sweatshirt, and everyone else had coats/long-sleeve shirts so I assume the ambient temperature was kept low on purpose. I am unaware of any active efforts towards increased sustainability.

Review the Quality Management techniques in the text. Does this organization participate in any quality assurance programs or process improvement programs? How is this documented or reported? If your manager responds “no,” follow up if they have any state or local health inspections and how do they document or prepare.

The kitchen is inspected by both the local health department and the State Dept of Corrections once annually. There's no QA documentation or formal quality process because the facility is not actively seeking to increase customer satisfaction. We did not discuss this at length – everyone working in the kitchen has been in the foodservice industry for many years and maintains a regimen of good habits, so I doubt there's a panic when the inspector shows up.

If Taylor introduces a new recipe or new meal into the rotation, there is some procedural streamlining that happens – but the recipes are simple enough that adjustments are minimal and not documented extensively. The food service overall is more concerned with procedural efficiency to meet daily serving schedules – and while still people, the inmates are treated as numbers for production.

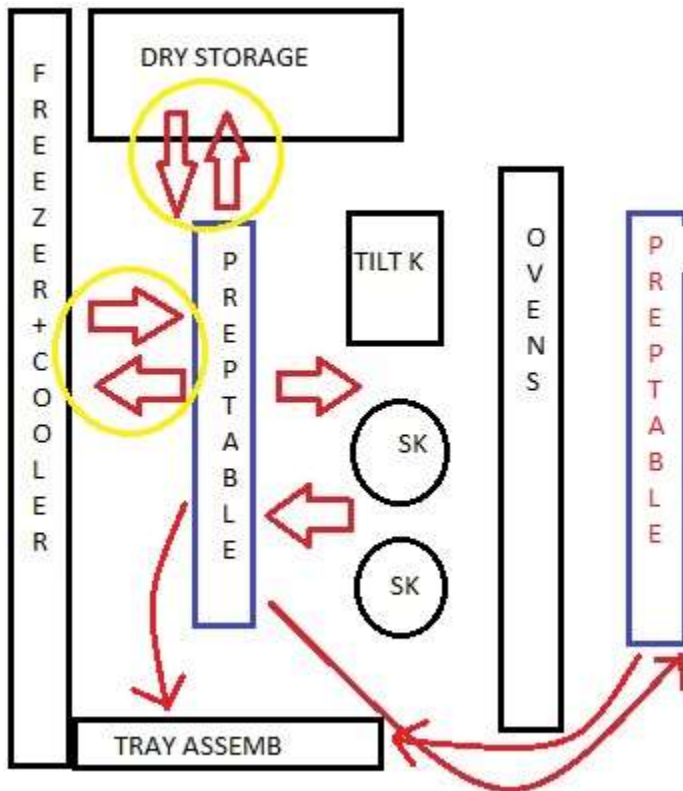
How was the menu implemented? Which came first, the menu, or the facility and equipment? Did you purchase the equipment or facility based on the type of food you expected to produce?

The menu was changed when Taylor took over the leadership several years ago. He had a different strategy and philosophy for the food service than the previous director, and with the help of the dietitian designed the menu used today. When I arrived, he took me to see the old kitchen, which is now a training room and equipment storage. The new kitchen was built six years ago and is much larger than the old kitchen, but the menu remains the same. The people in administration designing the kitchen during the building process were going to give Taylor all sorts of equipment he didn't want or wouldn't use, like a fryer and some smaller specialty appliances. They did not consult him until the end of the process, right before committing to purchase. When they asked Taylor for input, he requested an exchange of equipment better suited to his menu. He did not want a fryer, because he knew he wouldn't use it.

I guess the menu came before the equipment. Taylor made the same food in the old kitchen as the new, except it's a bit easier now that he has lots of space and new larger-capacity equipment. The goal was to scale "up" – the jail expansion was large on purpose to accommodate a much larger future headcount, and all the equipment Taylor has in the kitchen now can mass-produce much larger meals if needed.

Depending on the type of organization you observed, what was your impression of the flow of food through the system? Would you have planned the layout any different? Use bubble diagrams for suggestion.

The freezer, cooler, and dry storage aren't far away from the receiving dock, so this was fine. There is a long table right outside all three storage areas, so this is ideal for staging. There's another long prep table following the convection ovens. Because I didn't see anything aside from pasta sauce being stirred by a worker, it is hard to say. I think the kitchen space is both a blessing and a curse right now – there's plenty of room to work but has some inefficiency due to the distance between the holding, prep table, and cooking equipment. One must grab a pan/bin/bucket and *walk* to the next prep area, not simple rotate or step. The lunch assembly line was very efficient – at one end was clean stacked trays, and the food assembly progressed all the way through to end in the delivery carts.



Observe your manager and how they interact with their employees or superiors. Review text chapters and identify the type of leadership traits the manager exhibited.

Taylor is a general manager – he’s responsible for the entire kitchen and food service operations. Mein, Corby, and Annie are functional managers, each responsible for a shift (Corby was breakfast, Mein was lunch, Annie was dinner). All had significant food service experience before their positions here: Taylor cooked in the Army, then a state hospital, and then a college for many years. Mein had a long career in a popular private-owned restaurant franchise in West Michigan, and Corby worked at Sea World in Ohio before it closed (I don’t know what Annie did). There is trust and camaraderie between all of them, but I wouldn’t say they are friends. They respect Taylor and do as he wishes without much complaint (although they did express to me some good-natured dislike of his experimental recipes). Because the menu is simple and standardized, they can work with machine-like efficiency. They have guarded but polite interactions with the inmate workers – most of the inmate workers are friendly and are happy to be in the kitchen so the mood is light. The functional managers are enabled to delegate tasks as they see fit, if all the tasks are completed correctly and on schedule. Taylor rarely steps in – he doesn’t need to. If there’s an issue with an inmate worker (which he said is the only people management problems he has) he communicates with the jail leadership/guards and can dismiss the worker or try to remedy the problem.

Taylor manages hands-off – I followed Mein around for most of my shift and I saw Taylor pop back in and out all day – he checks in periodically. He leaves the preparation tasks to the functional managers and spends time in his office doing the administrative tasks. There are consequences if one member of the team does not do what they are supposed to during their shift, so everyone is engaged in the teamwork and will cover for another if needed. It’s team-based leadership, but with Taylor having the ultimate say – what is purchased, the menu, staffing, and relationship to the facility administration. The staff go to him for decisions and HR issues; otherwise they all work independently. He values their feedback/input on operations-related issues and trusts them. Taylor and my contact Jeanine seem to have a good relationship as well. I cannot comment intelligently on the corporate culture due to the short amount of time I was there, but I was welcomed and treated well by everyone I met. Despite the environment being a correctional facility, it seems most everyone here likes what they do.

*****DIAGRAMS*****

Main Production Floor

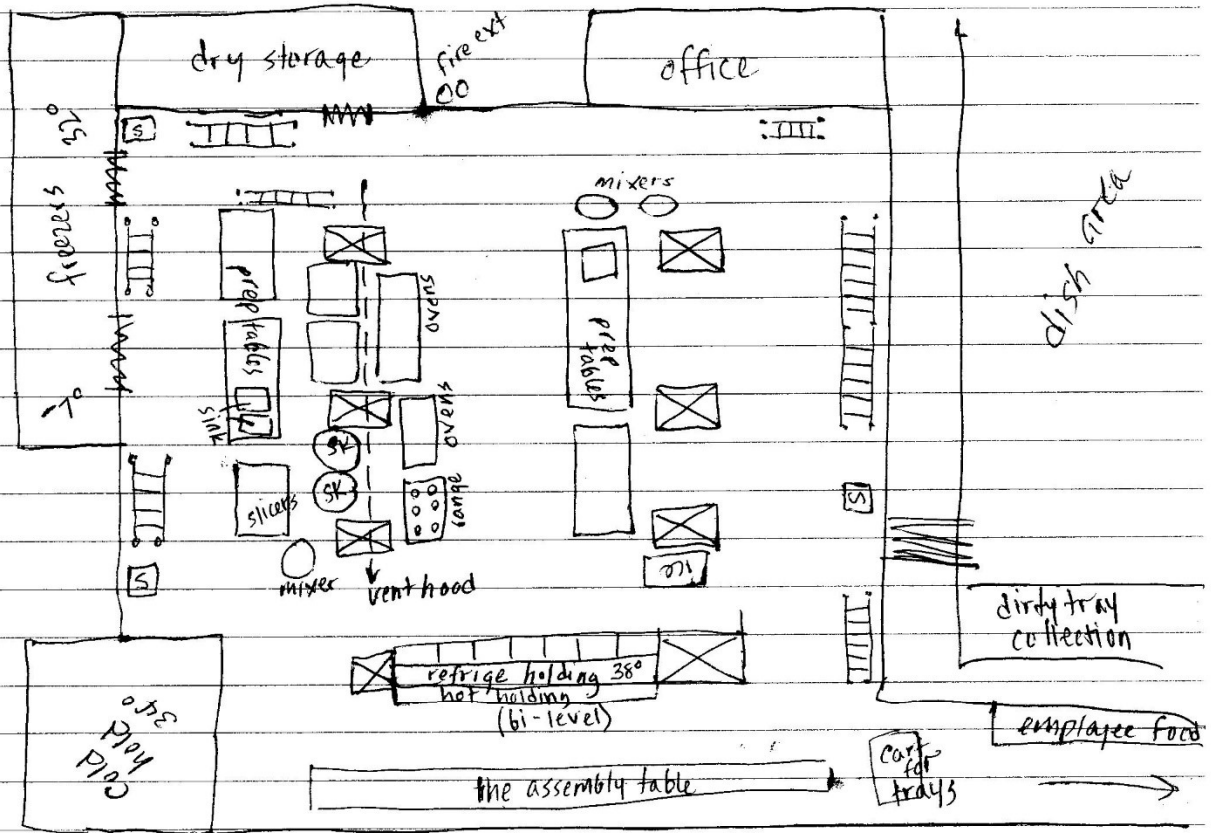
Dishwasher, Freezer and Cooler

Menu and sample of special menu

Dry Storage

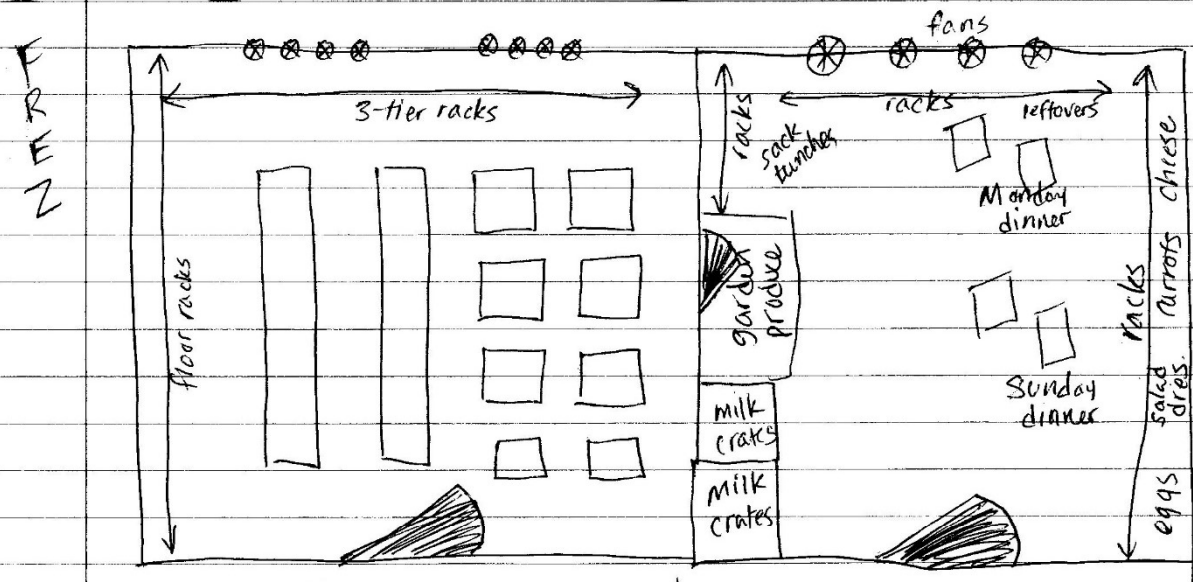
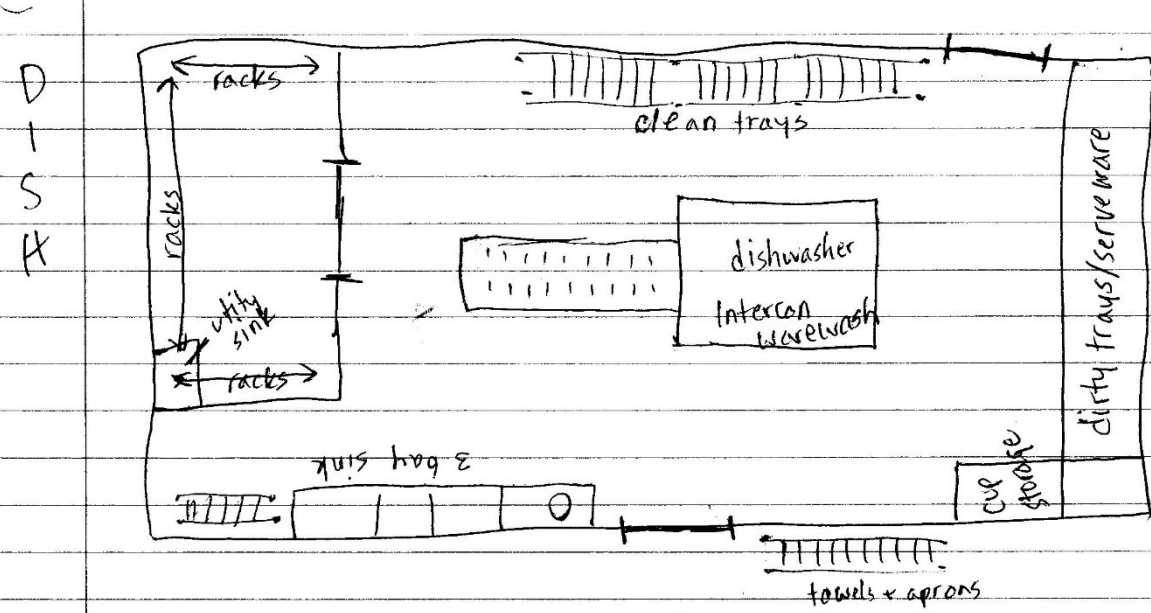
Timesheet





under prep tables is storage - dry goods + eq. accessories
everything is plastic or stainless steel

Hobart vulcan everything, or \$45k/ea, 60 gal kettles
managed by Hobart dealer



all meat
+ frz vegetables
tater tots
frz pkg scrambled eggs

37°

KALAMAZOO COUNTY JAIL MENU 1

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
B	1 1/2 C Cereal	1 1/2 C Oatmeal	1 1/2 C Cereal	1 1/2 C Oatmeal w/ cinnamon	1 1/2 C Cereal	1 1/2 C Oatmeal
K	Sugar Pkt	Brown Sugar	Sugar Pkt	Brown Sugar	Sugar Pkt	Brown Sugar
F	3 Bread w/2 marg	2 Bread w/2 marg	2 Bread w/2 marg	3 Bread w/2 marg	2 Bread w/2 marg	4 Bread w/4 marg
S	8oz Milk	8oz Milk	8oz Milk	8oz Milk	8oz Milk	Vit C Pkt
T	Vit C Pkt	Vit C Pkt	Vit C Pkt	8oz Milk	Vit C Pkt	Sunflower Seed Pkt
		Sack Lunch	Graham Pkt	Vit C Pkt	Fruit & Grain Bar	
L	3oz Salisbury	2oz Meat	12oz Bean Soup	3oz Char Patty	12oz Chili	12oz Potato Soup
U	4oz Mashed Potato	1 Slice Cheese	1 C Salad/Dressing	2 Bread w/	2 Bread w/2 marg	1 C Salad w/Dressing
N	4oz Green Beans	4 Bread	2 Pkts Crackers	1 Slice Cheese	2 Pkts Saltines	Cheese Crackers
C	4oz Pears	Peanut Butter Pkt	4oz Canned Fruit	1 Ketchup Pkt	4oz Fruit	Fresh Fruit
H	2 Bread w/2 marg	Carrot Pkt	Vit C Pkt	Tater Tots 4oz	4oz Wax Beans	Vit C Pkt
	Vit C Pkt	2 pkts Grahams	2 Bread w/2 marg	Fresh fruit	Vit C Pkt	2 Bread w/2 marg
		Apple		4oz Corn	Cookie Pkt	
		Vit C Pkt		Vit C pkt		
D	3 Hot Dogs	3oz Fry Patty	Polish Sausage	12oz Chix/Noodles	3oz Turkey	12oz Goulash
I	3 Bread	4oz Rice	4oz Mashed Potato	4oz Mixed Veggies	4oz Mashed Potato	4oz Peas
N	4oz Veg Beans	2 Bread w/2 marg	4oz Cooked Cabbage	4oz Applesauce	4oz Carrots	4oz Applesauce
N	1C Nacho Chips	4oz Corn	4oz Pudding	Vit C Pkt	Vit C Pkt	2 Bread w/2 marg
E	2 Ketchup Pkts	4oz Applesauce	2 Bread w/2 marg	3 Bread w/2 marg	2 Bread w/2 marg	Vit C Pkt
R	Vit C Pkt	Vit C Bev	Vit C Pkt	Peanut Butter Pkt	4oz Canned Fruit	Peanut Butter Pkt
	Orange	Cookie Pkt	Peanut Butter Pkt	Peanut Butter Pkt	Peanut Butter Pkt	
	Peanut Butter Pkt					

Diabetics: Substitute Pretzels for Cookies

Substitute Sunflower Seeds for P.B. Allergy

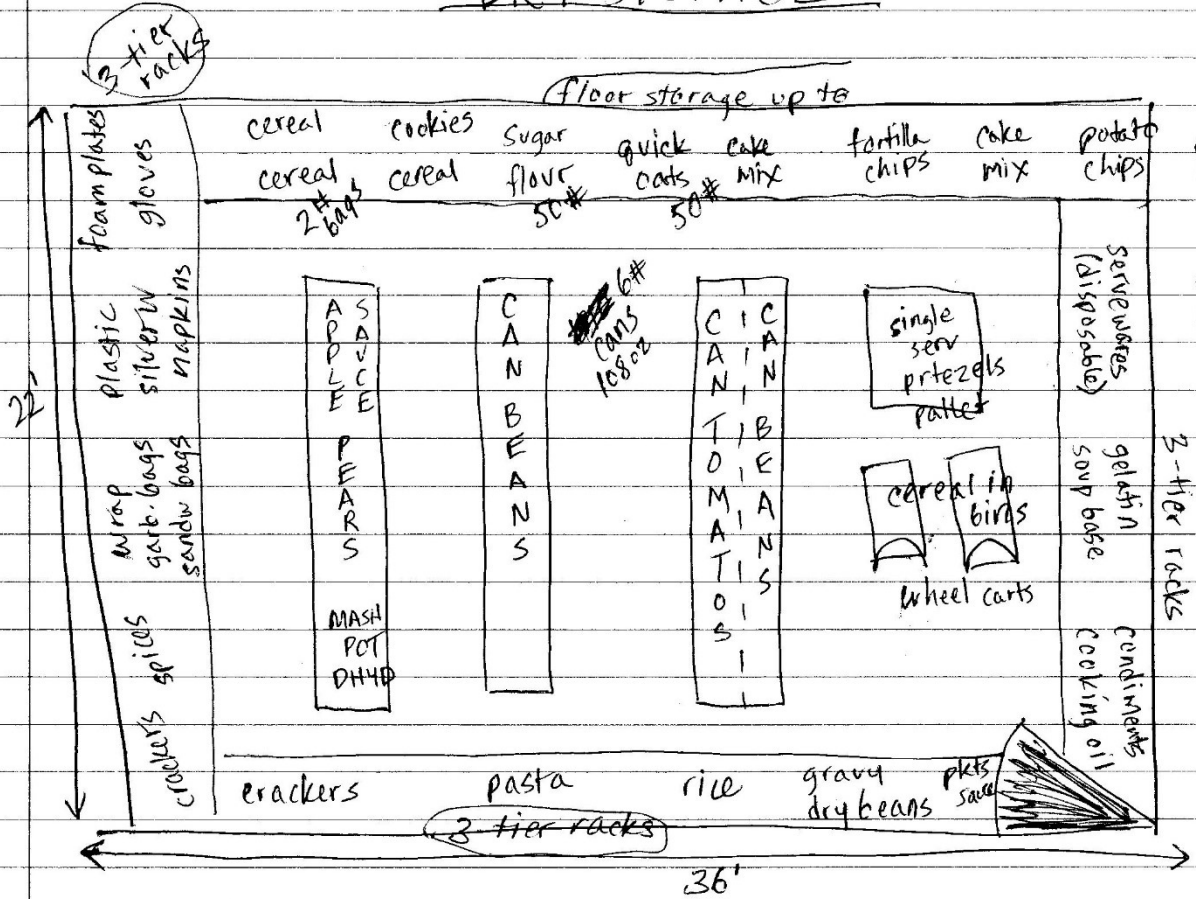
Sample of Special Meals for Menu

x: 2693856136

POD Meal Report

Cell / Bed	Location	Special Diet	Diet Note
AN06		DIABETIC DIET	
AN06		DIABETIC 12 AM SNACK	
AN04		ALLERGIC TO TOMATOS	
AN04		SACK LUNCH FOR DISCIPLINE	PB AND J AS THE MEAT MAKES HIM SICK. WHILE IN SPG.
AN05		DIABETIC DIET	midnight snack approved
AN05		DIABETIC 12 AM SNACK	
AS04		PREGNANT 12 AM SNACK	NO LUNCH MEAT FOR PREGNANT WOMEN.
AS04		ALLERGY TO PEANUTS	
ASDM		PROTIEN SHAKE SUPPLEMENT WITH MEALS	SUPPLEMENT EACH MEAL WITH 1 PEANUT BUTTER PACKET AND 1 MILK
ASDM		ALLERGY OTHER	NO bread, oatmeal, pasta, beans, soy
ASM3		CARDIAC DIET	LOW SALT& FAT SUB W/ THIN SLICED TURKEY, H.B. EGGS, PLAIN CEREALS, SUGAR SWEETNERS NO BRD CHKN SAND, BOLOGNA
AW05		SOFT DIET	

DRY STORAGE



Name of Organization: **Kalamazoo County Sheriff's Office**

Student Name: Sara Flanders ~~Sara Flanders~~

Signature of Contact:  RICHARD TAYLOR

Dates	Observation Hours
Friday October 4, 2019	545a
	315p