



**Shippensburg University
Campus Dining Masterplan**

Final Report

September 3, 2002

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INTRODUCTION

Shippensburg University is recognized as one of the premier institutions of higher education in the State of Pennsylvania. As pressure has grown to expand the campus, the University has undertaken a masterplanning effort in order to establish a direction for future campus development. The campus masterplan, developed by Baker and Associates, addresses the construction of a new Instructional Arts facility, as well as physical plant renovation to three of the four campus dining facilities. The combined impact of the Instructional Arts facility and the planned renovation/rehabilitation of campus dining operations has created the need for the University to undertake a masterplan for campus dining, in order to insure that dining infrastructure and programs continue to support the academic mission of the institution as it undergoes dynamic change. To assist in this effort, the University retained the services of The Ricca Planning Studio, Inc., an independent foodservice consulting firm. The specific charge to the consulting team included the following:

- Identify Project Goals and Objectives
- Conduct Research Relative to the Campus and its Dining Program
- Analyze Current Dining Operations
- Make Strategic Short and Long Term Recommendations for Improvements to Facilities and Services
- Produce Masterplan Report and Presentation

The scope of the project encompassed residential dining, retail dining and catering services on the campus.

The foodservice masterplan document is the result of a collaborative effort involving the foodservice consultant, the Shippensburg University Office of Student Affairs, the Shippensburg University Office of Facilities Management and Planning, the campus foodservice provider (The Wood Company), and the foodservice contract liaison for the Pennsylvania State System of Higher Education. The report that follows documents the approach to the planning process as well as its findings. The recommendations contained herein, if implemented, will provide a solid foundation for serving the campus dining needs of Shippensburg University for the next ten-twenty years.

MASTERPLAN METHODOLOGY

The following methodology was utilized in conducting the research phase of the campus dining masterplan:

Establish Goals and Objectives

The consultants met at Shippensburg University with the Core Planning Team January 18-20, 2000 to establish the goals and objectives of the project, as well as to begin research on the campus and the dining program. The Core Planning and Consulting Team was comprised of the following members:

- Dr. George F. Harpster, Vice President for Student Affairs, Shippensburg University
- Mr. Lance Bryson, Director Facilities Management and Planning, Shippensburg University
- Mr. Terry Starr, Assistant Director, Facilities and Planning, Shippensburg University
- Mr. Wayne Clickner, Contract Liaison, Pennsylvania State System of Higher Education
- Michael Lupori, General Manager, Wood Dining Service
- Ms. Claudia Scotty, Consultant, Ricca Planning Studio
- Mr. Robert Clarke, Consultant, Ricca Planning Studio

Campus Research

The consulting team conducted research regarding the Shippensburg University campus that included the following elements:

- Campus History
- Macro Environment Changes
- Student Demographics
- Campus Traffic Patterns
- Future Planning Efforts
- On Campus Dining Venues
- Classroom Population Density
- Residential Population Density

Review of Campus Masterplans and Studies

The consulting team reviewed existing campus masterplans and studies with the understanding that specific recommendations in these documents could, if implemented, have a significant impact upon campus dining facilities and operations. Within this context, three primary documents were reviewed:

- *Shippensburg University Campus Masterplan (1998)*, prepared by Baker and Associates.
- *Market Analysis, Facility Recommendations & Financial Analysis, Instructional Arts Facility*, prepared by PKF Consulting for Baker and Associates and Shippensburg University.
- *Facilities Condition Audit*, prepared by Entech Engineering, Inc.

Assessment of Existing Dining Facilities

As part of the Pennsylvania State System of Higher Education project in Spring 1999, Ricca Planning Studio consultants conducted an assessment of the existing dining conditions at Shippensburg University. For the purposes of the campus foodservice masterplan, the consulting team again reviewed all campus dining facilities and met with campus administrators in the Office of Facilities Management and Planning to determine what changes to the foodservice physical plant had occurred since the PSSHE report was completed.

Focus Groups and Interviews

In addition to reviewing the information supplied by the University at the initial site visit, Ricca Planning Studio consultants also conducted a series of seventeen focus group sessions and administrator interviews with a representative cross-section of the Shippensburg University campus community.

FOCUS GROUP THEMES and INTERVIEW RESULTS

The focus group sessions enabled Ricca Planning Studio consultants to identify the major foodservice issues with respect to key customer constituencies on the campus. Although a diversity of opinion was expressed, several common themes emerged, as follows:

Common Themes

- *Positive Comments*
 - Food Quality – Generally Perceived as Being Good

- Faculty Dining Program and Environment
- Generally Positive Perception of the Foodservice Provider

- ***Need for Improved Dining Environments***
 - Different and Flexible Seating Configurations
 - Booth and Banquette Seating
 - Better Sound Attenuation
 - Better Lighting
 - More Restaurant Style and Aesthetically Pleasing Environments

- ***Need for Greater Menu Variety***
 - Expanded Take Out Capability
 - Ethnic Foods
 - Soups
 - Vegetarian – Healthy

- ***Food Not Necessarily Perceived as Freshly Prepared***
 - Production Occurs “Behind a Wall”, Negatively Impacting the Perception of Quality

- ***Meal Plan Issues***
 - Higher than Desired Missed Meal Factor
 - Meal Equivalency Restrictions
 - Inflexible Plan Configurations
 - Freshman Meal Plan
 - Summer Meal Plan Configuration

- ***Need for Expanded Hours of Service***
 - Extended Hours for Dinner Service
 - Late Night Options

- ***Desire for Dedicated Catering and Conference Space***
 - Key Role in Fundraising
 - Revenue Generation

DATA ANALYSIS

Academic Population Clusters

As part of the planning process, the consulting team analyzed classroom data to determine the geographic location of students on the campus during the lunch and dinner day-parts. Utilizing classroom population counts by hour for all campus buildings during Spring Semester 2000, the central zone of campus is clearly the most populated zone for both the lunch and dinner meal periods.

- ***Lunch Meal Period:***
71.5% in three classroom buildings, Central Campus Zone:
 - Dauphin Humanities Center
 - Grove Hall
 - Franklin Science Center

- ***Dinner Meal Period:***
57.9% in three classroom buildings, Central Campus Zone:
 - Dauphin Humanities Center
 - Grove Hall
 - Franklin Science Center

Lunch Meal Period Population Clusters

BUILDING KEY MAP

LEGEND

- 1 BIOLOGICAL POND
- 2 BOOKSTORE STORAGE
- 3 COUNSELOR EDUCATION CENTER
- 4 CUMBERLAND UNION BUILDING
- 5 DAUPHIN HUMANITIES CENTER
- 6 DERMESTID FACILITY
- 7 DGS BUILDING
- 8 ECKELS FIELD
- 9 ELECTRIC SUBSTATION
- 10 ETTER HEALTH CENTER
- 11 FACULTY OFFICE BUILDING
- 12 FAIRCHILD FIELD
- 13 FRANKLIN SCIENCE CENTER
- 14 GILBERT HALL
- 15 GROUNDS STORAGE
- 16 GROVE HALL
- 17 GROVE, SETH, STADIUM & SPORTS COMPLEX
- 18 HARLEY HALL
- 19 HEIGES FIELD HOUSE
- 20 HENDERSON GYMNASIUM
- 21 HORTON HALL
- 22 HUBER ART CENTER
- 23 KIEFFER HALL
- 24 KREISS FIELD
- 25 KRINER DINING HALL
- 26 LACKHOVE HALL
- 27 LEHMAN, EZRA, MEMORIAL LIBRARY
- 28 LITTLE RED SCHOOLHOUSE
- 29 MARTIN HOUSE
- 30 MCCUNE HALL
- 31 MCLEAN HALL
- 32 MEMORIAL AUDITORIUM
- 33 MOWREY HALL
- 34 NAUGLE HALL
- 35 300 PRINCE STREET
- 36 OLD MAIN
- 37 RECREATION AREA
- 38 REED ANNEX/CENTREX BUILDING
- 39 REED OPERATIONS CENTER
- 40 RIESINGER HOUSE
- 41 REISNER DINING HALL
- 42 ROBB FIELD
- 43 ROWLAND HALL
- 44 SEAVERS APARTMENTS
- 45 SEE, DAVID C., FIELD
- 46 SHEARER HALL
- 47 SHIPPEN HALL
- 48 STEAM PLANT
- 49 STEWART HALL
- 50 SU FOUNDATION BLDG
- 51 TENNIS COURTS
- 52 WAREHOUSE
- 53 WATER TOWER
- 54 WRIGHT HALL

EXISTING SHIPPENSBURG UNIVERSITY PROPERTY
(PROPERTY BOUNDARIES BASED ON INFORMATION PROVIDED BY SHIPPENSBURG UNIVERSITY)



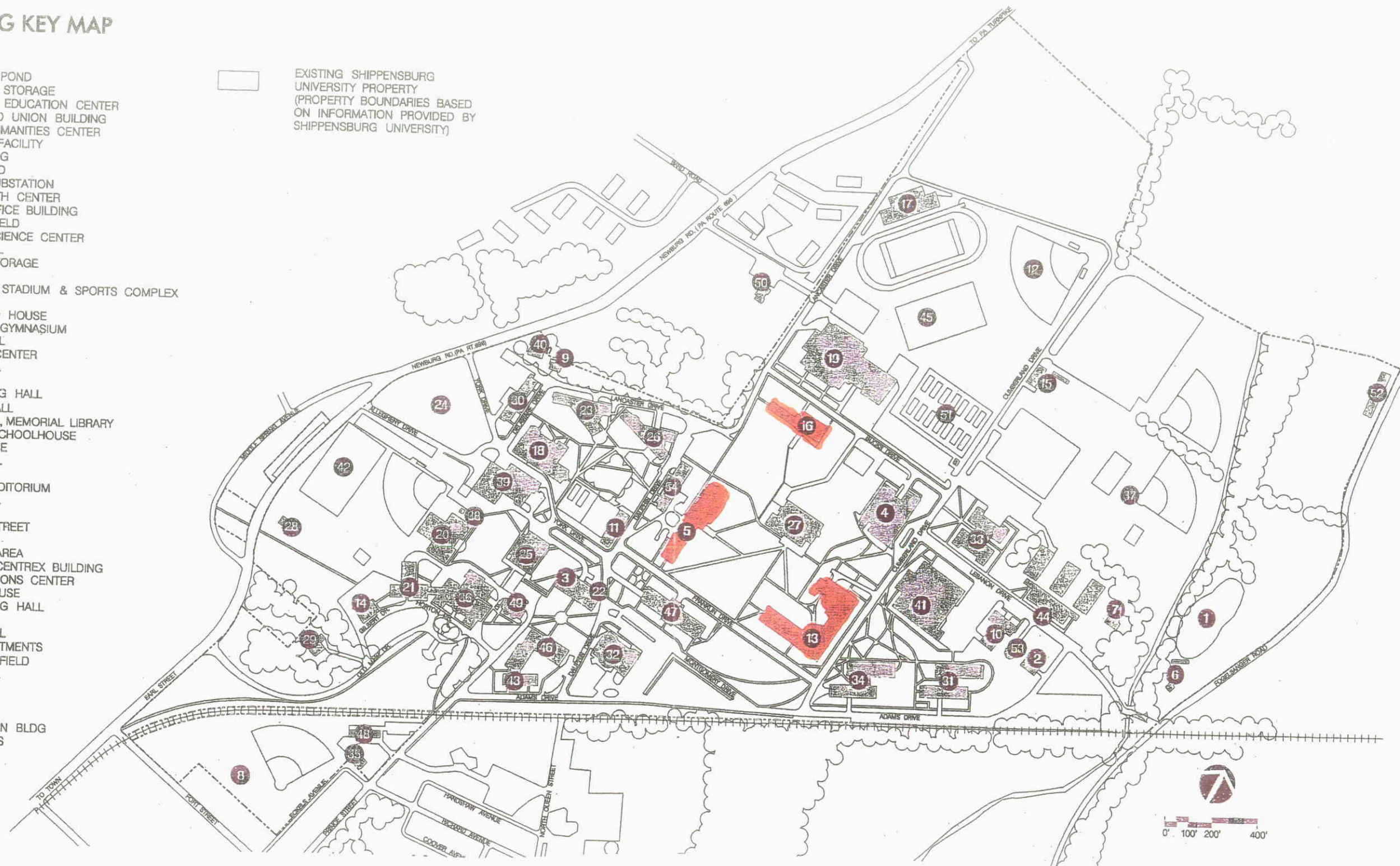
Dinner Meal Period Population Clusters

BUILDING KEY MAP

LEGEND

- 1 BIOLOGICAL POND
- 2 BOOKSTORE STORAGE
- 3 COUNSELOR EDUCATION CENTER
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Current and Future Residential Population Clusters

The second critical component of the data analysis was to quantify current and future residence halls clusters. For instance, growth in the on-campus residence population will impact the serving requirements of the residential dining operations. Additionally, shifts in the residence population from one campus zone to a different campus zone could have a significant impact on demand at individual dining operations. Current residential housing occupancy (Spring, 2000) is shown below.

<u>Current Occupancy</u>	<u>Occupancy</u>	<u>Percent</u>
West Campus	785	29.1%
East Campus	1,613	59.8%
Northwest Campus	300	11.1%
Total:	2,699	100.0%

Currently, there is no available land for construction of new residence halls on the 200 acre Shippensburg University campus site. However, land owned by the Shippensburg University foundation is contiguous to the campus and is available for the construction of future residence halls. The University has identified two locations for future campus housing. The first location is northwest of campus between Lancaster Drive (north and west) and Newburg Road (PA Route 696). This site will house 300 additional students by Fall 2000. The second location is south of the railroad tracks, southeast of the intersection of Adams Drive and Cumberland Drive. The second site is also planned to house 300 students, although the project is at least 10 years from fruition.

The new housing implementation will result in the following housing clusters:

<u>Future Occupancy (10-15 years)</u>	<u>Occupancy</u>	<u>Percent</u>
West Campus	785	26.2%
East Campus	1,913	63.8%
Northwest Campus	300	10.0%
Total:	2,999	100%

The campus maps on the following page graphically depicts current and future on campus housing occupancy.

Current Catering Space Allocations

The University considers there to be a shortage of suitable space on campus for catered events. As part of the data analysis, the consulting team, with assistance from the foodservice provider, conducted an inventory of campus locations where catering services are typically provided.

These spaces naturally cluster into three catering areas or “zones”:

<u>Campus Zone</u>	<u>Available Catering S.F.</u>	<u>Percent Of Total</u>
<u>West Campus</u> (Old Main, President’s House)	5,001 S.F.	7.4%
<u>Central Campus</u> (CUB, Heiges Field House)	45,335 S.F.	67.4%
CUB	10,500 S.F.	
Heiges	34,835 S.F.	

Current Residence Hall Population

East Campus: 1,613
West Campus: 785
Northwest Campus: 300



Future Residence Hall Population

East Campus: 1,913

West Campus: 785

Northwest Campus: 300



East Campus (Reisner)	16,968 S.F.	25.2%
Total:	67,304 S.F.	100.0%

Although the Central Campus area by far contains the largest percentage of catering space, most of this space is consumed by the Heiges Field House – a facility that is an athletic arena and not designed specifically to function as a catering site. In addition, the CUB space is comprised of a multi-purpose room and a number of small meeting rooms that lack a dedicated catering capability. Specifically, the lack of adequate pantry space adjacent to these rooms prohibits the campus Catering Department from providing high quality food, beverages and service for catered functions held in the CUB.

Facility Assessments (PSHEE Study and Masterplan Study)

Ricca Planning Studio consultants spearheaded the system-wide evaluation conducted in 1999 for the Pennsylvania State System of Higher Education (PSSHE). A component of that project was an assessment of the existing campus dining facilities. That original assessment, combined with an updated inspection and a review of the Entech *Facilities Condition Audit* indicates that the dining facilities at Shippensburg University suffer from:

- Outdated production and service systems:
Bulk “cook and hold” food production systems that result in prepared food being held for considerable periods of time. Straight-line cafeteria style serving systems that are, by design, both inefficient in serving customers and ineffective in merchandizing food.
- Institutional seating styles:
Tables and chairs designed for multi-purpose use (dining and non-dining), and not specifically designed for dining.
- Inefficient seating configurations:
The exclusive use of large size tables in the dining areas creates inefficient utilization of seats, particularly when a single person takes over an entire table.
- Inadequate back-of-house support for retail dining at the CUB:
Extremely limited cold and dry storage in the CUB retail dining facility limits the ability to logistically support the existing retail dining operation, forcing management to utilize hallways and other non-storage space for this function.
- Significant building infrastructure deficiencies and issues.
These issues include, but are not limited to, 1.) deteriorated cold storage and lack of air conditioning in Kriner, and 2.) deteriorated roofing and plumbing systems and extensive over-capacity of production, storage, and seating space at Reisner.

MACRO CAMPUS ISSUES

Significant macro campus issues at Shippensburg University will have an impact upon the future requirements of the campus dining program. These macro campus issues, confirmed by the Core Planning Team, include:

- Future student enrollment projected at 500 more students will impact current dining capacity.

- While the size of the residence population is such that it could be served most efficiently by a single residence dining operation, continuance of a geographically divided residential community will make the convenient siting of such a facility challenging.
- Growth in campus physical plant will impact the ability to use residential dining space for catered events, and will also create a greater demand for a more sophisticated level of catering on campus. Growth will come in the form of:
 - The new Instructional Arts Building
 - New student housing to the northwest (Foundation property)
 - Potential additional student housing to the south
- Parking eliminated behind the CUB as a result of the Instructional Arts Building will compel commuting students to walk farther from parking areas to classroom clusters.

OPPORTUNITIES FOR ENHANCEMENTS TO CAMPUS DINING

Addressing the macro campus issues creates opportunities to implement significant enhancements to Shippensburg University's campus dining program.

Implement State-of-the-Art Dining Facilities and Programs: The existing condition of the campus residential dining facilities is such that a major rehabilitation program will be required within the next 5-10 years. The extent of work required presents an outstanding opportunity to implement state-of-the-art dining configurations and, as a result, provide a high quality dining experience that is commensurate with the high academic standards prevailing at Shippensburg University. Implementation of marketplace style dining will result in the creation of dynamic production and service platforms that highlight exhibition cooking while remaining flexible for changing program needs over time. Facilities can be designed such that extended hours of service can be provided in a cost effective manner.

Improve Operating Efficiencies: Implementation of state-of-the-art dining capabilities in the residential dining program will create operating efficiencies in comparison to the existing program. These efficiencies will include labor cost reductions from new serving systems, utility savings from utilizing modern food production technologies, and improved utilization of dining physical plant.

Create Dedicated Space for Conferences and Catering: Catering operations play a key role on campus by supporting fund raising from both alumni and corporate donors to campus academic programs. The development of high quality catering spaces and operations assists the University in conveying to alumni and corporate donors the overall quality of academic and support programs on campus and helps send the message that Shippensburg University is an institution deserving of donor support.

VISON FOR CAMPUS DINING

An analysis of the focus group findings, as well as experience working with over one hundred college and university campuses nationwide has provided the consulting team with particular insight into the behavior of the typical university student. Today's student is:

- The product of a two career family
- In a hurry
- More aware of nutrition
- Value oriented
- Brand conscious

- Merchandising savvy, but not necessarily familiar with the process of preparing food from scratch.

An analysis of recent university dining trends over the last several years indicates that tomorrow's student will:

- Be better traveled
- Be more ethnically diverse
- Include more non-traditional students
- Be familiar with broader diversity of foods and cuisines increasing expectations for variety.

Thus, the *Vision for Shippensburg University Dining* must respond to the following critical elements:

- **A High Quality Dining Experience**

- Cuisine that is
- *Freshly Prepared*
- *Authentically Prepared*
- Provides "*Foodertainment*"

- **Facilities that**

- Offer *Aesthetically Pleasing* Environments
- *Merchandise* Food Effectively
- Foster a Strong Sense of *Community* and Contribute to the *Living/Learning Environment*
- Provide Opportunities for *Social Interaction*

- **Variety**

- A Wide Range of Products that.....
- *Are Ethnically Diverse*
- Incorporate *Commercial Foodservice Trends*
- Promote "*Grazing*"
- Include *Grocery* Products

- Venues that Deliver a Range of Service Systems and Dining Experiences

- **Services that are Life-style Compatible**

- Convenient
- Offering Extended Hours of Service Including *24/7*
- Offering *Portable* Products including *Groceries, Carry-out* and *Home Meal Replacement*
- Facilities that are *Linked* to Other *Student-Based Activities*

DINING FACILITY REDEVELOPMENT

Facility Distribution

In analyzing options for dining facility distribution on campus, it is important to recognize that dining facilities located beyond a five minute walk are generally perceived by customers to be "too far" to be convenient, particularly in cold weather climates. The five minute walk "rule of thumb" also holds true for off campus students when accessing campus from parking facilities.

In this context, it is important to note that the Instructional Arts Building project is displacing current parking facilities, requiring the development of new, more remote parking. This imposes an additional burden upon students living off campus and will require these students to walk in excess of twenty minutes from their car to class. During winter months on cold and snow days, the walk from the new parking areas will seem to be even further than it actually is; therefore, it is essential to keep any campus dining facility within a five minute walk of classes for commuter students, and within a five minute walk from the campus residence halls for students living on campus. The five minute walking radius issue and its impact on centralized or dispersed dining is discussed further in the following pages where three options for dining facility enhancements are presented.

Facility Redevelopment Options

Three dining facility options have been developed as alternatives to consider in bring Shippensburg University campus dining facilities to state-of-the-art condition.

OPTION A

Key elements of Option "A" include:

- *Centralized Dining Marketplace as part of a CUB expansion:*
A state-of-the-art dining facility utilizing the "Marketplace Model" offers the following:
 - Exhibition and Small Batch Cooking: Food prepared fresh and in full customer view, in production portion sizes for six to fifteen persons.
 - 5-8 Flexible Service Platforms: Serving platforms reflecting current customer menu preferences, but that can be cost effectively modified to keep pace with changing customer tastes. Five to eight service platforms create a strong sense of menu variety.
 - Lively, Interactive Environments: Also known as "foodertainment", these interactive environments actively engage dining customers in the production of the meal, making meal time an experience.
 - Downsized Production Kitchens: Since most of the meal is produced exhibition style in front of the customer, costly back-of-house kitchen space is greatly reduced.
 - Restaurant Style Seating Configurations: Including retail style seating configurations incorporating singles seats, booth and banquette seating, and stool height seating.
 - Extended Service Module(s): Flexible service platforms create opportunities to provide extended service hours into late evening and early morning hours by keeping one module open. As a result, late night demand is satisfied in a cost effective manner.
 - China Serviceware: The Marketplace model, utilizing china serviceware, blurs the distinction between campus dining facilities and off campus retail restaurants.
- *Food Emporium and Conference Center at both Reisner and Kriner*
Food emporiums combine grocery and convenience food sales with one or more flexible service platforms such as a grille, coffee bar, and/or pizza operation. These operations are typically quite labor efficient, making them ideal for extended hours of operation. Key characteristics of this type of concept can include:
 - Retail Grocery Displays
 - 1-4 foodservice platforms
 - Disposable Serviceware

Option A – 5 Minute Walking Radius



- 80-125 Café-style Seats
- Soft Seating
- Vending

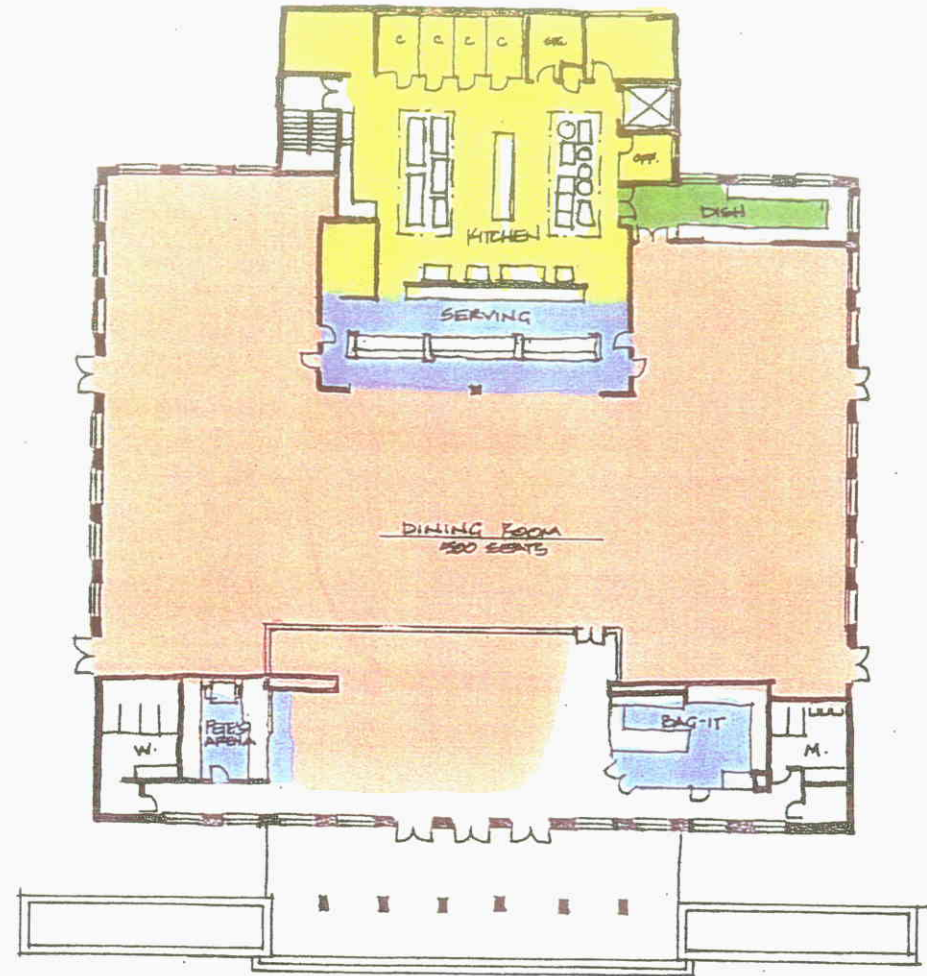
- Retail Dining at CUB (Expansion to Game Room)

- Campus Catering Production at CUB Using Central Marketplace Kitchen

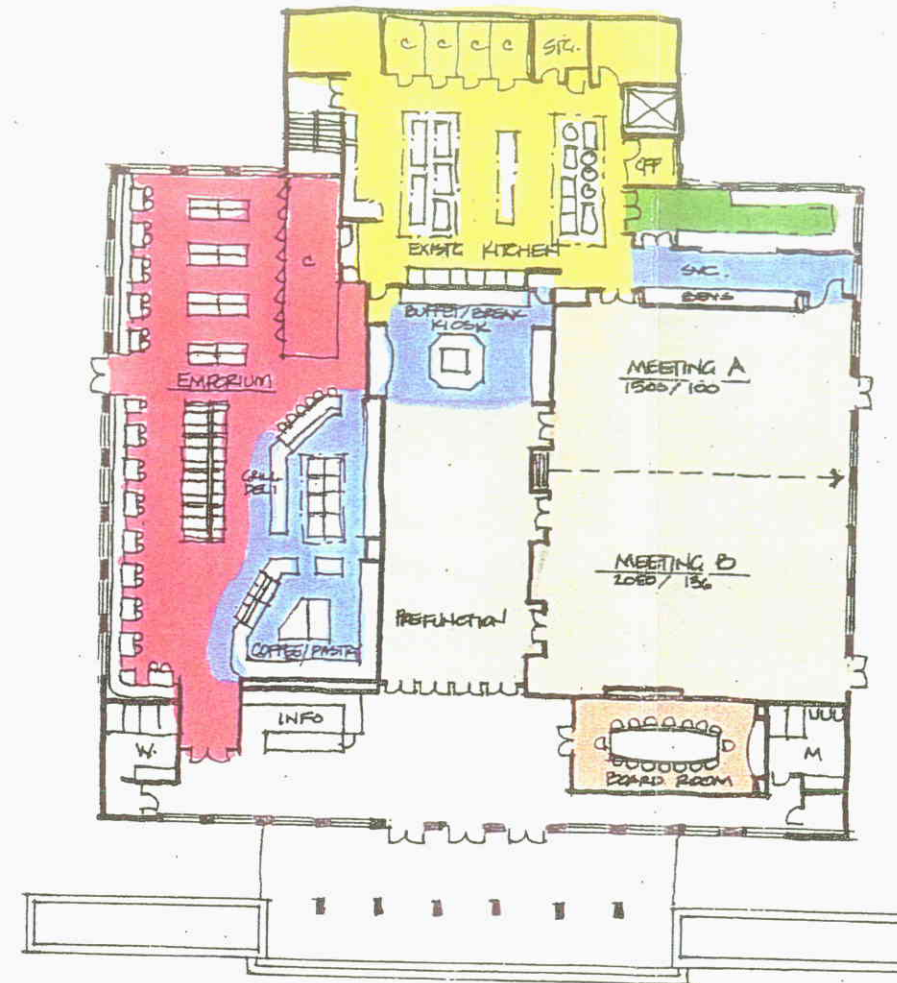
The centralized dining marketplace is best located as part of an addition/expansion to the CUB so that food production and storage efficiencies are created whereby the new kitchen and storage space serves the new marketplace, retail dining at the CUB, and catering production for the entire campus.

Demand Analysis and Space Requirements – Option A

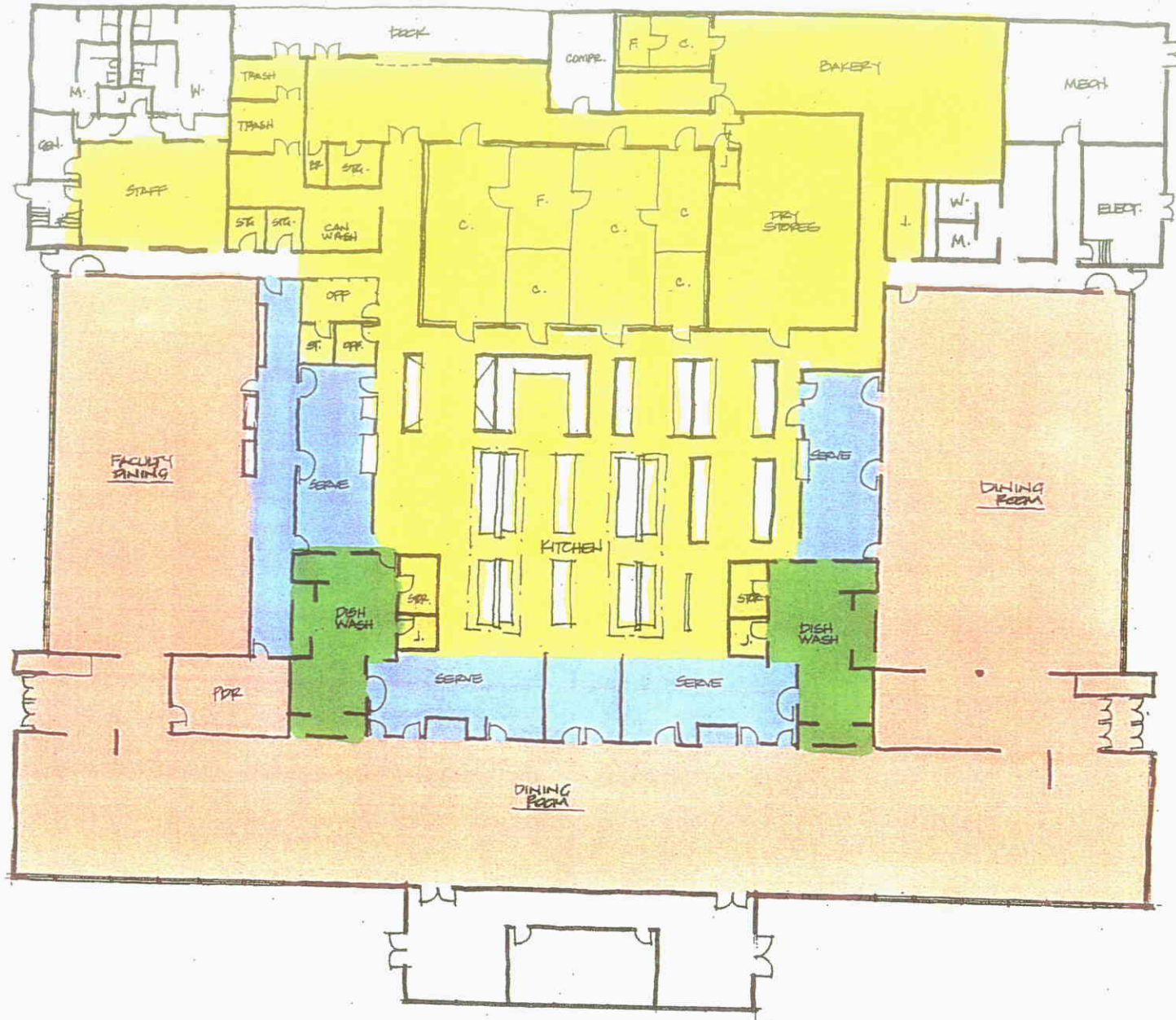
	Kriner Emporium And Conference	Reisner Emporium And Conference	Central Marketplace
Seats Required @ 20% Growth	125 Seats	125 Seats	873 Seats
Dining	1,875 S.F.	1,875 S.F.	13,091 S.F.
Serving	1,400 S.F.	1,400 S.F.	6,982 S.F.
Warewashing	Existing	500 S.F.	13,091 S.F.
Production/Storage	Existing	Existing	6,982 S.F.
Support	Existing	Existing	1,309 S.F.
Subtotal:	3,275 S.F.	3,275 S.F.	30,545 S.F.
Total Including Net to Gross:	3,275 S.F.	3,275 S.F.	39,708 S.F.



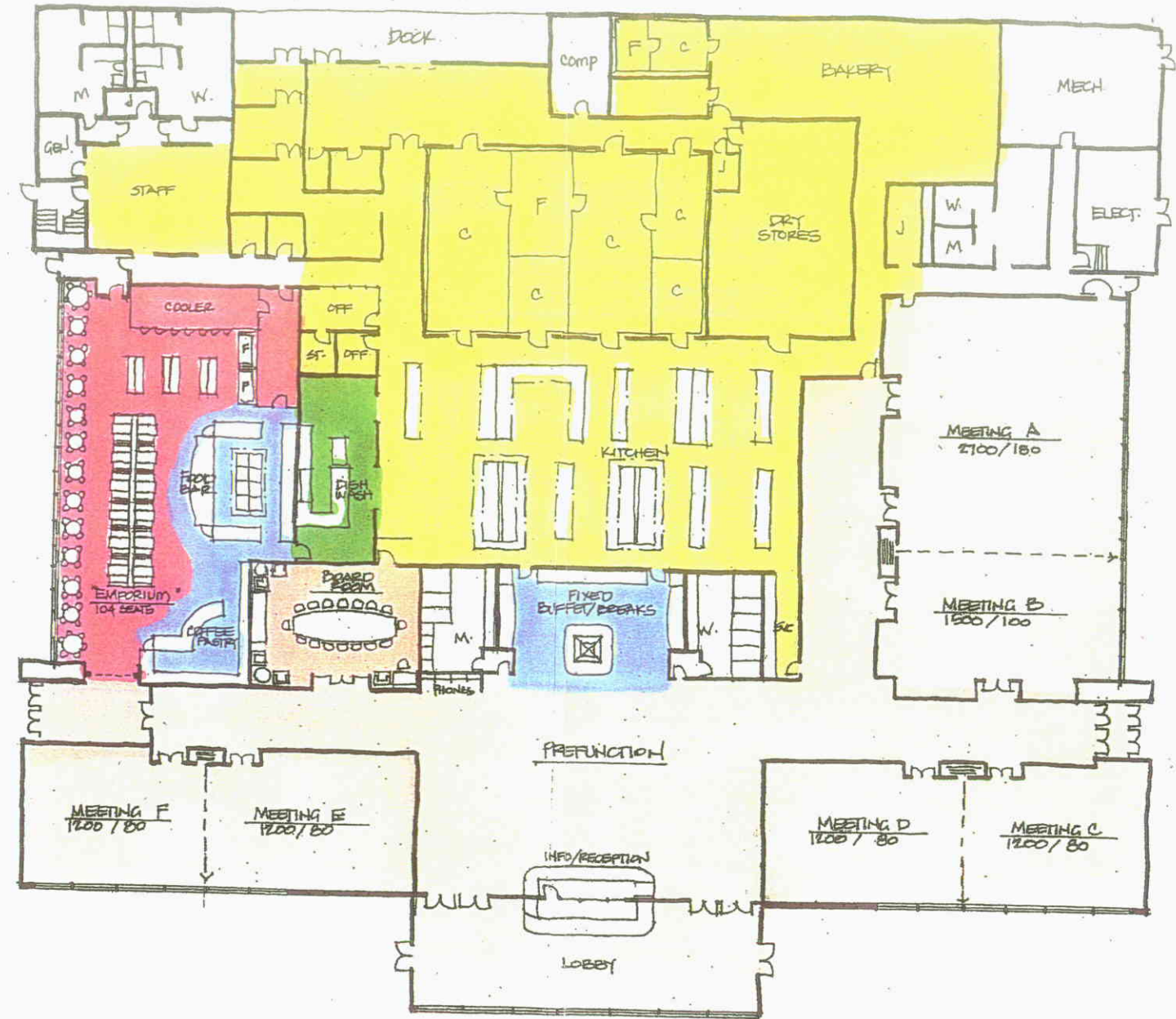
Shippensburg University
 Kriner Hall – Existing Layout
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Shippensburg University
 Kriner Hall – Option "A"
 Scale: 1/32" = 1'-0"



Shippensburg University
 Reisner Hall - Existing Layout
 Scale: 1/32" = 1'-0"



Shippensburg University
 Reisner Hall - Option "A"
 Scale: 1/32" = 1'-0"



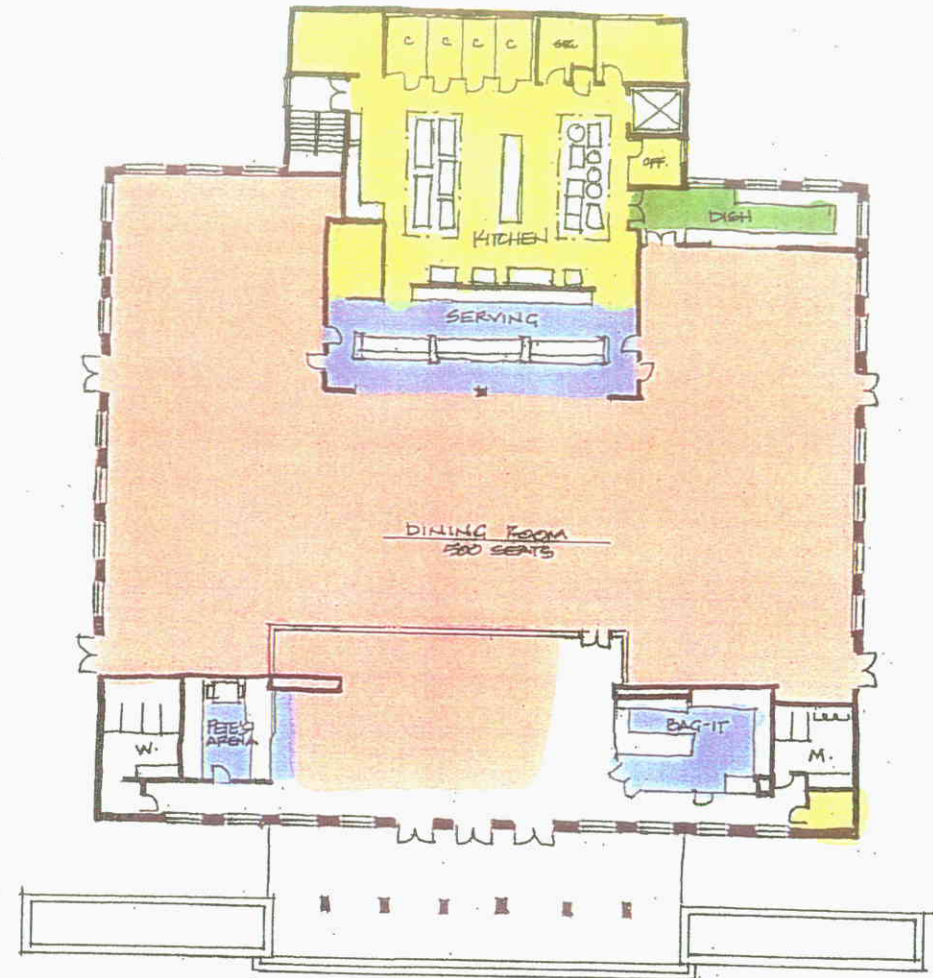
OPTION B

Key elements of Option B include:

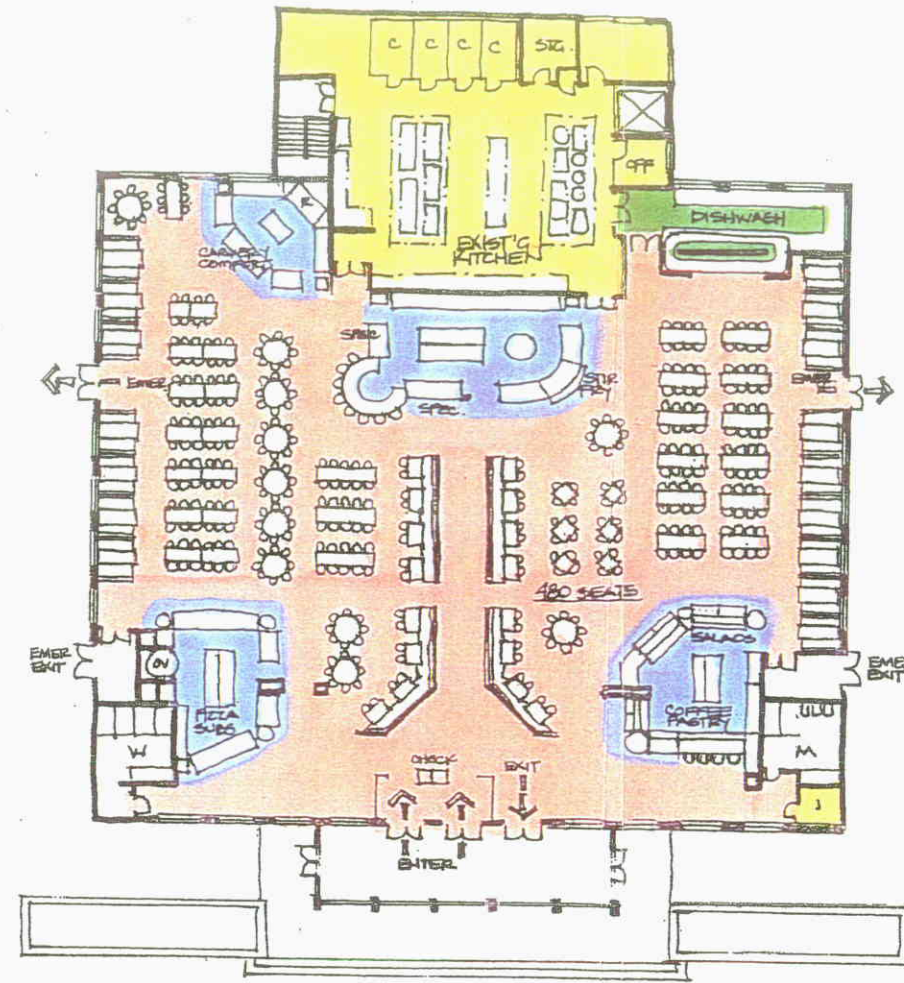
- *Marketplace Dining at Reisner incorporating extended service hours*
- *Marketplace Dining at Kriner incorporating extended service hours*
- *Retail Dining at CUB expands to the Game Room*
- *Campus Catering production at Reisner kitchen*

Demand Analysis and Space Program – Option B

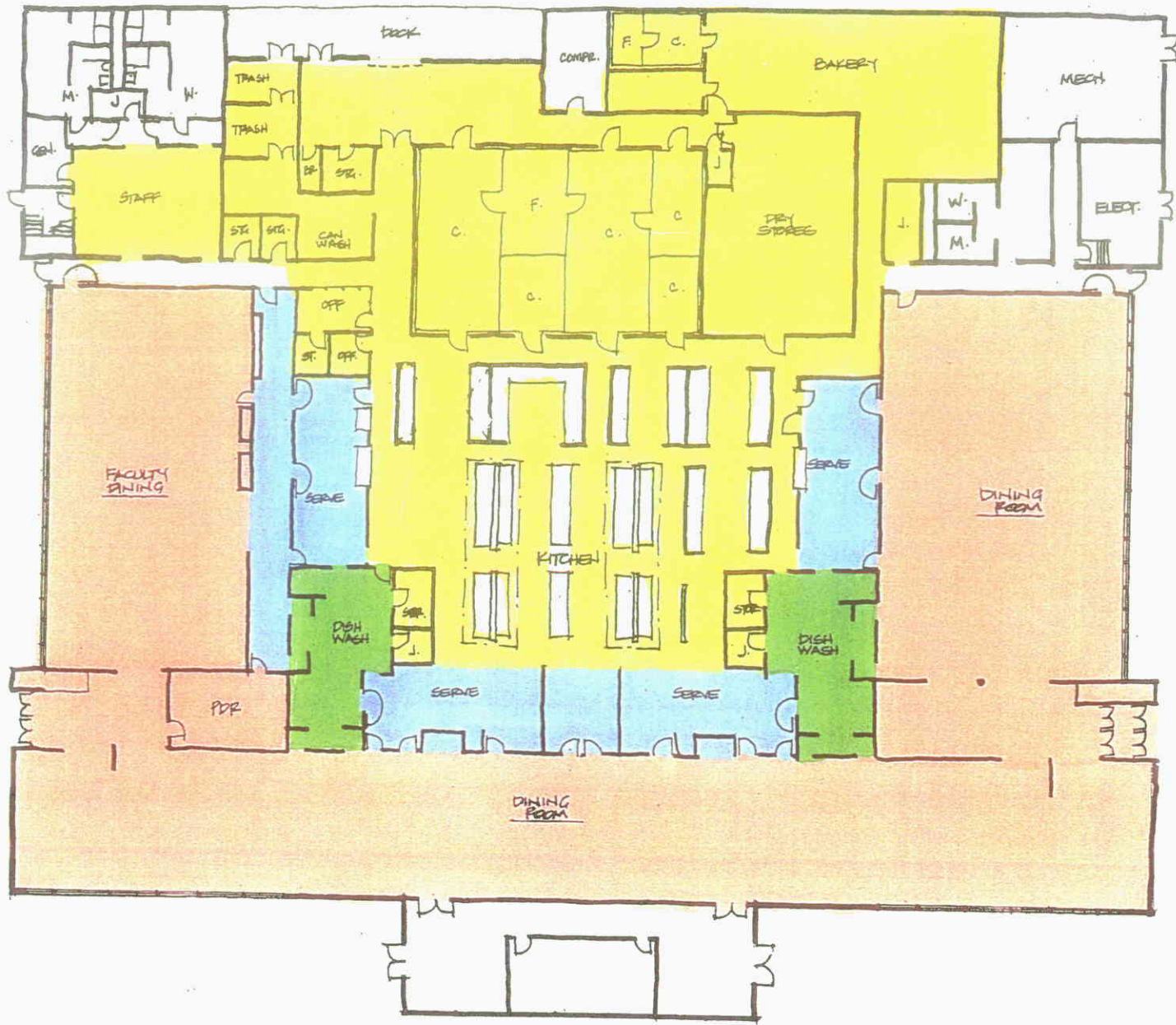
	Kriner Marketplace	Reisner Marketplace
Seats Required @ 20% Growth	514 Seats	601 Seats
Dining	8,569 S.F.	9,021 S.F.
Serving	4,570 S.F.	4,811 S.F.
Warewashing	857 S.F.	902 S.F.
Production/Storage	3,142 S.F.	3,308 S.F.
Support	2,856 S.F.	3,007 S.F.
Subtotal:	19,995 S.F.	21,049 S.F.
Total Including Net to Gross:	19,995 S.F.	21,049 S.F.



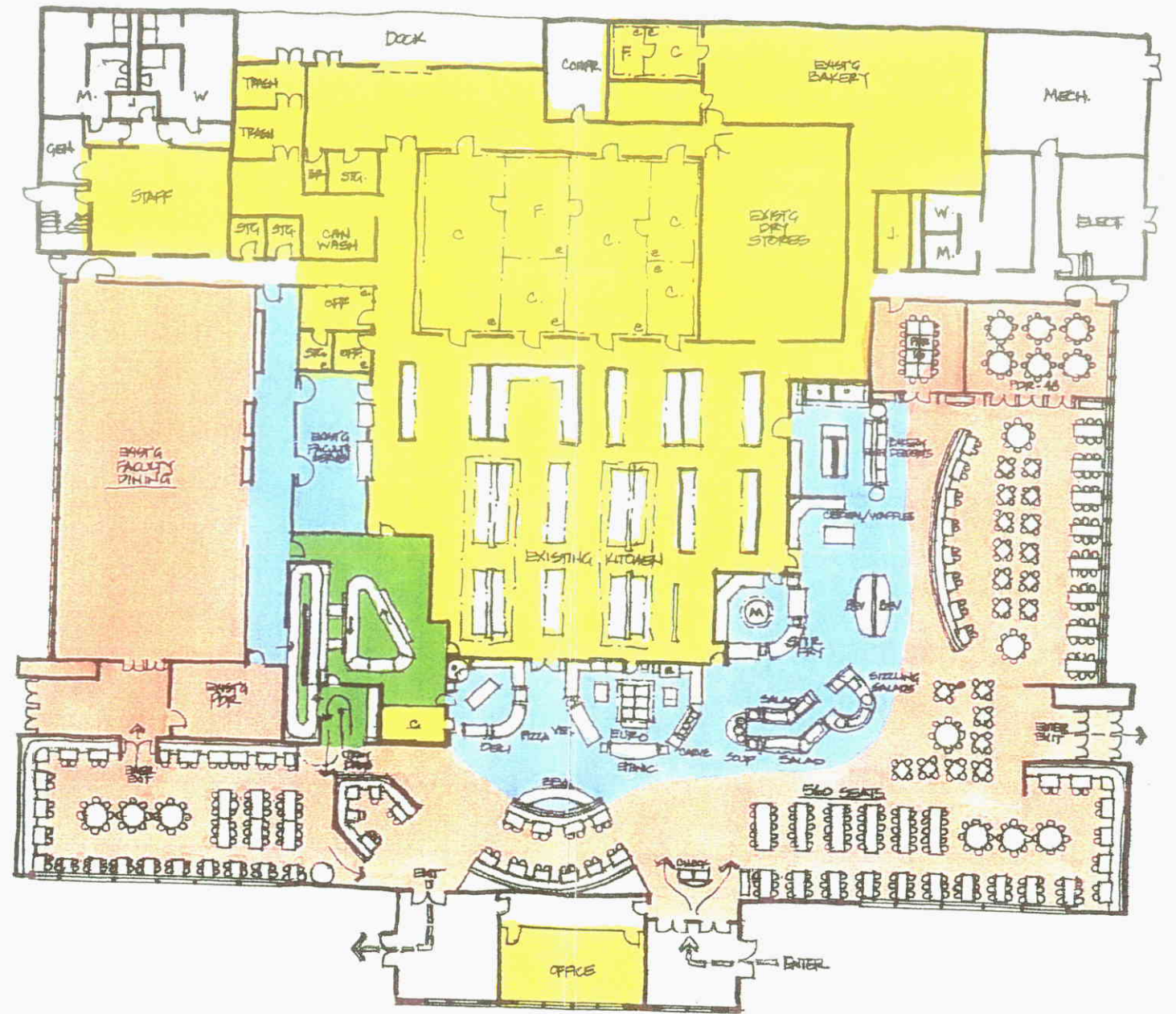
Shippensburg University
 Kriner Hall – Existing Layout
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Shippensburg University
 Kriner Hall – Option "B"
 Scale: 1/32" = 1'-0"



Shippensburg University
 Reisner Hall – Existing Layout
 Scale: 1/32" = 1'-0"



Shippensburg University
 Reisner Hall – Option "D"
 Scale: 1/32" = 1'-0"

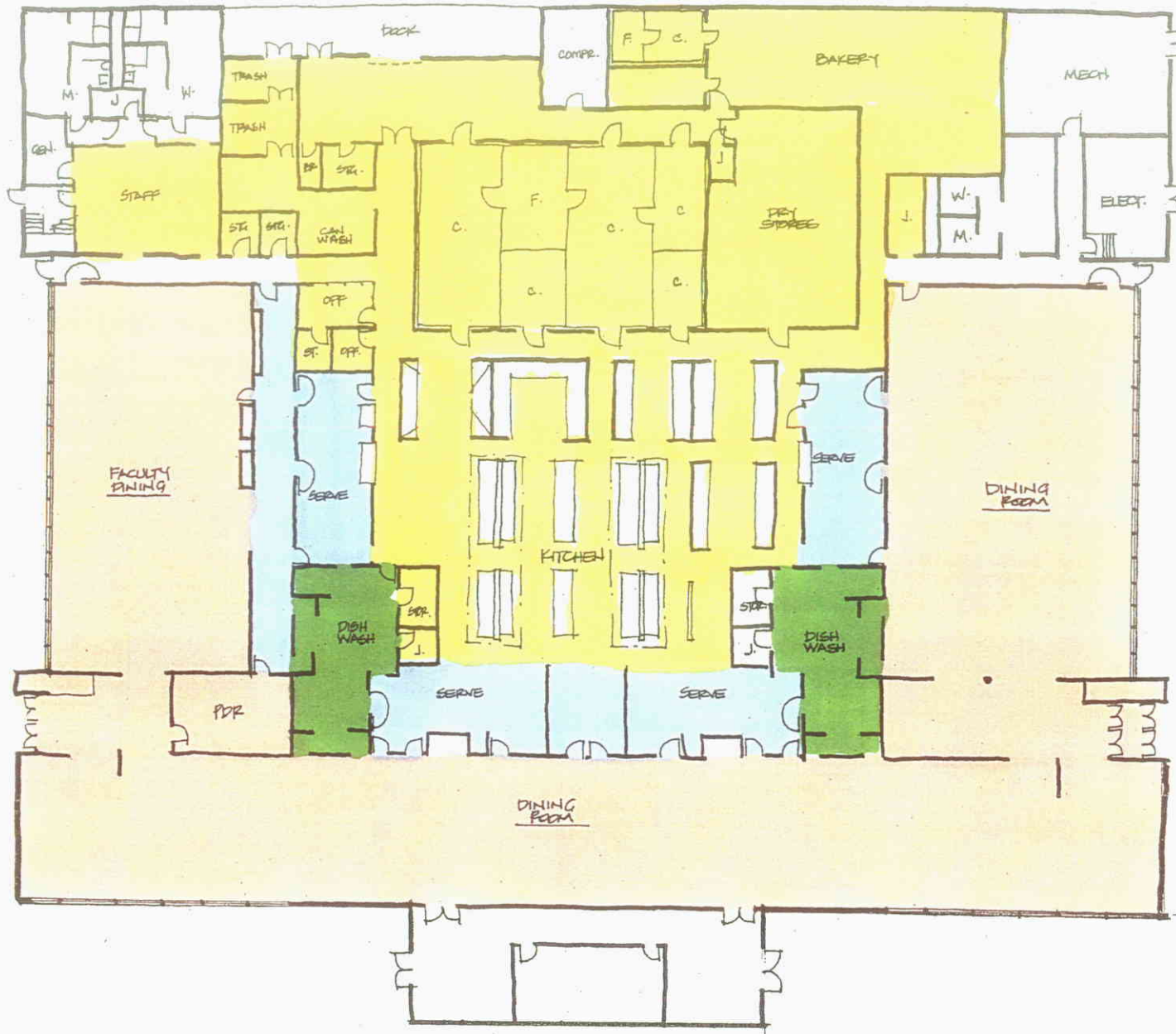
OPTION C

Key elements of Option C include:

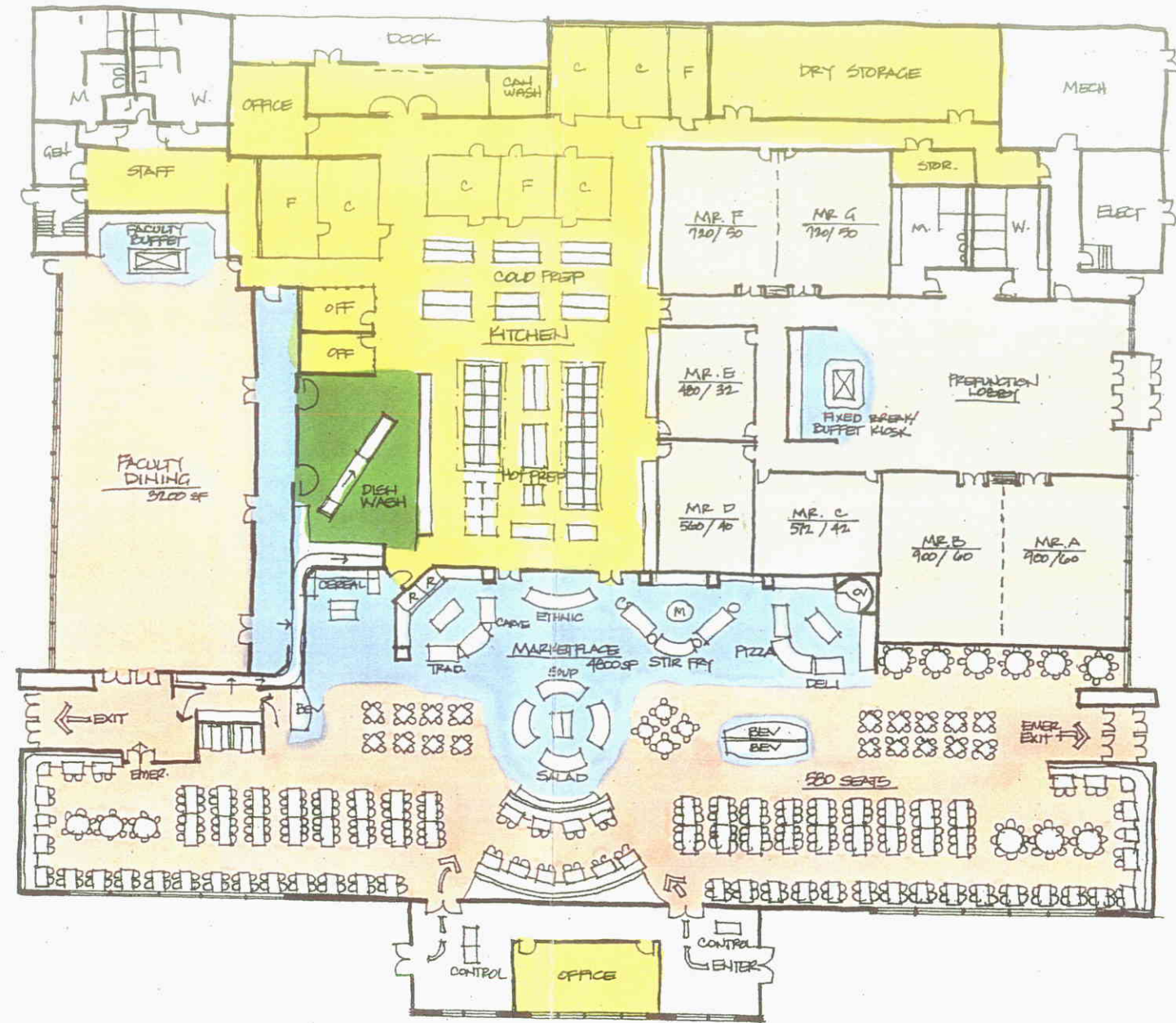
- *Campus Conference Center and Marketplace at Reisner*
- *Expanded Retail Dining at Kriner*
- *Ballroom Addition at CUB*
- *Expanded Seating at CUB*
- *CUB Game Room Conversion to Coffee House*

Demand Analysis and Space Program – Option “C”

	Reisner Marketplace and Conferencing
Seats Required @ 20% Growth	580 Seats
Dining	8,700 S.F.
Serving	4,811 S.F.
Warewashing	902 S.F.
Production/Storage	7,296 S.F.
Support	3,007 S.F.
Subtotal:	24,716 S.F.
Total Including Net to Gross	24,716 S.F.



Shippensburg University
 Reisner Hall – Existing Layout
 Scale: 1/32" = 1'-0"



Shippensburg University
 Reisner Hall – Option "C"
 Scale: 1/32" = 1'-0"

Order of Magnitude Cost Estimates

The following order of magnitude estimates of probable cost are in 2001 dollars.

Option A

	Kriner Emporium and Conference	Reisner Emporium and Conference	Central Marketplace
Construction	\$1,644,630	\$4,393,980	\$6,353,280
Design Fees	\$246,695	\$659,097	\$952,992
Equipment/Furnishings	\$839,922	\$1,704,969	\$2,849,655
Other	\$106,901	\$285,609	\$412,963
Contingency	\$248,455	\$609,895	\$920,293
Total Maximum Estimated Cost:	\$3,086,603	\$7,653,550	\$11,489,183
Total Minimum Estimated Cost:	\$2,736,603	\$6,953,550	\$11,489,183
Total Cost Per S.F.:	\$174 - \$196	\$162 - \$179	\$289

Option B

	Kriner Marketplace	Reisner Marketplace
Construction	\$1,717,560	\$4,579,680
Design Fees	\$257,634	\$686,952
Equipment and Furnishings	\$1,573,115	\$2,336,829
Other	\$111,641	\$297,679
Contingency	\$329,067	\$691,651
Total Maximum Estimated Cost:	\$3,989,017	\$8,592,791
Total Minimum Estimated Cost:	\$3,539,017	\$7,692,791
Total Cost per S.F.:	\$225 - \$254	\$180 - \$201

Option C

	Reisner Marketplace and Conferencing
Construction	\$4,579,680
Design Fees	\$686,952
Equipment and Furnishings	\$2,265,589
Other	\$297,679
Contingency	\$684,527
Total Maximum Estimated Cost:	\$8,514,427
Total Minimum Estimated Cost:	\$7,614,427
Total Cost per S.F.:	\$178 - \$198

Summary:

	Option A	Option B	Option C
Total Maximum Estimated Cost:	\$22,229,336	\$12,581,808	\$8,514,427
Total Minimum Estimated Cost:	\$21,179,336	\$11,231,808	\$7,614,427
Estimated Operational Savings:	\$425,000	\$0	\$0
Estimated Maximum Bond Payment (at 6% Interest; 25 years)	\$1,738,928	\$984,204	\$665,998
Estimated Minimum Bond Payment (at 6% Interest; 25 years)	\$1,656,790	\$878,627	\$549,762
Gross Cost Per Meal Plan Sold (4,500)	\$368.18 - \$386.43	\$195.25 - \$213.96	\$148.00 - \$122.17
Operational Savings Per Meal Plan Sold	(\$94.44)	\$0	\$0
Net Cost Per Meal Plan Sold	\$273.74 - \$291.99	\$195.25 - \$213.96	\$148.00 - \$122.17

SHORT AND LONG TERM FACILITY RECOMMENDATIONS

Shippensburg University dining facilities face a number of infrastructure issues that are a result of deferred maintenance over the past two decades. Additionally, production and service systems are outdated and are no longer conducive to the execution of a contemporary campus dining program. Since funding requirements are in excess of what the campus foodservice provider is likely to offer in the next contract term, it is likely that the University will need to seek some type of bond financing for needed dining facility improvements. The recommendations that follow segment facility recommendations into short term and long term strategies.

Short Term Recommendations (Year 1 - 5)

Short term recommendations have been developed for a time period that coincides with the next campus foodservice provider contract and any resultant capital investment that may be offered by the provider. These recommendations have been developed to accomplish the major objectives of:

- Addressing foodservice infrastructure/facility issues;
- Implementing facility improvements that will result in the highest immediate customer impact for invested capital;
- Implementing retail dining concepts that will produce revenue streams for funding bond repayment; and
- Positioning campus foodservice operations to accommodate customer demand during the implementation of long term facility renovations.

Under the recommended short term strategy, it is envisioned that the two existing residential dining facilities will be retained and that the initial focus on facility renovations will be centered around redevelopment of retail services at the Kriner dining facility. The approach identified will, 1.) help rectify Kriner's infrastructure deficiencies, 2.) provide a retail dining alternative to CUB retail dining operations, and 3.) create additional dining facilities for campus residents while Reisner Hall is taken off-line and undergoes renovation.

- Recommendation: Replace Kriner Refrigeration

Commentary:

The walk-in refrigeration at the Kriner dining facility is made entirely of wood, is beyond useful life, and has deteriorated to the point of no longer being functional. Due to the fact

that all renovation schemes in this masterplan retain the existing Kriner refrigeration space, it is recommended that the walk-in refrigeration be replaced. In addition, it is recommended that this be accomplished simultaneously with the Kriner air conditioning work scheduled during the summer of 2001.

- Recommendation: Expand Kriner Retail Options

Commentary:

Option A, as it pertains to Kriner Hall dining, involves the conversion of Kriner to an emporium dining facility with meeting/conference room capability. As mentioned previously under the Option A discussion, 2 to 4 dining platforms are recommended if a central campus dining facility concept is adopted by the University. A short term alternative to the emporium model is for expansion of Kriner retail options to the underutilized Kriner basement area and converting this space to a retail "diner" concept that offers a grill platform, pizza platform, coffee/pastry service point, deli, and grab and go snack area. Due to its location in the basement and having direct walk-out access on the north side of Kriner, this retail area can operate independently from the residential dining operation and offer extended hours dining to the west campus community. The coffee/pastry area could also be configured into a "Cyber" café with Internet connectivity. Finally, expanded retail dining at Kriner should ease customer congestion at the CUB over the short term.

- Recommendation: Convert CUB Game Room to Coffee House Concept

Commentary:

The popularity of the Jazzman's Café addition to the CUB convenience store (Bag It) has exacerbated the inadequate seating capacity within the CUB. Immediately adjacent to the Bag It convenience store and Raider Room retail dining facility is the game room. Even though students living off campus spend considerable time at the CUB, this space is underutilized and it is recommended that this space be converted to a retail coffee house concept that can serve as a "home away from home" for off campus residents.

- Recommendation: Reisner Conversion to Residential Dining Marketplace and Conference Center

Commentary:

The Reisner Hall dining facility, with its straight line serving lines, is out of date and inefficient. In addition, too much space is devoted to food production in relationship to current, state-of-the-art dining operations nationwide. Some of this excess space can be better utilized for catering functions that drive sales and revenues. The Reisner catering capability becomes even more critical as a support mechanism to serving the catering and conference needs of functions held at the new Instructional Arts Building. It is therefore recommended that the Reisner dining facility be renovated to the configuration proposed in Scheme C. As a minimum, the meeting space/faculty dining reconfiguration should occur even if funding does not permit servery renovation in the short term.

Long Term Recommendations (Years 6 – 10)

Long term recommendations have been developed that provide Shippensburg University with the capability to exceed the dining expectations of current students, while maintaining flexibility to meet and exceed the dining needs of future students.

It is recommended that Shippensburg University consider adopting a long term dining strategy of a single residential dining facility located in central campus, designed to serve the residential

dining needs of both the east and west campus residential dining communities, as well as making a significant addition to the CUB to accommodate additional seating and space for special functions. Implementation of this strategy will require the University to seek bond financing.

- Recommendation: Implement Single Residential Dining Marketplace

Commentary:

For a campus population the size of Shippensburg University, a single residential dining marketplace is the best model for meeting student dining needs with the highest degree of operating efficiency. If the single residential dining marketplace is properly located in central campus, it can serve both residential communities, as well as the planned Foundation residential housing that is contiguous to campus. This recommendation best serves the entire campus community over the long term and creates operating efficiencies that will optimize the University's ability to pay back the bond financing required for the project.

- Recommendation: Move CUB Bookstore, Expand CUB Retail Dining/Seating, Implement Ballroom to Compliment Instructional Arts Building

Commentary:

It is recommended that in conjunction with the implementation of a single, centralized residential marketplace, the existing CUB be expanded with the Bookstore relocating to the west green space adjacent to the existing Bookstore location. This will allow retail dining to expand into some of the space currently occupied by the Bookstore. This will create the opportunity for additional retail dining platforms in the CUB, as well as much needed space for additional seating.

With the exception of the lobby area for catering and a theater style seating venue, it does not appear that the new Instructional Arts Building has been programmed to incorporate either catering or conferencing space. Additionally, the space allocated for foodservice support within the building (400 square feet), is insufficient to support substantive catering operations within the structure. These two aspects taken together dictate that dining requirements for large banquets held as part of Instructional Arts Building functions be accommodated elsewhere on the campus. As a result, it is recommended that a ballroom for large banquets be implemented as part of a CUB expansion project, with the intent that events be serviced from the proposed marketplace production kitchen.

- Recommendation: Reevaluate Capacity and Service Requirements at Kriner and Reisner Halls

Commentary:

The implementation of the single residential dining marketplace in central campus will preclude the need for Kriner and Reisner to continue to serve as large-scale residence dining operations. Upon implementation of a central marketplace, both facilities should be reevaluated. For instance, the extent of foodservice at Kriner might be an intimate retail option only. The best use for Reisner at that point might be as a dedicated conference facility.

MEAL PLAN RECOMMENDATIONS

The consultants have identified the following recommendations for improvements to the Shippensburg University meal plan program, that if implemented, will greatly enhance the customer perception of “value” in the meal plan. These customer driven recommendations are as follows:

- **Improved Flexibility:**
 - *Consider eliminating equivalency and increasing the flex dollar component.*
The current equivalency rates are low compared to the customer’s perception of a valuable equivalency rate, and students believe that they are not receiving fair value. Reducing the equivalency rate and increasing the flex dollar component can potentially change this perception.
 - *Consider block plans.*
Students who do not use their allotment of weekly meals lose them. This is known as the “use it or lose it” policy. A block plan will allow students to use meals anytime during the semester and offers the meal plan holder greater flexibility in minimizing the missed meal factor.
 - *Allow “guest meals” (at least with flex dollars)*
The market research indicates dissatisfaction with the inability of meal plan holders to obtain their meal and treat a guest on their meal plan – a meal that the customer perceives as already having been paid for. Allowing a guest to dine with a meal plan holder at least through use of flex dollars will increase the perception of overall value in having the meal plan.
- **Customer Driven Focus:**
 - *Consider offering a 10 meal plan for freshmen*
The student focus group sessions indicated that first year women who are required to have a meal plan often do not eat the same number of meals per week as do first year men. This results in meals paid for but not eaten, thus reducing the perceived value of the meal plan for freshmen women.
 - *New pricing strategy for summer meal plan*
The summer meal plan price is the same as for the academic year. Yet during the summer months, not all dining locations are open, and those dining locations that are open operate under an abbreviated menu. This results in summer meal plan holders paying an academic year price for the meal plan but receiving less in the way of dining locations and menu selections. Adopting a new pricing strategy for the summer meal plan program that brings price and value into better balance will assist in making the meal plan more customer driven.
 - *Acceptance of flex dollars in campus vending machines*
Reconfiguration of campus vending machines to accept meal plan flex dollars will increase the number of venues in which the meal plan can be used. More importantly, allowing meal plan flex dollars to be used in campus vending machines will allow students to use their meal plan during late hours when dining facilities are closed.

IMPLEMENTATION TIMELINE

Short Term Recommendations

- Year 1: Renovate CUB game room to Coffee House concept.
Replace Kriner walk-in refrigeration.
Allow guest meals on flex dollars.
- Year 2: Expand Kriner retail capabilities, including extended hours of operation.
New pricing strategy for summer meal plan.
Meal plan flex dollars accepted in vending machines.
- Year 3-5: Renovation of Reisner to residential dining marketplace and conference center.
Change in meal equivalency (meal plan).

Long Term Recommendations

- Year 6: Relocate CUB Bookstore, expand CUB retail, add ballroom space.
- Year 7-8: Implement central residential dining marketplace.
- Year 10: Reevaluate capacity and service requirements for Kriner and Reisner Halls.

FURTHER DEVELOPMENTS TO THE MASTERPLAN

Upon completion of the initial masterplan report, Ricca Planning Studio consultants met with Shippensburg University officials to present masterplan recommendations and initiate further, in-depth discussion. Subsequent to this meeting, the campus dining General Manager and State-wide System Foodservice Contract Consultant conducted a further review of the options and recommendations contained in the report. These comments have prompted further development of our recommendations, particularly with regard to reducing capital costs for facility renovations.

During the course of the review process described above and to-date, the Shippensburg dining program has already begun to implement a number of program and facility recommendations outlined in the initial report, including:

Program Recommendations Implemented

- Block meal plans have been added to the Shippensburg meal plan program. Students living on-campus may select a 175 Meal Block Plan, while students living off-campus may select a 75 Meal Block Plan.
- All meal plans now include five guest meals per semester.
- All students living in the residence halls have an additional choice of a 10 Meal (per week) plan.

Facility Recommendations Implemented or Planned

- New and flexible seating configurations have been added to both Kriner and Reisner Dining Halls.
- Take out options have been expanded with the new Market Fresh Grab and Go in Reisner Hall.
- Better lighting has been addressed in both the 2002 Kriner renovation project and the Market Fresh area in Reisner.
- Kriner cold storage was completed during the winter of 2001-02
- The CUB Coffee House recommendation implementation is a Wood Company concept called *Jazzman's* and is scheduled for opening in Fall 2002.
- The "Cyber Café" recommendation for Kriner Hall is scheduled to come on line for a Fall, 2003 opening.

ADDITIONAL FACILITY RECOMMENDATIONS

Based upon a review of the implementation progress of the consulting team's initial recommendations, as well as the comments received from the campus planning team, Ricca Planning Studio has developed additional facility recommendations in the form of an "Option D", designed to provide Shippensburg University with a more cost effective approach to facility redevelopment.

OPTION D

Key elements of Option D include:

- *Cyber Café in the basement of Kriner Hall*
- *Marketplace dining at Reisner implemented as a servery renovation only, with minimal impact on existing production and support areas*
- *Move CUB Bookstore, Expand CUB Retail Dining/Seating, Implement Ballroom*

- Recommendation: Retain the existing Kriner Hall main level “as is”, and implement a Cyber Café in the basement area.

Commentary:

There is a strong consensus that the existing, main level configuration of Kriner Hall should remain as is. Regarding the original recommendation to implement a Cyber Café at Kriner Hall on the main level, our discussion with the planning team and subsequent review by both Campus Dining and the State System Contract Administrator identifies the basement level of Kriner Hall as a more optimal location for the Kriner Hall Cyber Café for several reasons. The Kriner Hall basement is unused space, consisting of abandoned meat cutting, potato wash, and can wash areas, as well as general and bulk storage not used for current Kriner activities. Total usable space in the Kriner Hall basement is approximately 9,500 square feet.

Utilizing the Kriner Hall basement for the Cyber Café offers several advantages. The available space in the basement area is more than sufficient for a Cyber Café. Demolition and construction in the basement area can occur without significant disruption to normal Kriner dining operations. In addition, the basement area is essentially unused space, and this provides a significant level of flexibility in the design.

- Anticipated Project Costs – Kriner Basement Cyber Café

Demand Analysis and Space Program – Kriner Basement Cyber Cafe

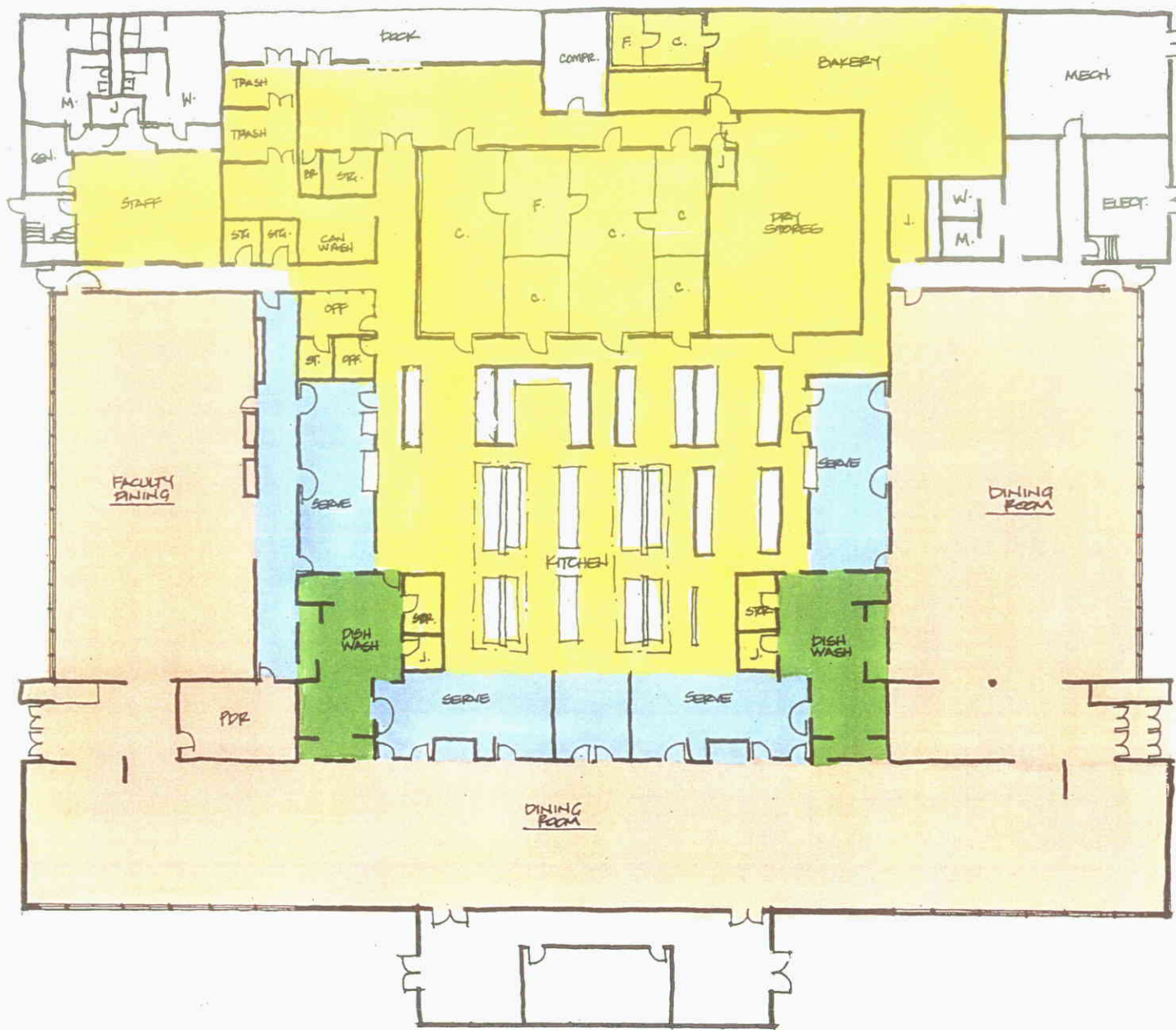
	Kriner Basement Cyber Cafe
	75 Seats
Dining *	1,550 S.F.
Serving	250 S.F.
Warewashing	100 S.F.
Production/Storage	450 S.F.
Support	400 S.F.
Subtotal:	2,750 S.F.
Total Including Net to Gross	2,750 S.F.

* Includes 200 S.F. stage for live performances.

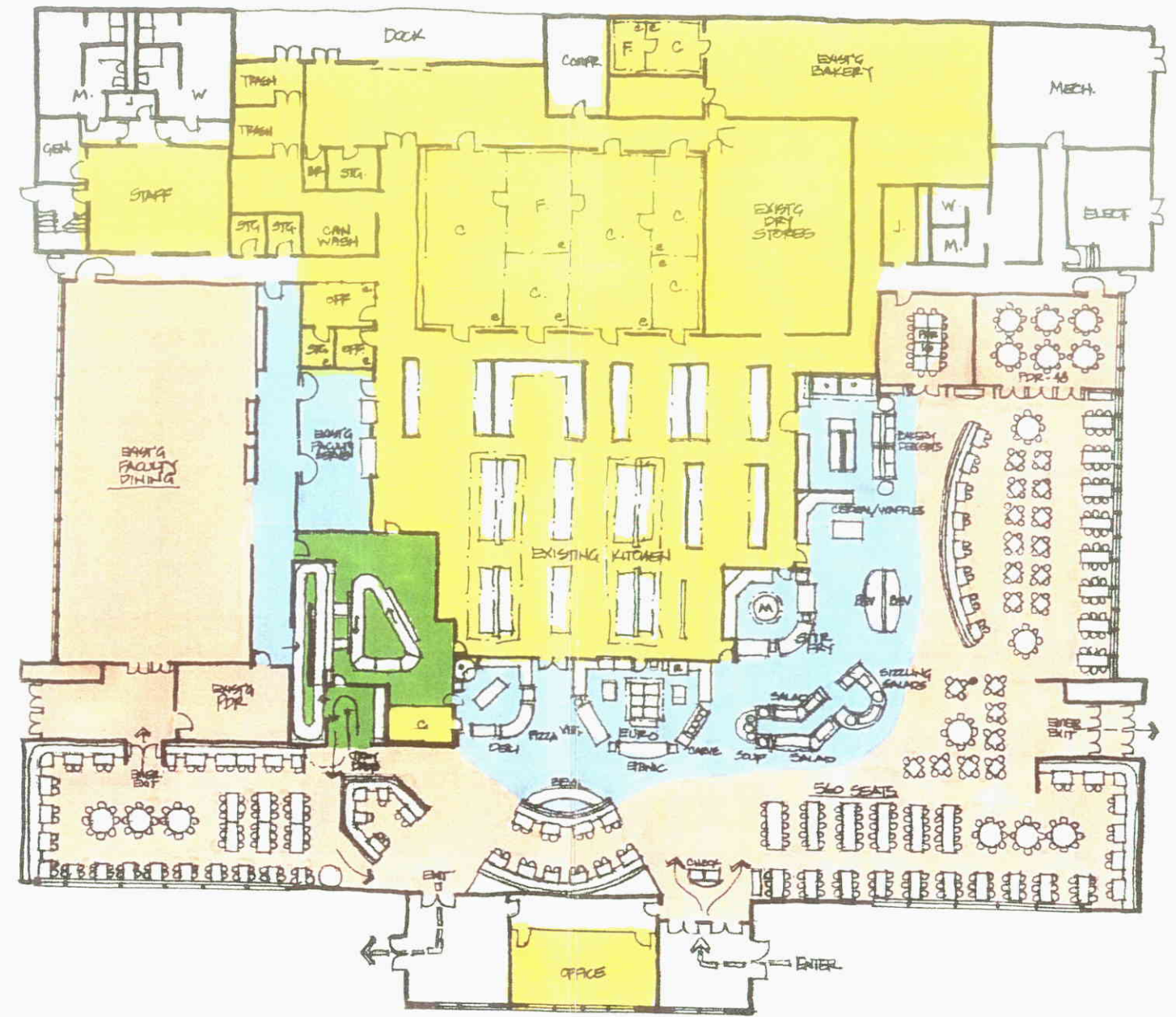
Order of Magnitude Cost Estimates – Kriner Basement Cyber Cafe

The following order of magnitude cost estimates for the Cyber Café at Kriner are in 2002 dollars.

	Kriner Basement Cyber Cafe
Construction	\$330,000
Design Fees	\$48,197
Equipment and Furnishings	\$158,000
Other	\$18,074
Contingency	\$48,197
Total Maximum Estimated Cost:	\$602,468
Total Minimum Estimated Cost:	\$542,221
Total Cost per S.F.:	\$219 - \$197



Shippensburg University
 Reisner Hall – Existing Layout
 Scale: 1/32" = 1'-0"



Shippensburg University
 Reisner Hall – Option "D"
 Scale: 1/32" = 1'-0"

- Recommendation: Implement a Marketplace Dining Concept at Reisner Hall through a servery renovation, minimizing the impact to existing kitchen, production, and support areas.

Commentary:

Our recommendation to move catering functions to the CUB in conjunction with the implementation of a “ballroom” and production kitchen as part of an expansion of the CUB has been strongly endorsed by both the contract operator and the State System Contract Administrator. In addition, there is strong consensus that in adopting the recommendation to move catering operations to the CUB, the need for conference and meeting space within Reisner Hall is greatly diminished. However, the development of a marketplace dining operation in Reisner is still greatly desired, so Option “D” is designed to restrict renovations to serving and seating only, maintaining as much of the existing production and storage space as possible. The rationale for this approach is that a marketplace dining concept will achieve a significant transformation over the existing dining facility, but the more limited scope of the renovation envisioned will greatly reduce the overall cost of construction and thus, make the project more economically viable.

Thus, as a result of the discussion and comments received from the planning team members, the consulting team has developed Scheme “D” as a modification of the Reisner Scheme “C” with the goal of minimizing renovation scope and costs.

Concept Description – Scheme “D”:

Seating under this option maintains the existing faculty dining area and President’s Dining Room on the west side of Reisner Hall “as is”. However, the seating area in the existing main dining room and the Conestoga Room (east side) have been combined to provide 560 seats in a variety of configurations. The north end of the Conestoga Room has been configured into two private dining rooms of 16 seats and 48 seats, bringing the total seating capacity to 624 seats. The increased number of seats over Scheme C addresses comments received from the planning committee.

The Marketplace servery consists of multiple menu platforms to create a strong perception of menu variety at Reisner Hall:

- Deli/Pizza: The Deli component of this platform utilizes freshly baked breads from the existing back-of-house production bakery that is retained. Deli sandwiches are made to-order for freshness and quality, and the deli operation is supported by a small walk-in cooler for storage of deli meats, cheeses, and toppings. The production bakery also produces pizza dough for pizzas that are prepared in full customer view, and baked off in a display hearth oven. A variety of calzones are also prepared in the pizza area to provide a hot carryout meal option.
- Euro-kitchen/Ethnic: The primary feature of this station is the “Euro-kitchen”, or an exhibition cooking island that is multi-functional in nature, allowing the culinary staff to grill, sauté, bake, broil, as well as perform food prep functions at the island station. It is envisioned that a daily ethnic menu can be prepared at the Euro-kitchen island, as well as a selection of hot vegetarian meals for the vegetarian serving counter. Another key component of this station is the carvery, where a daily selection of roasted meats, cooked in customer view on the rotisserie, are carved to-order. The carvery provides “comfort” foods or traditional meals including side dishes such as fresh vegetables and a variety of potatoes.

- Salads/Soups: This station not only features a double-sided salad bar, but also a “sizzling” salad station where, for instance, freshly grilled chicken breasts can be sliced to order and served on entrée salads such as a Caesar or other gourmet salads. A daily variety of three freshly made stock pot soups are also envisioned at this station.
- Stir Fry: The stir fry station accentuates fresh exhibition cooking by utilizing a Mongolian grill, as well as a series of supporting woks for hot food preparation. Students can select the ingredients for their meal and then watch their entrée being prepared on the Mongolian grill. Behind the Mongolian grill is a series of woks where a daily selection of Asian and stir fry menu offerings are prepared in very small batches that are then placed at the serving counter.
- Waffle/Cereal Station: This self-service station allows students to make their own waffles, or obtain a wide selection of cereals at all meal periods.
- Bakery/Desserts: The bakery/dessert area offers a wide selection of freshly baked breads, pastries, and bagels, as well as fresh baked cakes and pies.
- Beverages: Three beverage stations provide fountain soft drinks, as well as milk, hot and iced teas.

In Scheme “D”, the west side dishroom is retained, but expanded slightly to accommodate both the elimination of the east side dishroom adjacent to the Conestoga Room, as well as the increased number of overall seats. Total area impacted by implementing Scheme D is approximately 5,824 square feet.

Anticipated Project Costs – Scheme “D”

The anticipated costs for implementation of the Scheme “D” Reiser Hall Marketplace, in 2002 dollars, are as follows:

	Scheme “D”
Construction	\$698,880
Design Fees	\$129,901
Equipment and Furnishings	\$773,920
Other	\$25,391
Contingency	\$103,921
Total Maximum Estimated Cost:	\$1,732,013
Total Minimum Estimated Cost:	\$1,558,812
Total Cost per S.F.:	\$297 - \$268

During the planning meeting where the draft masterplan was discussed, campus officials recommended that a feasibility study be undertaken prior to any renovation to Reiser Hall to further define projected renovation costs. We endorse this recommendation.

The bond payment and net cost per meal plan schedule is estimated as follows:

	Option D
Estimated Project Cost:	\$1,732,013
Estimated Operational Savings:	\$0
Estimated Bond Payment (at 6% Interest; 25 years)	\$133,913
Gross Cost Per Meal Plan Sold (4,500)	\$29.76
Operational Savings Per Meal Plan Sold	\$0
Net Cost Per Meal Plan Sold	\$29.76

- Recommendation: Move CUB Bookstore, Expand CUB Retail Dining/Seating, Implement Ballroom to Compliment Instructional Arts Building

Commentary:

It is recommended that in conjunction with the implementation of a single, centralized residential marketplace, the existing CUB be expanded with the Bookstore relocating to the west green space adjacent to the existing Bookstore location. This will allow retail dining to expand into some of the space currently occupied by the Bookstore. This will create the opportunity for additional retail dining platforms in the CUB, as well as much needed space for additional seating.

With the exception of the lobby area for catering and a theater style seating venue, it does not appear that the new Instructional Arts Building has been programmed to incorporate either catering or conferencing space. Additionally, the space allocated for foodservice support within the building (approximately 400 square feet), is insufficient to support substantive catering operations within the structure. These two aspects taken together dictate that dining requirements for large banquets held as part of Instructional Arts Building functions be accommodated elsewhere on the campus. As a result, it is recommended that a ballroom for large banquets be implemented as part of a CUB expansion project, with the intent that events be serviced from the proposed marketplace production kitchen. At the same time, catering operations should be moved out of Reisner to the new CUB production kitchen. This will allow catering operations to be located in the same building where the majority of the large catering functions will be held.

ADDITIONAL MEAL PLAN RECOMMENDATIONS

- Summer Meal Plan Pricing

The consulting team's recommendation that the University develop a new pricing strategy for the summer meal plan is based upon the fact that summer meal plan holders are paying the same amount for meals, but receive fewer dining location and fewer menu options than during the regular academic year. This creates a perception of reduced value for having a summer meal plan. The key question becomes, what should the summer meal plan price be? The answer involves conducting research with summer meal plan holders to determine the degree of diminished value they perceive in the summer meal plan in relationship to the academic year meal plan. This research can include focus group sessions and/or surveys. Based upon the results of surveying summer meal plan holders, adjusting the pricing of the summer meal plan becomes a judgment call. The new pricing level needs only to create a perception of "value received for the dollar spent". Once new pricing levels have been established, a marketing/public relations initiative should be undertaken simultaneously with implementation of the new price levels in order to effectively communicate the

essential elements, and rationale for the change in the summer meal program, to the campus community.

- Eliminate Meal Plan Cash Equivalency

Comments received from the State System Contract Administrator express a concern with eliminating the cash equivalency, as this has not been well received when implemented at several other member institutions within the Pennsylvania State System of Higher Education. We believe that this is a communication/public relations issue that is best addressed in conjunction with an increase in the flex spending level. In doing so, the Shippensburg Dining Program would be taking away the cash equivalency amount, but at the same time increasing the flex spending level. If the flex spending level increase is the same as or greater than the cash equivalency reduction, the University is in a position to minimize the negative impact of eliminating a student's cash equivalency amount by giving the same student a far greater level of convenience and flexibility.

A key question here is: "If the current meal equivalency dollars in the Shippensburg meal plan system are reduced to zero, what is the additional level of flexible spending dollars per meal plan needed to make up the eliminated meal equivalency amount?" Once the additional flexible spending amount per meal plan has been established, the elimination of the meal equivalency and increase in flexible spending level should occur simultaneously in conjunction with a marketing/public relations program conveying the change to the campus community.

- Acceptance of flex dollars in campus vending machines

Reconfiguration of campus vending machines to accept meal plan flex dollars will increase the number of venues in which the meal plan can be used. More importantly, allowing meal plan flex dollars to be used in campus vending machines will allow students to use their meal plan during late hours when dining facilities are closed.