

On Today's Menu:

- ☑ Dining Venues
- ☑ For Every Taste
- ☑ And Space

April 25, 2016

Mr. Matt Hubbard
Continental Dining
Vice President, Corporate Operations
700 Stephenson Highway
Troy, Michigan 48083

Re: Proposal for Cafeteria Relocation & Retail Improvements

Dear Matt:

Thank you for inviting SmithGroupJJR to team with Continental Dining to develop a conceptual design for the University of Michigan Health System (UMHS). This project represents an exciting opportunity for UMHS to transform their dining to an upscale experience and has the potential to play a key role in the recruitment and retention of physicians.

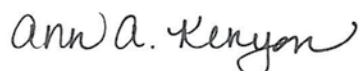
Food is fundamental in basic human social interaction and the dining experience has become more and more important from a facilities perspective. SmithGroupJJR has developed a specialized niche in designing these dining facilities for many corporate, university and most importantly, healthcare clients. We understand the trends and have proven results. I know you have already toured the University of Michigan South Quad Dining Project. Another nearby example is Michigan State University's Case Hall, where our completed renovation nearly doubled the anticipated dining traffic (from 4,000 to 7,500 visitors per day). We would be happy to give you a tour of this wildly successful project.

SmithGroupJJR is currently working with the University of Michigan Health System on some smaller, highly technical implementation projects but we are very interested in being considered for larger capital improvement projects and we have been eagerly searching for the right opportunity to add specialized value on a UMHS project. This conceptual design effort for a future dining project is the perfect opportunity to showcase our strengths and here are a couple of reasons why:

- SmithGroupJJR has designed more recent dining facilities than any other Michigan architectural firm. Members of our Detroit-based team have been involved with seven dining projects just in the last five years, ranging from 150 to 1,000 seats. We know what works and what doesn't work. We clearly understand the trends and will bring this thought leadership to your project.
- SmithGroupJJR has all architectural and engineering disciplines in-house and brings specialized services to ensure a fully developed, well executed project. An example of this is our Lighting Design Studio, which along with seating options and material selection, is critical to creating the feel of different zones and "bistro like" dining options. Most people tend to over light dining environments making them feel like cold high school cafeterias.

I hope you find the information contained in this qualifications package helpful. We look forward to meeting you and your team in the near future and kicking off the conceptual design process.

Best Regards,

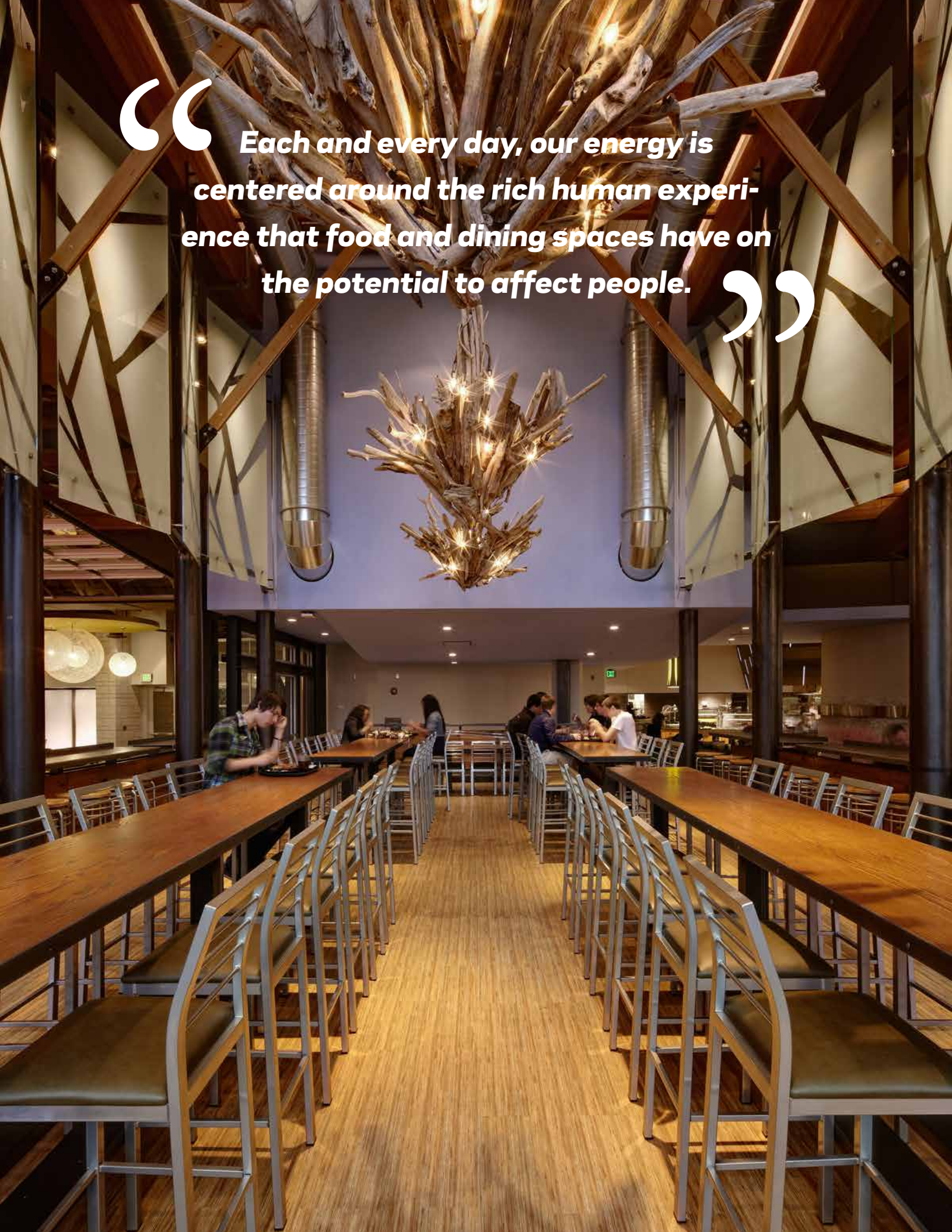


Ann A. Kenyon, AIA, LEED AP BD+C
Health Studio Leader

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Each and every day, our energy is centered around the rich human experience that food and dining spaces have on the potential to affect people.

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Contents /

Dining Venue Design Qualifications



1 Health Overview.....	8
2 Dining Venue Overview.....	9
3 Select Project Experience	10

Health Design & Planning /

Over eight decades of healthcare planning and design



SmithGroupJJR has dedicated over eight decades to healthcare planning and design, ranging from single room renovations to major academic medical centers. Among the firm's clients are some of the most innovative academic medical centers and teaching hospitals in the United States and abroad, such as: the University of Michigan Health System, National Institutes of Health, St. Jude Children's Research Hospital, George Washington University Hospital, University of California, Stanford University Medical Center, Kaiser Permanente, and the University of Virginia Medical Center. In recent years, SmithGroupJJR has successfully:



- Completed over 12.5 million square feet of healthcare facilities in the last 10 years alone.
- Garnered over 100 healthcare design awards, including eight from Modern Healthcare and the Healthcare Design Award for Innovation from the American Institute of Architects.
- Planned over 30 national medical center campuses.
- Designed over 10 million sf of advanced ambulatory care facilities.
- Developed national centers of excellence for oncology, cardiology, emergency medicine, and rehabilitation.



Our experienced team has a long-standing reputation for design excellence. At our core, we are a group of knowledgeable, dedicated professionals who have focused our entire careers on healthcare architecture—working directly with administrative, operational and clinical staff to adapt or create healthcare facilities that have the ability to improve system capacities, work processes, safety, access and privacy issues, and overall delivery and quality of care. Our goal is to create:



- Beautiful buildings that draw both patients and staff to your facility—giving you a competitive advantage.
- Environments that comfort and heal—using natural light, air, views, color, and space to enhance the quality of care and increase patient and staff satisfaction.
- Intelligent spaces that work—using flexible design strategies to reduce capital and operating costs, enhance efficiency, and adapt to the inevitable changes in clinical methods and technologies.

Dining Venue Design /

Dining spaces designed to accommodate choices and flexibility

SmithGroupJJR has been fortunate to be the Architect/Engineer for many dining venue projects in the past several years. Our experts have substantial, recent experience in the design of dining spaces focused on the customer experience. With a spirit of innovation, we create durable, compelling dining spaces with visual and functional appeal.

Each and every day, our energy is centered around the rich human experience that food and dining spaces have on the potential to affect people.

Creating vibrant environments for dining has become a central focus for clients in all sectors. Our team understands that from one industry to the other, dining and food service form and function can be quite different. We have worked with some of the most-well known clients in the nation, ranging from universities and hospitals to museums and hotels. Our team utilizes this knowledge-base as a benchmark and implements the best practices from projects around the nation.

For healthcare clients, in particular, SmithGroupJJR has designed dining areas that address the needs of patients, physicians, visitors, and staff. From cafes to entire dietary departments, we develop specialized, aesthetically pleasing dining areas that improve efficiency and traffic flow, and incorporate energy-saving methodologies.

Some key trends that impact our dining venue design include:

- People today are savvy customers. They want fresh, healthy food and a menu that includes a range of options including ethnic and international choices.
- Food preparation is done in front of the customer in exhibition style.
- The focus today is on dining venues with unique identity and image. Breaking up the traditional food service line into multiple stations with varied food offerings: for example, a salad bar, prepackaged to-go meals, sandwich station, and delis/grills.
- When it comes to seating arrangements, the key is variety, incorporating options like a bar with stools, larger tables, smaller booths, and outdoor seating, if possible.
- Dining is more than just food. It's a social, diverse, multi-cultural experience.



Sparrow Health System Hospital Cafeteria Relocation and Retail Improvements

Lansing, Michigan



Project Facts

Size

Cafeteria: 3,000 gsf addition, 14,000 gsf renovation; Retail: 7,000 gsf renovation

Construction Cost

Cafeteria: \$7.8 million

Retail: \$2 million

Completion Date

May 2016

Project Details

- 6 dining venues including; a chef station, grill, pizza, deli, salad, and allergen free
- 450 seats
- Grab-and-go area
- Demonstration kitchen
- Small prep kitchen above with full kitchen below
- Variety of seating options
- Connecting stair to provide visibility and transparency into the space
- 670-bed hospital





Virginia Commonwealth University Health System Cafeteria Renovation

Richmond, Virginia



Project Facts

Size

24,693 gsf

Construction Cost

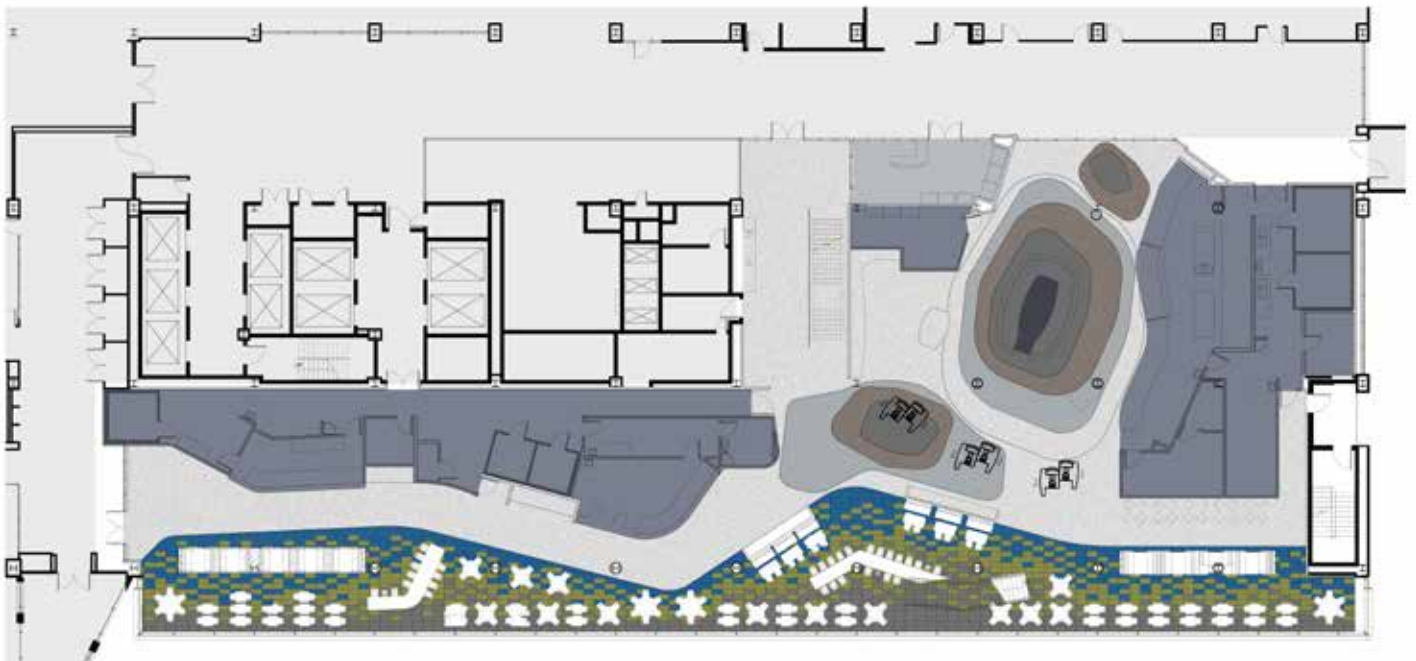
\$8,681,100

Completion Date

2016

Project Details

- Designing for the most current concepts in food service operations, stress efficiencies, and maximized flow
- Planning for 700 seats
- Complete renovation to provide additional seating and conference rooms
- 1,125-bed hospital
- Targeting LEED Silver



Emory University Hospital Dining Renovation

Atlanta, Georgia





Project Facts

Size
12,725 gsf

Construction Cost
\$1,400,000

Completion Date
Mid-2017

Project Details

- Four venues including salad bar, deli, grill and rotating concepts/teaching kitchen
- 210 seats
- Grab-and-go area
- Demonstration kitchen
- Small prep kitchen above with full kitchen below
- Variety of seating options
- Connecting stair to provide visibility and transparency into the space
- 579-bed hospital

St. Jude Children's Research Hospital Food Services

Memphis, Tennessee



Project Facts

Size
21,400 gsf

Construction Cost
\$12.5 million

Completion Date
2007

Project Details

- Serves 900 people daily
- 11 different venues
- Two integrated dining rooms
- Views to green space commons



Forest General Highland Community Replacement Hospital and Cafeteria

Hattiesburg, Mississippi



Project Facts

Size
5,800 sf of dining area

Construction Cost
\$33 million

Completion Date
May 2012

Project Details

- Envisioned as a contemporary reinterpretation of the communal street experience in New Orleans
- 125 seats with indoor and outdoor seating
- 60-bed hospital



University of Michigan South Quadrangle Renovation

Ann Arbor, Michigan



Project Facts

Size

290,000 gsf

Construction Cost

\$49 million

Completion Date

2014

Project Details

- 950 seats
- 12 venues including Mediterranean, Latin, Asian, deli, soup/salad bar, vegetarian, grill/smoker, breakfast-all-day, chef's station, desserts, allergy-free pantry, and Java Blu Coffee
- Changing menus
- Contemporary marketplace dining center
- Variety of seating options
- Connecting stair to provide visibility and transparency into the space



Michigan State University Case Hall Dining Renovation

East Lansing, Michigan

Project Facts

Size
27,000 gsf

Construction Cost
\$15 million

Completion Date
2011

Project Details

- 650-seat main dining venue
- Eight venues including Great Lakes Plate, Ciao!, Bliss, Brimstone Grille, S2, Veg Out, Coffee grab-and-go, and Dessert
- Retail / coffee shop outlet
- Design focused on creating an exciting new dining experience with a distinct Midwestern character





Michigan State University Owen Hall Renovation

East Lansing, Michigan



Project Facts

Size

39,097 gsf

Construction Cost

\$6.7 million

Completion Date

2009

Project Details

- 300 seats
- Five venues including Sparty's Refresh, Grill, Pizza, Garden Wok Express, and Convenience for "dine-on-the-go"
- Dining areas were envisioned as a "riverwalk market"
- Community kitchen

Michigan State University Landon Hall Renovation

East Lansing, Michigan



Project Facts

Size
87,000 gsf; 14,000 sf dining

Construction Cost
\$13 million

Completion Date
2014

Project Details

- 350 seats
- Four venues including Sizzle, Landon Bistro, Global Flavors, and Grains & Greens
- “Family kitchen” concept to reflect the small scale of Landon
- Inspired by classic Parisian restaurants and kitchens and Landon’s tudor interiors



Western Michigan University New Campus Dining Facility

Kalamazoo, Michigan



Project Facts

Size
68,000 gsf

Construction Cost
\$36.2 million

Completion Date
2016

Project Details

- Consolidated three separate dining centers into energy efficient, state-of-the-art facility
- 1,029 seats
- Ten venues including Blazin' Bronco, Cilantro's, Fresh Creations, My Pantry (allergy-free), Pacific Plate, Pastaria, Sweet Sensations, Grill, Traditions, and Cafe 1903
- Retail cafe / outdoor patio
- Variety of seating options focusing on desirable views of the adjacent pond, campus and green spaces
- LEED Silver certification



Additional Dining Venue Design Experience / Multiple Markets



Alameda County Highland Hospital
Highland Care Pavilion



Sutter Health California Pacific Medical
Center Cathedral Hill Hospital



Holy Cross Hospital
Silver Spring Hospital Expansion &
Renovation



Banner Health
Ironwood Hospital



Villanova University
Law School Cafeteria & Dining



L'Enfant Plaza
Mixed-Use Development



Astellas U.S. LLC
North American Headquarters



Chrysler Corporation
World Headquarters



DPR Construction
Phoenix Regional Office

Additional Dining Venue Design Experience / Multiple Markets



Westin Hotel
Phoenix, Arizona



Pfizer Administrative Support Facility
Cafeteria and Conference Center



BAE Systems
Sterling Heights Facility



Jackson National Life Insurance Company
World Headquarters



The Advisory Board Company
Multiple Offices Nationwide



General Dynamics
Hayden Cafe Renovation



Google
Ann Arbor Bridge Space



GoDaddy
Global Tech Center



Lake Trust Credit Union
Headquarters

Dining Benchmarking

		Number of Seats	Seating Area (SF)	SF/ Person	Number of Venues	Venue Area (SF)	Venue to Seat Ratio
CLIENT	FACILITY	SEATING			VENUES		
Sparrow Health System	Gathering Place	427	9,380	21	5	9,780	85.4
VA Commonwealth University Hospital	Cafeteria	526	7,060	13	7	1,269	75
Emory University Hospital	Cafeteria	210	4,300	20	4	4,065	53
Michigan State University	Snyder Phillips	500	9,545	19	6	4,253	83
Michigan State University	Brody Hall	1,000	21,110	21	9	22,318	111
Michigan State University	Owen Hall	258	4,490	17	3	3,598	86
Michigan State University	Case Hall	650	11,700	18	5	8,000	130
University of Michigan	North Quad	197	2,960	15	3	1,860	66
Michigan State University	Shaw Hall	585	10,823	19	5	5,277	117
Michigan State University	Akers Hall	523	8,884	17	4	6,062	131
University of Michigan	East Quad	410	9,680	24	5	3,830	82
University of Michigan	South Quad	950	19,545	21	12	11,400	79
Western Michigan University	Valley Dining	1,100	22,274	20	9	9,123	122
Average				20.0			93.9

Healthcare
 Higher Education

Venue SF to Seat Ratio	Kitchen/BOH Area (SF)	Kitchen/BOH to Seat Ratio	Dishwash Area (SF)	Dishwash to Seat Ratio	Total	Total Seating to SF Ratio
	KITCHEN				TOTALS	
23	2,860	6.7	430	1.01	22,450	53
2	2,103	4	354	0.67	10,432	20
19	3,575	17	785	3.74	12,725	61
9	3,222	6	1,147	2.29	17,020	34
22	6,506	7	2,614	2.61	52,548	53
14	4,175	16			12,263	48
12	3,700	6	2,500	3.85	25,900	40
9	1,370	7	375	1.90	6,565	33
9	2,775	5	1,186	2.03	20,061	34
12	7,106	14			22,052	42
9	5,897	14	310	0.76	19,717	48
12	5,700	6	3,800	4.00	40,445	43
8	7,350	7	1,600	1.51	40,407	37
12.4		8.8		2.2		41.9

ANN ARBOR

CHICAGO

DALLAS

DETROIT

LOS ANGELES

MADISON

PHOENIX

SAN FRANCISCO

SHANGHAI

WASHINGTON, DC

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