

**Volunteers of America – Meals on Wheels Program**

**Guided Observation Report**

Karen Casey  
October 22, 2021

## 1.0 Orientation and Systems Approach to a Foodservice Organization

The observation occurred in the Denver kitchen for the Volunteers of America – Meals on Wheels program. The foodservice kitchen, located in Denver, CO is currently producing about 1,800 meals per day: of which 800 are fresh prepared meals and another 1,000 are pre-packaged frozen meals. The kitchen serves people across six counties in the Denver metro area. However, the meal count has dropped from a high of 2,568 meals per day reported in 2020. The 2020 total annual budget for labor, food and equipment is estimated at \$30M per year (1).

The food budget covers the cost of all administrative staff, kitchen staff, food, kitchen equipment, packaging and material, vans/transportation, and facility maintenance and utilities. Based on a quick analysis, on data from the annual report, the program provides approximately 1 million meals per year, at an estimated cost of \$30 per meal. Note, once the meals are delivered to a central drop off point, volunteers take care of specific household delivery.

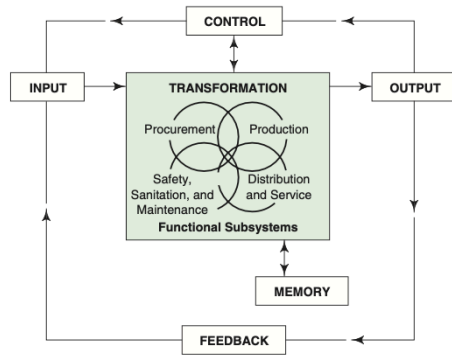
Timeframe	People in Need Served	Pound of Food Distributed	Meals Provided
Annual	74,304*	680,621*	937,191*
Monthly	6,192	56,719	78,099
Weekly	119	13,089	18,023
Daily	204	1864	2,568

Throughout the day, I shadowed Rich Anderson and Andrea Rockwood. Due the size and scale of the kitchen, it was difficult in a single day to gather and observe all the detailed information requested.

I focused on the kitchen processes and flow by tracking two menu items: Roasted Chicken Breast and Apricot Glaze from start to finish.

The key parts of the foodservice model that I observed were (Gregoire, pg. 6):

- Input: Interacted with Kitchen staff/Human labor, observed and photographed kitchen facility, major equipment: kettles, oven, quick chill refrigerator.
- Control: Detailed November menu, nutrition guidelines required by the menu, menu planning process, menu software, kitchen inspection reports
- Transformation: Assisted with cooking both chicken breast and apricot glaze, bagged up kosher snacks, reviewed employee hiring and recruiting process, direct observation of managers leadership style. Operated the immersion blender.
- Output: Sampled the apricot glaze, scooped coleslaw into meal containers
- Feedback: Reviewed Customer Survey, discussed the phone calls/complaints the RD receives from customers; read the Employee Thank You board



It would have required another full day to follow the inventory, receiving and ordering process; and likely another half day to address staff training, cleaning, sanitation and equipment maintenance. In order to demonstrate understanding of those concepts, I've generalized in the notes, recording what I observed and gathered in the interviews on those subjects. Some details may not be completely accurate in those sections.

#### Manager, Preceptor Information

- **Rich Anderson, Foodservice Assistant Director**
- **Andrea Rockwood, Registered Dietitian, Aging and Nutrition**

#### Contact Report

- Phone interview September 15, 2021, Rich Anderson
- In person Meeting: Monday September 27, 2021
  - 7am Kitchen, Receiving, Inventory, Transportation Tour
  - 8am Kitchen Prep – Prep, cook-chill chicken breasts, prep Kosher meals
  - 9am Kitchen Assist – Prepare, cook Apricot Glaze
  - 10am Meet Staff: Program Manager, Kitchen Manager, Handyman Services
  - 10:30 am Menu Discussion – November
  - 12pm Lunch Break
  - 1pm Overview Planning Process, HR policies, Educational Material, Interview
  - Depart

#### Facility

- 2660 Larimer Street • Denver, CO 80205
- Andrea Rockwood, Direct: 720-264-3354

## 2.0 Demographics, Facility Location, Customer Base

- Describe the facility type, size, location and history using the provided outline
- Describe the demographics of the local community where the facility is located.
- Describe the customer base the facility serves.

The kitchen, which is located adjacent to the administrative building, is a 7,000 square foot single story commercial kitchen that is connected to covered garage that holds up to 15 delivery vans, which is connected to a dry storage area – the size of a warehouse.

As stated in the Annual Report, the Denver area Meals on Wheels program serves approximately 2,568 senior citizens in the six county larger metropolitan area (1). The total population size, estimated in 2020 is 2.4 million people, and an estimated 9% are disabled veterans, 1.6% are on public assistance and 4.1% are widowed (3).

The customer base for the kitchen are senior citizens that qualify for the Meals on Wheels program. In order to qualify, a candidate must complete either a phone or online form providing details about their age, social security status, disability status, income, and statement of need.

Once qualified, the recipient is eligible for a 5 day a week meal delivery program.

### 3.0 Specific Questions

#### Question #1: Mission/Vision

- What is this organization’s mission statement/vision or motto?
- How is it reflected in the foodservice department?

The food service staff at the VOA-C all have a very direct, personal relationship and feeling about what they are doing. Each of the foodservice staff members that were interviewed, mentioned in some way the importance of what they are doing. It was very rewarding to see how they link the importance of their activities in the kitchen to the people they serve.

#### Volunteers of America Mission Statement (1):

*Volunteers of America is dedicated to supporting and empowering America's most vulnerable groups, including the hungry, the frail elderly, people with disabilities, at-risk youth, homeless individuals, women in need, and veterans and their families.*



**VOA Colorado Programs: Meals on Wheels is part of Hunger Services**



#### Question #2: Sustainability

- 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 page 461 of your text to see if you observe any of these practices in your organizations.

Yes, the program is involved in some sustainability issues. Out of the 28 sustainability checklist items described in our textbook, a total of nine, listed in the table below were observed (Gregoire, pg. 461).

The recycling appeared to be limited to only cardboard; a large amount of waste was generated from cans and plastic in the food preparation activities. There was a person dedicated to removing the waste during the cooking process. I observed several large trash bags full of metal cans gathered then thrown in the garbage. Second, the walk-in refrigerators and freezers did

not have air curtains. The employee break room used Styrofoam disposable cups. It was unclear what type of bulbs were used in the lighting, but it looked like dated florescent bulbs.

<b>Practice</b>	<b>Was Observed</b>	<b>Specific Example</b>
Purchase Organic Food	X	Organic Orange Juice for Apricot Glaze
Purchase Local Food	X	Local apples donated
Biodegradable disposable ware	X	Plates use for employee meals Plates used for meal delivery 
Paper products w/ recycled content	X	Napkins used for employee meals
Donate leftover food to shelters	X	This is a core practice, there is a cycle inventory system between the meal planning, food donations and food bank
Recycle cardboard	X	All boxes were broken down and recycled: However, none of the food containers, tin cans, aluminum cans or plastic were recycled, they were thrown in the trash
Purchase Energy Star Equipment	X	Recent purchases – dish machine, convection ovens were water/energy efficient 
Auto light shut off	X	Used in the office spaces, employee break room and restrooms. Did not observe Air curtains in the walk-in freezers or refrigerators.
Building Design	Discussed	The kitchen is moving in 2022 to a new building, providing an opportunity for more energy efficiencies


### Question #3: Quality Management Techniques

- Review the Quality Management techniques in the textbook. 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 or JACHO audits and how do they document or prepare.

Quality management falls under the responsibility of the Kitchen Program Manager. Unfortunately, he was very busy on the day of the visit so I’ll summarize what could be occurring based on the observed organization and structure of kitchen operations and nearly perfect 100% scores on Inspection reports summarized in Section 5 below.

There was observed evidence indicating the use, either formally or informally of Total Quality Management practices (Gregoire, pg. 27)

Practice	Observed Evidence
Change process, not people	The kitchen has undergone several equipment changes, and process changes in the last year adapting to COVID, using the same staff. The staff qualify for a pension, and most have many years of service
Focus on the customer	As stated in the intro, each member of the team had a clear link to the mission of feeding and serving the elderly population – healthy fresh meals
Empowerment of Employees	Employees had a lot of freedom in their individual work areas to lay out work, adjust work as needed to suit the menu items for the day. Specifically observed in the Apricot Glaze recipe – as the cook made several ingredient adjustments based on taste tests, outside of the formal recipe. Even a student observer was allowed to taste and recommend adjustments.
Team Approach to accommodate change	Employee Peer to Peer Thank you Board in the break room. Many of the notes described real time adjustments the team had to make based on menu changes, ingredient availability: i.e, “Thank you Mike for helping me cut up the fresh cantaloupe on the day when the canned fruit mix was not available”.

	
Long Term Organization Commitment	This was reflected in the employee years of service. The Associate Director, Program Manager, Kitchen Manager all had 10+ years of service, several of the kitchen staff had 5+ years of service.

#### *Question #4: Menu Implementation*

- How was the menu implemented? Which came first, the menu or the facility and equipment? Example: I want to open a pizza place. Did you buy the equipment or facility based on the type of food you expected to produce? This hospital has been here for years, the menu is limited based on the equipment and space available to cook certain items.

The menu was implemented following USDA food and nutrition guidelines for elderly people. The RD uses a set of standing menus and updates them monthly. The facility existed before the menu, and the equipment available is designed for very high production output, and there is very little specialized equipment like deep fat fryers. Even the microwaves are seldom used. Most of the cooking is done in large kettles and large ovens that hold racks of food. The cold foods like salads and veggies are prepared from scratch. Most of the bread products and deserts are premade. The fruit is either canned, or fresh prepared.

Specifically, the meals must fit within the USDA guidelines (4). The Registered Dietitian uses automated meal planning software to aid with nutritional data based on the food and recipes entered into the software.

More details, including sample menus are provided below in the Notes section.

#### *Question #5: Covid-19 Changes*

- Has this organization made any changes due to Covid-19 and will they continue with any practices once the Covid-19 pandemic subsides?

Yes, the organization has made major changes due to Covid-19. The changes that have been implemented are as follows:



- In response for the need to customer to have more access to food, they now provide pre-package breakfast trays
- Frozen meals were distributed during the lockdown phase of the pandemic
- The kitchen prep area has been configured with plexiglass dividers between work areas
- The kitchen stayed open during the entire lockdown; however several employees were quarantined and there were several days the staff prepared meals with only a fraction of the kitchen staff needed

The most significant impact is the drop in total demand, due to the increase of home delivery food services like DoorDash, GrubHub and UberEats. The agency is concerned about this change, not only because of the impact to long term government funding, but also due to the lack of welfare checks that occur, and lack of trained delivery personnel of the other meal services.



### *Question #6: Management and Leadership Style*

- Observe your manager and how they interact with their employees or superiors. Review Chapter 9 and 10. What type of leadership traits did your manager exhibit and what types of managerial role did you observe?

During the day I worked with two different managers: Rich Anderson and Andrea Rockwood. The organizational culture is very mission focused. VOC is a faith-based organization, with a clear mission of serving the public. This was reflected in the employee interviews and tone of social responsibility.

The Assistant Director has a very hands-on style. He is in the kitchen every day, taste testing food, talking to the kitchen staff, and when the team is short staffed, he will work on food assembly line, cook food, or help clean (Gregoire, pg. 279)

The same approach was observed with the RD. As we walked through the building, she said hello to everyone we passed, and generally would stop for a short chat. While we were on

our lunch break, she had a really engaging conversation with the person who leads the handyman services.



All employee interactions that I observed reflected a team-based approach – and a flat organization structure. For example, in the kitchen the manager was not observing and correcting the work, she was hands on doing work. Each of the cooks were working independently at their stations. Having said that, it was clear Rich was the leader, and multiple team members referred my questions back to him.

Last, it was not an administratively intense organization. The observed roles were producing output directly related to providing food production.

## 4.0 Detailed Notes

### 4.1 The Menu

- Provide a sample menu
  - The menu is maintained in a complex Excel spreadsheet as well as in software that is used to calculate nutrient value called Food Processor.
  - The RD maintains a monthly menu for the Dining Center, Meals on Wheels, Evergreen Program and Kosher Menu.
  - Data is transferred from the Food Processor program into the spreadsheet for tracking.

VOLUNTEERS OF AMERICA COLORADO BRANCH				
MEALS ON WHEELS MENU				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Mushroom Swiss Burger on a Whole Wheat Bun with ketchup and mustard Potato Wedges Spiced Peaches Blueberry Applesauce 1% Milk	Sweet and Sour Pork with Brown Rice Meat Vegetable Blend Wheat Bread with Margarine Mandarin Oranges 1% Milk	Cheese Stuffed Shells with Meat Sauce Cannellini Beans Seasoned Spinach Whole Wheat Roll with Margarine Banana Orange Juice 1% Milk	Orange-Glazed Hotdog Long Grain and Wild Rice Blend Edamame Succotash Multigrain Roll with Margarine Tangerine 1% Milk	Chicken Breast with Apricot Glaze Persian Rice and Lentils Summer Squash with Onions 9-Grain Sandwich Bread with Margarine Apple Fruit Yogurt 1% Milk
Chicken Cassoulet Spinach Quail Apple Glazed Carrots French Bread with Margarine Orange 1% Milk	Roast Pork Chop with Diane Sauce Rosemary Parmesan Potatoes Italian Vegetables Cornbread with Margarine Apple Grape Juice 1% Milk	Fish Veracruz Boracho Beans Seasoned Greens Multigrain Bread with Margarine Tropical Fruit 1% Milk	Chicken Fried Steak with Country Gravy Mashed Potatoes Country Vegetables Whole Wheat Bread with Margarine Diced Peaches Orange Juice 1% Milk	Caribbean Roasted Chicken Mashed Sweet Potatoes Caribbean Vegetable Blend Hawaiian Sweet Roll with Margarine Mandarin Oranges with Cottage Cheese 1% Milk
Szechuan Chicken 5-Spice Potatoes Asian Vegetable Blend Wheat Roll with Margarine Fresh Pear 1% Milk	Lemon Pepper Fish with Tomato Cream Sauce Rice Pilaf Cape Cod Vegetable Blend 9-Grain Bread with Margarine Berry Mango Compote 1% Milk	BBQ Cheddar Burger On a Whole Wheat Bun Lettuce/Tomato Garnish Roasted Butternut Squash Colorado Baked Beans Orange 1% Milk	Swedish Turkey Meatballs with Parsley Noodles Diced Beets Wheat Bread with Margarine Banana Oatmeal Raisin Cookie Cranberry Juice / 1% Milk	Smoky Beef Sirloin Chili Roasted Sweet Potatoes Cauliflower and Carrots Cornbread with Margarine Apple Apple Cinnamon Muffin 1% Milk
Marinated Pork Cutlet with Hunter Sauce Brown Rice Spinach and Mushrooms Whole Grain Roll with Margarine Diced Peaches 1% Milk	Combination Beef & Bean Burrito with Picante Sauce on a Wheat Tortilla Lettuce/Tomato Garnish Seasoned Pinto Beans Mexicali Corn Apricot Pineapple Compote 1% Milk	Pueblo Beef Stew with Picante Sauce Spanish Rice Zucchini and Tomatoes 9-Grain Bread with Margarine Fruit Cocktail Cranberry Juice 1% Milk	Roast Turkey with Gravy and Cranberry Sauce Cornbread Stuffing Green Beans with Almonds 9-Grain Bread with Margarine Cinnamon Applesauce Apple Cinnamon Crisp 1% Milk	YOA Thanksgiving Holiday YOA Closed/Frozen Meat Pre-delivered/ Manager's Choice Macaroni & Cheese Seasoned Carrot Cuts Green Peas Breadstick Fresh Pear 1% Milk
Austrian Goulash with Farfalle Noodles Sliced Beets Multigrain Bread with Margarine Apricot Holes Cranberry Juice 1% Milk	Vodka Style Italian Sausage and Penne Stewed Apricots Ratatouille Whole Wheat Bread with Margarine Fresh Pear 1% Milk			 <p>Daylight Savings Time ends November 7th, set your clocks back! Happy Veterans Day, November 11th!</p>
<small>Menu items may change without notice due to availability of items from suppliers. The number listed in brackets indicates the mg sodium per menu item. Sodium is unlimited unless it is greater than 140mg. The number in parentheses indicates the grams of carbohydrate per menu item. Carbohydrates are unlimited unless they are greater than 10g.</small>				

## November Daily Menu

VOLUNTEERS OF AMERICA COLORADO BRANCH  
MEALS ON WHEELS NUTRITION ANALYSIS  
NOVEMBER 2021

MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY	
Calories	922	Calories	905	Calories	840	Calories	853	Calories	1035
Fat	33g	Fat	31g	Fat	18g	Fat	13g	Fat	26g
Saturated Fat	13g	Saturated Fat	8g	Saturated Fat	3g	Saturated Fat	1g	Saturated Fat	5g
Protein	50g	Protein	48g	Protein	40g	Protein	57g	Protein	60g
Total Carbohydrates	116g	Total Carbohydrates	89g	Total Carbohydrates	133g	Total Carbohydrates	127g	Total Carbohydrates	146g
Fiber	12g	Fiber	10.5g	Fiber	16g	Fiber	9.5g	Fiber	13g
Sodium	638mg	Sodium	941mg	Sodium	830mg	Sodium	1151mg	Sodium	725mg
Calories	921	Calories	912	Calories	676	Calories	913	Calories	1063
Fat	46g	Fat	36g	Fat	16g	Fat	36g	Fat	39g
Saturated Fat	3g	Saturated Fat	8g	Saturated Fat	3g	Saturated Fat	11g	Saturated Fat	2g
Protein	57g	Protein	39g	Protein	49g	Protein	32g	Protein	66g
Total Carbohydrates	72g	Total Carbohydrates	107g	Total Carbohydrates	80g	Total Carbohydrates	121g	Total Carbohydrates	110g
Fiber	13g	Fiber	10g	Fiber	12g	Fiber	9.5g	Fiber	10g
Sodium	774mg	Sodium	909mg	Sodium	912mg	Sodium	836mg	Sodium	937mg
Calories	921	Calories	849	Calories	849	Calories	852	Calories	1042
Fat	37g	Fat	32g	Fat	23g	Fat	25g	Fat	38g
Saturated Fat	8g	Saturated Fat	7g	Saturated Fat	10g	Saturated Fat	6g	Saturated Fat	8g
Protein	70g	Protein	46g	Protein	48g	Protein	34g	Protein	39g
Total Carbohydrates	79g	Total Carbohydrates	119g	Total Carbohydrates	111g	Total Carbohydrates	130g	Total Carbohydrates	141g
Fiber	12g	Fiber	11.5g	Fiber	13g	Fiber	11g	Fiber	17g
Sodium	1062mg	Sodium	965mg	Sodium	742mg	Sodium	958mg	Sodium	1076mg
Calories	927	Calories	847	Calories	894	Calories	1155	Calories	672
Fat	44g	Fat	30g	Fat	26g	Fat	28g	Fat	16g
Saturated Fat	11g	Saturated Fat	12g	Saturated Fat	6g	Saturated Fat	9g	Saturated Fat	7g
Protein	41g	Protein	32g	Protein	46g	Protein	51g	Protein	33g
Total Carbohydrates	91g	Total Carbohydrates	101g	Total Carbohydrates	125g	Total Carbohydrates	171g	Total Carbohydrates	102g
Fiber	10g	Fiber	17g	Fiber	11g	Fiber	11g	Fiber	14.5g
Sodium	826mg	Sodium	1046mg	Sodium	810mg	Sodium	866mg	Sodium	730mg
Calories	867	Calories	744	For Questions or Concerns regarding the menu analysis, please contact our Registered Dietitian, Andrea Rockwood, RDN at 303-297-0408		These are the values for 33 1/3% of the Recommended Daily Allowance (RDA) for 70+:			
Fat	22g	Fat	24g			Calories:	687*	Fiber:	9.5 grams
Saturated Fat	6g	Saturated Fat	4g			Protein:	33 grams	Saturated Fat:	less than 8 grams
Protein	54g	Protein	27g			Carbohydrates:	92 grams	Sodium:	less than 1200 mg
Total Carbohydrates	119g	Total Carbohydrates	116g			*Based on a 2,000 Calorie Diet. Macronutrient distribution of calories based on: 20% protein (RDA 10-25%), 25% total fat (RDA 20-35%), 55% carbohydrates (RDA 45-65%)			
Fiber	11g	Fiber	15g						
Sodium	941mg	Sodium	908mg						

### November Menu Nutritional Analysis

FRIDAY	
<b>Chicken Breast with Apricot Glaze</b>	(16g)
<b>Persian Rice and Lentils</b>	(22g)
<b>Summer Squash with Onions</b>	
<b>9-Grain Sandwich Bread with Margarine</b>	(30g){220mg}
<b>Apple</b>	(25g)
<b>Fruit Yogurt</b>	(23g)
<b>1% Milk</b>	(12g)

Daily Menu prepared on Monday, September 27<sup>th</sup> to be delivered Wednesday, September 29<sup>th</sup>  
Same Menu to be served on Friday, November 5<sup>th</sup>

- The menu is a cycle menu, developed for elderly population. The nutrient value of the menu must meet 1/3 of Daily Value of nutrients for adults aged 60+. The guidelines are:
  - Vitamin C  $\geq$  30 mg
  - Sodium  $<$  1200 mg
  - Calcium  $\geq$  400 mg
  - Fiber  $\geq$  9.5 g
  - Vitamin B6  $\geq$  0.56 mcg
  - Vitamin B12  $\geq$  0.8 mcg
- The menu for Meals on Wheels is scaled to prepare food for 800 meals. It is developed monthly and approved by the RD. Every Thursday is a special food day, that rotates in seasonal or special food items.

• Calendar for year?

- Sample Menus
- Picture Assembled food
- Special Diets
- Menu + Budget Planning

The Menu (No lang Bunge)

- Provide a sample menu
- Using the following table,
  - describe the number of meals served and operation hours; and
  - summarize the facility's menu characteristics and relationship to menu planning and foodservice systems.

Characteristics	Observations
Number/type of meals served	* Lunch * Fromen Box 3dw * Bkfst Packaged * Dry Box
Operation hours	* 6am - 2 <sup>30</sup>
Cycle, static or single-use	Cycle + Thursday 4 Seasons
Degree of choice	* Fixed
Price ranges	* N/A Free to consumer Federally Funded
Food cost compared to menu price	* Procurement Mike
Nutritional requirements	See: 1/3 DV for 60+
Aesthetic factors	Rich → creative, Hospitality color
Popularity of menu items	Andrea phone # on menu they call
Food variety	Each week → ensure not same fruit, veg brood
Production issues: work space equipment, storage, etc.	See p: x
Employee scheduling	See Mike Marquary, Program manager
Service method and issues	Delivery in coolers Recycle New tech coolers
Seasonality and food availability	Rich → Planning Seasonal fruit
Clientele Preferences	Survey: Strive for Culture: Lentils usff
Other special menu considerations for facility	Thursday: Special Day

Kosher → Made Side  
Appraue Kosha - Jewish family Services

Example: \* excess sodium

\* too little fiber

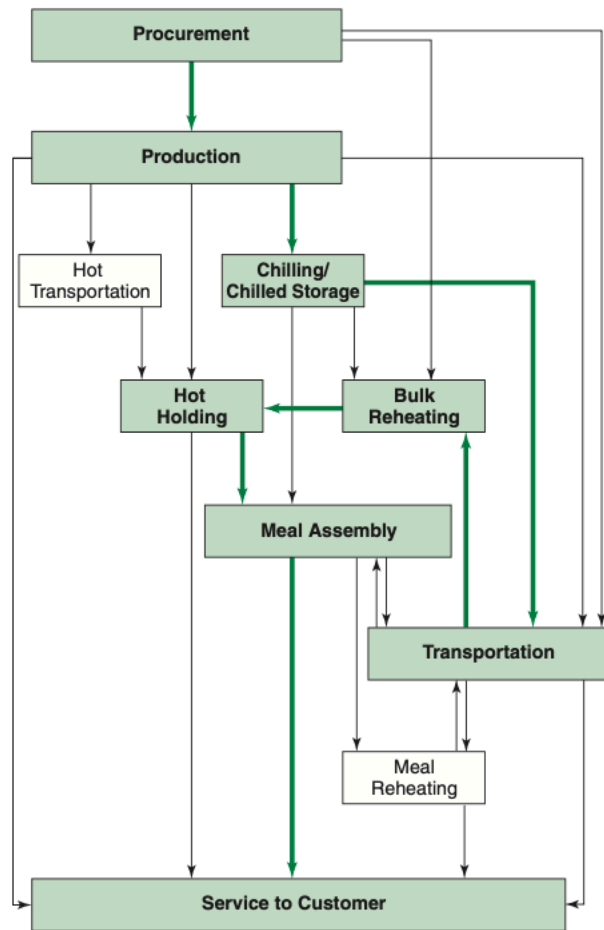
Authority to Appraue, RD Andrea B.

## 4.2 Food Product Flow and Kitchen Design

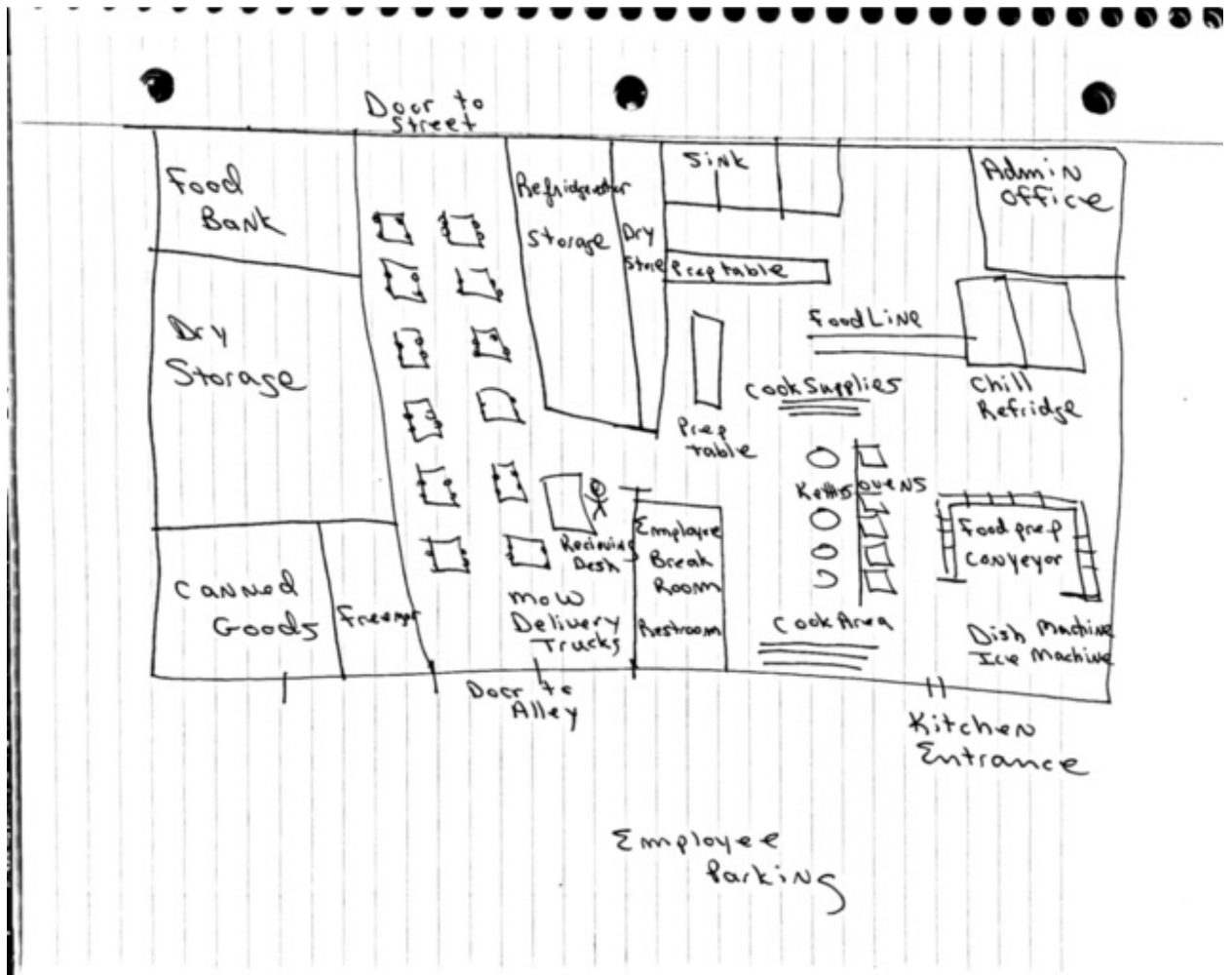
- Describe why the foodservice type is considered conventional (traditional), ready-prepared, commissary, or assembly/serve.
- Draw a floor plan of the food production and service areas; diagram the food product flow

The foodservice process followed by the Meals on Wheels program is Commissary Food service using cook-chill method.

- The flow of food product is as follows using the chicken breast and apricot glaze as an example. The flow diagram is shown below this bulleted list:
  - Procurement: Complex process from three major food vendors: Sysco, US Foods, Shamrock and one specialty vendor: Bene Keith (bread).
  - Production: Food is produced in the main kitchen. The chicken is cooked in the oven; apricot glaze prepared in extra large kettles. The glaze was a major production, involving a large handheld immersion blender (must have weighed 30 lbs).
  - Chilling/Chilled Storage: chicken is racked and placed into a rapid chill refrigerator; similarly, the apricot glaze is prepared, then rapid chilled for later assembly.
  - [MENU DEPENDENT] Bulk reheated: in large metal serving trays and then staged – the meals are microwaved by the end customer so a second reheat is not needed
  - [MENU DEPENDENT] Hot Holding: in large metal pans on a rack in the middle of the food assembly area; the food may be staged as Cold Holding as it is cooked two days prior
  - Assembled in a U-shaped area, conveyer belt moving the food along as kitchen staff assemble the food into trays. Food is sealed then packaged into coolers for loading into the vans
  - Transportation: food is transported in the vans to a central pick-up spot, where volunteers gather to pick up the items for the day's delivery. Volunteers drive the individual meals to each home
  - Service to the Customer: Volunteers deliver the meal to the front door of the customer's home and do a quick, informal welfare check. In case of emergency, or any other concern, there is a series of protocols the volunteer's follow to get additional help.



**Food Product Flow for Meals on Wheels – Commissary operation using cook-chill and Reheating (Gregoire, pg. 73). In some cases Hot Holding and Bulk Reheating are skipped, meals are assembled cold.**



**Kitchen, Storage, Receiving and Transportation Area**

# Procurement

## Food Product Flow and Kitchen Design

- Describe why the foodservice type is considered conventional (traditional), ready-prepared, commissary, or assembly/serve. *<insert textbook graphic>*
- Draw a floor plan of the food production and service areas; diagram the food product flow *<insert diagrams>*

## Procurement

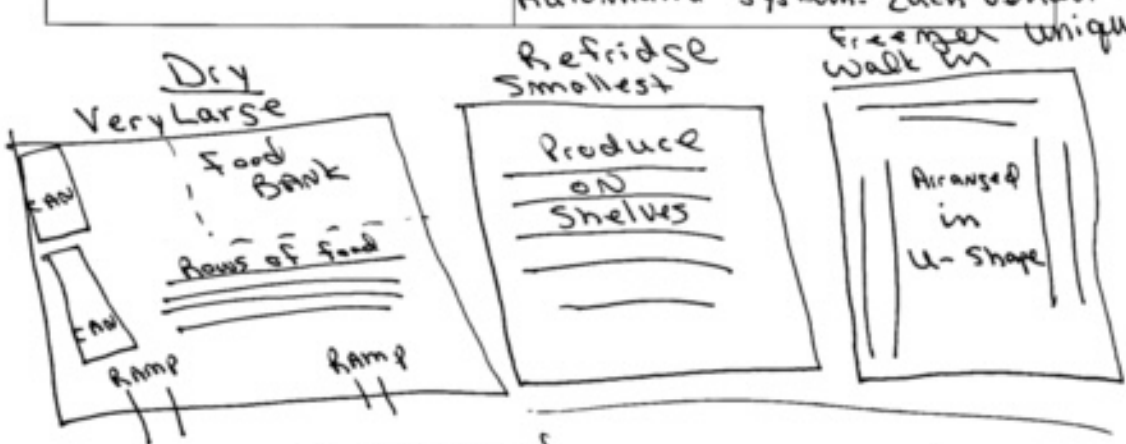
Characteristics	Observations
<b>Purchasing</b>	
<ul style="list-style-type: none"> <li>Who (may be more than 1 person) orders food, equipment, cleaning supplies, paper, flowers, china, glassware, etc?</li> </ul>	Different people Food = Rich/Mike Broth = Cheeming
<ul style="list-style-type: none"> <li>Who are their current vendors and for which items?</li> </ul>	Sysco, US Foods, Shamrock Bene Keith (Bread)
<ul style="list-style-type: none"> <li>How are vendors selected? <u>Bid process</u> used? Relate the importance of product specification to bidding.</li> </ul>	Formal Bids (not Andrea) Rich, Senior Leadership
<ul style="list-style-type: none"> <li>What are standard policies and procedures for purchasing?</li> </ul>	<ul style="list-style-type: none"> <li>Must follow Sout Policy, practice</li> </ul>
<ul style="list-style-type: none"> <li>What forms are used to purchase items?</li> </ul>	<ul style="list-style-type: none"> <li>Manual process, Not using food vendor automation</li> </ul>
<ul style="list-style-type: none"> <li>How does the facility determine what amounts are to be ordered?</li> <li>Consider how the following affect ordering.               <ul style="list-style-type: none"> <li>Quantities needed</li> <li>Delivery dates or shipping</li> <li>Availability</li> <li>Storage space</li> <li>Temperature requirements for certain products</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>This has been a challenge w/ covid</li> <li>Demand dropping</li> <li>Currently over stocked</li> <li>Very Large warehouse</li> <li>Substitution Necessary ie: Pineapple for oranges (canned)</li> </ul>
<b>Receiving</b>	
<ul style="list-style-type: none"> <li>What is the procedure to receive an order?               <ul style="list-style-type: none"> <li>Who?</li> <li>What factors are considered while receiving?</li> <li>What forms are used?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Program manager</li> <li>Each food provider different: Sysco, US Foods</li> <li>Manual Paperwork</li> <li>Receiving Desk</li> </ul>
<ul style="list-style-type: none"> <li>Why should everything be checked prior to signing the invoice?</li> </ul>	<ul style="list-style-type: none"> <li>Verify product, counts</li> <li>Did not observe</li> </ul>

3 meat, perishable Receiving.



Linda

Characteristics	Observations
<ul style="list-style-type: none"> <li>What happens when a non-ordered item is received or when an item is rejected?</li> </ul>	Rich checks products, taste Realtime
<ul style="list-style-type: none"> <li>If invoice and purchase order agree, where does invoice go for payment?</li> </ul>	To Admin office Full time Person for # invoice
<b>Storage and Inventory Control</b>	
<ul style="list-style-type: none"> <li>What are inventory counting and computing procedures?</li> <li>How often is a physical inventory taken?</li> <li>Who takes the physical inventory?</li> </ul>	Linda is Admin <ul style="list-style-type: none"> <li>All Manual</li> <li>Monthly counting</li> <li>Kitchen staff</li> <li>Freezer inventory: Not Fun!</li> </ul>
<ul style="list-style-type: none"> <li>About how much is their current inventory worth? How is the value determined?</li> </ul>	<ul style="list-style-type: none"> <li>Estimate \$500,000</li> <li>Massive Quantity</li> <li><math>20 \times 500 \times 30 = 450,000</math></li> </ul>
<ul style="list-style-type: none"> <li>Who has access to the storage areas and how are they secured?</li> </ul>	<ul style="list-style-type: none"> <li>Very open</li> <li>Kitchen staff can access</li> </ul>
<ul style="list-style-type: none"> <li>What is the procedure for issuing products?</li> <li>Do they use an ingredient room?</li> </ul>	<ul style="list-style-type: none"> <li>Very informal</li> <li>Cook + Staff self issue</li> </ul>
<ul style="list-style-type: none"> <li>Draw the floor plan of the dry, refrigerated and frozen storage areas. Describe what foods are stored in these areas and the pack sizes (6/#10 cans, 12/2 lb, etc).</li> </ul>	
<ul style="list-style-type: none"> <li>Other observations?</li> </ul>	Complication going to Automated system: Each vendor is unique



Trucks - Delivery of food to facility  
 Trucks - Delivery of food to meal recipients

Driveway into Warehouse



**Dry Storage Warehouse**



**Receiving Desk**

### 4.3 Food Production

#### Food Production

Characteristics	Observations
<ul style="list-style-type: none"> <li>How does the facility forecast how much food to produce?</li> </ul>	<ul style="list-style-type: none"> <li>Previous plans, month, vendor are basis for cost</li> </ul>
<ul style="list-style-type: none"> <li>What forms, schedules, worksheets, etc., are used?</li> </ul>	<ul style="list-style-type: none"> <li>Very manual process.</li> <li>Paper records, spreadsheets</li> </ul>
<ul style="list-style-type: none"> <li>How often are production meetings held?</li> </ul>	<ul style="list-style-type: none"> <li>Team meets weekly in advance of next order, which is done every 2 weeks</li> </ul>
<ul style="list-style-type: none"> <li>How often do foodservice staff members use thermometers to check food temperatures?</li> </ul>	<ul style="list-style-type: none"> <li>Constantly. This was observed in cook/chill, prep line, storage areas</li> </ul>
<ul style="list-style-type: none"> <li>Is the quantity listed on the production schedule the amount actually prepared?</li> <li>What happens if the facility underproduces or overproduces a menu item?</li> <li>Are amounts served recorded for future forecasting?</li> </ul>	<ul style="list-style-type: none"> <li>No. There were differences in volume of sauce prepared, chicken breasts however higher cost items monitored more close</li> </ul>
<ul style="list-style-type: none"> <li>Are standardized recipes available for all menu items?</li> <li>What are the advantages of using standardized recipes?</li> </ul>	<ul style="list-style-type: none"> <li>Chicken breast + sauce</li> <li>Tropical fruit</li> <li>Starch - (cost efficient)</li> </ul>
<ul style="list-style-type: none"> <li>Observe/help someone prepare a menu item from start to finish.</li> <li>Was the recipe followed? Why or why not?</li> </ul>	<ul style="list-style-type: none"> <li>Apricot Glaze</li> <li>No! The cook added double OJ, but director tasted it, and added sugar</li> </ul>
<ul style="list-style-type: none"> <li>How are the standardized recipes tied to purchasing those foods?</li> <li>How are the foods purchased if standardized recipes are not being followed?</li> </ul>	<ul style="list-style-type: none"> <li>Tied, but manual process.</li> <li>Have common core ingredients</li> </ul>
<ul style="list-style-type: none"> <li>How does portion control of a menu item affect the recipe's yield?</li> <li>How many dipper sizes does the facility have for food service?</li> <li>Is the actual portion served the same as the recipe's indicated serving size?</li> </ul>	<ul style="list-style-type: none"> <li>* Softwug 3oz meat 1/2 cup side vit C ← 1/2 cup Juice Fresh fruit → med or small</li> </ul>
<ul style="list-style-type: none"> <li>Draw a more detailed food production area floor plan label all food service equipment.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Can openers</li> <li>✓ Slicers</li> <li>✓ Scales</li> <li>✓ Ovens</li> <li>X Broilers - NONE</li> <li>X Deep fat fryers - NONE</li> <li>X Grills - NONE</li> <li>X Steamers - NONE</li> <li>✓ Mixers and attachments - NONE</li> <li>✓ Steam-jacketed kettles</li> <li>✓ Other significant equipment?</li> <li>• Dish machine</li> </ul>

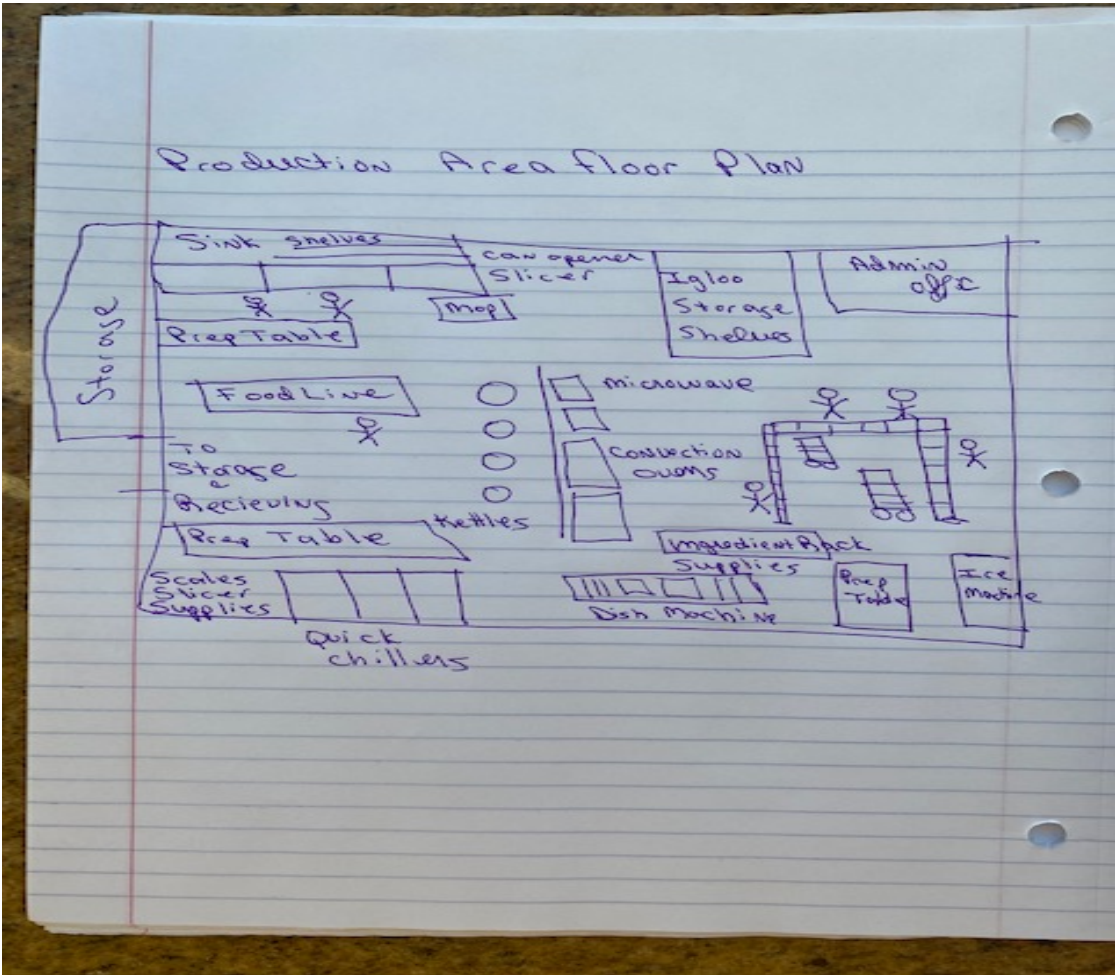
• Rapid Chill fridge

5

• Racked oven  
• Conveyor for food prep  
• Ice machine for  
(coolers  
(TRANSPO...))



Equipment Layout Drawing





#### 4.4 Distribution and Service

Characteristics	Observations
Other production observations?	• Team very <u>happy</u> & proud of their work

#### Distribution and Service

Characteristics	Observations
<ul style="list-style-type: none"> <li>Describe the facility's service types                             <ul style="list-style-type: none"> <li>Centralized or decentralized?</li> <li>Table, counter, self, tray, take-out, delivery?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Centralized</li> <li>Tray process to create ready prepared meals</li> </ul>
<ul style="list-style-type: none"> <li>Which meal distribution methods described in Table 7.1 does the facility use? <u>Picture Meal Distro</u></li> <li>What benefits and/or constraints did you observe?</li> </ul>	<ul style="list-style-type: none"> <li>Vans</li> <li>Hot &amp; cold thermal retention (pg 204); pix</li> </ul>
<ul style="list-style-type: none"> <li>Is food ready on time for service? <u>Yes</u></li> <li>Why or why not <u>Vans leave 9am</u></li> </ul>	Complaints → <u>Aida</u> → <u>Mike</u>
<ul style="list-style-type: none"> <li>Are foods tasted before service?</li> <li>Why or why not?</li> </ul>	<u>Yes! Student tasted!</u>
<ul style="list-style-type: none"> <li>Do the staff members use correct portion control equipment when serving or do they underserve/overserve?</li> <li>Are the actual amounts of food served and leftovers recorded?</li> </ul>	<ul style="list-style-type: none"> <li><u>Yes</u></li> <li><u>Dippers &amp; measuring cups</u></li> <li><u>Leftovers are not recorded</u></li> </ul>
Act as a "mystery shopper" and evaluate the service: <ul style="list-style-type: none"> <li>Are plates attractive? Are garnishes used?</li> <li>Is the food held at the correct temperature for service?</li> <li>If the facility has a salad or other self-serve food bar, how is the food               <ul style="list-style-type: none"> <li>arranged and presented attractively, and</li> <li>protected from dust, sneezing, and coughing?</li> </ul> </li> <li>How are condiments served? On tables? Portion controlled packets? Does this service cause a serving line bottleneck?</li> <li>What items are made to order?</li> <li>Are the staff members               <ul style="list-style-type: none"> <li>presentable to the customer in terms of appearance?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><u>Yes</u></li> <li><u>Yes - a few messy plates</u></li> <li><u>Yes, employee lunch buffet line had many safety precautions</u> <ul style="list-style-type: none"> <li><u>Hand sanitizing station,</u></li> <li><u>sneeze guard</u></li> <li><u>covered hot holding</u></li> <li><u>Food safety signs</u></li> </ul> </li> <li><u>Yes - uniforms</u></li> <li><u>Blue U-A shirts, Apron,</u></li> <li><u>Hats, well branded</u></li> </ul>

#### 4.5 Safety, Sanitation and Maintenance

Characteristics	Observations
<ul style="list-style-type: none"> <li>○ Are the staff members friendly to the customers?</li> <li>• What happens when foods ordered are not available? How is this situation communicated to the customer?</li> </ul>	<p>Yes, very positive attitude towards the people they serve Phone call to R.D.</p>
Other distribution and service observations?	See Food Survey example Section 9.

**Survey - ?**

- Safety, Sanitation and Maintenance

Characteristics	Observations
<b>Sanitation and Dishroom</b>	
<ul style="list-style-type: none"> <li>• Look at the facilities cleaning schedule, What is cleaned and how often?</li> </ul>	Kitchen is cleaned Daily, as food is prepped, cooked
<ul style="list-style-type: none"> <li>• Who is responsible for <u>supervising</u> cleanliness?               <ul style="list-style-type: none"> <li>○ Facility, including toilets and hand-washing facilities, emptying garbage cans?</li> <li>○ Employee cleanliness and health (including hand-washing)?</li> <li>○ Dishroom work?</li> </ul> </li> <li>• How are production and dishes stored?</li> </ul>	<ul style="list-style-type: none"> <li>• All employees share this responsibility</li> <li>• One person monitored trash, constantly taking out bags as they filled</li> <li>• Many signs - handwash</li> </ul>
<b>Maintenance</b>	
<ul style="list-style-type: none"> <li>• Who is responsible for supervising maintenance?</li> </ul>	Kitchen Program manager
<ul style="list-style-type: none"> <li>• What types of preventative maintenance are done and how often?</li> </ul>	Did not observe
<ul style="list-style-type: none"> <li>• What suggestions do you have regarding maintenance?</li> </ul>	
<b>Safety</b>	
<ul style="list-style-type: none"> <li>• What training is completed for employees?</li> <li>• Who conducts trainings?</li> <li>• What method(s) do they use to train?</li> </ul>	Mike Most have experience
<ul style="list-style-type: none"> <li>• What is the procedure for notifying professional emergency care personnel?</li> <li>• What information is needed on the accident report?</li> </ul>	Mike Several signs about Safety & emergency procedures

Characteristics	Observations
• What accidents or potential accidents have you observed?	- None observed - one tripping accident
Other safety, maintenance, and sanitation observations?	in past - None noted on inspection



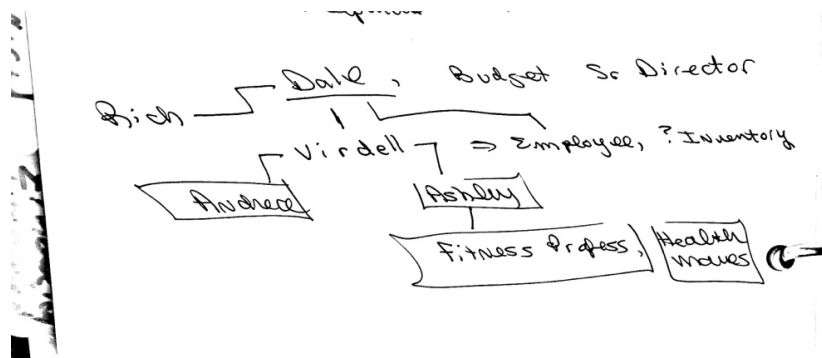
## 4.6 Managing Human Resources

The human resources process is managed by a person who reports Dale Elliott, the Senior Program Director – there is no formal “HR-type” organization. The professional staff all report to Virdell (did not catch last name), who takes care of day-to-day employee management, recruiting (which is very rare), timekeeping, and oversight.

The Kitchen staff all report to the Kitchen Manager for oversight, training and discipline.

The delivery, point of service volunteers all report to a Volunteer Coordinator and their work is governed by a Volunteer Handbook that covers training and expectations.

The recruiting of new staff, for example the RD position occurred over a year long period. The current RD, worked as an intern and when the position came open, was the top candidate, although she had to apply and then be selected. The whole process took 12 months to complete.



See Volunteer Handbook

Managing Human Resources

Characteristics	Observations
<b>Employee Recruitment &amp; Hiring</b>	HA, formal Job Req. Rare positions open, very low turnover
<ul style="list-style-type: none"> <li>Who is responsible for recruiting employees?</li> <li>What is the hiring process?</li> <li>Who is/are responsible?</li> </ul>	See Below - Salary
<b>Orientation &amp; Training</b>	
<ul style="list-style-type: none"> <li>What is the orientation process?</li> <li>Who is/are responsible?</li> <li>What is the job training process?</li> <li>Who is/are responsible?</li> </ul>	<ul style="list-style-type: none"> <li>Packet from previous</li> <li>State train on SW</li> </ul>
<b>Performance Reviews &amp; Discipline</b>	
<ul style="list-style-type: none"> <li>What is the performance review process?</li> <li>How do these reviews impact promotions and/or raises?</li> <li>Who is/are responsible?</li> <li>What is the discipline process for negative employee behavior?</li> <li>Who is/are responsible?</li> </ul>	<ul style="list-style-type: none"> <li>Very flexible</li> <li>Not really app. for raise or promo.</li> <li>Kitchen Manager</li> <li>* Disciplinary Action Plan</li> <li>* Kitchen Manager</li> </ul>
<b>Leadership</b>	
<ul style="list-style-type: none"> <li>Describe the leadership styles you observe. Be sure to use course terminology.</li> </ul>	<ul style="list-style-type: none"> <li>* Sick days</li> <li>* Flex work</li> <li>* Vacation</li> <li>* holidays</li> </ul>
Other human resource observations?	* Very Informal

\* Recruit the Internship

\* Receptor was Ashley

Process: Apply online

• 2 interviews → Team

→ Rich / Virdell

Team

Menus

Technology

• 8 months → Job Search

• 4 months for specific Job

May - January

June → Board Exam

## 4.7 Managing Financial Resources and Technology

Although I did not directly observe any parts of the financial process, I was able through both the annual report and the information I gathered from interviews to ascertain some information about program financials.

The budget is planned annually, and income is primarily federal grants, supplemented with private donations. The program depends on supplemental donations (they pay for extras like specialized equipment, or emergencies); and volunteers as critical to operations.

There are no food sales, however the number of meals delivered is an important metric maintained for the federal budgeting reporting.

On labor costs, it is important to note the kitchen staff has a very healthy benefit package, to include a pension.

The technology used in the entire program is very limited. As noted previously, the team manages orders and inventories in a manual way.

On the menu side, a software application is used: Food Processor that analyzes nutrient content. It has sort of a “clunky” user interface and during my visit we entered the details for the Apricot Glaze recipe to help demonstrate, hands on, to understand how the software works.

Nutrients	Per Serving	Per 100g	Nutrients	Per Serving	Per 100g
<b>Basic Components</b>			Elotin (mcg)	0.23	0.46
Green Veggies (g)	58.61	100.00	Vitamin C (mg)	6.64	13.13
Calories (kcal)	64.72	127.96	Vitamin D - IU (IU)	0	0
Calories from Fat (kcal)	0.55	1.06	Vitamin D - mcg (mcg)	0	0
Calories from Saffat (kcal)	0.07	0.13	Vitamin E - Alpha-Toco (mg)	0.14	0.28
Protein (g)	0.29	0.57	Folate (mcg)	4.62	9.14
Carbohydrates (g)	16.00	31.62	Folate, DFE (mcg DFE)	0.36	0.72
Total Dietary Fiber (g)	0.37	0.73	Vitamin K (mcg)	0.05	0.09
Total Soluble Fiber (g)	0.11	0.22	Pantothenic Acid (mg)		
Total Sugars (g)	10.70	21.15	<b>Minerals</b>		
Monosaccharides (g)	2.63	5.26	Calcium (mg)	5.23	10.34
Disaccharides (g)	3.31	6.53	Chromium (mcg)	0.17	0.33
Other Carbo (g)	4.69	9.26	Copper (mg)	0.02	0.04
Fat (g)	0.06	0.12	Fluoride (mg)	0.01	0.01
Saturated Fat (g)	0.01	0.01	Iodine (mcg)	1.38	2.72
Monu Fat (g)	0.01	0.02	Iron (mg)	0.13	0.27
Poly Fat (g)	0.01	0.02	Magnesium (mg)	3.68	7.28
Trans Fatty Acid (g)	0	0	Manganese (mg)	0.02	0.04
Cholesterol (mg)	0	0	Molybdenum (mcg)	--	--
Water (g)	31.95	63.13	Phosphorus (mg)	6.68	13.23
<b>Vitamins</b>			Potassium (mg)	64.85	128.16
Vitamin A - IU (IU)	320.86	634.04	Selenium (mcg)	0.30	0.60
Vitamin A - RAE (mcg)	15.24	30.12	Sodium (mg)	46.36	91.62
Carotenoid RE (mcg)	30.49	60.24	Zinc (mg)	0.04	0.07
Retinol RE (mcg)	0	0	<b>Poly Fats</b>		
Beta-Carotene (mcg)	167.64	331.26	Omega 3 Fatty Acid (g)	0.00	0.00
Vitamin B1 - Thiamin (mg)	0.01	0.02	Omega 6 Fatty Acid (g)	0.01	0.02
Vitamin B2 - Riboflavin (mg)	0.01	0.02	<b>Other Nutrients</b>		
Vitamin B3 - Niacin (mg)	0.09	0.18	Alcohol (g)	0	0
Vitamin B3 - Niacin Equiv (mg)	0.13	0.25	Caffeine (mg)	0	0
Vitamin B6 (mg)	0.02	0.03	Choline (mg)	1.45	2.87
Vitamin B12 (mcg)	0	0			

Dale = Budget

Managing Financial Resources

Characteristics	Observations
<b>Budgeting</b>	
<ul style="list-style-type: none"> <li>• How is the budget determined/ planned?</li> <li>• Who is/are responsible for creating the budget?</li> <li>• What stakeholders are consulted in the budget process?</li> </ul>	<p>Dale Elliott - Director Budget mostly federal Grants, small % Donations</p>
<ul style="list-style-type: none"> <li>• How is the budget monitored throughout the budget time period?</li> <li>• What happens if the budget is found to be over or under during monitoring?</li> </ul>	<p>Fixed for the year, checked quarterly During Covid - Surplus</p>
<b>Menu/Meal Plan pricing</b>	
<ul style="list-style-type: none"> <li>• How is menu/meal plan pricing determined?</li> <li>• Who is/are responsible for menu pricing?</li> </ul>	<p>No food sales</p>
<b>Controlling costs</b>	
<ul style="list-style-type: none"> <li>• What is/are the target food cost percentages?</li> <li>• How are these costs monitored?</li> <li>• Who is/are responsible for controlling food costs?</li> </ul>	<p>Details not disclosed Thighs in place of Chick Beasts Rich Anderson</p>
<ul style="list-style-type: none"> <li>• What are some challenges in controlling food costs?</li> <li>• What are some strategies used to control food costs?</li> </ul>	<p>Seasonal Supply chain (fresh produce) A Lot Substitution -</p>
<ul style="list-style-type: none"> <li>• What is/are the target labor cost percentages?</li> <li>• How are these costs monitored?</li> <li>• Who is/are responsible for controlling labor costs?</li> </ul>	<p>particularly canned foods Labor is ~10% - 15% total budget Always pressure to lower</p>
<ul style="list-style-type: none"> <li>• What are some challenges in controlling labor costs?</li> <li>• What are some strategies used to control labor costs?</li> </ul>	<p>Long term employees and turn over both contribute to high labor</p>
<b>Technology</b>	
<ul style="list-style-type: none"> <li>• What computer application is used to plan, purchase, and monitor?</li> <li>• Briefly describe (list) the application's attributes.</li> <li>• Briefly describe the application's limitations</li> <li>• Note any functions you observed or</li> </ul>	<p>Food Processor → Govt Army, USDA Software Analyzes Nutrient content</p>

- Awkward user interface
- Tedious data entry

## 5.0 Inspection Summary

The kitchen was inspected June 28, 2021 at 8:30am and at the time the kitchen only provided frozen, prepared meals. The results of the inspection was 100%, with zero of 36 Type 1 violations and zero of 28 Type 2 violations

<https://denvergov.org/restaurantinspections/Result/GetInspection?inspectionId=323623>

Limited food handling observed at time of investigation. Operator stated that all food is sent in frozen and pre-packed for meal service. Due to COVID restrictions, the kitchen area is not being fully utilized. All food is prepared off site and delivered to guests in their rooms. No other food handling is occurring on site. Report emailed to operator.

The kitchen was also inspected December 18, 2018 at 8:44am and also received a 100% score. No violations were observed during inspection. Facility receives food daily from the main VOA kitchen. Facility logs temperature of food daily. Operator is knowledgeable of proper cleaning and sanitizing. Investigator discussed cleaning of facility and service animals. Informational documents left with operator. Report emailed to operator.

Other inspections occurred:  
 7/11/2017 – Two violations  
 6/15/2017 – Zero violations  
 4/14/2017 – Zero violations

## 6.0 Monthly Menu and Apricot Glaze Recipe

See below for a simple extract of the detailed menu planning. Software is used to calculate nutrition values to ensure the menu meets USDA food standards for the elderly (4)

VOLUNTEERS OF AMERICA COLORADO BRANCH MEALS ON WHEELS MENU NOVEMBER 2021									
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY					
Mushroom Swiss Burger on a Whole Wheat Bun with ketchup and mustard Potato Wedges Spiced Peaches Blueberry Applesauce 1% Milk	Sweet and Sour Pork Brown Rice Maui Vegetable Blend Wheat Bread with Margarine Mandarin Oranges 1% Milk	Cheese Stuffed Shells with Meat Sauce Cannellini Beans Seasoned Spinach Whole Wheat Roll with Margarine Banana Orange Juice 1% Milk	California Dreamin' Orange-Glazed Haddock Long Grain and Wild Rice Blend Edamame Succotash Multigrain Roll with Margarine Tangerine 1% Milk	Chicken Breast with Apricot Glaze Persian Rice and Lentils Summer Squash with Onions 9-Grain Sandwich Bread with Margarine Apple Fruit Yogurt 1% Milk					
Chicken Cassoulet Spinach Guly Apple Glazed Carrots French Bread with Margarine Orange 1% Milk	Roast Pork Chop with Diane Sauce Rosemary Parmesan Potatoes Italian Vegetables Cornbread with Margarine Apple Grape Juice 1% Milk	9 Fish Veracruz Borracho Beans Seasoned Greens Multigrain Bread with Margarine Tropical Fruit 1% Milk	Veterans Day Celebration Chicken Fried Steak with Country Gravy Mashed Potatoes Country Vegetables Whole Wheat Bread with Margarine Diced Peaches Orange Juice 1% Milk	Caribbean Roasted Chicken Mashed Sweet Potatoes Caribbean Vegetable Blend Hawaiian Sweet Roll with Margarine Mandarin Oranges with Cottage Cheese 1% Milk					
Szechuan Chicken 5-Spice Potatoes Asian Vegetable Blend Wheat Roll with Margarine Fresh Pear 1% Milk	Lemon Pepper Fish with Tomato Cream Sauce Rice Pilaf Cape Cod Vegetable Blend 9-Grain Bread with Margarine Berry Mango Compote 1% Milk	BBQ Cheddar Burger On a Whole Wheat Bun Lettuce/Tomato Garnish Roasted Butternut Squash Colorado Baked Beans Orange 1% Milk	Manager's Choice Swedish Turkey Meatballs Parsley Noodles Diced Beets Wheat Bread with Margarine Banana Oatmeal Raisin Cookie Cranberry Juice 1% Milk	Smoky Beef Sirloin Chili Roasted Sweet Potatoes Cauliflower and Carrots Cornbread with Margarine Apple Apple Cinnamon Muffin 1% Milk					
Marinated Pork Cutlet with Hunter Sauce Brown Rice Spinach and Mushrooms Whole Grain Roll with Margarine Diced Peaches 1% Milk	Combination Beef & Bean Burrito with Picante Sauce on a Wheat Tortilla Lettuce/Tomato Garnish Seasoned Pinto Beans Mexicali Corn Apricot Pineapple Compote 1% Milk	Pueblo Beef Stew Spanish Rice Zucchini and Tomatoes 9-Grain Bread with Margarine Fruit Cocktail Cranberry Juice 1% Milk	Thanksgiving Day Meal Delivered in Denver County Only Roast Turkey with Gravy and Cranberry Sauce Cornbread Stuffing Green Beans with Almonds 9-Grain Bread with Margarine Cinnamon Applesauce Apple Cinnamon Crisp 1% Milk	VOA Thanksgiving Holiday VOA Closed-Frozen Meal Pre-delivered Manager's Choice Macaroni & Cheese Seasoned Carrot Cuts Green Peas Breakfast Fresh Pear 1% Milk					
Austrian Goulash with Parsley Noodles Sliced Beets Multigrain Bread with Margarine Apricot Halves Cranberry Juice 1% Milk	Vodka Style Italian Sausage and Penne Stewed Apricots Ratatouille Whole Wheat Bread with Margarine Fresh Pear 1% Milk								



**November**



Daylight Savings Time ends November 7th, set your clocks back!  
 Happy Veterans Day, November 11th!

Menus items may change without notice due to availability of items from suppliers.  
 The number listed in brackets indicates the mg sodium per menu item. Sodium is unlimited unless it is greater than 140mg.

## APRICOT GLAZE

4/2017

800 2 TB PORTIONS

2 #10 Cans	Apricot Preserves (Sysco #4523031)
4 #10 Cans	Apricot halves, with liquid
5 C	Cider Vinegar
4 ½ #	Granulated Sugar
4#	Honey
3 ½ C	Dijon Mustard
6 Gallons	Low Sodium Chicken base
3 ½ Gallons	Orange Juice
1/3 C	Sumac
¼ C	Crushed Red Pepper
5 ½#	Cornstarch

- Combine preserves, apricots, vinegar, sugar, honey and mustard over medium heat in large kettle.
- Once sugars are dissolved and mixture is syrupy, puree with immersion blender.
- Add base, juice, and seasonings. Bring just to a boil.
- Thicken to glaze consistency with cornstarch.

## 7.0 Food Survey

### Volunteers of America Colorado Branch Meals on Wheels 2020 Client Satisfaction Survey

What service do you receive from Volunteers of America?

\_\_\_\_\_ Hot daily meals      \_\_\_\_\_ Weekly box of frozen meals      \_\_\_\_\_ Market Meals

1. On a scale of 1 to 5, how would you rate the *quality* of the meal?

(Please circle one number)

5                      4                      3                      2                      1  
Excellent                      Average                      Poor

2. If Meals on Wheels were not available, how difficult would it be to get such a meal from another source (family, neighbor, etc.)?

(Check one)

\_\_\_\_\_ Very difficult to get                      \_\_\_\_\_ Somewhat difficult to get  
\_\_\_\_\_ Difficult to get                      \_\_\_\_\_ Not difficult to get at all

3. Is your Meal on Wheels meal your main meal for the day?

\_\_\_\_\_ Yes                      \_\_\_\_\_ No

4. What time of day do you usually eat your meal?

\_\_\_\_\_ Before Noon      \_\_\_\_\_ Between 12:00 p.m. - 2:00 p.m.      \_\_\_\_\_ After 3:00 p.m.

5. If you receive home delivered meals, how reliable has the delivery been?

(Please circle one number)

5                      4                      3                      2                      1  
Excellent                      Average                      Poor

6. In the event of bad weather, do you have a three-day supply of food?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

**7. How did you find out about Meals on Wheels?**

\_\_\_\_\_ Friends / Relative

\_\_\_\_\_ Doctor / Nurse

\_\_\_\_\_ Home Health Aide

\_\_\_\_\_ Social / Case Worker

\_\_\_\_\_ TV / Newspaper/ Website

\_\_\_\_\_ Church

\_\_\_\_\_ Senior Center

\_\_\_\_\_ Other - Please List

**8. Do you read the newsletters from Volunteers of America?**

\_\_\_\_\_ Yes

\_\_\_\_\_ No

**9. What do you find helpful in the newsletters?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**10. Have Meals on Wheels services improved your ability and/or willingness to remain in your home?**

\_\_\_\_\_ Yes

\_\_\_\_\_ No

**11. Has the meal program improved your *physical health*?**

Strongly Agree \_\_\_\_\_ Agree \_\_\_\_\_ Disagree \_\_\_\_\_ Strongly Disagree \_\_\_\_\_

**If you agree, in what way has this improved? Please describe below**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**12. Has the meal program improved your *emotional health*?**

Strongly Agree \_\_\_\_\_ Agree \_\_\_\_\_ Disagree \_\_\_\_\_ Strongly Disagree \_\_\_\_\_

**If you agree, in what way has this improved? Please describe below**

\_\_\_\_\_  
\_\_\_\_\_



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**13. Do you have any additional comments or suggestions for us?**

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PLEASE RETURN YOUR COMPLETED SURVEY WITHIN ONE WEEK  
THANK YOU!

## Delivered Meal Survey

This survey is about the nutrition services you currently receive. We are interested in learning if they have been helpful to you. Your answers will help us make sure they meet your needs. Participation in the survey is voluntary. You are not required to answer any of these questions. Your answers will be kept confidential and will not influence the services that you receive.

### 1. What are some of the ways you benefit from the Meals on Wheels program?

***Check all the things that apply to you.***

I eat healthier food than I would eat on my own

I get enough food

I enjoy the delivery visit

Someone checks on me

I like the person who brings me my meal

I can continue to live in my own home

It makes me feel good

Other – Please specify \_\_\_\_\_

### 2. Are the meals delivered to you by the Meals on Wheels program your main meal of the day?

Always the main meal

Usually the main meal

Seldom the main meal

Never the main meal

### 3. How often do you like the meals that are brought to you by the Meals on Wheels program?

Always like the meals

Usually like the meals

Seldom like the meals

Never like the meals

**4. Think about all the meals that have been brought to you by the Meals on Wheels program Please rate each of the items below related to the meals.**

	Excellent	Good	Fair	Poor
Taste of the food				
Choice of food				
The time food is brought to you				
How the food is packaged				
How well the meals meet your health needs				
Friendliness of the person delivering meals				

**5. Considering everything, how would you rate the Meals on Wheels program?**

Poor     Fair     Good     Excellent

**6. Do you know how to provide your opinion or offer comments on the services you receive from the Meals on Wheels program?**

Yes     No     Not sure

**7. Were you aware that the Meals on Wheels program may be able to help you receive other services?**

Yes     No

**Do you have any comments you would like to share?**

# 8.0 Timekeeping Paperwork

Name of Organization: Volunteers of America-Colorado  
Student Name: KAREN CASEY  
Signature of Contact: Andrea Pakwood, RN

Dates	Observation Hours
mond, Sept 27th	9 hours
	Kitchen
	Food Prep
	Menu Plan + Software



## 9.0 References

1. Volunteers of America Colorado 2020 Annual Report, retrieved September 15, 2021 from [https://voa-production.s3.amazonaws.com/uploads/pdf\\_file/file/4224/digitalannualreport.pdf](https://voa-production.s3.amazonaws.com/uploads/pdf_file/file/4224/digitalannualreport.pdf)
2. Gregoire, Mary. *Foodservice Organizations: A Managerial and Systems Approach*. 9th ed. Pearson, 2017.
3. Denver Metro Area Demographics, retrieved September 27<sup>th</sup>, 2021 from <https://data.census.gov/cedsci/table?q=Denver%20County,%20Colorado%20Populations%20and%20People&tid=ACSST1Y2019.S0103>
4. USDA nutrition guidelines for senior citizens, retrieved September 27<sup>th</sup>, 2021, from <https://www.nal.usda.gov/fnic/older-individuals>