	Due Date	Completion Date	Notes
Create MOD/Store Manager record of 7am, 5pm status for consistent accountability. (Full venues, cleanliness, label and sandwich audits, etc.)	21-Aug	Shifted to servers.	With monitoring from management, the deli staff is charged with tracking the fullness of venues and auditing labels and cleanliness to help with accountability and system refinement.
Kitchen:			
Hire new Kitchen Manager.	21-Aug	August	Christian Smith started in this role 9/3/19.
Review current staff availability/status; ensure adequate openers and closers with redundancies: hire for specific vacancies.	21-Aug	Ongoing	Scheduling and staffing is a moving target with turnover and call-outs. We are offering "Cook 2" positions now that offer more competitive pay for candidates with experience and skill in the kitchen. So far this is helping us attract and retain more dedicated and effective cooks.
Reinstate station-specific lists for all cook roles, including salad bar/veg prep.	24-Aug	Checklists: 9/15; Schedule 12/1	Checklists were re-developed for soup station, salad bar, case salads, and grab and go. Stations assigned on the posted staff schedule for December.
Implement lead/PIC checklists that include 911 communication of any missed production items.	24-Aug	V1. 9/30, V2. 12/19	These contain instructions for leads for prioritizing tasks when production has flagged.
Require staff to sign off on hot bar that they have tasted product.	21-Aug	Abandoned.	Tasting is required. The practice of signing off on this proved fussy and onerous but the expectation is being upheld by leads and PICs.
Review menus for efficient recipes (increase production of simpler salads and hot bar items).	Salads: 8/24, Hot Bar: 8/30	Reviewed in August; currently updating recipes.	Menus are also being evaluated for stronger "exit strategies" for reducing food waste. (Spanakopita filling repurposed for quiche, etc.)

Review menus for dietary mix (vegan options, dairy free, etc.). Develop standards for # of service case and hot bar dishes with particular attributes. List and focus on five top themes from customer comment cards and in-person feedback to aid in this effort. Formalize appropriate rotation and product mix on production lists. By 10/1, return to monthly menus with seasonal reviews of soup and salad rotations.	9/15/2019 triage (salad focus), 10/1/19 comprehensive	Ongoing.	Greatly expanded vegan and vegetarian options were introduced on the November menu. This menu also included every specific customer request suggested since August (reintroducing meatballs, beef and broccoli, etc.) Case salad and soup rotation formalization will complete in December (several recipe revisions were needed to ensure the success of our soup and case salad programs). The online menu is now consistently accurate!
Review ordering pars of key ingredients.	8-Sep	October	Kitchen buyer (Charles) completed a systematic review. He also documented ordering and receiving Standard Operating Procedures.
Label storage areas with instructions for rotation.	8-Sep	October; ongoing.	Backstock, dry goods, oils, and grab and go areas have designations and standard rotations; walk-in organization is in flux. The walk-in is being swept and mopped daily.
Develop (formalize) and execute 1-on-1 training with dishwashers on cleaning customer areas, stocking silverware in each venue, and stocking kitchen products. (Devin and Charles)	8-Sep	Ongoing.	Delegated to dish lead; 100% of staff trained by Dec. 31.
Deli:			
Reinstate enhanced station-specific lists for all stations (AM/PM barista, sandwich, salad bar, service case) including cleaning tasks.	24-Aug	V.1 9/30, V2. 11/15	There have been continued enhancements and adjustments to these documents (the most recent changes, in December, include assigning specific cleaning tasks to each station, each shift, each day of the week), but these are in place. They have been useful as training and accountability documents.

Improve lead/PIC checklist and use this tool for accountability around empty venues, unclean surfaces, etc. (Include expectation is that lead/PIC is in front of bar inspecting stations from customer perspective every half hour.)	24-Aug	Exists; operating as a living document.	These continue to evolve but are consistently in use. Cleaning has improved dramatically. Deli Service Manager (Amanda) is using these to provide feedback to leads at weekly check-ins.
Post monthly deep clean checklist.	1-Sep	Abandoned.	Deep cleans delegated to leads. Most cleaning tasks have been added to weekly lists.
Five point customer service standards specific to deli documented to use as training and reminder.	6-Sep	Ongoing.	Amanda has incorporated customer service training to Day 1 deli server orientation. The standards are reiterated throughout the multi-day training process. Customer service as a priority has been added to the checklist for each station as a reminder. Amanda sets goals at the daily huddles and is particularly focused on reminding staff to greet every single customer.
Deli server customer service retrain (including bakery support) at quarterly meeting.	30-Sep	Ongoing.	Bakery special order training achieved in October. This continues to be a work in progress as deli servers are brought up to speed on the floor-related tasks currently performed by bakers.
Deli service manager, Bakery manager, Kitchen manager, Store manager convene and outline procedures for more effective merchandising of bakery products to ensure consistent availability of all items.	8/24 - restocking triage; 9/10 more comprehensive	Ongoing.	The Prepared Foods management team is meeting weekly with a focus on improving operations and cooperation more generally. Restocking is currently impeded by production lags with rapid improvement recently.
Improve sandwich menus and recipes to emphasize bountiful veggies and perfect execution. (Include pictures).	30-Sep	Postponed.	New item development has been deferred to 2020 to allow staff to focus on stabilizing, refining systems, and getting new staff up to speed. Sandwich revamp is planned for Q1 2020.
Deploy new oatmeal program.	15-Sep	Postponed.	This program was de-prioritized in the face of ongoing turnover and training issues; this will launch in January.

Formalize "exit strategy" opportunity SOPs (cubed cheese on salad bar, breadsticks, etc.)	9-Sep	Ongoing.	Deli servers have been focused on sampling or repurposing cheese in the kitchen. When it makes sense, we plan to chop the cheese for the salad bar labeled as a "visiting guest" cheese. We abandoned an experiment of chopping up odds and ends of cheese and sliced meats for sale in the grab and go case due to lack of sales. "How to handle short-dated cheese" SOP due by 12/31.
Retrain baristas on coffee procedures to ensure consistency of product; formalize with simple, easy-to-reference documentation.	15-Sep	15-Sep	Andrew from Landgrove performed a training with Co-op baristas on this date. The efforts to standardize and elevate Co-op coffee continue. In January there will be workshops and trainings with staff from the downtown and campus stores to ensure staff are well-trained and consistently using appropriate tools across venues.