

I. Location & Target Market:

The Blue Dandelion will be located on the busy street of University Drive in Fairfax, Virginia, just off the Capital Beltway. This suburban neighborhood, home of 22,565 people, is known for its entertainment and cultural activities that thrive off the energy of the Washington, D.C.'s metropolitan community (Census Bureau, 2009). In 2009, Forbes magazine ranked Fairfax #3 of "America's Top 25 Towns to Live Well". It is recognized for being, "a great place to raise a family and start a business" ("In Depth", 2009).

Fairfax is an educational, historical, and artistic city. The area contains one high school, one middle school, and three elementary schools in the area. Fairfax needs a large number of elementary schools because this age group is the largest portion of this cities population. (fairfaxva.gov). According to the 2010 Census Bureau, 23.4% are between the ages of 0-19 years old, and 22.4% are between the ages of 20-34, and 21.5% are between 35-49 years old. Around 8,347 households are located in the area, housing 5,545 families which contribute to 66.4% of the population. Of the 5,545 families, roughly 40% of them have children under 18 years old. In addition to these young households, there are 819 four-person households and 366 five-person households living in the area (Census Bureau, 2009). Therefore, many families with young children live in the area and would benefit from our restaurant.

The young adult and adult population is highly educated since many are professors and students of local schools such as, George Mason University or the Northern Virginia Community College (fairfaxva.gov). According to the census Bureau, 18.6% of the population has graduated from high school, 47.9% has some college or an associate's degree, and 21.0% obtained a bachelor's degree or higher. Those individuals who are highly educated tend to make the most

money and will have the means to spend a little extra on buying meals outside of the home, to save time. The colleges in the area bring many families of students to the area and many of the professors/educators raise their families in Fairfax. Professors who teach, write, and grade papers have never ending work where they most likely do not have much time for lunch or dinner to feed their families.

The median income of Fairfax is \$97,000 which suggests that members of this community have high-paying jobs that can be demanding. If they are not professors then they work in DC since many of the jobs in Fairfax are low paying retail and gas station jobs except for medical offices and banks. Most of them drive cars every day, to and from the city (DC) which can be stressful, but they do this because suburban areas are great places to raise a family. Therefore, we must offer what families need to fit their schedule. Some may take the bus and University Drive contains two bus stops. For workers who do take the bus, can still pick up dinner easily to take home to their families.

The area contains many historic buildings and landmarks which are important to its role as a major crossroads and judicial center. Some of these historic buildings which are located in the city's historic downtown area include: the Fairfax courthouse, Fairfax Elementary School (which now is the Museum and Visitor's Center), Old Fairfax Jail, Old Town Hall, Marr Monument, William Gunner House, Ford House, and the Blenheim estate. One of these historical sites, owned by the city, which visitors may tour, is the Blenheim estate, a civil war house museum. Every other year in spring, a civil war enactment camp is held here featuring a military muster, drill, and firing demonstrations (fairfaxva.gov). These historic places offer jobs to many people that live in the area as well as bring families on vacation. Employed workers can

order and pick up food or tourists with their families can enjoy a meal at the Blue Dandelion (fairfaxva.gov).

Fairfax is a city committed to the arts, offering many opportunities and events to the public. These opportunities include the city of Fairfax band, the Fairfax art league, performances and summer concert series, and the George Mason University for the Fine Arts. Also, art galleries/stores are located in the area. These opportunities and events may bring artistic families to the area or other families for enjoyment. Families headed to a concert can still grab a quick, comforting meal before or after the performance.

Also, the area has various shopping centers, businesses, restaurants, gas stations, and parks. Some shopping centers include the Fairfax Square Shopping Center, Fairfax Oaks Mall, Fair City Mall Shopping Center, and Fairfax Circle Shopping Center which are within 10 minutes of our restaurant. Our business may come from retail employees, families of employees, and shoppers. Businesses in the area include grocery stores, gas stations, medical offices, banks, car dealerships, optometrists, a Quilt store, book stores, and art galleries. All these businesses are located within the area and can easily bring in customers. Also, employees can stop by and grab a meal for their families before they head home.

In addition to numerous shopping opportunities the area is the host of several parks. Many small parks include: Villa Park, Ranger Park, Draper Drive Park, Providence, and many others. At these great locations, locals and tourists may enjoy hiking or biking on the trails. Families may enjoy these parks to walk their dogs or take walks with their families since many people are trying to be more active in their daily lives. Also, many golfers belong to the country clubs. The Country Club of Fairfax, Country Club View Park and the Four Seasons Golf Center are all located in the Fairfax area. Golfers who belong to country clubs are usually wealthy and

are retired or have families. They may be interested in eating meals at the Blue Dandelion craving a home cooked meal their wives may not cook as much anymore.(fairfaxva.gov)

Also, Fairfax offers summer day camps for children and teens. Parents will be dropping off and picking up their kids from camp daily during the summer before and after work. The blue Dandelion will offer a quick meal opportunity for these parents.

Our restaurant is located between North Street and Willard Way along University Drive. Along this street there are various restaurants including the Asian Bistro and a deli, a gas station, bus stops, Woody's ice cream, the fire department, a church, Virginia Commerce bank and SunTrust, Victoria's Cakery, the Old Town Hall, Joy Unlimited, a bookstore, and a car dealerships. Restaurant employees and families, bank tellers and families, fire fighters, families after church services, and other employees and families will enjoy The Blue Dandelion. They will find the Blue Dandelion as easy, quick, delicious lunch or dinner for their families. We offer quick, family meals those other food services nearby offer.

Fairfax needs more quick meal options that are healthier, simple, and quick to grab on the way home from work. Fairfax offers competition with 75 full-service restaurants that in recent years have increased business. Some places locals and tourists may enjoy eating at are the Asian Bistro, Bellissimo Ristorante, G. M. Commerce Building, Victoria's Cakery, Bombay Garden, Best of Thai, The Old Fire station #3, All Town Village, Panera Bread, and Coyote Grille and Catina. These local restaurants are our competitors. We offer services that are different, yet similar based on the needs of the target market. Although we do not necessarily cater for the college students in the area which many places do since we are targeting families. But what differs from other restaurants are our menu and the quick service. (fairfaxva.gov).

These restaurants thrive on the families that are too busy or do not want to go into the city, but not many establishments offer healthy, quick meals for the on-the-go family which contributes to 27.2% of the adult obese population. Recent trends show that people are likely to share meals to save money, appeal to energy efficiency, and look for local, fresh, and organic foods. More people are buying local products from the Farmer's Market, a local attraction offering goods from nearby farms and bakeries instead of relying on the 25 convenience stores (City Data, 2009).

Therefore, this city runs off of families, creating a great atmosphere for starting a competitive restaurant that provides fresh, quality food. In the heart of Fairfax, on University Drive, neighboring the "Asian Bistro" and "Crestline Hotels & Resorts," we will serve our busy guests delicious, comforting home-style meals. Our business will take Home-style cooking to the next level through providing locally-fresh, exciting meals. In addition to inviting our guests to join us in our casual dining room, we will offer meals-to-go to accommodate their busy schedule. Not only will we offer this, but we will focus on our surrounding community and our environmental impact by using green products such as reusable green containers.

II. Research Methods

Survey

68 Individuals (who live with two or more family members)

Interviewed in the Fair Oaks Mall, 11750 Fair Oaks Mall Drive Fairfax, VA

1. How many times per week do you, or your family, eat a meal away from home?

- 0-3 times: 14
- 4-5 times: 20
- 6-7 times: 12
- 8+ times: 22

This information verifies that a majority of families eat out for any number of reasons. With a portion of a family's food dollar being spent outside the home, the need for meal replacement is even more apparent. The data reflects the great possibility of success for our business because individuals in the area are looking for meals that complement their busy and hectic lives. With that in mind we have to uphold a standard of efficiency as we serve guests a delicious meal in a relatively short time period.

2. Do you prefer a restaurant with reusable takeout containers, or environmentally friendly (recycled/biodegradable) single use paper containers? Why?

- Reusable: 47 - Overall response: Reuse at home until no longer viable.
- Environmentally Friendly: 21 – Lighter Carbon footprint and impact on the environment. Save space in landfills.

Individuals prefer reusable takeout containers because they are functional at home. Guests can continue to use these products until the products wear out. Reusing these products allows the guest to feel as though they are stretching their food dollar out by acquiring a product, besides food, than can be utilized multiple times. This information influences our choice of take-out containers which impacts the pricing of our products. Buying biodegradable single use containers is cheaper than purchasing reusable plastic containers. For 400 biodegradable containers it costs approximately \$51.99, \$0.13 per box (Food Service Equipment and Supply

Company, 2011). Plastic, multiple use containers are higher in price, \$32.93 for 150 boxes, and \$0.22 per box (Food Service Equipment and Supply Company, 2011). This higher cost must be calculated and worked into our menu prices.

3. Are you interested in fresh and delicious home meal replacements available for dine-in or take-out? Why?

- Yes: 57 – Busy schedule makes it hard to cook a proper family dinner because of time constraints. Individuals stated that it would be comforting to know that they can still have a relaxing dinner with their family that resembles a traditional family meal.
- No: 11 – Individuals stated that they did not feel that they needed to supplement a home meal because they had the time and resources to cook for their own families. Several individuals added that they like to eat meals that they cannot make at home when they go out to eat.

With a majority of individual interviewed replying that they are interested in home meal replacement our restaurant concept has a large target market. The goal would be to please the guest with a comforting, home-like atmosphere where their entire family can come to relax and regroup. It is important for our business' success to make our dining facility comforting and relaxing. Our guests do not have time to waste waiting for food. Our target market is based on individuals who are too busy to cook a delicious meal but still want the quality time with their families that revolve around a meal together. It is then our mission to serve busy families, locally fresh, home-style cooking as home meal replacements to save them time and money for an inexpensive dine-in or take home experience.

4. If given the option, would you take a meal home or eat in our dining facility? Why?

- Take-out: 35 – Create a sense of family unity at home over a meal that could have come from the family kitchen. Allows family to enjoy a leisurely meal together in their valuable leisure time.
- Dine-in: 33 - Ease and speed of service, food preparation, and clean up.

Guests do not have a clear idea of what type of service they prefer. The arena in which the food is consumed greatly depends on the schedule of the family on that particular day. For this reason it is important that our facility make the dining experience, whether take out or dine in, as relaxing and stress free as possible by creating a comforting atmosphere.

5. Do you attend or purchase products from the local Fairfax farmers market (Open 5 day a week)? If so, how often?

- Yes: 48
 - 0-2 times: 32
 - 3-5 times: 16
- No: 20

The large number of people that attend and purchase from the Fairfax County Farmer's Market expresses the interest the community has in fresh and local goods. Our facility cannot purchase from these providers because these vendors are unreliable sources, which raises food safety concerns. We can look into local goods and services that are reliable by keeping our good within a 125-mile radius of our restaurant.

Focus Group

12 Local Community Members- ages 25-55

Reward: American Express Gift Card \$20

1. How do you first learn about a new restaurant?

A majority of the members in our focus group replied that most restaurants that are new to the area attract their attention with their window advertisements while the buildings are being remodeled or built. From there many added that after seeing the new attraction they share the news with friends or hear it from others around them. This information is important for us because it reveals the key ways in which people will come to know about our business. Keeping this in mind it will be imperative that we keep a strong visual appeal as we remodel our restaurant. This means keeping the facility, and area surrounding, free from excess debris and excessive noise.

2. What is the best publicity media used by restaurants? Should the advertisements be run in newspapers, radio, or television, or another media type?

The media outlet that most individuals preferred to hear about new restaurants was the radio. They stated that while they watch more television than they listen to the radio, they are more aware and alert to radio commercials than television commercials. Several individuals introduced a unique way to advertise a restaurant. They stated that because they went to the farmer's market so often they enjoyed when local restaurants had booths where they could sample the cuisine at a cheaper price or for free. When asked why they preferred trying the restaurant's food before entering the facility more than half of the group agreed that they did not want to waste valuable

time and money at a restaurant where they do not like the cuisine. The advertisement advice that we received from our focus group allows us to target specific arenas and avoid the less affective advertisement styles. Because community members utilize the farmer's market often it is important for us to capitalize on the advertising opportunity. We will offer samples of our core dishes, while emphasizing that we are a locally based, home meal replacement restaurant.

3. What are your views on reusable containers? Are you more or less likely to return them to the restaurant?

Members in the focus group were overwhelmingly positive about meals that would be packaged in reusable containers. Individuals, specifically female, honed in on the fact that they would feel as though the meal they received had a great value because of the extended use of the container. Several individuals pointed out that the continued use of the containers within their home would constantly remind them of the restaurant from which they were obtained. The containers would act as a restaurant promotional aid, which would bring customers back for multiple visits. If a restaurant offered an incentive to return the containers several of the guests in the group said they would consider returning the boxes. This information influences our choice of take-out containers which impacts the pricing of our products. Buying biodegradable single use containers is cheaper than purchasing reusable plastic containers.

4. What meals or specific foods comfort you, and are seen to you as family classics? Why do you feel that way about those foods?

Food items that were repeatedly mentioned in the focus group were roasted chicken, pasta and meatballs, stew, chicken potpie, mashed potatoes, macaroni and cheese, applesauce,

and cornbread. When asked why these items came to mind most of the participants stated that these foods reminded them of their home and childhood. Many even associated a direct memory, experience, or emotion with that meal. Almost everyone agreed that fresh baked goods are associated with their kitchens at home. They all agreed that a delicious, well-made bakery product would bring them into a restaurant. The purpose of the question is to identify food items that may be set in our menu. The goal of our set menu is to provide comforting, classic meals that parallel those foods our guests wished they could have made within their own home. We then plan to use a weekly cyclical menu to keep guests coming back to our facility.

5. How often do you use fresh produce in your household? Are any of those products from the local Fairfax farmer's market?

Fresh produce seemed to be incorporated into the diets of all of the members of the focus groups. The amount and variety of fresh produce that was consumed varied based on the income and cooking skills of the individuals. More than half of the group members purchased their produce at a local grocery store. When asked about the Fairfax Farmer's Market, majority stated that they attempt to buy a majority of their fresh produce needs from the market during the peak seasons, summer and fall. Several people responded that they enjoyed buying food at the Farmer's Market because they were able to meet with the vendors and discuss the growing/production process of various goods. This time with the vendor gave the individual the opportunity to ask questions about food preparation and storage. Knowing that our guests care about where their food comes from helps us to assess the percentage of our products that should come from local vendors. Because our guests are willing to pay for quality food we can increase our prices to compensate for our higher food costs.

6. Why do you eat meals away from home? Is it more convenient for you?

Individuals stated that there were two main reasons why they ate away from home. The first being that his or her exceptionally busy schedule limited the time he or she had to prepare and serve a meal at home. The second was simply the fact that eating out is sometimes a nice change from eating at home. Eating out allowed the individual time to relax with their family in a comforting environment.

Over three quarters of the group replied that if they had access to a fresh, home meal replacement, they would stop on their way home. A couple of individuals pointed out that eating at home around their kitchen tables is the ideal situations for them. They also added that getting their busy families out to dinner at once could be a hard task to achieve. Bringing an entire meal home would eliminate this problem and allow the entire family to be together.

Delphi

Professionals Interviewed:

- a. Didier Rosada, *Master Baker & Vice President of Operations*
- b. Sharon Bulora, *Chairman of Fairfax County*
- c. Robert F. Lederer, *Mayor of the City of Fairfax, VA*

We contacted local community leaders from Fairfax, VA who have knowledge of the political, economical, and agricultural standards of the area. Each member of the committee was interviewed separately and asked to reflect on the upcoming trends based on their experience

within their business sector. Didier Rosada, is the master baker and vice president of operations at Uptown Bakers which is an award winning Artisan bakery located near Washington D.C. ("Uptown bakers," 1998). Sharon Bulora is a chairman of Fairfax County and has taken a direct approach to identify ways to accelerate the local economy ("Fairfax county," 2011). Robert Lederer is the mayor of the city of Fairfax and a lifelong member of the community ("City of fairfax," 2012).

These individuals will give us ideas of the future trends in Fairfax County and by knowing the upcoming developments of the area can give us a competitive advantage. Didier Rosada informed us of the areas in and surrounding Fairfax that consume more local and fresh products. This data has guided us in choosing a locally fresh business model. As an individual who looks to improve the local economy, Sharon Bulora provided valuable information as to what types of businesses thrive in Fairfax. Robert Lederer was valuable in our research in two ways; for one he has been a local community member his entire life which allowed him to comment on the changes that have occurred in the area. Secondly, as the mayor of Fairfax he knows the city well, and gave practical advice for the success of our business and overall success of his city.

Competitive Analysis

Comparison	Panera Bread 3955 Chain Bridge Road Fairfax, VA 22030	Choices by Shawn 3950 Chain Bridge Road Fairfax, VA 22030 ("Choices by shawn," 2009).	The Wine House 3950 University Drive Suite 212 Fairfax, VA 22030 (Living Biography, 2009)
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Target Market	“urban workers and suburban dwellers looking for a quick-service meal and a more aesthetically pleasing dining experience than that offered by traditional fast food restaurants” (“Panera bread,” 2011)	Those with elegant large gatherings. Weddings Baby Showers Tea Parties Bridal Showers Rehearsal Dinners Business Meetings Anniversaries Holiday Parties Birthdays	Those individuals who enjoy local foods paired with wines that can be purchased at a retail price instead of having to pay restaurant mark ups.
Lunch Peak	11am-3pm. Heavy & quick lunch crowd.	Reservation only.	11:30-2:30. Individuals who have time to sit and eat.
Dinner Peak	4pm-7pm. Slower service pace. Open until 10pm during the week to accommodate those working late.	Reservations for dine in only. Take out family meals.	5:30-7:30. The hours in which their facility is at its busiest is at the beginning and middle of dinner service. They cater to those who want to relax after a hectic day at work.
Menu Type	Full Selective Menu, A la carte	Take out. Selective.	Full Selective menu. Cyclical to incorporate seasonal produce.
Menu Items	Full Bakery (Muffins, croissants, scone, Danishes, cookies, brownies); Breads (baguettes, rolls, loaves, bagels); Breakfast;	Specialize in Gluten-free meals. Homemade desserts and ice cream.	Appetizers; Salads; Soups; Dinner Entrée (fish, shellfish, veal, chicken, lamb, duck, filet minion); Lunch dish (Quiche, Crepes, Soup, Salad,

	Sandwiches; Soups; Salads; Kids menu		Sandwich, special); Complete drink list
Price Point	<p>With side: bread, apple or chips</p> <p>Salads: \$4.59 to \$6.19</p> <p>"Pick Two" (choose two [1/2 portion] items: soups, salads, or sandwiches): \$6.29</p> <p>Signature sandwiches: \$4.99 to \$6.29</p> <p>Panini sandwiches: \$5.99</p> <p>Soups (regular bowl or a bread bowl): from \$3.29 to \$4.49.</p> <p>Drinks: \$1.19 to \$3.99 (Complimentary 6oz. cup for water)</p> <p>Individual bagel: \$.89</p> <p>Assortment of bagels: \$2.19 to \$10.99 (for a baker's dozen with two tubs of spreads) ("Panera bread," 2011).</p>	<p>Breakfast: \$6 to \$10</p> <p>Sides:\$2 to \$5</p> <p>Children's Menu: \$4</p> <p>Family of 4 meal for \$30.00</p> <p>Appetizers: \$7 to \$12</p> <p>Salads: \$8 to \$16</p> <p>Soups: \$4 to \$8</p> <p>Sandwiches (served with choice of side): \$9 to \$14</p> <p>Choose 2 ½ portions: soup, sandwich, salad: \$10</p> <p>Sides: \$4</p> <p>Lunch Entrée: \$13 to \$16</p> <p>Dinner Entrée: \$15 to \$21</p> <p>Desserts: \$6</p> <p>Tea: \$14 to \$30 per person</p> <p>Parties: If party is more than 40 guests, offer the entire restaurant for a \$300 fee.</p>	<p>Appetizers: \$10</p> <p>Salads: \$8 to \$10</p> <p>Entrée: \$ 16 to \$24</p> <p>Lunch: \$8 to \$18</p> <p>Bottle of Wine: \$21.99 to \$33.99</p> <p>Beer: \$7 to \$12</p>
Strength	<p>Selling fresh foods that are moved from farm to plate.</p> <p>Encourage guests to "linger". Quick service.</p> <p>Free Wi-Fi. (Rockwood, 2009). Rewards card</p>	<p>Porch dining provides a unique dining experience.</p> <p>Fresh and relaxing atmosphere for meetings and other gatherings.</p> <p>Nightly specials.</p>	<p>Fresh and local products which cater to the community's involvement with the local Fairfax farmer's market. Facility is clean, servers are well</p>

	(MyPanera) Catering. Nutrition. Recipes (Come for the atmosphere)	Encourage group gatherings in relaxed settings (10-60 guests). Deals for guests in large parties.	dressed, and happy to serve.
Weakness	No table service. Guests have to clean their own tables and bus their own dishes. High price for quality and freshness. (Rockwood, 2009) Too much variety for a quick service operation.	No sit down dining room unless reservations are made. Not ideal for someone with a hectic schedule.	Prices of some menu items are high. Expected to order a bottle of their wine along with a meal. This can significantly increase the price paid by guests.

From the data and information acquired from our competitive analysis we can conclude that Fairfax, Virginia is a town where individuals are willing to pay for fresh, good quality food products. Panera Bread is a company that has prided itself on fresh high quality foods and has seen the excitement about their food in their profit margins. When looking at this company we can conclude that for lunch individuals enjoy upbeat restaurants where they can get their food quickly. Getting a guest their food in a timely matter does not suggest you are rushing them out. It simply gives them the time to relax and enjoy the atmosphere in the restaurant during their break. One drawback of the Panera Bread food service model is the lack of table service. Individuals have to wait for their order to be called and then proceed to pick it up from the counter. This transaction can be burdensome to those individuals who have small children or handicaps that limit their mobility.

Choices is a family own restaurant that provides home cooked meals for families. This concept is much like ours, but with their orders an individual must place the order 24 hours ahead of time. This is an inconvenience because individuals with fast paced lives tend not think 24 hours ahead to determine what they will be having for dinner. Their strength is their ability to cater large parties which separated their business from ours.

The Wine House is a formal dining facility that had taken advantage of the area's want for local and fresh cuisine. They pair some of the finest wines with local products that can leave their guests with a large bill at the end of their visit. They specialize in relaxing, refined meals that are best for older individuals. The menu was not set to fir a child's pallet. The Wine House provides extravagant meals at a relatively low cost to the guest which is an advantage when competing against other high end restaurants in the area.

Overall we can access that our competition does not include a family style atmosphere matched with an environmentally friendly and fresh option like our restaurant. Our competitive edge lies within the fact that we are playing to the community's strong family tie and desire to develop the county's economy by purchasing locally.

Literature Review

a. National Restaurant Association. (National Restaurant Association, 2011)

The data collected by the National Restaurant Association places Virginia's restaurant and food service industry as the driving force behind the state's economy. Virginia as a whole spends almost half of every food dollar in restaurants. And the profits that restaurants experience help to generate tax revenues that are in turn used to build the community. With the growth of

the industry many individuals have found employment in the various food services facilities throughout Virginia. For example, one in every ten individuals is employed in the food service business sector. With the large increase of sales, restaurant owners are working to give back to the community both within their establishments and through their local areas.

Throughout their businesses they work to provide their guests with healthy, fresh, and local foods. To have a larger impact on their community restaurants have worked to reduce their environmental impact. By using reusable or biodegradable containers, energy efficient appliances, reducing waste, and buying goods locally restaurants are reducing the size of their carbon footprints.

III. Target Market Wants and Needs:

According to our surveys and focus groups, people want local, home-cooked, fresh meals that are fast and simple. In the survey of 68 Individuals (who live with two or more family members) who were interviewed in the Fair Oaks Mall, 11750 Fair Oaks Mall Drive Fairfax, VA, 57 of the interviewees, said they were interested in fresh and delicious home meal replacements that are available for dine-in or take-out. They have busy schedules with work and school which makes it hard to cook a proper family dinner because of time constraints. Why do you eat meals away from home? Is it more convenient for you? It would be more convenient for them because of limited time he or she had to prepare and serve a meal at home. Individuals stated that it would be comforting to know that they can still have a relaxing dinner with their family that resembles a traditional family meal. Therefore, busy families will be able to stop by

on their way home from work and enjoy a fresh, flavorful meal that they would normally have to put in more time to make.

When asked in the survey about what meals or specific foods comforted them, which are seen as family classics they replied roasted chicken, pasta and meatballs, stew, chicken potpie, mashed potatoes, macaroni and cheese, applesauce, and cornbread. When asked why these items came to mind most of the participants stated that these foods reminded them of their home and childhood. Many even associated a direct memory, experience, or emotion with that meal. Therefore, our restaurant will serve “comfort foods” (traditional meals that express a sentimental or nostalgic appeal). These foods will include rotisserie chicken, turkey, corn bread, macaroni and cheese, mashed potatoes, and squash. Even though families are not making a meal at home, they will still have the same experience dining-in or dining-out.

Our foods will come from local farms and nearby companies and will be prepared that day and will be fresh and hot when received. According to the focus group of 12 Local Community Members- ages 25-55, fresh produce seemed to be incorporated into their diets. The amount and variety of fresh produce that was consumed varied based on the income and cooking skills of the individuals. Therefore, families want to buy local foods since many of said they tried to buy produce from the local farmer’s market. Since they would be interested in buying locally fresh food, but do not have the cooking skills needed they would be interested in buying our meals. Also, buying locally fresh food was based on their income. Our meals are well priced and affordable for any family in Fairfax. Also, in one of the Delphi interviews, Didier Rosada informed us of the areas in and surrounding Fairfax consume more local and fresh products. Therefore, it would be logical that people would want to buy local fresh meals.

Since our target market is towards families, we will serve meals for a family of 3 to 4 as well as offer meals for an individual for their convenience. The family meals will include a main dish, such as, rotisserie chicken, turkey, or a meat that will change weekly. After the main dish is selected, they may choose 2 to 3 sides depending on the number of people in their family. Sides include: mashed potatoes, squash, sweet potatoes, and other classics. We will also offer salads, soups, and sandwiches for lunch for those in need of a quick meal. Corn bread or rolls will also be included in every meal. Also, desserts will be available for families with a sweet tooth or want to enjoy a treat after their delicious, home-style meal. These meals are designed for easy ordering for families, and still allow choices for their sides if members of their family enjoy different classics. We want them to have options, but have limited these choices so it is not stressful and time-consuming choosing what to order.

Our hours of operation will be Monday-Saturday 11am-2pm (take-out only) and 4pm-9:30pm (dine-in or dine-out). Sundays we will be open from 11am-4pm (dine-in or take-out). Lunch (11am – 2pm) will only be dine-out or take-out, but dinner (4pm - 9:30pm) will be dine-in or dine-out. During the week, we will be open for lunch for workers who work nearby and are interested in a fresh, quality lunch on their break, but need something fast or on-the-go. According to our competitive analysis, Panera Bread has a heavy and quick lunch crowd, so we may be able to take some of their business. Workers who enjoy Panera bread can come to the Blue Dandelion which may not be as busy. Families may also be able to stop by earlier to pick up their dinners. Our restaurant will be closed from 2-4pm in between lunch and dinner to prep for dinner. The Blue Dandelion will reopen for dinner at 4 pm for adults to pick up their dinners on the way home from work or dine-in. Our dine-in will welcome walk-ins and will not need

reservations. Choices, a competitor, offer family dinners to take-out, but dine-in is by reservation only. If we offer dine-in then people who want to dine-in can enjoy our facility.

We accept call-in orders ahead of time and greatly recommend this for fast and easy service when they come in the door. Our doors will be open late for dinner for families of busy days that do not have time to eat earlier in the evening which Panera bread also does. After a soccer game or baseball game, they may enjoy stopping by to pick up a fresh, home-cooked meal for their family or dine-in at our magnificent dining room with a comfortable atmosphere.

Our prices will be slightly more expensive than Panera Bread, but less than Choices, but will offer better quality, walk-in table service for dining-in, and cater to people with hectic schedules. Our prices for a meal serving a family of three will be \$16.99 and a meal for 4 people will be \$24.97 not including drinks or tax. Our individual meals will vary, but will cost between \$7.92-\$10.25. Our sandwiches will cost between \$6.78-\$8.29 and our soups will cost between \$6.78-7.97. According to the average income, we believe our prices will be acceptable and meet their demands, so will be satisfied with the prices for what they receive.

According to the survey, more people prefer using reusable takeout containers rather than environmentally friendly (single-use) containers because they are functional at home. Guests can continue to use these products until the products wear out which also is environmentally friendly since fewer containers will be used. This creates less garbage in landfills which are piling up and are hazards to our ecosystem. Also, this saves costs for our restaurant and encourages people to return. We will offer an incentive by stamping their container. For every third time they reuse it we will send them a coupon. If we offer an incentive for reusing their containers then they would be more likely to reuse it. Also, according to National Restaurant Association, more restaurants are using reusable or biodegradable containers, energy efficient appliances, reducing

waste, and buying goods locally restaurants are reducing the size of their carbon footprints. If this is working for other restaurants, then it should work for us if we implement these ideas at the beginning of development of our restaurant.

Therefore, we will offer fresh, local, home-style meals, and use reusable containers for our restaurant. Local people want quick family meals because it is more convenient. Families enjoy eating out and want affordable prices and “the bang for their buck.” They would rather will use reusable containers than environmentally friendly (single-use containers) since they are more durable. According to our target market wants and needs, our restaurant will be successful.

IV. Mission Statement:

“We will serve busy families, locally fresh, home-style cooking as home meal replacements to save them time and money for an inexpensive dine-in or take home experience. After an extremely hectic day, families can come and enjoy a fantastic, fun, fresh, and flavorful family dinner at the Blue Dandelion!”

V. Front of the House:

When approaching the front door of the Blue Dandelion, the guest will see the clean brick exterior of the building, with windows ensconced by alternating blue, green and ivory curtains that are exciting and welcoming. The sign above the entrance will be simple and tasteful, welcoming in our guests for a great meal.

Entrance

Walking into the Blue Dandelion, the guest will feel like they have walked into a friend's home. There will be two areas to enter, one designated for take-out and one designated for dine-in. The take-out entrance will be close to the kitchen, for easy access and without having to wait near the dine-in waiting area and will avoid confusion. While the area is separate, it will still have the welcoming atmosphere of a friend's living room, where one can relax to wait for their order or just stop by to pick it up. The dine-in entrance will have a comforting appeal adorned with recycled wood flooring that conveys the ecofriendly environment in which we support. The hostess station will be directly ahead and be made of reclaimed wood and will be made of oak. Behind the hostess station will be a half wall over which you can see the dining area, smell the food, hear the action and be welcomed into our home. The wall itself will have pictures of flowers, rare like a blue dandelion, and will be topped with grasses or small plants. The waiting area itself will have wooden benches topped with cushions made from recycled material or sustainable fabrics such as hemp. They will be a navy blue with a light blue border that will calm and invite. Music will be heard playing softly so not to disturb and interrupt any conversations, it will be an accent to the overall experience we are trying to create. It won't be pop, or heavy metal or anything to that degree but jazz or by local musicians and will enhance the hometown neighborhood feel.

Dining Area

This comforting feeling continues as you walk past the half wall and into the dining area. Guests can get a glimpse of the kitchen and all the action-taking place. There are small tables to the right made of wood looking out into the world. To the left there are more tables, some big and some small interspersed to take in the open kitchen, the tables will continue to be wood topped with either green or blue runners to continue with the relaxing theme. In the center of the tables there will be a flower or small live plant of some kind. There will be place settings with real silverware and thick paper napkins that look like they should be cloth. The idea is of an up-scale simplicity that invites everyone in for a good time and feels like home. The purpose of the dining area being set up like this is to enhance the atmosphere and make our guests feel as though they are indeed our guests and we are giving them our best while they enjoy a delicious, budget- friendly meal. The walls will be a blue and white and adorned with pictures of rare flowers once again. The overhead lights will be understated and inviting, complementary to the surroundings. There will also be a fireplace against the back wall to enhance the homey feel and create warmth. The long dining area, while be open, yet will also allow for the smaller intimacy experienced at family gatherings and maintained the family togetherness often strived for when going out to supper. The serving/order station will be out of the way and close to the kitchen, as will the restrooms, to maintain the uninterrupted flow of casualness.

The restrooms themselves will be situated by the take out area and accessible to both dine-in and take-out. There will be a small hallway that will separate the takeout area form the dining area which will contain the restrooms. Both of the restrooms will contain three stalls, one of which is handicapped accessible, and will contain clean lines, ivory porcelain sink basins and

blue sinks placed on them and will have sensors that activate both soap and water to decrease the chances of cross contamination. There will be both paper towel dispensers and hand dryers for our guest to choose from and the paper products that we use will be made from recycled paper. The walls will again be painted the blue and white found in the rest of the restaurant for continuity and will contain pictures of nature such as flowers. Guests will find that the restrooms are kept clean and properly maintained and are inspected almost hourly by a member of the wait staff to ensure that they are. Music will be heard in the form of nature sounds like a babbling brook, a rain shower, or other soothing sounds to enhance the experience.

Flow

When the guest comes in, whether it is for take-out or to sit and enjoy, they will be welcomed with a greeting of a longtime friend. They will be seated in comfort at either one of our dining tables or waiting areas with the smells of home cooking, the sounds of conversation, light music and the warmth of togetherness. The host/hostess will seat them immediately, and if unable to do so will offer them a menu to look over so they can peruse our offerings and let their mouths begin to water. The waiter/waitress will greet them the same, with a smile on their face and happiness to see them, as they truly are. They will make suggestions, such as specials and seasonal items and be readily available when the guest needs anything. Service will be swift and the food will always be hot and fresh, coming out once it is prepared, not sitting and waiting to be served. The guests will be allowed to sit and enjoy their meal, a contrast for the times when they are bustling and in transit, and will not feel rushed. Our wait staff will be available to offer any beverage refills, answer any questions, converse with our guests and offer any assistance or

suggestions for the area. Our guest will be treated for what they truly are, valued, and a dear friend and part of our family. They will be allowed to enjoy their time and meal without being rushed out the door. Once the guests have enjoyed their meal and are ready to disperse, the waitress will offer to wrap any leftovers, in reusable packaging of course, and take care of their check. Think of the dining experience as you would if attending a special event, but here every guest receives the respect and the service they deserve. Someone will walk them to the door and wish them a good night, hold the door for them and carry their leftovers while they get situated, and talk to them as they are leaving a friend's home after a dinner party. Any upcoming specials will be mentioned and conversation will be made so the guest will want to return soon to try a new offering or even bring friend for their own night out. The concept of Home Meal Replacement will be an option they will be glad to have as once our guest have shared their food while here, they will be more than willing to take it home and substitute it for their own cooking.

Picture it, a family of four comes in for supper at 5:30pm after a busy day and they are ready for fantastic meal. The Blue Dandelion is just starting to get busy, but they are just in time to get a premium spot by the fireplace where they can see the kitchen and the action already taking place, pure entertainment. The smells of roasted chicken, seared steak, and roasting potatoes linger. The warmth of fresh brewed tea and coffee, and the sizzling of the grill as meat and vegetables cook, prepare our guest for the experience yet to come. They will feel welcome and ready to enjoy the succulent joys of fresh home-cooking. When their meals arrive, the juices are fresh on the rotisserie chicken, the mashed potatoes are soft and smell of garlic heaven, the green beans are bright and crisp and the rolls are still warm and golden brown. They enjoy each bite while leaving room for the sweet deliciousness they know is to come. Plates are cleared and

dessert is ordered and when the warm apple crisp, topped with vanilla ice cream, caramel syrup and whipped cream comes out, you see the eyes widen and the perpetual drool start to form.

Dessert is devoured, the table is cleared and a contented sigh is heard, dinner well served!

VI. Back of the House

Unlike most aspects of a restaurant, the layout rarely changes or is modified, that is why it is important to do it right the first time. The North American Association of Food Equipment Manufacturers (NAFEM) formulated six principles of design, these include: “simplicity, flexibility, efficient flow of material and personnel, ease of sanitation, aids supervision over employees and facility, and efficient use of space” (“BOH”, 2008). While designing the overall layout of our restaurant’s back of the house, we kept these factors in mind.

When you walk in from the back entrance of our establishment, from the parking lot, you are walking into the kitchen. Directly to the right of the back doors is our receiving area, including a table designated for checking the quality and quantity of the products ordered. Next to this is the fridge and freezer storage, to ensure foods that must be maintained below 41°F can easily be shelved after they are received. Further down the right wall our pre-prep and salad work areas will be located, to create an easy flow of foods from their storage area to pre-prep/preparation. The pre-prep and salad area will mainly be utilized for the preparation of fruits and vegetables to avoid cross-contamination with other products, such as meat and poultry.

The center of the room will house two large work areas where most of the cooking will take place. This area includes stovetops, grill, and a fryer for when needed. The main cooking area will be divided up into multiple stations to create an easy flow of production that helps to

prevent cross-contamination. This area will be used to prepare the bulk of the food leaving the kitchen, including entrées and side dishes that are not ready-prepared. The main cooking area will be centrally located because the main cooking unit has a direct relationship with every other part area of the kitchen, so this creates a simplistic set-up that aids in the natural flow of the kitchen.

Located on the left wall (when standing at the back entrance) will be dry storage; close to the receiving area so they can be put away in a timely manner. Dry storage will also be located close to our baking preparation station for easy access. Within the baking prep area there will be an industrial size mixer to keep up with the amount of rolls and desserts we will be producing. Along the back wall, right before the dry storage entrance, will be our ovens and a rotisserie cooker (for our specialty dish of home-style rotisserie chicken). This is an optimal location because it is near the main cooking and bakery preparation areas.

Next, near the exit from the dining room on the left wall will be the dishwashing station. This is a great location because right when a waiter comes in with used dishes, they can be brought to the dishwashing station with ease, reducing foot traffic. Also, to help with the overall flow of the kitchen the serving station will be adjacent to the main cooking area, near the dining room entrance, in the middle of the room. This creates some simplicity and efficiency in the process because a server can come in and pick up the food quickly from the serving station. Also, cooks can easily plate finished meals here because it is placed adjacent to the main cooking area.

In addition to all of this, past the salad preparation area on the right, there is additional storage, break room and offices. The additional storage includes separate rooms for paper products and chemicals to insure safety, prevent accidents, and avoid theft. The manager's office

is located right off the kitchen and close to the dining room entrance to aid the supervision over employees and the overall facility. There is a break room for employees where personal belongings can be kept.

Throughout the room, racks will be placed for additional storage of items such as, pots, pans, plates, cups, etc. Plates will be located near the serving station separated by specific use, to help with efficiency of service. Additional clean cups will be located close to the dish washing station where they can effortlessly be transported to the dining room.

To insure the ease of sanitation, sinks will be located near both entrances of the kitchen (from the back and from the dining room) that are designated and stocked for proper hand washing. Sinks are placed in central locations, to support and emphasize the importance of personal hygiene and sanitation. Also, the floors will be tile and grated mats will be located near work stations to aid employee safety and prevent unnecessary accidents.

Through this general layout we will be able to increase our efficiency and productivity because it decreases foot traffic and creates an effective flow of production.

Vendor Selection

As mentioned in the mission statement, we will be providing locally fresh products that we can purchase within a 100-mile radius. While all of our products necessary for service may not be available locally, we will offer most of our main dishes and specials as locally fresh. Because of this we will be using several primary vendors as providers. This will not only help us provide local foods, but allows large orders to be placed at lower prices. For example, our chickens, eggs, and a variety of vegetables could be purchased from Chicama Run, LLC. This is

a family-run farm that is located less than 40-mi from our location. (“Chicama Run Farm”) Some other farms/ businesses that we can look to for purchasing options include: Potomac Vegetable Farms, Hickory Farms, Ravensworth Farm, and Beatrix Farms. All of these businesses are located relatively close to Fairfax, Virginia and specialize in various products. There are also several community farm areas in Northern Virginia where there is potential for purchasing produce, as well as growing produce for our own business.

For items that are not locally available, we will be using a secondary market in two ways. For items that are highlighted on a dish we will purchase from specialty distributors because they can provide specific produce and what they provide tends to be high-quality. For less important items, we will be purchasing from a broad line distributor, such as cisco because they can provide a wide-variety of items conveniently.

Purchasing Methods

Most of our purchasing will be conducted in an informal market setting, where we will select vendors based on what they can offer us and monthly prices. We will be choosing this over a formal market setting because that can be a lengthy process and with the smaller size of our organization and our main concern being locally fresh produce, a formal market is not necessary. This also allows us as an organization to develop stronger connections with our community through constant relationships with local vendors. All of this is based around our mission statement and the emphasis on our local neighborhood and providing fresh foods from nearby farms and gardens. For items that are not found locally fresh or are out of season, we will have the option of a formal competitive bid. This allows vendors to offer a price for the product and

from there; we can select the best option based on price and reputation. This will allow us to save money and know that we got the best deal.

When possible we will be using a blanket purchase agreement with vendors for several reasons. To start, when receiving products throughout the day, we will not need to make monetary transactions at this point because it has been done online through an online credit system. This insures the safety of employees and decreases the risk of theft, because no money will be physically exchanged. Another important aspect of the blanket agreement revolves around returning products. Because our company is building a foundation around providing fresh foods, our produce in turn need to be fresh. With a credit account with a vendor, if we return or reject a product because it does not meet our standards of quality, we can easily be reimbursed by the company.

How much is purchased will be based around our menu mix and how well specific items are selling. We can monitor our daily usage and use order pars to generalize what we will need for each day, factoring in safety margins.

Safety Procedures

One of the most important things we take into consideration with the start of our new business is the importance of food safety. It is our responsibility as a restaurant to guarantee that we are providing delicious meals that are safe for our customers. To prevent anyone from getting ill we will take into consideration several guidelines/rules that we will establish and enforce.

Ways we can prevent a foodborne illness from occurring is through creating a food safety program that is taught to the employees, as well as reinforced. Some guidelines that would be taught and executed:

- Proper attire for all employees to prevent a physical contamination in the food (such as hair)
- Proper hand washing techniques (10-15 seconds using soap, with water that is >100°F, or as hot as you can stand. Dry hands with a single-use towel)
- Restricting ill workers from the establishment
- Daily sanitation and maintained cleanliness
- Proper food handling procedures followed
 - Different cutting boards and utensils for different food items to prevent cross-contamination
 - Checking temperatures

After training staff about what is expected of them, we will enforce the rules as well as reevaluate how well we are doing. If changes are necessary they will be made to maintain a safe and clean environment for our employees and guests.

Another safety standard we will implement for foods that can easily be mishandled is, HACCP. The Hazard Analysis and Critical Control Point program follows the flow of foods through each step to insure that all precautions have been met. This is accomplished through assessing hazards, identifying where they can occur, setting proper standards, monitoring, enforcement, record-keeping, and reevaluation when necessary. Some food items that need to be closely monitored might include our meats, poultry, and dairy products.

Receiving

To provide a quality dining experience for our guests we will need to ensure our receiving process is efficient and accurate. With mismanaged receiving methods we risk having an incorrect amount of produce or getting a lesser quality of product than we would serve our guests. While developing this process we had to take several factors into consideration: our facility, equipment, timing, frequency, security, and our employees.³

Our restaurant is located optimally for our receiving process to flow smoothly and efficiently. When looking at our store front, directly to the right is a receiving area that is closed off from the general public. With this we can be more effective in receiving because we have an official loading dock directly outside of our kitchen. Also, because our loading dock is not out in the open and is monitored, we have limited the amount of people involved/near our receiving process, which helps decrease risk of thief and further insure personnel safety. In addition, our receiving will only be conducted during the day; preferably in the morning, this is important for a few reasons. First of all, our employees' safety is at risk when opening our back door in the middle of the night. It is safer to receive goods during the day when no one is at our establishment alone.

For receiving we will also have the proper equipment available to get the job done right. Carts will be available on the receiving/loading dock to help transport items into the kitchen for inspection. Also, we will have scales, thermometers, box cutters and the specifications of what we ordered readily available in our receiving area. All of these items are necessary to successfully inspect what has arrived.

The point of receiving is to not only get the products you ordered, but to inspect them. Before accepting anything two main things must be checked to guarantee that the food and supplies received matches what we ordered. First, we must check the quantity of items that has arrived. For example, if we have paid for 100 chicken breasts, we should have 100 chicken breasts from our vendor. This is important because items could be missing that we have paid for, which if that goes unnoticed that will be money out of our pocket. In addition to quantity, the quality of the product must be inspected. If any items are damaged or do not match the specifications we set forth then that product must be returned, because it would damage our business' image if we permitted lesser quality produce to go out to our guests. Another very important part of quality is checking for safety. All that we accept must have been managed and transported within the proper temperature or conditions that deem it safe for consumption. We must examine foods for temperature damage (ex. frozen foods that show signs of mishandling, such as ice crystals) and cross-contamination (such as, raw chicken having contact with fresh tomatoes). By checking for these safety issues we will be actively securing the safety of our guests by demanding that our foods have been properly handled to our standards.

In order for our receiving to be successful, we will implement a standard process for employees to follow that will help us avoid mistakes.

Receiving Procedure

1. Prepare for the anticipated delivery by having receiving documents readily available at the receiving station and have the proper equipment available to measure quantity and quality.

2. Once the shipment arrives, bring everything in to the designated receiving area.
3. Check the quantity by comparing it to the receiving document (we will mostly use an invoice method, where employees check off what we got compared to what we ordered. On occasion we will use the blind receiving method where everything must be counted and recorded.)
4. Check the quality of the delivery. Check the temperature of the food, and look for characteristic flaws.
5. Date all of the received products for food safety purposes
6. Put product away where it belongs. Put away frozen and fridge items before dry items. Insure that older items are moved to the front, to insure that we follow our guideline of “First In, First Out”.

 (“Foodservice Management”, 2012)

Storage

In our establishment, The Blue Dandelion, our storage areas will strictly follow the guidelines set forth to insure food safety. This not only keeps our customers safe from foodborne illnesses, but also prevents unnecessary food waste caused by mishandling/storage.

One policy we will follow, specifically in our refrigerator, is the concept that everything has its place. We will organize our cold storage starting at the top with the lowest cook temperature increasing, with the highest cook temperature at the bottom. For instance, lettuce will be on the top shelf, while raw chicken will be located at the very bottom. This is essential to

avoid cross-contamination of our products. We will also, emphasize and enforce the importance of labeling all prepared foods with the date and any other essential information. This is to prevent any foods that are past their usable age from being served (“Foodservice Management”, 2012).

Another policy we will enforce, applies to all forms of food storage in our facility. We will have all shelving units that store food 6 inches off the ground, 2 inches off the wall, and 18 inches from the ceiling. This creates favorable air circulation for all products to prevent spots with varying temperature and moisture pockets.

To insure that our inventory is properly utilized and to decrease the chance of wasting products, we will constantly follow the “First In, First Out” rule. This means that whatever food was ordered first will be completely used first, over something ordered more recently. This will help prevent spoilage because the items will be used before their expiration date. What this really means is that we will not be throwing away money on wasted food. We will also be constantly checking expiration dates so that all that we serve will meet our personal standards as well as safety standards.

In addition to food storage we will have separate areas for paper and chemical storage. These are both located near the dining room and adjacent to the manager’s office. The chemicals are stored in their own area to prevent any contamination and for safety reasons the door is locked. The paper supplies are located in their own room to decrease the amount of foot traffic in the food storage areas, and avert theft of food items. That is why our paper storage is at the complete opposite side room in comparison to our food storage.

To keep track of our stock will have an inventory system because without one we would be unaware of over usage and possible theft. Majority of the time we will use a perpetual inventory, which consists of tally sheets that show how much has been received and how much is used. In addition to this method, occasionally we will perform a physical inventory where we hand count every item in stock. (“Foodservice Management”, 2012)

Preparation & Production

Our establishment will primarily utilize a conventional production system. Meaning that the majority of what we serve will be prepared right before service within our own facility. This increases the freshness, flexibility, and quality of our menu. With this we will be required to have talented employees who can take our concept and menu and turn it into a reality. For the consistency in quality and flavor we will be utilizing quantity recipes that can easily be scaled up or down. After the popularity of a food item is well known we can establish what the average recipe yield should be from there. After this, the recipes will also include the ingredients needed for a half batch and double batch. By doing this we increase efficiency and allow the employee to self-manage because what they need to do will be laid out clearly in the recipe.

Another important aspect of preparation and production is the use of production schedules. By letting the employee know what must be done, and within what time frame, they can self-manage accomplishing the goal. This also provides a way for managers to recognize employees who are slacking as well as those who are excelling. Another way to keep up with employees is through pre-production staff meetings. In this setting a manager has the opportunity

to communicate goals, important aspects of the day, answer any questions, recognize employees, and show an overall appreciation for their hard work.

With a conventional production model we will be required to prep throughout the day to prepare for the times we are open. The majority of this work will occur either the night before or the day that the item is served. Because The Blue Dandelion will be open for both lunch and dinner, means that a large portion of our preparation for the day will be handled in the morning. We first prepare all that is need for lunch and then move on to organizing for dinner. While it may seem simple, it is critical to prepare for the service period that comes first before beginning the next. This is because the kitchen can be quite chaotic during service so it is important to be as prepared for each meal as possible. With a conventional production system most of the food that we serve will be prepped and produced in-house. This increases the importance of being prepared because the less that we have to do during the hours we are serving our guests, the better.

During service when an order is placed in the kitchen, the order will be called off/dictated to each cook that is managing different stations. Items that require a longer cook time will be started earlier so that all the food is served at the proper temperature. While most items are prepared conventionally (cooked and served shortly after), some will be prepared prior to service so that meals can be ready in a timely manner. For example, some breads will be made daily, but this will happen in the morning (and if necessary, throughout the day) so guests are not left waiting.

One aspect of our restaurant is that we serve family-style dining; meaning the food is served on platters and serving bowls and the guests can portion out the meal for themselves. This is important for production because family meals can be handled quickly, having to only make a

few items, but in larger quantity. This will prevent timing issues for having all of the table's meals ready at once, and at the same temperature because they will all be eating the same food choices.

When food is completed at the designated service stations it will then be brought to the service table, where all aspects of the meal can come together before being served. This is the final chance for quality control, making sure the food we serve will meet our guest's needs and wants.

After completing all of this hard work, from purchasing foods, to preparation, and production, it can then be served to all of our fantastic guests. In turn fulfilling our mission statement of providing fantastic, fun, fresh, and flavorful meals to busy families!

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