CHAPTER 206: VETERANS HEALTH ADMINISTRATION: VETERANS CANTEEN SERVICE

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1 PURPOSE AND SCOPE

This document outlines space planning criteria for Chapter 206: Canteen Service. It applies to all medical facilities at the Department of Veterans Affairs (VA).

Veterans Canteen Service (VCS) includes the following service areas: Retail Store, Optical Shop, Barber and Beauty Shop, Vendor Concession, Food Court, Coffee Shop and Vending Area. The Veterans Canteen Service mission is to enhance the comfort and well being of Veterans enrolled in the VA Healthcare system; as well as serve VA employees, volunteers and visitors to VA facilities.

2 DEFINITIONS

- A. <u>Concept of Operations</u>: A user-developed guide to the functional operation of the VA healthcare facility. It defines the function of the facility and the scope of medical services to be provided in the new or remodeled space.
- B. <u>Day Shift Factor</u>: The percentage of employees who will be on site for the Peak Volume Single Meal. Number should exclude employees who are on vacation, sick leave or traveling. If no value is given, a default value of 0.75 will be used.
- C. <u>Dine in Rate</u>: The estimated percentage of employees who obtain a meal in the Canteen Cafeteria, and use the dining room as opposed to carryout. The default value for the Dine in Rate is 85%.
- D. <u>Employee Site Population</u>: The total number of paid and non-paid employees, physicians, contractors and volunteers on site during a 24-hour period. These are not FTE's.
- E. <u>Food Court Area</u>: An area consisting of a food preparation and production area, ware washing area, serving area and dining room.
- F. <u>Food Court Service</u>: A type of food service consisting of serving counters or food shops, and food displays, each offering different menu items. The food shops may be configured in a single line, or scattered to allow arbitrary walking paths. The food shops offer menu items that are served to the customer, or made-to-order and then served. Some counters, such as a salad bar, offer food that is self-served. Packaged prepared food and beverages are offered from self-service display equipment. Customers collect menu items on a tray, and proceed to a cashier counter for payment.
- G. <u>Food Shop</u>: A food counter or station in a cafeteria that offers a particular food concept or menu. A partial list of branded concepts for Food Shops developed by VCS or available from a commercial provider follows.
 - Country Cooking, Deli, Grill, Chicken Express, Salad Bar (Self-Served), Salad Shop (Made-to-Order), Mexican, International, Pizza, Pizza & Salad, Starbucks, Beverages, To-Go (Packaged food and desserts), etc.

- H. <u>Full-Time Equivalent (FTE)</u>: A staffing parameter equal to the amount of time assigned to one full time employee. It may be composed of several part-time employees whose total time commitment equals that of a full-time employee. One FTE equals a 40 hours per week.
- I. <u>Functional Area</u>: The grouping of rooms and spaces based on their function. Typical Functional Areas for Canteen Service are the Retail Store, Optical Shop, Barber and Beauty Shop, Food Court, Vending, and Coffee Shop.
- J. <u>Input Data Statements</u>: A set of questions designed to elicit information about the healthcare project in order to create a Program for Design (PFD) based on the criteria parameters set forth in this document. Input Data Statements could be Mission related, based on the project's Concept of Operations; and Workload or Staffing related, based on projections and data provided by the VHA or the VISN about the estimated model of operation for the facility. This information is processed through mathematical and logical operations in VA-SEPS.
- K. <u>Nutrition and Food Services</u>: Nutrition and Food Services (NFS) provides meals and nourishments that contribute to the healing and comfort of, and meet the medical and nutritional requirements of Veterans enrolled In VA Healthcare programs.
- L. <u>Participation Factor</u>: The projected percentage of the available employees and visitors that will participate in the Food Court. This factor can vary from 35% to 75% depending on the quality of the food and service, the availability of alternative dining facilities, the meal price point compared to commercial dining facilities, length of employee meal period, and the proximity of the cafeteria in relationship to its customers. The Participation Factor may be based on historical data of an existing cafeteria, or projected data based on similar facilities in the area. If no value is given, a default value of 50% for lunch and 15% for breakfast will be used.
- M. <u>Peak Half Hour Factor</u>: Based on industry standards and historical data, 36% of cafeteria customers dine in the peak half-hour of business.
- N. <u>Peak Volume Single Meal</u>: The maximum projected number of meals served in the Canteen Cafeteria during a single meal period (breakfast or lunch or dinner).
- O. <u>Peak Volume Meals per Day</u>: The maximum projected number of meals served in the Cafeteria during a single day (breakfast and lunch and dinner).
- P. <u>Program for Design (PFD)</u>: A space program generated by VA-SEPS based on criteria set forth in this document and specific information entered about Concept of Operations, Workload projections and Staffing levels authorized.
- Q. <u>Seating Inefficiency Factor</u>: A factor that accounts for the fact that all seats at one dining table are not utilized. Based on industry standards and historical data, this factor is 0.85.
- R. <u>SEPS (VA-SEPS)</u>: Acronym for Space and Equipment Planning System, a digital tool developed by the Department of Defense (DoD) and the Department of Veterans Affairs to generate a Program for Design (PFD) and an Equipment List for a VA healthcare project based on specific information entered in response to Input Data

- Questions. VA-SEPS incorporates the propositions set forth in all space planning criteria chapters. VA-SEPS has been designed to aid healthcare planners in creating a space plan based on a standardized set of criteria parameters.
- S. <u>Serving Area</u>: Area of the Food Court associated with customer service including food shops, serving counters, display equipment, customer circulation space and cashier stations.
- T. <u>State Licensing Agency (SLA)</u>: The United States Department of Education has been designated as the State Licensing Agency for implementation of the Act commonly known as the "Randolph-Sheppard Act". The SLA shall issue licenses to blind persons who are qualified to operate vending facilities in accordance with the Act and administer the vending facilities on behalf of the state.
- U. <u>Visitor Factor</u>: Number of visitors, volunteers, contractors or guests expressed as a percentage of the total dining population. If no value is given, a default value of 1.15 will be used.
- V. <u>Veteran's Canteen Service (VCS)</u>: Veterans Canteen Service includes the following service areas: Retail Store, Optical Shop, Barber and Beauty Shop, Vendor Concessions, Food Court, Coffee Shop and Vending Area.
- W. <u>Workload</u>: Workload is the projected number of meals, Full Time Equivalents (FTEs), total facility employees, or visitors.

3 OPERATING RATIONALE AND BASIS OF CRITERIA

- A. Workload projections for planned services for a specific VA medical center, hospital, or outpatient clinic project are provided by the VA Central Office (VACO) / VISN CARES Capacity Projection Model. These projections are generated by methodology based upon the expected veteran population in the respective market / service area. Space planners working on new or renovation projects for VA medical centers, hospitals, or satellite outpatient clinics shall use those projections in conjunction with the criteria parameters set forth herein to generate a space program.
- B. Space Planning criteria have been developed on the basis of an understanding of the activities involved in the functional areas of Canteen Services and its relationship with other services of the medical facility. These criteria are predicated on established and/or anticipated best practice standards, as adapted to provide environments supporting the highest quality heath care for Veterans.
- C. All new construction projects must consider consolidation Veterans Canteen Service (VCS) and Nutrition and Food Services (NFS). The Chief, Canteen Services and the Chief, Nutrition and Foodservices must be advised before planning of a combined VCS and NFS operation is undertaken.
- D. To the maximum extent possible, the VCS Food Court will offer fresh menu items that are prepared or finished in view of the customer.
- E. The Food Court will be open for breakfast and lunch.

- F. The Food Court will be open for dinner, if authorized.
- G. The VCS Food Court will offer meals on single-use disposable wares. Permanent dishes and utensils may be used, if authorized.
- H. Permanent and disposable cafeteria trays will be offered.
- I. All Food Court menu items will be available for carryout.
- J. Centralized cashier stations at the exit point of the Food Court will be used.
- K. Employees have approximately 30 minutes for lunch, the peak meal.
- L. Employees are permitted to take food back to their offices.
- M. Peak Volume Single Meal: Historical data from the existing Cafeteria or from similar facilities in the area should be used. If data does not exist, the following formula should be used to determine this value.

Employee Site Population x
(Day Shift Factor x Participation Factor x Visitor Factor) = Calculated Peak
Volume Single Meal

If no factors are provided, the following values will be used:

Day Shift Factor: 0.75

Participation Factors (lunch): 0.50

Visitor Factor (lunch): 1.15

N. Peak Volume Meals per Day: Historical data from the existing Food Court or from similar facilities in the area should be used. If data does not exist, a formula may be used to determine this value.

Employee Site Population x

(Day Shift Factor x Participation Factor (combined breakfast and lunch) x Visitor Factor (combined breakfast and lunch) = Calculated Peak Volume Meals per Day

If no factors are provided, the following values will be used:

Day Shift Factor: 0.75

Participation Factor (combined breakfast and lunch): 0.65

Visitor Factor (combined breakfast and lunch): 1.30

4 PROGRAM DATA REQUIRED (Input Data Questions)

- A. Mission Input Data Statements
 - 1. Is a Retail Store authorized? (M)
 - 2. Is a Retail Concession authorized? (M)
 - 3. Is a Coffee Shop authorized? (M)
 - 4. Is an Optical Shop authorized (M)
 - 5. Is a Barber / Beauty Shop authorized? (M)

- a. Is a Spinal Cord Injury Center authorized? (M)
- b. How many Barber Chairs are authorized? (Misc)
- 6. Is a Remote Receiving Area Storage authorized? (M)
 - a. How many square feet are allocated for Remote Receiving Area? (MIsc)
- 7. Is a combined operation of Veterans Canteen Services and Nutrition Food Services or a Canteen Food Court authorized? (M)
 - a. Is a refrigerated trash holding room authorized? (M)
 - b. Is a Waster Pulper System Room authorized? (M)
 - c. What is the day shift factor? (Misc)
 - d. What is the FTE Participation Factor (lunch)? (Misc)
 - e. What is the FTE Participation Factor (combined breakfast and lunch)? (Misc)
 - f. What is the Visitor Participation Factor (lunch)? (Misc)
 - g. What is the Visitor Participation Factor (combined breakfast and lunch)? (Misc)
 - h. What is the Dine-in rate? (Misc)
- 8. Is a Vending Area authorized? (M)
- B. Workload Input Data Statements
 - 1. How many VCS Food Section Assistant Chief FTE positions are authorized? (S)
 - 2. How many VCS Retail Assistant Chief FTE positions are authorized? (S)
 - 3. How many Supervisory Operations Clerk FTE positions are authorized? (S)
 - 4. How many Operations Clerk FTE positions are authorized? (S)
 - 5. How many VCS Trainee FTE positions are authorized? (S)
 - 6. How many FTE positions are authorized for the entire facility? (S)
- C. <u>Miscellaneous Input Data Statements</u>
 - 1. How many VCS FTEs will work on peak shift? (Misc)
 - 2. How many FTE positions are not authorized to have office or cubicle space? (Misc)

5 SPACE CRITERIA

- A. Staff and Administrative Areas

 - 4 Office, Secure Money Handling Room (OFA01)120 NSF (11.2 NSM) Provide one per Veterans Canteen Service.

This is a shared office.

B. Retail Store

This area provides space for checking, marking, and storing items that will be displayed in the Retail Area.

The area is immediately adjacent to Retail Storage and has direct access to the loading dock or the building receiving platform. If VCS and NFS are combined, this area is still required.

If the Retail Storage area is in a remote location on the campus and is not adjacent to the Retail Store, the storage area will require its own receiving area.

The Retail Area provides space for displaying and selling retail merchandise including, but not limited to over-the-counter medication, snacks and beverages, health and beauty aids, electronics, men's and women's clothing.

Spinal cord patients in prone carts require wider aisles in order to access merchandise.

6 Housekeeping Aides Closet (HAC) (JANC1) 40 NSF (3.7 NSM) Provide one per Canteen Service.

C. Retail Concession

This is a separate lockable room adjacent to the Retail Store or the Cafeteria. Outside vendors lease the space for the display and sale of merchandise.

D. Coffee Shop

- 1 Retail Area (BX000)......250 NSF (23.3 NSM)

 Provide one if in Concept of Operations.
- 2 Storage Room (SRE01)100 NSF (9.3 NSM) Provide one if in Concept of Operations.

Space includes storage for sufficient food and supplies to replenish only once daily.

The Coffee Shop is located in high traffic areas and often times remote from the main VCS Food Court.

E. Optical Shop

This area provides optical services to patients and other authorized VCS customers. It may be located next to the VCS retail store or near the eye clinic. Do not duplicate space provided in Eye Clinic.

The Eyeglass Fitting and Display, and Dispensing Room is used by the technician to assist in the fitting, adjustment, repair, and dispensing of eyeglasses. An area for the display of eyeglasses should be included.

2. Office, Optician / Technician / Storage (EYOT2)120 NSF (11.2 NSM) Provide one per Optical Shop and if in Concept of Operations.

Allocated area provides space for clerical work, repair work and limited storage of product and materials.

F. Barber / Beauty Shop

This area provides waiting space, barber services, and the associated equipment required for the care of long term care patients.

G. Food Court – Support Areas

Provide this functional area if a combined operation of Veterans Canteen Services and Nutrition Food Services is authorized, or if a Canteen Food Court is in the Concept of Operations.

1 Receiving, Food Court (MMRP1)......100 NSF (9.3 NSM)

Minimum NSF; provide minimum or 0.2 NSF per each Peak Volume Meal per

Day projected, whichever is greater; maximum 350 NSF.

The receiving area is used for staging and receiving food and supplies, holding empty returns such as bakery racks, holding used cooking oil for pick-up, and general circulation space for outgoing waste containers.

This is a secured room to store disposables, dishes, cups and cutlery, paper products, catering supplies, small cooking utensils, aprons, hats, gloves, seasonal displays, etc.

Secured room for the storage of foods and bottled beverages that do not require refrigeration. Space guidelines are based on a three-day supply of food. In some climates, temperature and humidity control may be required.

4 Storage, Refrigerated and Frozen Food (RER01)200 NSF (18.6 NSM) Minimum NSF; provide minimum NSF or 0.7 NSF per each Peak Volume Meal per Day projected, whichever is greater.

The total walk-in box area is typically 50% refrigerator and 50% freezer. This ratio may be changed to accommodate a facility needs.

5 Food Preparation and Production (FSTD1)300 NSF (23.3 NSM)
Minimum NSF; provide an additional 0.75 NSF for each Peak Volume Meal per
Day greater than 500.

Food Preparation and Production are the activities that occur from the time ingredients leave the Storage Area until the prepared menu items are brought to the point of use or service. The back-of-house food preparation and production should be limited to slow cooking and pre-preparation of menu items that are to be assembled or cooked in the Serving Area in view of the customer.

TABLE 1: DISH WASHING AREA CALCULATION

| PEAK VOLUME | | CLEAN DISH | |
|----------------|-------------|-----------------|-------------|
| SINGLE | DISHWASHING | COLLECTION AREA | TOTAL |
| MEAL | AREA | | AREA |
| Less than | 250 NSF | 90 NSF | 340 NSF |
| 250 | (23.3 NSM) | (8.4 NSM) | (31.6 NSM) |
| 251 - 500 | 370 NSF | 150 NSF | 520 NSF |
| | (34.4 NSM) | (14.0 NSM) | (48.4 NSM) |
| 501 – 900 | 600 NSF | 180 NSF | 780 NSF |
| | (55.8 NSM) | (16.8 NSM) | (72.5 NSM) |
| 901 – 1400 | 760 NSF | 180 NSF | 940 NSF |
| | (70.7 NSM) | (16.8 NSM) | (87.4 NSM) |
| 1401 – 2000 | 880 NSF | 240 NSF | 1120 NSF |
| | (81.8 NSM) | (22.3 NSM) | (104.1 NSM) |

This area includes a soiled tray return area with a conveyor belt.

- 8 Sanitation and Recycling Area (SRHM1)......150 NSF (14.0 NSM) Minimum NSF; provide an additional 0.2 NSF per each Peak Volume Meal per Day projected; maximum of 450 NSF.

This space provides storage for hazardous chemicals and cleaning compounds that must be kept separate from food products; cleaning equipment, buffers, mops and brooms; disposables (paper, plastic, glass, metal, etc.) being recycled by the facility; and a holding room for items not being recycled.

- 9 Trash Holding Refrigerated Room (UTC01)......100 NSF (9.3 NSM) Provide one if in Concept of Operations.
- 10 Waster Pulper System Room (UTC01)50 NSF (4.7 NSM) Provide one if in Concept of Operations.

H. Cafeteria: Serving Area

Provide this functional area if a combined operation of Veterans Canteen Services and Nutrition Food Services is authorized, or if a VCS Food Court is in the Concept of Operations.

Employee Site Population x

Day Shift Factor x Employee

Participation Factor (lunch) x

Visitor Participation Factor (lunch) x

0.36 (Peak Half Hour)

x 30 NSF x 0.28 = Serving Area NSF

0.85 (Seating Inefficiency Factor)

The projected number is subject to increase in order to accommodate the food shops or counters that meet the requirements of the dining population. As a general rule, 1200 NSF are required to support a full-menu Food Court. Architectural features or elements may also affect the final size of the Serving Area. Type and number of shops to be included in each facility will be determined on a project-by-project basis during the initial conceptual design phases. Refer to the Index of this document for a list of optional Food Shops.

I. Cafeteria: Dining Area

Provide this functional area if a combined operation of VCS and Nutrition Food Services is authorized, or if a VCS Food Court is in the Concept of Operations.

This space consists of a seating area for patients, employees / staff, volunteers, visitors, and students, and a condiment and water station. Circulation within the space is included. The dining room should be located adjacent to the food serving area and the kitchen, and to the Retail Store. Exterior views are desirable. Tables and chairs are preferred to fixed booths. Separate dining areas for Staff are discouraged.

J. Vending

Compliance with provisions of the Randolph-Sheppard Act is mandatory in new VA space or major renovation projects greater than 15,000 NSF <u>AND</u> 100 FTEs (See Paragraph 6 of this document for specific details and action required.) VA must provide suitable space of at least 250 NSF. The SLA has 30 days to indicate its interest in establishing a vending facility and must submit a permit application. When an application is not approved, VA must inform the SLA in writing of the decision and the reasons for the disapproval. VA is under no obligation to displace existing facilities operated by the Veterans Canteen Service (VCS) and any blinded vending operation will operate in competition with existing VCS vending facilities. This area should be capable of being divided from the Main Cafeteria area and capable of being accessed 24 / 7.

K. Lockers, Lounges, Toilets

The following provides programming of Lounge, Lockers, and Toilets at department/service/chapter level. Otherwise, sum all departments / services / chapters data for Lockers, Lounges and Toilets, and program space in Chapter 410-EMS Lockers, Lounges, Toilets and Showers. Either/or – do not duplicate space.

For less than five FTE combine Lounge facilities with adjacent department or sum in chapter 410.

Provide locker space only for those FTEs without assigned office or cubicle space. For less than five FTE combine Locker Room facilities with adjacent department or sum in chapter 410.

- L. Outpatient Clinics: Stand Alone

For Outpatient Clinic, increase the retail store and retail storage by 50%.

6 PLANNING AND DESIGN CONSIDERATIONS

- A. Net-to-department gross factor **(NTDG)** for **Canteen Service** is **1.20**. This number when multiplied by the programmed Net Square Foot (NSF) area determines the Departmental Gross Square Feet (DGSF).
- B. The Chief, Canteen Service must be notified if a joint VCS / DoD operation is being considered.
- C. Veterans Canteen Services are a major traffic generator in the Medical Center and therefore should be located on the main floor and be easily accessible from the passenger elevators.
- D. The customer areas, Retail Store, entry to the Food Court, Vending, and the Barber and Beauty shop, shall have direct access from a main corridor.
- E. On all new construction projects, the VCS Food Court will be combined with NFS. In remodels, the two areas should be collocated, when possible.
- F. All areas must comply with VA's Barrier Free Design Guide PG-18-13 and ADAAG, current accepted version.
- G. Automatic doors should be provided to aid access of non-ambulatory patients.
- H. Emergency power shall be provided for Canteen Retail Stores and Food Court.
- I. Exhaust hoods shall be located, where possible, to avoid or minimize horizontal duct runs.
- J. Walk-in refrigerator and freezer floors shall be constructed in a recess in the slab, where possible.
- K. Randolph-Sheppard requirements
 - 1. The Randolph-Sheppard (R-S) Act requires the Secretary of the Department of Education (DOED) to promulgate regulations establishing a national program to place visually impaired vendors in vending operations (including vending machines) within facilities owned by the Federal government. Pursuant to the Act, the DOED Secretary must also designate an agency in each state to license blind vendors for facilities on Federal properties. 20 U.S.C. Section 107a(a)(5). These are called state licensing agencies (SLAs). Under the Act, Federal agencies have a duty to extend to the SLAs an opportunity to seek space for blind vendors to conduct business. Complying with the Act results, at some VHA facilities, in allowing blind vendors to compete with the Veterans Canteen Service.
 - 2. The R-S regulations prohibit building, acquiring or substantially altering facilities that meet specified size and patronage requirements unless it is determined that the design includes a satisfactory site or sites for a blind vendor. 34 C.F.R. Sections 395.31(a) and (b). The regulatory provisions do not apply when fewer than 100 Federal Government employees are or will be located during normal working hours in the building to be acquired or otherwise occupied or when such

building contains less than 15,000 square feet of interior space to be used for Federal Government purposes in the case of buildings in which services are to be provided to the public. 34 C.F.R. Section 395.31(d). See VA Directive 7632 attached (reissued May 15, 2002).

3. Responsibility for administering the R-S program has been assigned to the Chief Facilities Management Officer (202-565-4173). Space negotiations and commitments, infrastructure modifications, and electrical and plumbing support are matters that develop between local facility management and the SLA. By regulation, the permit issued to the SLA stipulates that agencies are responsible for cleaning, maintaining and repairing the space surrounding the vending facility, and that the vendors are responsible for sanitation, maintenance, and other aspects of managing the vending equipment. At most sites where R-S permits will be sought, the Veterans Canteen Service (VCS) may already be providing or seeking to provide retail services, and coordination between local management and local Canteen Service officials is essential.

7 FUNCTIONAL RELATIONSHIP MATRIX

Relationship of Veterans Canteen Service Retail Store, Barber and Beauty Shop, and Optical Shop to services listed below:

TABLE 2: INTERFUNCTIONAL RELATIONSHIP MATRIX

| SERVICE | RELATIONSHIP |
|---|--------------|
| Canteen Cafeteria | 1 |
| | |
| Ambulatory Care | 2 |
| Loading Dock | 2 |
| | |
| Patient Care Units – Nursing Home | 3 |
| Patient Care Units – Spinal Cord Injury | 3 |
| | |
| Day Hospital | 4 |
| Day Treatment Center | 4 |
| Engineering Services | 4 |
| ENT Clinic | 4 |
| Mental Health Hygiene Clinic | 4 |
| Patient Care Units – Alcohol | 4 |
| Patient Care Units – Drug | 4 |
| Patient Care Units – Medical | 4 |
| Patient Care Units – Neurological | 4 |
| Patient Care Units – Psychiatric | 4 |
| Patient Care Units – Respiratory | 4 |
| Patient Care Units – Surgical | 4 |
| | |
| Laboratory – Autopsy Suite | 5 |
| Nuclear Medicine Service | 5 |
| Radiology – Main Suite | 5 |
| Research Services – Animal Research | 5 |

Relationship of the Veterans Canteen Service Food Court and Dining Facilities to services listed below:

TABLE 3: INTERFUNCTIONAL RELATIONSHIP MATRIX

| SERVICE | RELATIONSHIP |
|---------------------------|--------------|
| Canteen Retail Stores | 1 |
| | |
| Ambulatory Care | 2 |
| Credit Union | 2 |
| Loading Dock | 2 |
| Out-Patient Waiting Areas | 2 |
| Pharmacy | 2 |
| VSO Offices | 2 |
| | |

| Engineering Services | 3 |
|---|---|
| Patient Care Units – Nursing Home | 3 |
| Patient Care Units – Spinal Cord Injury | 3 |
| | |
| Patient Care Units – Medical | 4 |
| Patient Care Units – Neurological | 4 |
| Patient Care Units – Psychiatric | 4 |
| Patient Care Units – Respiratory | 4 |
| Patient Care Units – Surgical | 4 |
| | |
| Laboratory – Autopsy Suite | 5 |
| Nuclear Medicine Service | 5 |
| Radiology – Main Suite | 5 |
| Research Services – Animal Research | 5 |

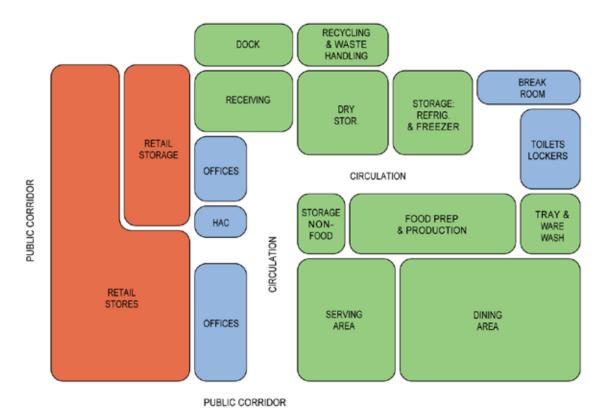
Relationship:

- 1. Adjacent
- 2. Close / Same Floor
- 3. Close / Different Floor Acceptable
- 4. Limited Traffic
- 5. Separation Desirable

Reasons:

- 1. Common use of resources
- 2. Accessibility of supplies
- 3. Urgency of contact
- 4. Noise or vibration
- 5. Presence of odors or fumes
- 6. Contamination hazard
- 7. Sequence of work
- 8. Patient convenience
- 9. Frequent contact
- 10. Need for security
- 11. Access to Medical Center Administration
- 12. Limited Traffic

8 FUNCTIONAL DIAGRAM 1: VETERANS CANTEEN SERVICE SEPARATE FROM NUTRITION AND FOOD SERVICES.



9 FUNCTIONAL DIAGRAM 2: VETERANS CANTEEN SERVICE COMBINED WITH NUTRITION AND FOOD SERVICES.

