

**Multi-Unit Food Service Operations Executive | Consultant | Culinary Strategist**

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Multi-Unit Operations • P&L Leadership • Culinary Strategy • Procurement & Supply Chain • Labor Optimization • Operational Turnarounds • Sustainability Integration

- Led complex food service operations with annual budgets exceeding \$35M and teams of up to 400 FTEs, consistently improving cost structure, operational performance, and service delivery.
- Recognized for stabilizing and transforming large-scale dining programs by aligning culinary vision, operational strategy, and financial discipline.
- Offers a rare combination of executive operational leadership and culinary expertise, enabling the design of food programs that elevate both business outcomes and the guest experience.

**PROFESSIONAL EXPERIENCE**

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**Kestgo – Healthcare Support Services Consulting**

**Senior Consultant, Food & Nutrition Operations : 2025–Present | Remote | Based in Asheville, NC**

Selected by healthcare systems and institutional dining organizations to assess, stabilize, and transform food and nutrition operations, bringing an executive chef's perspective to patient dining, retail strategy, and production design within complex hospital environments.

**BUSINESS & OPERATIONAL LEADERSHIP**

- Lead comprehensive operational assessments across patient dining, retail, and production environments, delivering strategies that improve operational efficiency, financial performance, and service quality.
- Partner with hospital executives and department leadership to modernize menus, optimize labor models, and strengthen procurement practices while aligning culinary standards with clinical requirements.
- Develop implementation roadmaps and operational toolkits that enable sustainable adoption and measurable performance improvement beyond the consulting engagement.
- Guide teams through operational change, reinforcing accountability structures and leadership alignment to stabilize performance and support long-term success.

**TRANSFORMATION & PROGRAM STRATEGY**

- Spearhead healthcare dining transformation initiatives focused on production redesign, workflow optimization, and guest experience enhancement.
- Apply chef-driven operational strategies to elevate food quality while improving scalability, consistency, and regulatory compliance.
- Advance sustainable sourcing and waste-reduction efforts that support organizational ESG priorities and cost-containment goals.

**Stanford Health Care** Palo Alto, CA

**Senior Manager, Food & Nutrition Operations : 2020-2024**

Recruited to insource and scale sustainable food production and procurement operations at the onset of COVID-19, supporting 3,500 employees and 500–800 patients daily. Held full accountability for a \$35M P&L and 400 FTEs — the largest non-clinical workforce in the organization — exceeding division goals for cost savings, operational efficiency, and sustainability.

**BUSINESS & OPERATIONAL LEADERSHIP**

- Directed enterprise budgeting and financial oversight across multiple food service lines, increasing Average Retail Transaction 48% (\$6.80 to \$10.12).
- Led cost optimization strategy during supply chain disruption, reducing retail food cost from 39% to 29% within two years.
- Implemented CBORD ERP and strengthened demand planning, inventory controls, and accounting processes, reducing waste 35% and improving real-time cost visibility.
- Optimized labor model, reducing headcount by 10 FTEs while increasing throughput and operational productivity.

## **SUSTAINABILITY & SOURCING STRATEGY**

- Reduced carbon emissions 26% in two years by shifting sourcing strategy toward local plant-based foods, shortening supply chain distance and lowering transportation impact.
- Increased procurement of local produce by 50% and boosted use of hormone- and antibiotic-free products to account for 80% of all meats.
- Restructured vendor network to prioritize local and diverse suppliers while eliminating single-use plastics across 30+ food-service lines, advancing system-wide sustainability goals.
- Earned Practice Greenhealth Circle of Excellence Award (2x).

## **Gap Inc.** San Francisco & New York

### **Senior Manager, Food Service & Corporate Dining Operations : 2012-2019**

Promoted to lead food service operations across three San Francisco corporate campuses and New York headquarters, serving 3,200 employees with diverse demographics and dining preferences. Held accountability for operational strategy, financial performance, vendor partnerships, and program innovation across all locations.

#### **BUSINESS MANAGEMENT**

- Directed budgeting, pricing strategy, and financial reporting across four corporate dining locations, maintaining breakeven performance while operating 5–15% below market pricing.
- Implemented financial controls that sustained breakeven operations despite aggressive below-market pricing strategy.
- Established vendor-management infrastructure, tools, and RFP protocols to both forge long-term alliances and secure high-quality, affordable ingredients.

#### **SUSTAINABLE OPERATIONS**

- Led continuous menu innovation across multiple dining environments, recruiting acclaimed culinary talent and advancing plant-forward, locally sourced offerings.
- Identified and scaled emerging food and beverage partners — including Tcho Chocolates, Pressed Juicery, Equator Coffee, and Square — supporting their expansion while differentiating the campus dining experience.
- Championed enterprise recycling initiatives through organization-wide training, strengthening sustainability engagement across headquarters.

### **Food Service Manager, Old Navy : 2006-2012**

Hired to launch employee café for new Old Navy HQ while running café operations for existing Gap Inc. cafés, serving 1,700 employees daily. Oversaw vendor relations, contracts and pricing, financial reporting, marketing, and operations.

- Chosen as food service lead for new headquarters launch, overseeing kitchen buildout, staffing, and sustainable operations strategy.
- Co-founded CSR group focused on eliminating to-go packaging, increasing composting 200% and recycling 150%, and capturing \$120,000 in annualized savings.
- Collaborated with Partner Management and Corporate Events as well as Property Management and Facility Planning, as needed.

## **Rockridge Market Hall** Oakland, CA

### **Director of Catering : 2005-2006**

Selected to launch and lead a new catering division, overseeing staffing, fleet, menu strategy, and client development; generated \$500K in first-year revenue supporting VIP dinners and large-scale events of up to 1,000 guests.

## **EDUCATION & EARLY CAREER** —————

STANFORD UNIVERSITY School of Sustainability  
Executive Education, Sustainable Business Strategy

EXECUTIVE CHEF: 1409 Sutter Mansion – San Francisco, CA

Directed daily dining for physician members of the San Francisco Medical Society while leading culinary operations for a high-volume event venue, executing VIP dinners, banquets, and weddings for 25–300 guests.

SOUS CHEF & COOK: The Off Center Café – Nantucket Island

Culinary apprentice in a farm-to-table kitchen under former Le Cirque pastry leadership.