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Food Service In Jails

The National Sheriffs' Association
Alexandria, VA 22314



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Marilyn B. Ayres

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The National Sheriffs' Association
Alexandria, VA 22314

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FOREWORD

The National Sheriffs' Association has prepared this second edition of *Food Service in Jails* with support from the National Institute of Corrections, U.S. Department of Justice.

Food service is a vital function of today's jail. The quality of this service affects not only the health and morale of both inmates and staff, but also the manner in which the facility is viewed by the public, state and local officials, and the courts.

This handbook is designed specifically for jail administrators and food service managers, who are responsible for every aspect of their facilities' food service, including the maintenance of all nutrition, sanitation, and safety standards. Specific recommendations for every phase of the jail food operation are set forth in these chapters. However, these recommendations must be implemented within the framework of all applicable state and local codes. For those administrators considering contract food service, an overview of this subject is provided.

The purpose of this handbook is to assist all jail food service personnel in achieving and maintaining the highest standards of quality as they meet the overall goal of the jail food service: to provide three balanced, nutritionally adequate meals a day, prepared under sanitary conditions, within the established budget.

L. Cary Bittick
Executive Director
National Sheriffs' Association

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CHAPTER I

Introduction and Overview

THE JAIL FOOD SERVICE: MEETING A GROWING CHALLENGE

Nowhere do food service managers and dietitians face conditions as demanding and potentially hazardous as those in America's correctional system.¹

Chronic overcrowding, the threat of violent incidents, and the ever-present potential for lawsuits are among the adverse conditions affecting food service in today's jail setting. By the latest statistics, 254,986 adult inmates were held in jails across the United States, and feeding them had become a multimillion-dollar-a-year industry. Because it affects *all* of these inmates, the jail's food service impacts more dramatically on the institution's overall climate, morale, control, and supervision than any other department. The inmate may or may *not* go to chapel, to a G.E.D. class, or to a work assignment—but *three times*, every single day, he or she is affected by the food service. Each day, the inmate is concerned with what is being served for breakfast, lunch, or dinner. Furthermore, unlike food service in a hospital, on a college campus, or even in the military, the jail's food operation has an absolute monopoly over the persons it serves.

Criticism, Pressures Plague Food Service

For the inmate, eating is a way of dealing with the overwhelming stress of incarceration. Thus, because of the major role it plays in the inmate's daily existence, the jail's food service is subject to more scrutiny, complaints, criticism, and publicity than any other aspect of the facility. The public hears about food service in correctional facilities *only* when there is a problem. Even visitors to the jail always want to see the kitchen—and they tend to equate food service and quality with overall institutional and managerial expertise.

Extensive Training, Professionalism Needed. The combination of external demands by legislators, law enforcement officials, and citizens' rights groups and the internal demands of administrators and inmates has

placed heavy pressure on the jail's food service department. Today, only the most highly trained professional can direct an operation to effectively meet these pressures and demands from every level.

No longer can a deputy sheriff, for example, trained only in custody and security, simply be told to add management of the food service to his or her responsibilities.

The person responsible for this department must have a vast knowledge of the tasks required in planning, preparing, and serving nutritious meals under sanitary, safe conditions. In addition, the food service manager and staff must have highly developed interpersonal skills and the ability to act as role models, trainers, and supervisors of inmate workers.

The following statement by a correctional food service professional illustrates the intensity of pressure felt by these managers:

"I believe no other job in the field of corrections experiences the never-ending pressure to meet deadlines as the food service manager does. In most cases, we are given some of the most difficult inmate workers, and we are expected to produce a product that must be nutritionally adequate, properly prepared, and attractively served at a specific time three, four, five, or six times a day, for 500 or more inmates. This task would not be too difficult, and it has been done for a long time in the military, but then someone says, 'Make 25 of the meals Kosher, 30 a medical bland diet, 15 low sodium, 30 1800 calorie controlled, 50 no pork with a protein substitute, and 10 vegetarian—and you must maintain a budget of \$2.25 per person, per day. My first reaction? Someone call the chaplain!'"²

Effective Food Service: A Positive Impact. The effect of the food service on the correctional population is a dramatic one. Effective management of this department has positive consequences on the overall functioning of the institution, impacting particularly on control and supervision. The alert food service professional is acutely aware of 1) the potential for explosive action from dissatisfied inmates; and 2) the calming effect a good food program can have on both the inmate and custodial force. The following comment by

an experienced correctional food service chief expresses this understanding:

"If you work in accounting and you don't get finished on Friday afternoon, the work will still be there Monday morning. But the jail won't be there Monday morning if you don't have lunch that weekend. Since food is one of the basic necessities of life, you'd better take care of it. If you don't, it's going to get you in trouble sooner or later. If all inmates have to look forward to is a decent meal each day, that's *three times a day* that we satisfy those persons in some way, when there are maybe 10 other issues in their lives that weren't satisfied that day."³

The Changing Jail Food Service

Food service today is regulated by definitive standards, which illustrate the drastic changes in our nation's jails since incarceration replaced flogging, death, slavery, or exile as the primary means of punishment at the end of the 18th century. With incarceration came the problem of feeding the prisoners.

Early prisons in this country were private businesses; and in some, inmates had to pay for their food, bedding, and water. In others, they had to "earn" their way. For example, they might have had to turn a crank so many revolutions for each meal—1800 for breakfast, 4500 for dinner, 2700 for supper.⁴

"The minimum necessary to sustain life" was the prevailing attitude regarding food for inmates; and porridge, bread and water; or beans, stew and bitter coffee were typical menus.⁵

Demands for Jail Standards

Although reform actually began in the U.S. in 1790, it was not until the Attica uprising in 1971 and the subsequent disturbances across the country that the public was aroused. As the courts started to abandon their previous "hands off" policy, it became obvious that many correctional facilities did not meet basic standards for human decency. Inmates and concerned citizens' groups took some institutions to court and won. Lacking established professional standards to guide them, the courts attempted, on a case-by-case basis, to define "inmates rights" and to impose standards for correctional institutions. Unfortunately, these standards were often inconsistent and unrealistic.

ACA Standards Developed in 1977. To bring order out of chaos and to guide correctional administrators, the American Correctional Association (ACA) developed a set of standards in 1977. Other national organizations and 43 states have also established standards for correctional food service; however, the *ACA Standards For Local Adult Detention Facilities and Standards for*

Adult Correctional Institutions are the most widely acclaimed and respected. They include the following requirements:

- A correctional facility must prove menus being served meet the Recommended Dietary Allowance (RDA) of the National Academy of Sciences;
- The facility must have a written policy and procedure showing consideration has been given to flavor, texture, temperature and appearance; requiring menus to be planned in advance; providing special diets to be prescribed by medical personnel; requiring accurate records be kept for all meals served; and showing food is not used for reward or punishment of inmates;
- Special diets must be provided to inmates whose religions encompass special dietary laws;
- Three meals must be served daily, at least two hot, with no more than 14 hours between supper and breakfast;
- By policy, all meals must be served under staff supervision to ensure equal portions for all and sanitary serving methods and equipment; when possible, full sets of cutlery must be provided;
- By policy, inmates assigned to food service must be screened for medical problems.⁶

ACCREDITATION AS A GOAL FOR TODAY'S JAILS

Today, a number of jails across the nation have completed the process of accreditation through the Commission on Accreditation for Corrections; and many more are preparing to go through the process. The documentation for this procedure is no easy task; however, establishing and maintaining the regulations for food service according to state and local codes, *Standards for Adult Local Detention Facilities* and *Standards for Health Services in Jails* ensures that the food service department meets the requirements for accreditation.⁷

While the diversity among our nation's jails involving size, layout, operation, and age precludes the possibility of establishing detailed standards that apply precisely to each one, this handbook guides the administrator and food service manager in building a foundation toward accreditation.

GOAL OF THE JAIL FOOD SERVICE

The immediate goal of the jail food service is to provide three balanced, nutritionally adequate meals a day (two of which are hot), produced and served under safe, sanitary conditions within the established budget. Ideally, the long-range goal of the food service is to attain the standards required for accreditation. This hand-

book provides guidance for fulfilling the first objective, which in turn establishes a solid basis for progress toward the second.

PURPOSE OF HANDBOOK

This handbook was written primarily for the jail administrator and the food service manager; however, issues pertinent to all civilian food service employees are also addressed. For a complete overview of the jail food operation, the book may be read in its entirety; however, the chapters clearly divide the information into specific topics, so each may be utilized as a reference by various members of the food service team.

The handbook covers every aspect of the jail food service and may be of particular interest to the administrator who is beginning a new or significantly expanded food service or planning other changes in an existing operation. It guides the administrator in the selection of management and supervisory personnel; and it provides an overview of the duties, including training of employees and inmate workers, the administrator should expect to see performed by these professionals.

Specific guidance is provided with regard to purchasing, receiving, and storing food; menu planning; preparing and serving meals; and maintaining recommended standards for sanitation and safety. Topics discussed also include equipment trends, government surplus programs, and contract food service.

Following the text, complete food service Standards for Adult Local Detention Facilities are listed in Appendix A; and guidelines for documentation related to these standards are listed in Appendix B. Additional appendices include information regarding sanitation of dishes as well as sample post orders for various food service personnel; sample food service policies and procedures; cycle menus, and a sample request for proposal for administrators interested in contract food service.

NOTES

1. "Foodservice Behind Bars." *Food Management*. New York, NY: Harcourt Brace-Jovanovich, Inc., May 1986.
2. Walter Breeden. "Be An Effective Supervisor." *The American Correctional Food Service Association Newsletter*. Salt Lake City, UT: September-October 1986.
3. Keith Graham. "Foodservice Behind Bars." *Food Management*. New York, NY: Harcourt Brace-Jovanovich, Inc., May 1986.
4. "Food Service in Correctional Institutions: A Brief History." Oak Brook, IL: Szabo Correctional Services.
5. Ibid.
6. *Standards for Adult Local Detention Facilities*, 2nd ed. College Park, MD: American Correctional Association in cooperation with the Commission on Accreditation for Corrections, 1981.
7. *Standards for Adult Correctional Institutions*, 2nd ed. College Park, MD: American Correctional Association in cooperation with the Commission on Accreditation for Corrections, 1981.
7. *Standards for Health Services in Jails*. Chicago, IL: National Commission on Correctional Health Care, 1987.

CHAPTER II

Personnel, Supervision, and Training

The overall operation of the jail food service is only as efficient as those persons who supervise and staff it. Indeed, while many factors contribute to the institution's food service, no element impacts as dramatically on its successes, failures, and general effectiveness as does the quality of its workers.

This chapter details the importance of staffing the jail food service with professional, highly skilled persons who are dedicated to providing nutritious, safe meal service to inmates within the established budget. In addition, it stresses the need for intense, ongoing training for all workers, to provide them with specific knowledge of their respective jobs as well as an overview of the entire food service operation.

THE FOOD SERVICE STAFF

The jail food service staff generally includes a manager (or director, supervisor, etc.) and additional personnel, depending on the institution's size and layout, to accomplish the overall mission of the department. These persons may include an assistant food manager, a chef,* and additional cooks, butchers, bakers, and other employees or inmate trustees assigned as linemen, vegetable preparation personnel, dishwashers, pot and pan washers, sanitation workers, floaters, etc.

Food Service Manager

ACA Standards require that a staff member experienced in food service management and operations be responsible for the jail food service department.¹

The food service manager should be selected as a result of a competitive interview process focusing on interest, demonstrated ability, training in food service and interpersonal communications, and managerial experience. He or she should never be assigned to this administrative position simply as a reward for faithful service as a custodial officer. No one benefits by such an action, since the new manager is not prepared for the job and must rely totally on the staff.

*This position may be called chef, first cook, lead cook, food service coordinator, cook/coordinator, etc.

Professionalism in food service is now emphasized to such a degree that the American Correctional Food Service Association (ACFSA), an affiliate of ACA, has developed a program to certify food service professionals who meet established qualifications (see "Additional Sources"). Educational seminars and trade shows now afford food service professionals opportunities to observe state-of-the-art products, develop problem solving and managerial expertise, and update their knowledge and skills in all areas of food service.

The food service manager's duties require that he or she be a registered dietitian or work closely with one. While certain aspects of jail food service vary considerably from one institution to another, the manager's major tasks remain generally consistent, as follows:

- Planning, controlling, directing, and evaluating food service;
- Managing budget resources;
- Ensuring that standards of sanitation, safety, and security are met;
- Developing specifications for the procurement of food, equipment, and supplies;
- Developing nutritionally adequate menus and evaluating inmate acceptance;
- Planning layout designs and determining equipment requirements;
- Establishing a training program that ensures operational efficiency and a quality food service program.²

In implementing the above, the manager prepares and distributes a schedule of duty assignments for all civilian staff; prepares time sheets and production schedules; and holds monthly staff meetings to discuss daily department operations, new equipment trends or food preparation techniques, or complaints regarding any aspect of food service.

The manager also maintains all necessary records regarding the department's operations, including inspection and evaluation reports. Following each inspection, the manager is responsible, along with the jail administrator, for ensuring the correction of any reported hazards.

The food service manager's job has never-ending deadlines. To effectively manage such a demanding op-

eration, the following common-sense procedures are recommended:

- Recruit, train, and motivate employees who have proper qualifications for the job; always have someone ready to move up when a vacancy occurs;
- Reward employees for good work, even if it means simply saying, "Good job";
- Be consistent. Serve as a role model for job performance; ask for frequent inspections and reports on the department. Take immediate action to correct any areas under criticism; share all positive reports with the food service staff.³

Assistant Food Service Manager

In a large operation, the food service manager may have an assistant, who aids in the daily department operations, including planning for food preparation and presentation as well as for sanitation and safety. He or she may also be responsible for development of the staff and inmate workforce, demonstrating good work habits and helping personnel to become efficient members of the food service team.

Both the food service manager and the assistant are responsible for ensuring that all chefs are in clean, neat uniforms at all times and are adhering to all rules of hygiene and safety.

Chef

Duties of the chef should include supervising and training inmate workers (in jurisdictions where they are used) in the kitchen, bakery, and dining area and overseeing food storage and preparation, while maintaining all nutrition, economic, safety, and sanitation standards. He or she should know how to plan and schedule food preparation, how to make each item, and the time required to complete each step. Additional responsibilities may include demonstrating proper production and presentation techniques to ensure the timely production of sufficient quantities of food; reviewing upcoming menus and assessing the availability and condition of items required; and ensuring the preparation of all dishes according to recipes.

To present consistently palatable, timely meals, the chef must have organization, delegation, and followup skills, as well as a thorough, working knowledge of all food service positions.⁴

Additional Employees

The size of the jail and the layout of its food service department determine the number of additional civilians employed. Correctional officers may also be part of the food service team, their assignments determined by the number of inmate workers as well as by the department operating methods. For example, correc-

tional staff requirements are different for a large, centralized dining facility than for an operation that feeds inmates in small, confined day rooms.

Inmate Workers

There is wide variance in the use of inmates in the jail food service. While there are obvious disadvantages to assigning inmate trustees to work in this area (high turnover; lack of skills; and potential problems with security, hygiene, and theft), some administrators find these are often outweighed by the financial benefits of employing fewer civilians. In some jurisdictions, inmates are used only for kitchen cleanup, dishwashing, or serving; in others, they are trained and utilized in all areas of food preparation and service; and still others use no inmates in food service.

Where inmates are used, it is preferable that they be persons who are actually sentenced; and they must be screened by the Medical and Classification units. They should not be in charge of any part of the food operation and they should never prepare or serve trays, except under direct supervision of food service personnel. In addition, they should not direct other civilian or inmate workers nor be entitled to special privileges. The actual number of inmates assigned to food service is generally based on a quota developed by the manager and other administrators.

Inmate Supervision and Security. Current inmate job descriptions should be written by the food service manager and kept on file to ensure that quotas developed will be based on actual need. All newly-assigned inmates should be given job titles and copies of their job descriptions, which should detail their duties, so they know what is expected of them. The manager may also post an accountability board, listing positions and inmates assigned to each, by names and institution numbers. This system allows the employee in charge of the inmates to quickly verify those assigned to him or her and the job each one should be doing. In addition, it allows a visual check of the total number of inmates assigned on the board against the approved quota.⁵

Custody of Inmate Workers. Where inmates are assigned to food service, either a separate custodial force must be present or the civilian employees must assume custodial duties. In either case, civilian personnel should be trained to cooperate with correctional officers to maintain an atmosphere conducive to inmate control and security. Food service workers spend more time and have closer contact with inmates than any other employees in the jail; therefore, these civilians are in a position to notice job performance or attitude changes

that might signal potential disturbances.

Jurisdiction and department policy should clearly detail the proper steps to be taken by the employee who detects a problem developing with regard to the inmate's job, attitude, or security. Rules should be posted regarding inmate behavior in all areas of food service, and department policy should specify the proper reporting of infractions.

Inmate Counts/Census. Official counts and/or census are an important function in the daily operations of the institution, and care must be taken to prevent errors. Methods for implementing inmate counts vary. In many facilities, counts are taking during some part of each meal preparation. The cook or other person in charge of the inmates is expected to know where his/her work crew is at all times. Generally, inmates should not be allowed to remain in their work areas for a count or census unless it is necessary in the preparation of a meal. (A staff backup should be available when a count is made.)

Shakedowns. Shakedowns or searches of inmates and their work areas are never-ending jobs in the food service department. A daily shakedown of trash as well as of inmates when they leave a "hot" work area (bakery, butcher or vegetable preparation area, etc.) is the only way to effectively control the spread of contraband.⁶ Institutional policy must clearly dictate the procedure for this security measure.

Special attention should be given to the control of yeast. This substance, along with other "hot" items, should be handled and dispensed by only one food service employee and kept under close supervision.

Movement of Inmate Workers. Written policy should clearly detail procedures for monitoring all inmate movement within as well as in and out of the food service department. All food service workers, including civilians, must understand and enforce these procedures.

Meals for Inmate Workers. The food service manager should establish the inmate workers' meal schedule, and these inmates should eat the regular bill of fare in the main dining room or other designated area. They should not be allowed to eat or drink between meals or to prepare extra or special food for themselves or others. In addition, they should not be allowed outside the food service department with any food.

Inmate Dress and Personal Hygiene. All inmate workers must meet the requirements of state and local health departments for food handlers. They must be

closely supervised each day to ensure that they are clean, neatly groomed, and dressed in accordance with local institutional policies and ACA standards. Basic uniforms should include hairnets and clean, washable clothing, such as white shirts and trousers and/or aprons. Safety work shoes may also be issued. Inmates working in the garbage or dishwashing room may also wear rubber or plastic aprons and rubber boots; and those working in refrigerated areas should be allowed to wear appropriate clothing.

TRAINING FOR FOOD SERVICE

To protect the health and well-being of inmates entrusted to jail facilities and to contribute to the maintenance of an orderly, well-run institution, all food service personnel must understand:

- The need for planning and serving nutritional diets;
- The causes of food contamination and ways to avoid it;
- The need for proper sanitation and safety measures.⁷

In addition to understanding the basic principles of nutrition, food contamination, and sanitation, food service workers must possess a wide range of skills. While some of those hired are already well-qualified to handle all the required duties, others will need intensive training. It must be stressed that *each* worker is a necessary part of team effort.

The food service manager is responsible for ensuring not only that an adequate employee training program is in effect, but that all food service personnel participate, with no loss in salary or annual leave. Adequate records must be maintained regarding attendance and lesson content.

Classroom Training Recommended

At a minimum, 40 hours of classroom training should be provided for each employee prior to working in the kitchen and at least 40 hours during the first and each succeeding year on the job. Specialized training should supplement each worker's area of expertise and should include, but not be limited to:

- Sanitation and personal hygiene;
- The facility's food service policies and procedures;
- Control of knives, tools, tableware, and other potentially hazardous utensils;
- Control of keys;
- Control of yeast and other "hot" food items;
- Use of safety devices and fire extinguishers;
- First aid and accident prevention;
- Floor care.⁸

Job Efficiency Training Sessions

In addition to classroom training, job efficiency train-

ing sessions are effective when scheduled regularly, led by the chef or other designated employee. The food service manager, the assistant, or the safety manager should assist in outlining the content for this ongoing training.

Informal Training

Numerous informal methods are effective for training food service workers, such as the following:

1. Assigning a new employee to work with a competent colleague who has been fully trained in the department's standards.
2. Using "hands-on" training. As food service manager, you should not be afraid to roll up your sleeves and demonstrate how to do the job. Demonstrating your competency and knowledge of the daily job requirements can only add to your effectiveness as the supervisor.
3. Using mini-training sessions. To be effective, training does not have to be formal or scheduled in advance, nor does it have to be away from the duty station. Even 10 or 15 minutes can be utilized; for example, if the employee has an a.m. cook shift, is finished with the day's meal and is in the office completing the next day's food preparation worksheet, use this time to ask how he or she plans to prepare the next meal. Listen carefully to the response, then give feedback or suggestions, where necessary. The employee then knows exactly how you want the job accomplished and has ample time to plan production.⁹

Rotating Job Assignments as Training Supplement

Since the food service department involves many positions, a rotating job assignment is recommended (where local employee regulations permit) to allow the staff to develop a thorough, working knowledge of each job as well as an overview of the entire operation.

Job Analyses and Job Descriptions as Training Tools

Accurate job analysis and description can lead to improved efficiency in the food service department by guiding the manager in the development of training programs and helping to increase employee understanding of the responsibilities and standards of the job.

A job analysis details the actual tasks of each job in the department. The tasks are listed and an analysis is done on such factors as skills, time, equipment, and working conditions involved in performing each one. This information is reviewed by the food service manager, who determines whether to restructure a job by

adding or deleting tasks. A job analysis provides the basis for staffing decisions, job descriptions, performance standards, and performance evaluations and should result in:

- Fewer employee complaints as tasks are assigned more equitably and logically;
- Improved work quality;
- Increased productivity;
- More effective training;
- Elimination of unnecessary or duplicated tasks;
- Better use of workers' skills.

A current job description for each position should be on file and be reviewed by the manager at least every one to two years. Each employee should receive a copy of the job description, which may include a list of performance standards. These standards are then used in performance evaluations. Job descriptions should include the following:

- Job title and classification, if any;
- Summary of major responsibilities;
- Position analysis:
 - knowledge required
 - supervisory controls
 - guidelines followed
 - judgment used
 - complexity of tasks
 - scope and effect
 - personal contacts
 - physical demands
 - work environment.¹⁰

Evaluation of End Product

For any training method to be effective, the food service manager must follow through and personally evaluate the end product, often expressing an opinion on the completed meal or food item and making helpful suggestions, where necessary. If the product can be praised, the manager should give positive reinforcement to those responsible for its success.

Training Inmate Workers

Training for inmate workers assigned to food service should include technical, sanitation and safety information as well as standards of inmate responsibility. Methods of training should include verbal and written instructions, demonstrations, and formal lectures, where time permits. Chefs or other employees charged with supervising and training inmates must ensure that each trusty knows as much as possible about his or her particular job, including why it has to be done.

Inmate training must also emphasize conduct, attitude, motivation, production, and personal hygiene. New inmate workers will require close, constant super-

vision to ensure conformance to department standards for both job performance and personal responsibility.

A great deal is at stake for the inmate reporting for duty in the food service. Failure to adhere to department regulations, for whatever reason, can result in loss of trusty status and a negative work record. It is important that the inmate be given a fair chance to perform according to department standards by making sure that complete, clear instructions are presented regarding exactly what is expected of him or her in all areas of food service as well as in personal conduct and hygiene.

Incentives for Inmate Workers

Some facilities offer incentives for inmate workers as motivation for good job performance and behavior. Inmates may receive "good time," or where they receive pay, a graduated scale may be devised to provide higher pay for more demanding jobs. Such a reward system, or one that includes inviting new ideas, recipes, etc., may result in a more valuable member of the food service team.

SUMMARY

The jail food service department should be staffed with dedicated, professional, highly skilled persons. A continuous training program must be in effect to provide these workers with specific knowledge of their jobs as well as with an overview of the entire food service operation.

A staff member experienced in food service management and operations should be responsible for the jail food service department. The manager's major tasks include:

- Planning, controlling, and evaluating food service;
- Managing budget resources;
- Ensuring that established standards of sanitation, safety, and security are met;
- Developing specifications for the procurement of food, equipment, and supplies;
- Developing nutritionally adequate menus and evaluating inmate acceptance;
- Planning layout designs and determining equipment requirements;
- Establishing a training program that ensures operational efficiency and a quality food service program.

In a large operation, the food manager may have an assistant, a chef, and additional cooks, butchers, bakers, and other employees or inmate trusties assigned as linemen, vegetable preparation personnel, and dishwashers.

Inmate workers may also be part of the food service operation. Where they are used, they must be screened by the Medical and Classification units and they must be closely supervised to ensure that they meet state and local health department requirements for food handlers. They should be given job titles and job descriptions, which should detail their duties so they know what is expected of them.

Civilian food service employees must cooperate with correctional officers to maintain an atmosphere conducive to inmate control and security.

Inmate counts and shakedowns are essential custody measures to prevent escapes and to control the spread of contraband or "hot" food items, such as yeast.

Inmate workers should eat the regular bill of fare in the main dining room or other designated area, and they should not be allowed special privileges or food.

To protect the health and well-being of inmates and staff, all food service personnel must understand the need for planning and serving nutritional diets; the causes of food contamination and ways to avoid it; and the need for proper sanitation and safety measures.

Classroom training, job efficiency sessions, informal discussions and demonstrations and rotating job assignments all contribute to the overall training for effective food service. Job analyses and job descriptions are also used as training tools to increase employee understanding of responsibilities.

Inmate training must emphasize conduct, attitude, motivation, and personal hygiene as well as specific job skills. Inmates require close, constant supervision to ensure conformance to department standards for both job performance and personal responsibility.

NOTES

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CHAPTER III

Equipment Trends in Today's Food Service

In recent years, numerous factors have impacted on the development of food service equipment for correctional institutions. Demands for simplicity of operation and design to reduce labor costs and to facilitate sanitation and safety, along with food trends and expanding menus that include fresher, higher quality products have all greatly influenced the recent technological developments leading to today's new and better cooking methods.

The evolution in correctional food service is not limited to food service equipment. The role of the computer has also expanded, with extensive applications that include planning menus, keeping inventory, and tracking inmates' dietary needs.

This chapter discusses the latest equipment trends in correctional food service, including the computer's growing impact. In addition, the chapter provides guidelines for specifying equipment appropriate to the facility.

TRENDS IN FOOD SERVICE EQUIPMENT

In the United States, professional food service planners and operators are constantly looking for ways to minimize costs while extending services and achieving maximum space utilization. In the past, the high costs of space and equipment have often forced planners and operators to forfeit some flexibility and versatility for economy. Recently, however, extensive research has produced advancements that combine versatility and space-saving features with economy of operation and capabilities for producing superior-quality food.

In particular, these advancements have affected baking technologies, with integrated features now available in "multi-use" and "air-impingement" ovens. Speed and economy have also become possible through new cooking technologies that have produced "cook-chill" and "cook-freeze" meal systems incorporating the latest in preparation, packaging, and rapid chilling methods.

Multi-Use Ovens

The multi-use oven is a new class of cooking equipment

that provides flexibility and economy for both the new and existing food service operation. Since this concept offers different mechanical processes integrated into one cooking cavity, multiple cooking methods are possible in one piece of equipment. The multi-use concept could have extensive implications for future equipment development; since many of today's costly food service pieces are simply separate, insulated boxes made into convection ovens, refrigerators, steamers, deck ovens, microwaves, broilers, warmers, etc.¹ It is conceivable that any combination of these equipment variations could be incorporated into multi-functional pieces.

Two basic types of multi-use ovens have developed as the result of the integration of separate technologies. The two types now available combine the convection oven concept (which utilizes a high-speed fan in the oven cavity) with either microwave or steam cooking. Both types might be considered by institutions looking for ways to increase productivity with minimal equipment changes as well as those considering major renovations or new construction.

Convection/Microwave Oven. The convection/microwave combination developed from a need to make microwave cooking more acceptable to commercial markets by combining speed with the dry heat needed for uniform cooking as well as for crisping and browning of certain foods. Used alone, the standard microwave tends to cook unevenly and will not brown most foods; therefore, chefs have found that microwaving cannot always replace more traditional methods of cooking.

A countertop size piece of equipment, the convection/microwave cooks 80 percent faster than a convection oven, accommodates metal cookware, and generally features programmable controls that require minimal staff training.

Applications of Convection/Microwave Oven. The convection/microwave is well suited to small, continuous batch cooking procedures. Any items that should stay moist inside but crispy or browned outside are appropriate for this all-electric, easily-installed oven. Particularly good results are found with such foods as

reuben sandwiches, poultry dishes, fish steaks and fillets, casseroles, and potatoes.

Convection/Steam Oven. Until recently, convection ovens and pressureless steamers have operated side by side in many correctional food service facilities to handle the bulk of meat and vegetable cooking, plus baking and regeneration of cook-chill/cook-freeze meals. Combining the two cooking processes in one oven results not only in space and energy savings but also in the creation of a range of new cooking processes previously possible only by starting the food in one appliance and then transferring it to another.

Having both hot air and steam available within the same compartment at the press of a switch makes the convection/steam oven a versatile piece of primary cooking equipment. These ovens range from small table-top models to full roll-in size units holding from as few as 4 to as many as 40 steam table pans.²

Applications of Convection/Steam Oven. The combination cooking processes of the convection/steam oven make it especially suited to the following:

- Baking crusty breads that need moisture injected during baking;
- Steaming roasts to tenderize and minimize shrinkage, followed by a cycle of hot-air roasting to finish and brown;
- Hot-air roasting of meat, poultry, or fish, followed by steaming cycle to braise or stew it;
- Simultaneous cooking of various foods without cross-tasting;
- As a "cook and hold" oven (the added moisture prevents drying);
- For regenerating frozen and cook-chill foods.³

Air Impingement Ovens

Another variation in the latest oven technology is seen in the programmed, "air impingement" conveyerized ovens that provide "first-in, first-out" loading and unloading and automatic timing of the cooking function. Air impingement improves upon conventional baking methods by increasing the efficiency of heat transfer from the heat source to the food surface. The process utilizes an air flow technology that effectively "impinges" or sweeps away the cold air boundary layer surrounding cold foods and produces a uniform surface cooking of the food product.⁴

Zoning for Cooking Control. Air impingement ovens feature independent, programmable cooking-zone control within the oven chamber, providing optimum cooking benefits for either a particular food product or a varied menu mix at the same temperature and time

setting. This zoning control capability allows this oven to serve as the primary cooking device for a broad menu application.⁵

Primary Benefits of Impingement Ovens. Testing of air impingement ovens reveals:

- Faster heat transfer rate into food and at lower temperatures than conventional baking; baking can be accomplished in as little as one-half the time and with more energy savings per serving;
- Better moisture retention that increases yields (especially beneficial for portion-controlled servings);
- Pre-programmed and self-operating features eliminate error; skilled operator is not needed;
- Fried-like foods may be baked without added fat.⁶

Applications of Impingement Oven. The impingement oven may be utilized for a wide range of foods, including beef, pork, poultry, and seafood; biscuits, rolls, pastries, pizza, and pasta; and casseroles, vegetables, and Mexican specialties.

Cook-Chill/Cook-Freeze Equipment

Cook-chill and cook-freeze systems have been used increasingly in recent years by correctional facilities to meet high-volume meal production demands more efficiently. In many applications, these systems have resulted in significantly reduced food and labor expenses.

Pioneered decades ago in Europe, cook-chill technology is proving to be the system of the 1990s. Recent advances in cook-chill and cook-freeze technology have made this system easier to implement than in the past as equipment is scaled to smaller production needs.⁷

Equipment for the cook-chill/cook-freeze system consists of specially designed kettles and meat cookers, a tumble-chiller, and rethermalization ovens. Items such as soups, stews, sauces, and gravies are cooked in the kettles and then pumped to a packaging area, portioned into special polyurethane bags, vacuum-sealed, and moved on a conveyer belt to the tumble-chiller. In the tumble-chiller, the filled bags are chilled with ice water, then removed and placed in coolers or freezers, depending on how long they are to be held before their contents are rethermalized and served.

Large cuts of meat are cooked in plastic bags in their own juices in units that resemble top-loading freezers. Hot water is pumped into the units to cook the meat; it is then replaced with chilled water, completing the cook-chill process. The meat is then stored in coolers or freezers until it is needed. Most facilities store the food from 3 to 7 days before using it; however, some report holding food effectively for up to 45 days at proper temperatures.

Depending on the type of food service system, the food may be rethermalized either in bulk followed by traditional hot meal assembly or plated cold with subsequent central or decentralized rethermalization.⁸ Under the central rethermalization system, the food is heated in a central location and may then be shipped in insulated rethermic carts to serving areas. With decentralized rethermalization, the food is shipped cold to serving areas and heated prior to serving.

Benefits of the Cook-Chill/Cook-Freeze Process. The cook-chill/cook-freeze process provides the following:

- A drop in labor costs
 - Cooking and chilling can be accomplished in a 40-hour week, eliminating weekend and holiday overtime;
 - If meals are assembled chilled and held under refrigeration until service, all three meals can be assembled within a single eight-hour shift;
- Elimination of food waste on the assembly line—If the food is not completely distributed at one meal, it can be returned to cold storage for later use;
- Less shrinkage of meat prepared in cook tanks than that prepared by conventional roasting methods.

Applications of Cook-Chill/Cook-Freeze Systems.

The cook-chill/cook-freeze method may be utilized for most menu items, with the exception of foods that tend to get soggy, such as tossed salad, french fries, or fried eggs.

Some factors to consider in regard to this system include whether the food service area has enough refrigerator space to hold at least three days' worth of chilled food; whether there is room to add the tumble-chiller; and in the case of decentralized rethermalization, whether there is room in the serving areas for the rethermalizing units.⁹

SPECIFYING EQUIPMENT FOR THE FOOD SERVICE OPERATION

As advancements in equipment have kept pace with the tremendous growth and development of the food service industry in general, specifying appropriate equipment for the up-to-date jail has become a complex task. Today, the administrator planning a renovation or a new facility has the opportunity to assess and evaluate a wide spectrum of equipment before selecting that which is most suitable for his or her operation. Where new facilities are being built to ease overcrowding, planners, administrators, and food service managers must be prepared to furnish input on both equipment and design to avoid unworkable layouts and to facilitate the smooth preparation of increasing amounts of food.

It is imperative, then, for these persons to be aware of the constantly changing technology in the food service equipment field.

A few decades ago, a completely equipped jail food operation may have had little more than a meat block, a wood or coal-burning range, a two-compartment sink, a 20-gallon coffee pot, and an icebox. Little thought was given to selecting this equipment and even less to arranging it.¹⁰

Factors Affecting Equipment Selection Today

In contrast to the equipment of earlier decades, today's rapidly expanding technologies have produced a broad range of such items as ovens, fryers, griddles, processors, and slicers; and each type of equipment is also available in a variety of sizes. In addition, there is normally a choice of gas, electric, and in some cases, steam power, as well as various options with regard to finishes, mounting, lighting, solid-state controls, etc.¹¹

In addition to seeking the fastest, most efficient, most cost-effective equipment, as well as that which produces the most acceptable final product, the administrator must consider sanitation, safety, and in some cases, security, in both design and placement of food service equipment.

With so many factors impacting on selection, the administrator in the market for new food service equipment must certainly look further than simply to the lowest bidder. Consulting sales representatives and equipment catalogs will offer some background for equipment selection; however, these sources may not provide adequate guidance in determining the actual necessity and value of the many diverse options. Additional information on the latest equipment developments may be found in a number of military, federal, state, and local government documents, although because of constantly changing product lines, these documents may not be completely up-to-date.

Developing Performance Type Specifications

After determining exactly what *type* of equipment is needed for the food service operation, accurate specifications must be developed, so the supplier can be told exactly how his or her equipment must perform to meet the specific needs of the facility.

As a first step in generating a performance type specification to describe what is needed, the manager should obtain specification sheets on the particular item from several of its major manufacturers as well as a copy of the most up-to-date specifications or standards on this item. The next step is to write down the answers to the following basic questions relative to the use and char-

acteristics of the particular piece of equipment:

1. What menu items will it prepare?
2. What is the most demanding menu combination it will prepare?
3. What is the maximum number of people it is expected to support during one meal?
4. How much space is available in which to install it? (This could be a critical element and might rule out certain suppliers.)
5. What utilities are available to operate it?
6. Are there unique or special sanitation, safety, or security requirements in the facility that should be spelled out? (It is wise to incorporate appropriate standards in any equipment specification.)¹²

A check of these answers against both the manufacturers' and the up-to-date specifications or standards for the item will reveal whether these specifications are adequate or whether the food service manager must modify them or even write separate ones. If the decision is made to write new specifications, it must be remembered that, while most manufacturers are interested in product feedback and are usually willing to make minor modifications, they are all production line oriented today, and specialty products will be expensive.

EQUIPMENT MAINTENANCE

Faulty equipment interrupts the work flow and can cause havoc in otherwise well-organized plans for meal preparation. It is essential that all existing equipment be inspected (and repaired or replaced, where necessary) on a regular basis.

In addition, established policy should dictate procedures for chefs, cooks, and other food preparation personnel to follow in initiating requests for repair of equipment that they discover is not operating properly. Food service workers should not attempt to repair equipment themselves.

COMPUTER APPLICATIONS IN CORRECTIONAL FOOD SERVICE

As increasing demands for greater accountability are placed on correctional food service managers, many of these professionals are turning to computerization for documenting a wide range of information, from nutritional analysis to projecting future food costs and compiling shopping lists based on past seasonal patterns.

Factors Favoring Computerization

The following elements in correctional food service provide strong impetus toward computerization of this operation:

- Potential inmate, court, or public challenges against nutritional adequacy of jail's diet;
- Need to document compliance with ACA standards;
- Need for quick access to medical and/or religious diets;
- Need to control costs and to project future costs;
- Need to track food requirements of inmates in various locations, including work release or court;
- Need for quick access to current inventory.

Potential Inmate, Court, or Public Challenges Against Nutritional Adequacy of Jail's Diet. The adequacy of the jail's diet may often be a source of controversy, with inmates and inmates' rights groups challenging whether the menus are meeting required nutritional standards. Many food service managers are finding that, through computerization, they can track and store vital data that enables them to provide documented proof of the nutritional content of all menu selections.¹³

Need to Document Compliance With ACA Standards. Demands for accountability regarding food service nutrition levels have led to more stringent standards for accreditation of correctional facilities' food services. For those jails already meeting the required ACA (as well as state and local) standards, computers can monitor and verify the facilities' compliance for accreditation teams. For those facilities that have not yet met the ACA requirements for accreditation, computers can identify specific areas to improve.

Need for Quick Access to Medical or Religious Diet Information. Through computerization, nutritional information on diabetic, low sodium, low fat, and other medical diets can be stored and easily accessed.¹⁴ Information on various religious diets might also be compiled, stored, and accessed in a similar manner. The computer can then track inmates with medical or religious dietary needs, printing out the special menus and specifying the correct locations each day.

Need to Control Costs and to Project Future Food Costs. Computers can provide accurate information on the number of portions consumed per day so a department can closely control its needs and streamline purchasing. Computers can also match invoices against bids and deliveries to verify that what was ordered was received and what was billed for was ordered. In addition, they can provide detailed information about the cost of food purchased and the availability of U.S. Government commodities and food grown on institutional farms as well as data to project future costs should it become necessary to replace this "free" food.¹⁵

Need to Track Food Needs of Inmates in Various Locations. The computer can print out exact inmate head count by location and can specify, for example, the number of bag lunches needed for inmates going on work release or to court.

Need for Quick Access to Inventory. Computers can be programmed to keep track of the current inventory, printing out a list of food items used each month and how much money was spent. In a typical example of computer use in correctional food service, one jurisdiction has a computerized nutrient audit that compares the nutrient and mineral value of food items and also keeps track of inventory.

Selecting a Computer System

The administrator who is considering computerization of the food service will find that nutritional data bank summaries provide guidance in selecting and planning the appropriate system for a particular operation. Before investing in hardware, it is important to determine the kinds of software, or programs, that precisely meet the needs of the facility. The computer itself should then be selected on the basis of its ability to perform exactly those functions needed.

Suppliers of food service software have systems with programs for every phase of the food service operation. Brand names, ethnic foods, spices, and generic foods are among the extensive list of items in the systems' databases. Some of the functions are:

- Printing out each week's menu for each diet;
- Listing all facility's recipes by category and cost;
- Detailing exact amounts of ingredients needed for specific recipes and menus;
- Listing cost percentages of ingredients in each meal;
- Listing facility's inventory, including vendors and prices;
- Providing the latest nutrient information;
- Printing labels for cook-chill/cook-freeze bags;
- Performing accounting tasks.¹⁶

SUMMARY

Recent technological advancements have produced versatile, space-saving food service equipment, including multi-use and "air-impingement" ovens as well as "cook-chill/cook-freeze" equipment that facilitates the latest in food preparation methods.

Two basic types of multi-use ovens have developed as the result of the integration of the convection oven concept with either microwave or steam cooking. The convection/microwave oven developed from a need to make microwave cooking more acceptable to commercial markets by combining speed with the dry heat

needed for uniform cooking and for crisping and browning of certain foods.

The convection/steam oven is a versatile piece of primary cooking equipment that provides a range of new cooking processes previously possible only by starting the food in one appliance and then transferring it to another.

The programmed, conveyORIZED "air-impingement" oven improves upon conventional baking methods by increasing the efficiency of the heat transfer from the heat source to the food surface.

"Cook-chill/cook-freeze" equipment has reduced the food and labor expenses in many facilities through elimination of food waste, reduced meat shrinkage and shortened food preparation time.

Numerous factors impact on the selection of the most appropriate equipment to meet the needs of today's correctional food service facility. The administrator and/or food service manager must determine exactly what type of equipment is needed and then develop accurate performance-type specifications so the supplier can be told exactly how his or her equipment must perform to meet the facility's specific needs.

Computers are now widely utilized in correctional food service for documenting a wide range of information, from nutritional analysis to projecting future food costs. Before investing in a computer, the administrator should determine the kinds of software, or programs, that precisely meet the facility's needs.

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CHAPTER IV

Security Requirements for the Jail Food Service

In the jail's food service department, inmates have access to a variety of potential contraband items, including knives, tools, caustic substances, and particular food items valued by inmates for their use in making alcoholic beverages. While the security level of the food service that uses inmate workers is necessarily higher than one using only paid staff, *all* jail kitchens are a major security concern because of the presence of potentially hazardous items.

For the jail to meet its overall goal of ensuring the safety and security of inmates and staff, maintaining order within the facility, and ultimately, preventing escapes, every food service employee must understand and support institutional security policies throughout the food service area.

This chapter discusses the security responsibilities of the food service staff with regard to:

- Control and custody of inmates;
- Control of tools and knives;
- Control of hazardous substances;
- Control of eating utensils;
- Control of keys;
- Control of "hot" food items;
- Securing of facilities and equipment.

CONTROL AND CUSTODY OF INMATES

Where inmates are utilized for food service work, they must be closely supervised, either by a separate custodial force or by the civilian food service employees. In either case, the civilian personnel should be trained in basic security techniques and should cooperate with correctional officers to maintain an atmosphere conducive to inmate control and security. To ensure consistent control of all inmate traffic, civilian employees must support the following security measures:

- Inmate counts/census;
- Searches and shakedowns;
- Monitoring of inmate behavior and movement.

Inmate Counts/Census

Thorough inmate counts/census must be implemented to include *all* inmates, including those on duty in the food service area. While methods of implementing these counts vary, it is recommended that inmates sit in one section of the dining room and move to another as their names are called. During meal preparation, a staff backup should be available to take over the inmate's work so the inmate can proceed without delay to the designated area for the count.

Searches and Shakedowns

One of the most important aspects of an institution's security program is the use of shakedowns and searches. The food service department has special requirements for effective inmate searches and area shakedowns because of the inmate workers' access to potential contraband articles and/or food substances that represent high security risks among these workers and among the general jail population. To prevent the spread of this contraband, thorough searches should be conducted of inmates leaving a "hot" work area (bakery, butcher shop, vegetable preparation) as well as of the trash and other potential hiding places.¹ In addition, inmates should be searched as they enter the food service area and again as they leave. Inmates should never be allowed to leave the food service area with keys, knives, tools, or food items, including meat bones, as these are potential weapons.

Monitoring of Inmate Behavior and Movement

Written policies should clearly dictate accepted inmate behavior and movement throughout the food service area, including the dining room; and applicable rules should be posted. All civilian employees should be prepared to report infractions of these rules to designated personnel promptly. If an inmate becomes belligerent or has a direct conflict with a food service employee, an incident report should be filed immediately with the shift supervisor.

To prevent unauthorized inmate movement, food service employees should adhere strictly to established procedures for securing doors when removing trash, transporting food from storage areas, and moving carts for serving food. Employees should also enforce rules barring inmates not assigned to food service from entering the kitchen.

CONTROL OF TOOLS AND KNIVES

All knives and tools should be marked with an identification symbol and stored in a secure manner, such as on a shadowboard in a locked cabinet. A control system must be implemented to ensure that only authorized personnel have access to these items. If inmates are issued knives or tools, their names and numbers should be logged, along with the time and date of issue, item issued, and time returned. The signature of the person issuing and receiving the items should also appear on the log.

A complete inventory of tools and knives should be maintained; broken or worn items must be disposed of under the supervision of the food service manager, and replacements should be marked and inventoried before being placed into service.

If a tool or knife is misplaced or lost, the food service manager and other designated officials should be notified, and any inmates who may have had access to the item should be held in the food service department until a thorough search has been made. A written report should be prepared detailing the loss.²

At shift changes, the secure knife and tool containers should be inventoried by the chef going off as well as coming on duty. The containers should also be inventoried when the kitchen is secured for the night and again at the start of the morning shift.

Control of Hazardous Substances

Food service departments may often use caustic, potentially hazardous substances, such as cleaning fluids and insecticides, particularly in aerosol dispensers. When not in use, these substances should be stored in secure areas that are inaccessible to inmates. One staff member should be authorized to issue each one, as necessary, utilizing a sign-out system. Inmates using these substances should be under constant supervision.

Control of Eating Utensils

All metal eating utensils should be secured when not in use. They should be issued by authorized personnel as needed and returned to the secured container following each meal. A control system must be implemen-

ted to ensure the return of every utensil following every meal. These items should also be counted and logged when the kitchen is secured for the night. When food is delivered to cell blocks or modules, all utensils, including trays, cups, bowls, etc., should be counted prior to their entry into the confinement area and again when they are removed.

Control of Keys

Under no circumstances should inmates be permitted to use keys for any area of the food service department. Keys should be used by authorized personnel as inconspicuously as possible. If worn on the belt, they should be securely fastened and hidden in a pocket, out of the sight of inmates whenever possible. When not in use, keys should be maintained in a control room. When a key is removed, a tag should be hung on the hook from which it was taken, identifying the staff member who has it. When going off duty, the staff member should return the key to the control room. **At no time should keys be carried outside the institution.** One method for ensuring the return of department keys is to require employees to surrender house or car keys with their name tags affixed to them when they arrive for work. The control room officer then places each officer's personal keys on a board on the same hook number as the jail key ring the officer will use while on duty.³

The officer in charge of the control room should keep a record on each department key, including its number, location of lock it opens, and number of copies that exist. Established policies should be followed regarding the replacement of broken or damaged keys or the ordering of additional copies.

If it is discovered that a key is missing, no inmates should be allowed to leave the food service department until a thorough search has been completed.

Control of "Hot" Food Items

Numerous food items in the jail's kitchen are hazardous in the hands of certain inmates because of their alcohol-producing qualities or their potential for use in assaults. Yeast, extracts with alcoholic bases, spices such as nutmeg and mace, sugar, and certain fruits are all valued by inmates for making alcoholic beverages and should be used only under strict supervision and secured when not in use.

Salt and pepper should also be inaccessible to inmates when not in use (a handful of either thrown into a person's face may cause temporary blindness). Inmates should not be allowed to accumulate packets of them in cells or day rooms.

Securing of Equipment and Facilities

Walk-in freezers, refrigerators, and storage areas should be secured when not in use and should always be locked at the end of the shift and when the kitchen is secured for the night. Institutional policies should detail the securing of all other facilities, including offices and exits. These areas should be opened only when a staff member is present to supervise the inmates.

SUMMARY

In the jail food service department, inmates have access to a variety of potential contraband items, including knives, tools, caustic substances, and particular food items that may be used in assaults or made into alcoholic beverages. For the jail to meet its overall goal of ensuring the safety of inmates and staff, maintaining order within the facility, and preventing escapes, every food service employee must understand and support institutional security policies throughout the food service area.

Civilian personnel must be trained to cooperate with correctional officers to maintain an atmosphere conducive to control and security, supporting such measures as inmate counts, searches, and shakedowns and monitoring inmate behavior and movement. In addition, food service employees should support institutional security measures with regard to the control of tools and knives, hazardous substances, eating utensils, keys, "hot" food items, and the securing of equipment and facilities.

NOTES

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CHAPTER V

Effective Food Purchasing

A wide range of factors must be considered in purchasing food supplies for the correctional facility, since such purchases impact on menus, budget, and overall success of the entire food service operation. Effective purchasing requires the following:

- A thorough understanding of the facility's menu plans and projected food needs with regard to quantity, quality, and variety;
- Knowledge of the budget; i.e., amount of funds allocated for projected food needs;
- Knowledge of food prices and aggressive comparison shopping for the most cost-effective buys;
- Consideration for the facility's storage and equipment capabilities;
- Accurate, clearly written specifications.

This chapter discusses these elements to effective purchasing and includes examples of specifications for common food items.

PROJECTED FOOD NEEDS

To have a clear picture of exactly what kinds and amounts of food that should be procured, the food service manager must have an idea of the number of inmates to be fed as well as what meals will be prepared.

The cycle menu is a helpful tool in projecting the facility's food needs since the amounts of each food item necessary to produce one complete cycle can be calculated as long as the average number of inmates to be served is known. These figures are then multiplied by the number of times the cycle is to be repeated for any given period, and food needs for that period can be accurately estimated.

FOOD BUDGET

Before supplies can be ordered, the food service manager must be aware of the amount of money that has been allocated for food purchases. The food service operation should utilize budgeting and accounting practices that include food expenditure cost accounting

designed to determine cost per meal and facilitate estimation of food service requirements.¹

For budgeting purposes, both theoretical and actual food costs may be figured, as follows:

Theoretical Food Costs

Theoretical food cost may be figured by directing the planned menu into component parts, allocating actual cost to each component. The following example is presented as a guide:

<i>Menu—Breakfast, Day 1, Week 1</i>	
Juice—8 oz orange	.100
Pancakes—2 each, 4 oz	.160
Turkey Ham—2 oz.	.155
Syrup—1 each, 1/2 oz	.08
Butter—1 oz	No Cost (USDA)
Milk—8 oz	.125
Coffee—8 oz	.05
<hr/> Total Cost	<hr/> .67

Actual Food Cost

Actual food cost may be figured weekly or monthly by using the following formula:

Food inventory on hand	\$10,000
Food purchases	<u>5,000</u>
Total goods available	15,000
Less closing inventory	<u>8,000</u>
Cost of goods used	\$ 7,000

$$\frac{\text{COST OF GOODS USED}}{\text{NUMBER INMATE MEALS}} = \text{COST PER MEAL SERVED}$$

$$\text{Example: } \frac{\$7,000}{7,125} = .982 \text{ per meal}$$

COST EFFECTIVE PURCHASING

Flexibility and aggressiveness is needed in locating and establishing contacts with vendors and/or wholesalers who will provide the most cost effective purchasing agreements for the correctional facility. It is important

that the food purchaser establish and maintain good relationships with as many vendors as possible, taking advantage of spot purchases, surplus or day-old products, food banks, lower grade items (where grade affects only appearance), and other cost effective transactions.

In comparison shopping for the best buys; i.e., those that will provide a nutritious, adequate diet at the least cost, the food buyer should look to a wide range of product sources. For example, state-owned warehouses may be the best choice for basic items; local companies or vendors may supply bread, milk, and fresh produce under low-cost contracts put out for bid periodically; and wholesalers may supply bulk food specials that save on costs while adding quality food items to the menu.

New Products, Changing Market Trends

The food service manager should be aware of changing market trends and should be willing to investigate new products. For example, one facility reported that the recent addition of a new product, a coffee additive, is expected to save more than \$15,000 per year. Some facilities report they are now using preportioned meats, which have no waste, reduce labor requirements, and provide equitable servings.

Seasonal Availability, Lower Prices

The food buyer should be alert to and prepared to take advantage of seasonal availability and corresponding lower prices of produce and certain meats, and should not overlook local vendors, particularly in rural areas, that may offer the lowest prices on such items. Subsequent menu adjustments can be made to utilize foods purchased through such seasonal specials. Where planned menu items are unavailable or priced higher than normal, the food buyer should be prepared to substitute comparable foods to stay within the established budget.

USDA Donated Foods

Significant savings on a wide variety of food supplies may be possible through the U.S. Department of Agriculture's Food Distribution Program. For example, one facility reported receiving more than half of its groceries from the USDA program at one point. Grapefruit juice, oatmeal, raisins, honey, and butter were all free, while waffles were bought at 10 cents per pound at a state warehouse, resulting in a breakfast costing 3 cents per person.²

In addition to the above, the foods currently donated to correctional facilities by the USDA include dairy products, various meats and poultry, salad oil, shortening, flour, rice, macaroni, spaghetti, canned salmon, and nuts. Certain vendors now convert government-

donated meats into such items as hamburger patties, meatballs, beef steaks, and sausage; chicken into pre-cooked nuggets or patties; and flour, raisins, or nuts into frozen, ready-to-bake pastries, pizzas, etc.

State Departments of Agriculture and Consumer Services should be contacted for information on USDA program eligibility.

Cooperative Purchasing

Some administrators may wish to investigate the possibility of joining other institutions in a cooperative purchasing plan, through which lower prices for larger volume purchases are often possible. Some large hospitals, universities, and school systems are currently purchasing foods in this manner.

STORAGE, EQUIPMENT CAPABILITIES

Only those kinds and amounts of food items for which the facility has adequate, appropriate storage as well as cooking facilities should be ordered. Sanitation and safety are prime considerations in any food service planning, and it is essential that proper storage and cooking facilities are available for ALL foods received.

SPECIFICATIONS

Food items today are available in an increasingly broad variety, and only the most complete, clearly written specifications should accompany any request for bid (RFB) that is issued when contracts are to be renewed or new contractors or vendors are sought. In addition to informing the vendor regarding quantity, quality, and packaging, specifications should include details to ensure a product's appropriateness for the menu and should establish the time and place of delivery.

Examples of specifications for common food groups follow.

Beef

Written specifications should include:

- Requirements for boning, rolling, and tying, if applicable;
- USDA grade or other quality designation;*
- Weight of cut or individual portion (state tolerances allowed);
- Chilled or frozen state of delivery;
- Packaging or number of units per shipping container.

*Local USDA offices may provide information on meat specifications. In addition, the National Association for Meat Purveyors has published excellent beef specifications (see "Additional Sources").

Examples:

- Beef, inside round roast, USDA Choice, 8-10 lb., chilled, 32-40 lb. polylined boxes preferred;
- Beef, ground (special) bulk, USDA Commercial or Utility, 18-22 percent maximum fat content, frozen, 10 lb. bag;
- Beef liver, portion cut, Selection No. 1, 4 oz. portion, frozen, 10-15 lb. polylined boxes preferred;

Seafood

Written specifications should include:

- Species of fish or shellfish;
- USDA inspection mark or grade, if applicable;
- Market form or portion shape and size;
- Raw or precooked, plain or breaded;
- Chilled or frozen;
- Pounds per package;
- Packages per case.

Examples:

- Cod fillets, skinless, 4 oz. portions, U.S. Grade A, 10/5 lb. boxes per case.
- Pollock, breaded, 2 oz. precooked portions, minced white meat, packed under federal inspection (PUFI), USDC, 6/5 lb. boxes per case;

Canned Fish

Canned fish products include salmon, tuna, mackerel, crab, shrimp, sardines, and clams. Written specifications should include:

- species and variety;
- packing medium;
- style of pack;
- size of can;
- cans per case.

Examples:

- Tuna, solid pack, light meat, water pack, 24/6½ oz. per case;
- Salmon, pink, packed under federal inspections (PUFI), 6/64 oz. per case.

Poultry

Written specifications should include:

- Kind (refers to species, such as chicken, turkey, duck, capon, goose, rock cornish game hen, quail);
- Class (refers to physical characteristics related to age and sex);

Examples:

- Chicken
—Broiler-fryer, young chicken of either sex, 8-12 weeks old, weighing 2½ to 4 lb., ready-to-cook;

—Roaster, young chicken of either sex, 3-5 months old, weighing 4-6 lb. or more, ready-to-cook;

- Turkey
—Fryer-roaster, less than 16 weeks old, weighing 3-7 lb., ready-to-cook;
—Young hen or young tom, 16-24 weeks old (may be called simply “young turkey” because sex affects only weight range); hens, 8-16 lb., toms, 16 lb. or over; ready-to-cook;

Dairy Products

Written specifications for fresh eggs and other dairy products should include:

- Form;
- Quality designation;
- Size;
- Percent milk fat;
- Homogenized/pasteurized;
- Unit of purchase;
- homogenized/pasteurized

Examples:

- Eggs, fresh, grade AA, large, 45 lb. net per 30 doz case;
- Eggs, frozen, whole, pasteurized, homogenized, USDA inspected, 6 4-lb. cartons per case;
- Eggs, dried, whole, 6 3-lb. cans per case.
- Milk, whole, homogenized, pasteurized, fortified, minimum 3.25 percent milk fat, ½ pint carton;
- Buttermilk, cultured, homogenized, pasteurized, minimum 8.25 percent milk solids, 1 quart carton;
- Yogurt, lowfat, minimum 8.5 percent nonfat solids, plain flavor, 8 oz. carton.
- Cheese, American, processed, medium blend, pasturized, 6/5 lb. blocks;
- Cheese, cottage, creamed, minimum 4 percent milk fat by weight, maximum 80 percent moisture, small curd, 5 lb. container.

**Fruits and Vegetables—
Canned, Fresh, and Frozen**

Specifications for fresh, frozen, and canned fruits and vegetables should include the following:

- Name of product;
- Style or type of product (whole, cut, trimmed);
- USDA grade, brand or other quality designation;
- Size of container;
- Quantity or weight per shipping unit;
- Other factors, such as packing medium, syrup density, stage of maturity, drained weight;

Examples:

- Bananas, fresh, No. 1, green tip, 6-8 in., 40 lb. carton;

- Fruit cocktail, canned U.S. Grade A fancy, heavy syrup, min. dr. wt. 72 oz., 6/#10 per case;
- Broccoli, frozen cuts, U.S. Grade A, 12/2 lb. per case.³

ORDER VERIFICATION

When an order is placed, a copy of the purchase order or other document should be given to the person responsible for receiving to notify him/her of specified delivery time and to ensure acceptance of only those items that match specifications. Products that do not conform to accurately written specifications should be returned so proper items can replace them.

SUMMARY

In purchasing food supplies for the correctional facility, a wide range of elements must be considered, including menu plans, projected food needs, budget, and storage and equipment capabilities. In addition, the food buyer must be familiar with food prices; flexible and aggressive in comparison shopping for the most cost-effective buys; and write accurate, clear specifications.

The cycle menu is helpful in projecting the facility's food needs since the amounts of each food item necessary to produce one complete cycle can be calculated as long as the average number of inmates to be served is known.

The food service operation should practice food expenditure cost accounting that determines cost per meal and facilitates estimation of food service requirements.

In comparison shopping for the best buys, the food buyer should look to a wide range of product sources, be aware of changing market trends, and be willing to investigate new products.

In addition, he or she should be alert to seasonal availability and corresponding lower prices of certain items. Significant savings on a wide variety of food supplies may be possible through the U.S. Department of Agriculture's Food Distribution Program.

Accurate, clearly written specifications are vital for effective food procurement. In addition to informing the vendor regarding quantity, quality, and packaging, specifications should include details to ensure a product's appropriateness for the menu.

NOTES

1. *Standards for Adult Local Detention Facilities*, 2nd ed. College Park, MD: American Correctional Association and Commission on Accreditation for Corrections, 1981.
2. John Daidone and Iris Variack. *The Product Information Network Advisory Report*. New York, NY: McGraw-Hill, Inc., July 1984.
3. Federal Bureau of Prisons. *Food Service Manual*. Washington D.C.: U.S. Department of Justice, 1985.

CHAPTER VI

Receipt, Inspection, and Storage of Food

Effective food service procurement requires adequate receiving procedures and properly trained personnel. These elements will ensure that food and supplies accepted are in accordance with purchase specifications and consistent with institutional needs and that contaminated items are not allowed into the correctional facility. Deadly foodborne illness throughout the staff and inmate population may result from accepting and using contaminated food. In addition, economic advantages gained by competitive bidding based on well-written specifications can quickly be lost by poor receiving practices, such as accepting inferior-quality goods, incorrect amounts, or damaged products.

This chapter discusses the importance of thoroughly inspecting all items upon delivery, including those supplied by vendors and those grown or produced within the institution as well as USDA surplus commodities. In addition, it discusses the proper handling of "hot" food items as well as storage requirements for all foods received. The chapter also stresses the value of closely monitoring the food service department's inventory to control costs and maintain necessary standards of quality.

PROCEDURES FOR RECEIPT OF FOOD SERVICE SUPPLIES

Each food service delivery must be checked promptly to ensure that contaminated items are recognized and refused and also to verify the order, by identifying the vendor, purchase order, and control specifications. The food service manager should inspect the institution's receiving operation frequently to ensure that proper methods are being used.

Checking for Contaminated Items

It is vital that persons responsible for receiving food supplies know the signs of foods contamination and refuse to allow items into the facility that appear to be damaged, deformed, decayed, or, in the case of frozen foods, defrosted. Contamination can occur prior to

loading of the shipment and also during transport to the facility, particularly if a truck or other carrier lacks adequate refrigeration.

The temperature of frozen and refrigerated foods should be checked immediately. Refrigerated food should not be accepted if its temperature is above 45 degrees F; frozen food should not be accepted if it is defrosted or shows evidence of refreezing.

In addition, the receiving clerk must be particularly alert to any of the following:

- Boxed or packaged food that appears irregular in any way; i.e., with punctures, tears, broken seals, unglued flaps, or evidence of tampering;
- Cracked, broken, or leaking bottles or jars, or those in which cap or lid closing is not intact;
- Swollen, leaking, rusted, or dented cans or those with "bubbled" lids or irregular seams;
- Evidence of insects;
- Damaged, wilted, decayed, or blemished produce;
- Refrigerated or frozen packages with punctures or seals that are not intact;
- Bad odor in meats;
- Sour odor in dairy products;
- Cracked eggs.

Identifying Vendor, Purchase Order, and Control Specifications

A vital step in the receiving procedure is identifying the appropriate vendor, purchase order, and control specifications of the goods delivered.¹ The receiving clerk should promptly examine, count, measure, and weigh all items to positively determine their conformance with the order. Some facilities now utilize computers that have been programmed to match invoices against bids and deliveries to verify orders.

Whenever possible, deliveries should be inspected and a receipt given immediately. However, when immediate inspection is not possible, a "conditional" receipt should be presented to the delivery person, acknowledging only the receipt of the number or gross weight of containers in apparently good condition. If a cursory check reveals exceptions or discrepancies be-

tween order and delivery, these should be noted on the receipt. Copies of all receipts should always be made for the institution's records.

Inspecting for Freshness, Quality. Weekly deliveries of fresh produce, meat, and all other perishables should be inspected for freshness, quality, general appearance, and quality grades. A random check should also be made for weight, count, and size. Dairy and bakery products should be inspected for freshness, using the codes furnished by manufacturing or processing companies, to prevent the entry of stale or out-of-date products, unless specifications allow for such exceptions as, for example, day-old bread.

Inspecting Food Grown by the Institution. Items grown within the institution, such as vegetables, fruits, or nuts, should be inspected by a member of the food service staff as well as by the safety and sanitation staff before being admitted into the food service department.²

Receiving "Hot" Food Items. Particular attention should be given to receiving "hot" foods items, which may be stolen by inmates and used to manufacture illegal products. When ordering such items as yeast, nutmeg, mace, dried fruits, and extracts with alcoholic bases, the food service manager may provide a memorandum identifying the items to alert receiving personnel that special handling will be required. Caustic substances, such as cleaning compounds and insecticides, should also be given special handling. In some instances, the food service manager may have a representative working with receiving personnel to aid in the receipt of "hot" items.³ If the receiving clerk is working alone, he or she should be personally responsible for such items until they are turned over to the food service manager.

Receiving Surplus Commodities. When a shipment of USDA surplus commodities is received, a letter or certification that the food is fit for human consumption must accompany it. If food products are marked "unfit for human consumption," they must not enter the food service department.⁴

INVENTORY

Determining and keeping track of inventory levels and properly receiving, recording, storing and issuing supplies are critical steps to controlling food service costs and maintaining necessary quality of food. Institutional policy must clearly detail procedures for check-

ing food and supplies for quantity and quality as well as for security of these goods both before and after distribution to the point of use. All jail personnel should be aware that the inventory is valuable and must be protected and secured.

Maintaining Perpetual Inventory

The process of recording all purchases, receipts, issues, and goods on hand, along with unit cost for each food and supply item, is called keeping a perpetual inventory. Maintaining a continuous record of the quantity and value of goods on hand at any time provides the food service manager with up-to-date information on product usage and future purchasing needs. For accurate accounting of all food and supplies, however, a perpetual inventory record is not always sufficient; a complete inventory of goods on hand may be necessary on a quarterly basis.⁵ Stocks should be reviewed frequently, and if a cycle menu is in use, there should be little or no dead stock.

Perishable Food Inventory

Perishable foods are not usually kept on the perpetual inventory because they are to be consumed shortly after receipt. These supplies may require only a weekly charge out, compiled from stock record cards.^{6*}

"Hot" Item Inventory

Yeast and other items valued by inmates for their alcohol-producing qualities should be inventoried regularly and stored securely. Because of the ever-present threat of theft of these items, perpetual inventory records might show an incorrect amount on hand at any given time. Therefore, additional inventory measures are needed for "hot" substances—those that are potentially hazardous in inmates' hands.

Computer-Assisted Inventory

Computers can be programmed to keep track of the food service inventory, printing out lists of the food items received and used each month, along with costs incurred and the current stock, including vendors and prices.

STORAGE REQUIREMENTS FOR FOOD SUPPLIES

Sanitary, temperature-controlled storage must be provided for all foods. To prevent spoilage and to retain

*See Appendix G for a sample stock record card and guidelines for use.

high quality and nutritive value of the food supply, only those kinds and amounts of food that can be stored properly should be stocked in the correctional facility food service. Adequate storage reduces the possibility of food contamination from improper temperatures, dust, other foods, hazardous chemicals, and pests.

Temperature and time most particularly influence the growth of bacteria and the production of toxins in food. Like other living things, bacteria need food, warmth, moisture, and time to grow and multiply. To effectively inhibit the growth of bacteria in food supplies, all storage areas must be cleaned and sanitized on a regular basis, be temperature-controlled, and hold items only for specific, recommended time periods. Adequate storage of food supplies also includes proper packaging and labeling.

Packaging

Proper packaging of food before storage greatly reduces the possibility of contamination, by preventing the entry of moisture, dirt, pests, and other contaminants. Clean, covered containers should be used for all foods during storage, with the exception of solid cuts of meat, which may be hung on sanitized hooks under refrigeration.⁷

Labeling

After food is placed inside clean, covered containers, the containers should be labeled and dated to ensure use of correct ingredients in recipes as well as to facilitate use of older items first.

Storage Facilities

All food supplies should be placed in appropriate storage—dry, refrigerated, or frozen—as soon as possible after receipt, inspection, and packaging.⁸ The first-in, first-out method of placement should be standard procedure, with new stock always stored to the rear of like items, to ensure the use of older food first.

Dry Storage. Dry storage is used for grain products and canned, boxed, and in some cases, bottled items, as well as for some vegetables. Many facilities have two or more types of storage areas for dry goods—one for bulk supplies of 30- to 60-day rotating stock and one for daily to weekly supplies. Dry storage areas should be near the receiving entrance as well as the main kitchen. Food and supplies should move in the shortest possible line from the receiving area to the storeroom. In the properly maintained dry storage area, the following conditions should be met:

The air must be cool and dry (45 to 80 degrees F) to control the growth of germs and to prevent spoilage and swelling of cans;

- A temperature of approximately 60 degrees is recommended for storage of certain vegetables (sweet potatoes, hard-rind squashes, and rutabagas); 45 to 50 degrees is recommended for potatoes; and room temperature or slightly cooler is recommended for mature onions, green tomatoes, and yellow turnips.

Dry storerooms should be constructed of easily cleaned materials;

- Floors should be of painted or sealed concrete or should have a covering of quarry tile;
- Walls should be covered with epoxy or enamel paint or glazed tile;
- Shelving and table tops should be of corrosion-resistant metals;
- Bins for flour, cereals, grains, and vegetables should also be of corrosion-resistant materials and should be covered to keep out moisture and vermin;
- Windows should have frosted glass or shades, since direct sunlight can: 1) increase the temperature of the room and thus affect food quality; 2) change the colors of such items as spices and chocolate; and 3) turn cooking oils and fats rancid.

There should be no steam pipes, ventilation ducts, water lines, or equipment that requires the attention of an engineer or a maintenance worker;

- Dripping condensation or leaks in overhead pipes can promote bacterial growth in such normally stable items as crackers, flour, and baking powder;
- Leaking sanitary lines are a highly dangerous source of food contamination;
- Hot water pipes can increase the storeroom temperature to harmful levels.

There should be no loose or hanging materials, particularly of fiberglass (asbestos);

Environment must be clean and free from rodents and insects;

- Walls, ceiling, and floor openings should be sealed or otherwise protected;
- A drain for flushing should be provided;
- Doorways to storage area should be closed off with solid or screened, self-closing doors to prevent the entry of flying insects.

Slatted shelves should be used and overcrowding should be avoided to aid in maintaining adequate air circulation;

Food should be stored at least six inches above the floor to discourage pests, facilitate cleaning, and protect food from dampness;

Foods past their maximum shelf life (canned goods—10 months; cereal—6 months) should be discarded;

Storeroom should be locked with either a regular lock or a recording time lock.

- If a regular lock is used, one person should be responsible for the key while he or she is on duty; established procedures should clearly detail the method of signing the key in and out as well as which staff should have authorized access to the room;
- If a recording time lock is used, employees and inmate workers can enter the storeroom only at specific times. Such limited access greatly reduces the opportunities for theft from this storage area.⁹

Storage for Pesticides and Caustic Substances. Separate, secure, dry storage must also be provided for pesticides and caustic substances, such as cleaning compounds, to prevent: 1) absorption of hazardous chemicals into the food; and 2) potential inmate use of these substances as contraband. Proper storage is also necessary for pesticides because of their highly flammable qualities.

Refrigerated Storage. All dairy products and meats must be refrigerated immediately upon receipt to inhibit the growth of germs. To reduce vitamin loss, all vegetables, except those mentioned previously, should be refrigerated as soon as possible after receipt, preferably in a vegetable crisper. Before storing, they should be cleaned with a dry cloth. If washing seems necessary, they should be dried well.

Most fruits should also be stored in the refrigerator after being allowed to ripen first at room temperature, if necessary. Citrus fruits are exceptions; they are best stored at a cool room temperature (60 to 70 degrees F) and used within two weeks.

Sanitation Requirements in Refrigerated Storage.

When purchasing a refrigeration unit, the following features important to sanitation should be considered:

- All surfaces of the unit should be made of easily cleaned materials;
- All shelves and protrusions inside the cabinet should be removable without tools to facilitate regular cleaning;
- Interiors should be free of sharp edges and tight corners—places where harmful micro-organisms may lurk;
- Surfaces should resist corrosion, chipping, or cracking to prevent food contamination from loose particles;
- Coils should not be located so as to cause condensation to collect and drip onto food;

- Drains, except those for condensates, should not be located inside the refrigerator cabinet.¹⁰

Ideal Food Temperatures Vary. Ideally, separate refrigerated units and temperatures should be provided for different types of food. For example, in a jail housing 350 inmates, the following refrigerated storage is provided:

- A walk-in refrigerator for milk and other dairy products—temperature 38-40 degrees F;
- A walk-in refrigerator for leftovers, fish, meat, poultry, etc.—temperature 32-36 degrees F;
- A walk-in refrigerator for fresh vegetables, fruit, meat thaw-out, etc.—temperature 40-45 degrees F;
- A stand-up refrigerator for preparatory storage—temperature 42 degrees F.

In small jails where refrigerated storage is limited, foods may be stored on different levels of the same unit to attain the necessary temperatures for each. The temperature of the unit should be kept at 35 to 40 degrees F. Lower shelves are generally coldest and should hold any meats, poultry, or fish. Fish should be stored on ice in a fish box, with drainage provided to prevent fish from soaking up water.

Regardless of the number of units available, the following procedures should be followed for safe, effective refrigerated storage:

- Refrigerators should be equipped with thermometers; and to ensure the maintenance of proper temperatures, checks should be made and logged daily (see Figure 6.1);
- Foods should be refrigerated immediately after removal from steam tables or warming ovens. Ice baths or cold running water may be used for rapid cooling of hot foods prior to cold storage;
- To speed cooling of hot foods, large, walk-in refrigerators with circulating air are most efficient;
- Foods should be covered to protect them from drips, odors and drying out;
- All foods should be separated in the refrigerator to prevent cross-absorption of odors and contamination. Dairy products are particularly susceptible to odor absorption, and washed and cooked foods are susceptible to contamination from unwashed and uncooked foods;
- Items should be packed loosely and stored in small quantities and shallow layers to maintain air circulation and to ensure that food temperatures drop to 40 degrees F or below within two to three hours. Meats should be hung on sanitized hooks or placed so that cool air may circulate around all surfaces;
- All stuffing should be removed from poultry, meat, or fish before storing; stuffing that remains inside refrigerated leftovers may spoil;

- Poultry and fish should be stored for no longer than one to two days (see Table 6.1 for recommended storage time for fresh, cooked, and processed meat);
- To maintain necessary temperatures, refrigerator doors should be opened only when necessary;
- Refrigerator contents should be inspected daily for signs of food spoilage. "Off" color foods or those with mold, odors, or wilted leaves should be discarded to prevent contamination of other foods. (A utensil used to dispose of spoiled food should not be used again until it has been cleaned and sanitized);
- Inside and outside surfaces of refrigerator should be cleaned daily with soap and hot tap water and rinsed with a solution of one tablespoon baking soda to four quarts warm water; oil and grease should be wiped from around door. Boards in walk-in refrigerators should be removed and cleaned at least weekly;
- Refrigeration coils should be defrosted regularly. Failure to defrost can reduce cooling capacity. During defrosting procedure, all foods should be moved to another refrigerator or covered so they remain dry;
- To prevent theft, all refrigeration units should be secured with either a regular lock or a recording time lock;
- Walk-in refrigerators should have safety locks so door can be opened from the inside in case a worker is accidentally locked in. As an added precaution, push buttons connected to an alarm should be installed on

- the inside. All workers should be instructed in the use of these safety devices;
- Refrigerator gauges and mechanical parts should be checked regularly. Any malfunctions, loose hinges or seals on doors should be reported and corrected immediately to prevent food contamination from improper refrigeration;¹¹
- Refrigerators (and freezers) should have alarms that connect at a central point to sound when the units are not operating properly, so they may be inspected and repaired immediately;
- To keep refrigerators (and freezers) off floors, wooden flats should be placed under them.

Freezer Storage. Freezers provide convenient, extended storage for most perishable foods. Strict rules of sanitation must be followed in preparing food to be frozen to hold the bacteria on it to an absolute minimum. The food itself, as well as everything that touches it, must be kept as clean as possible during the handling prior to freezing. The freezing process itself does not kill the bacteria in food; it simply stops their multiplication. The bacteria resume multiplying after the food is thawed; therefore, foods should always be defrosted under conditions that minimize the growth of this bacteria. (See "Precautions for Defrosting of Frozen Foods," page 31.)

The following procedures are necessary for safe, effective use of frozen storage:

- Freezer temperatures must remain at 0 degrees F or lower;
- Air space should be allowed between packages during initial freezing period;
- Freezing of foods must be rapid to preserve the natural color, flavor, and texture of delicate fruits and vegetables and to prevent spoilage of meats and prepared foods;
- Freezing of large quantities of food at one time should be avoided; this overloads the freezer and raises temperatures;
- Meat should be frozen while it is fresh and in top condition; it should never be salted before freezing;
- Foods must be wrapped in moisture/vapor-proof wrap to seal air out and moisture in;
- Foods should be labeled and dated;
- Frozen foods should be used within a reasonable time (see Table 6.2) since there is a gradual loss of quality of all frozen foods; temperature at which frozen foods are maintained influences the length of time the foods remain safe and retain high quality (see Table 6.3);¹²
- Freezers should be cleaned and defrosted in the same manner as refrigerators, using precautions to prevent food spoilage;

Table 6.1

Maximum Storage Time Recommendations for Fresh, Cooked and Processed Meat*

Meat	Refrigerated Storage Time
Beef (Fresh)	2 to 4 days
Veal (Fresh)	2 to 4 days
Pork (Fresh)	2 to 4 days
Lamb (Fresh)	2 to 4 days
Ground Beef, Veal and Lamb	1 to 2 days
Ground Pork	1 to 2 days
Variety Meats	1 to 2 days
Luncheon Meats	1 week
Sausage, fresh pork	2 to 3 days
Sausage, smoked	3 to 7 days
Sausage, dry and semi-dry	2 to 3 weeks
Frankfurters	4 to 5 days
Bacon	5 to 7 days
Smoked ham whole	1 week
Beef, corned	1 week
Leftover cooked meat	4 to 5 days

*The range in time reflects recommendations for maximum storage time from several authorities. For top quality, fresh meats should be used in 2 or 3 days. Ground meat and variety meats should be used in 24 hours.

Source: *Lessons on Meat*. Chicago, IL: National Live Stock and Meat Board.

- Freezers must be secured in the same manner as other storage to prevent theft of food.

Foods to Avoid Freezing. Some foods undergo flavor or texture changes as a result of freezing; thus, this method of storage should be avoided for them. The following foods change flavors if frozen:

- Artificial vanilla, artificial sweeteners, artificial and regular table salt;
- Deep-fried foods;
- Garlic, cloves, pepper, sage;
- Onions, sweet green or ripe red bell peppers.

The following foods change textures if frozen:

- Hard-cooked egg whites;
- Cooked soft meringue toppings;
- Mayonnaise, boiled dressing;
- Cream sauces or wheat flour-thickened gravies;
- Whole eggs in shells;
- Lettuce, tomatoes, celery, cucumbers, and other raw vegetables;
- Old potatoes when frozen in stew (new ones freeze better);
- Raw apples, grapes, bananas, avocados, peaches, pears;
- Cooked pasta;
- Fried foods (except french fries and onion rings);
- Cheese and crumb toppings;
- Custards, soft cake frostings and boiled icings (butter and sugar icings freeze well) and cream fillings.¹³

Precautions for Defrosting of Frozen Foods. During defrosting of frozen foods, the following procedures must be followed to prevent contamination:

- Only amount of food actually needed should be thawed; frozen food that is thawed spoils more readily than fresh foods;
- Food should not be thawed at room temperature. Preferably, food should be thawed to the desired point

Table 6.2 Freezer Storage Time

Product	Recommended Length of Storage at 0°F (-18°C) (Months)
Beef, lamb, mutton, veal, venison	8 to 12
Breads, quick, baked	2
Breads, yeast, baked	4 to 8
Breads, yeast, unbaked	½
Butter	5 to 6
Cakes	6
Cakes, fruit	12
Candies	12
Cheese, cottage	1
Cheese, hard or semi-hard	6 to 12
Cheese, soft	4
Cookies, baked	6
Cookies unbaked	4
Eggs	12
Fish	2 to 3
Fruits, citrus	3 to 4
Fruits, except citrus	12
Gravy	2
Ground meat	3 to 4
Ice cream, sherbet	1 to 3
Liver	3
Milk	1
Onions	3 to 6
Opossum, rabbit, and squirrel	6 to 8
Oyster, crab, fish, roe, lobster	3 to 4
Pastry, unbaked	2
Pies, baked	1
Pies, unbaked	3
Pizza	1
Pork, cured	1 to 2
Pork, fresh	6 to 8
Poultry, turkeys	12
Prepared dishes	3 to 6
Salads	2
Sandwiches	1
Sausage	4 to 6
Shrimp	6
Soups, stews	6
Vegetables, cooked	1
Vegetables, except onions	12

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Table 6.3 The Effect of Storage Temperature on Frozen Foods

Storage Temp.		Sensitive Fruits and Vegetables*	Other Fruits and Vegetables**	Turkey and Cut-up Chicken***
°F	°C			
0	-18	1 year	1 year	1 year
5	-15	5 months	5 months	1 year
10	-12	6 weeks	2 months	6 mos.
15	-9	3 weeks	1 month	6 mos.
20	-7	1 week	2 weeks	3 mos.
25	-4	2 days	1 week	3 mos.
30	-3	1 day	3 days	3 mos.

*Where discoloration occurs.

**Discoloration not as critical, but flavor changes take place.

***Equally stable items; whole chicken is more stable than either of these.

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in the unopened package in the refrigerator at temperatures not exceeding 45 degrees F. If the thawing process must be hastened, food may be placed in a watertight package under cool running water or defrosted in a microwave oven following oven manufacturer's instructions.¹⁴

Refreezing Foods. Occasionally, frozen foods become partially or completely thawed before it is discovered that a freezer is not operating. Whether or not these foods can be refrozen depends on the temperature they reached during defrosting and the length of time they remained at that temperature. Generally, meat and cooked foods may be refrozen if they still contain ice crystals or it is known that their temperature did not rise above 32 degrees F or remain at that temperature longer than a few hours. Previously frozen fish should not be refrozen, and thawed ground meat or poultry that has any off-odor or off-color should not be refrozen (and should not be eaten).

Even partial thawing and refreezing reduce the eating quality of foods, particularly fruits, vegetables, and prepared foods. The eating quality of red meats is reduced less than that of other foods. However, there is some loss of juices during defrosting, and there is the possibility of deterioration of the meat between the time of defrosting and refreezing. Foods that are refrozen should be used as soon as possible to save as much of their eating quality as possible.¹⁵

Food Storage Emergencies

In case of emergency, when the power fails or the freezer stops operating normally, it is important to determine, if possible, how long it will be before the freezer will resume operating. A fully loaded freezer will usually stay cold enough to keep foods frozen for two days if the door is not opened. In a half-full unit, food may not stay frozen more than one day. If it appears that normal operations cannot be resumed before the food will begin to thaw, the food should either be moved to a locker plant, using insulated boxes or thick layers of paper, or dry ice should be placed in the freezer.

If dry ice is placed in the freezer soon after the power is off, 25 pounds should keep the temperature below freezing for two to three days in a 10-cubic-foot unit with half a load; three to four days in a fully loaded unit. The amount of dry ice should be increased proportionately in larger freezers. In using dry ice, the following precautions are recommended:

- Handle dry ice with care; never touch with bare hands; make sure room is well-ventilated;
- Place dry ice on cardboard or small boards on top of packages;

- Avoid opening freezer again except to add dry ice or to remove it when normal operations resume.

Storage for Garbage and Trash

Garbage and trash should be stored in a refrigerated area, if possible, removed from food preparation, storage, and dining rooms. Floors, walls, and ceilings of garbage storage area should be of cement or other easily cleaned material, and floors should also have proper drainage. Garbage and trash should be separated, covered tightly, and removed at least once daily.

SUMMARY

Adequate receiving procedures and properly trained personnel are needed in the correctional institution's staff to ensure that contaminated food items are not accepted and that food and supplies are in accordance with purchase specifications. All food items must be inspected upon delivery; special handling must be provided for "hot" food or supplies.

A vital step in the receiving procedure is identifying the appropriate vendor, purchase order, and control specifications of the goods delivered. Fresh produce, meat, and all other perishables must be inspected for freshness, quality, and grades.

Items grown by the institution should be inspected by a member of the food service staff as well as by the safety and sanitation staff before being admitted into the food service department.

A perpetual inventory should be maintained, in which a record is kept on all purchases, receipts, issues, and goods on hand, along with unit cost for each food and supply item. Such a record provides the food service manager with up-to-date information on product usage and future purchasing needs. "Hot" items should be inventoried regularly, to monitor for possible theft.

All food supplies should be placed in appropriate storage—dry, refrigerated, or frozen—as soon as possible after receipt, inspection, and packaging. The "first-in, first-out" method of placement should be used, with new stock always stored to the rear of like items.

Dry storage is used for grain products and canned, boxed, and bottled items, as well as for some vegetables. Dry storage areas should be cool and dry to control the growth of germs and to prevent spoilage.

Properly maintained refrigerated storage must be provided for all dairy products and meats as well as for most vegetables and ripe fruits. The temperature for most foods should be 35 to 40 degrees F; however, meat, poultry, and fish stay freshest at slightly lower temperatures. In facilities having only one refrigerated

storage unit, foods may be placed on different levels to attain the proper temperatures for each. (The lowest shelves are generally the coldest.)

Freezer storage provides safe, extended storage for most perishable foods. The temperature should be 0 degrees F or lower to retain highest quality of foods for longer periods. Not all foods should be frozen, as some undergo texture or flavor changes that affect their quality.

Precautions must be taken during defrosting of foods to minimize the opportunity for bacteria to grow. Preferably, foods should be thawed in the refrigerator; however, they may also be thawed under cool running water or in a microwave oven, following oven manufacturer's instructions.

Frozen food that has thawed may be refrozen safely only if its temperature did not rise above 32 degrees F or if it still contains ice crystals.

In case of emergency, when the power fails or the freezer stops working, food may be kept frozen by use of dry ice; or the food should be moved to a locker plant, using insulated boxes or thick layers of paper.

It is vital that separate storage areas be provided for pesticides and caustic substances used in the food service department, as well as for garbage and trash.

NOTES

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CHAPTER VII

Menu Planning for Nutrition and Appeal

ACA Standards require that food service staff develop planned menus at least one week in advance and substantially follow the schedule. The food service manager is responsible for planning these menus; and in the process, he or she must calculate a budget, purchase foods, and document that the food service program meets or exceeds the Recommended Dietary Allowances (RDAs).

The food service manager must also ensure that, at least annually, a registered dietitian reviews the department's menus for their nutritional adequacy and that qualified staff within the correctional facility conduct quarterly evaluations to verify the menus' adherence to the established basic daily servings.¹

This chapter discusses the steps to menu planning, including the advantages of a cycle menu and the importance of introducing variety and appeal to the meals in the correctional facility. In addition, it details the procedure for determining who should receive special meals for medical/therapeutic needs or religious preferences.

PLANNING MENUS

All menus must be planned, dated, and available for review at least one week in advance. Notations should be made of any substitutions in the meals actually served, and these substitutions should be of equal nutritional value. Accurate documentation should be maintained on all meals served, including those for special medical or religious diets. Such documentation can be an effective deterrent to challenges against the jail food service that may lead to costly litigation.

In planning menus for the correctional facility, the food service manager must know the nutritional value, availability, and cost of foods and must also take into consideration the availability of both staff and equipment. He or she should know the amount of money available to purchase foods and be able to establish a balance between high and low cost meals, while introducing variety and appeal to the daily food plan. In addition, the food service manager should be familiar with certain aspects of the inmate population; i.e., re-

ligious affiliations, medical problems, and, to a certain extent, food likes and dislikes.

The Cycle Menu

A cycle menu system of some type is used in most correctional facilities. In this system, a series of carefully planned menus are written, covering a certain time period. At the end of that time period (generally four or five weeks) the menus are repeated. The nutritional composition of the daily food allowances in the cycle menu should be reviewed, certified, and signed by a registered dietitian at the time the cycle menu is developed.

Properly prepared cycle menus, together with a set of formula cards, describe exactly how much of each food product is required; thus, it is a simple process for the chef in charge of a meal to request the proper kinds and amounts of supplies for a particular menu.

The cycle menu can greatly simplify the task of projecting the food needs of the correctional facility. As discussed in Chapter V, the food service manager can calculate the amounts of each food item necessary to produce the menu for one complete cycle, as long as the average number of inmates to be served is known. These figures are then multiplied by the number of times the cycle is to be repeated for any given time period. Providing that the average number of inmates can be forecast, food requirements for the entire year can be accurately estimated.

In addition to aiding in the calculation of future food needs, the cycle menu has the following advantages:

- It offers variety without the buildup of an extensive inventory; thus, storage space is conserved and carryover is minimized (the food service manager can vary menus and add color, texture, and appeal by using seasonal foods, such as fresh vegetables and fruits, and variety can also be achieved by using different cooking methods);
- A nutritionally adequate diet can be locked into the menu system;
- Popular menu items and inmate preferences can be featured without undue repetition and within the bounds of good nutrition;

- Menu adjustments can be made to take advantage of seasonal availability of produce or other foods and corresponding lower costs (many facilities plan summer and winter menus to accommodate such variations); when extra quantities of seasonal food items are ordered for one menu cycle, the following cycle can then be adjusted to use up any accumulated inventories.
- It facilitates efficient employee scheduling. Since menus and workloads are known in advance, appropriate employees can be scheduled for the preparation of particular items.
- Menus can be produced more efficiently, since workers become familiar with the steps required to produce them.

Meeting Nutritional Needs

When planning menus, appropriate selections should be made from the Basic Five Food Groups to ensure that nutritional requirements are met. The system of planning menus around these basic food groups takes into account Recommended Dietary Allowances (RDAs), which tell the minimum amounts of certain nutrients recommended to meet, over time, the needs of most healthy people in the United States. The RDAs were established by the Food and Nutrition Board of the National Academy of Sciences, National Research Council. (Some states and localities may require greater quantities than those listed in the RDAs.)

Choosing a balanced variety as well as a proper number of servings from the Basic Five Food Groups will provide the inmates with an overall balanced diet and the nutrients essential to good health. Occasional "unbalanced" meals, such as weekend continental breakfasts, pizza nights, or other such breaks in the normal routine can then be allowed without disturbance to the inmates' nutritional well-being.

Basic Five Food Groups. It is important for the menu planner to know: 1) the foods in each basic food group; 2) the number of servings needed daily from each group; and 3) the recommended serving sizes. The recommended amounts of daily servings are based on the body's need for proteins, carbohydrates, vitamins, minerals, and other nutrients. Substitutions can be made within the groups, such as using milk in cooking to help meet the dairy requirement or eggs in cooking or baking to help meet the meat/poultry/fish group requirement.

Vegetable-Fruit Group

This group provides vitamins A and C, iron, other nutrients, and fiber. Dark green and deep yellow veg-

etables are good sources of vitamin A and iron. Vitamin C comes from dark green vegetables (if they are not overcooked), citrus fruits, melons, berries, and tomatoes. Unpeeled fruits and vegetables and foods with edible seeds (berries, for example) provide fiber in the diet.

Most vegetables and fruits are low in fat (two exceptions are olives and avocados), and none contain the cholesterol found in meats.

Recommended Servings:

Plan four servings from this group daily, including one good vitamin C source (citrus fruit or juice or papaya), and at least every other day include one good vitamin A source.

Serving Size:

One-half cup of fruit, juice, or vegetable, one medium orange, half a medium grapefruit or cantaloupe, a wedge of lettuce, a medium potato, or a six-inch banana are examples of servings for this group.

Bread-Cereal Group

The foods in this group are important sources of iron, thiamine, niacin, and riboflavin. Included in the bread-cereal group are products made with whole grains or enriched flour or meal. Bread, biscuits, muffins, waffles, cooked or ready-to-eat cereals, cornmeal, macaroni, spaghetti, noodles, rice, rolled oats, grits, and barley are some of the items included in this food group. Fortified breakfast cereals usually contain nutrients not normally found in cereals, such as vitamins B₁₂, C, and D.

Recommended Servings:

Plan four servings from this group each day.

Serving Size:

One slice of whole grain or enriched bread; ½ to ¾ cup cooked cereal, macaroni, noodles, or rice, or 1 ounce ready-to-eat cereal are typical servings for this group.

Milk-Cheese Group

These foods are major sources of calcium. They also add riboflavin, protein, phosphorus, magnesium, and vitamins A, B₆, and B₁₂. Additionally, they are usually fortified with vitamin D. In addition to cheese and all forms of milk (including ice milk and buttermilk), other beneficial foods in this group are yogurt and cottage cheese.

Recommended Servings:

Plan two servings from this group each day (provide an additional two servings for pregnant women).

Serving Size:

1 cup (8 ounces) of milk (whole, low-fat, or skim); 4 ounces evaporated milk; 1 cup plain yogurt; 1 1/3 ounces hard cheese; 2 ounces processed cheese food; 1 1/2 cups ice milk; 1/4 cup Parmesan cheese; or 2 cups cottage cheese count as servings. The milk used in preparing such products as puddings, sauces, and creamed soups count toward servings for this group.

Meat, Poultry, Fish, Nuts, and Beans Group

The foods in this group supply protein, iron, thiamine, niacin, riboflavin, phosphorus, Vitamin B₆, Vitamin B₁₂ (only those foods of animal origin contain this naturally), and other vitamins and minerals. Foods include beef, veal, pork, lamb, poultry, fish, shellfish, variety meats (including organ meats), eggs, dried beans or peas, soybeans, lentils, seeds, nuts, peanuts, and peanut butter.

Cholesterol, like Vitamin B₁₂, occurs naturally only in these foods of animal origin. All meats contain cholesterol. The highest concentration is found in organ meats and egg yolks; the lowest is found in fish and shellfish (except shrimp).

Recommended Servings:

Plan two servings daily. It is important to vary the sources, as each food has distinct nutritional advantages. Red meats and oysters are good sources of zinc; liver and egg yolks are valuable sources of Vitamin A (however, because of their cholesterol content, three or four eggs per week per inmate are sufficient); and dry beans, dry peas, soybeans, and nuts are worthwhile sources of magnesium. Fish and poultry are relatively low in calories and saturated fat; and seeds (sunflower, sesame, etc.) provide polyunsaturated fatty acids, an essential part of a balanced diet.

Serving Size:

Count as a serving two to three ounces of lean, cooked meat, poultry, or fish, all without bone; two eggs; or 1 cup cooked dried beans, peas, soybeans, or lentils. Two tablespoons peanut butter or 1/4 to 1/2 cup nuts, sesame seeds, or sunflower seeds count as one-half serving of meat, poultry, or fish. Also equivalent to two ounces of meat are 1/3 cup cottage cheese or 2 slices (2 ounces) of cheese.

Fats, Sweets Group

The foods in this group are extremely high in calories and contribute little of value to the diet. When planning menus, be judicious about selecting these foods; concentrate on foods in the other four food groups because of the nutrients and fiber they contain. Unenriched,

refined bakery goods are in this group because they provide low levels of vitamins, minerals, and protein per calorie consumed. Other foods in the group are butter, margarine, mayonnaise, salad dressings, candy, sugar, jams, syrups, and soft drinks.

When dessert is provided with lunch or dinner, it should often be made with nutritious foods such as fruits, non-fat milk solids and/or eggs. No serving sizes are suggested from this group. The amount of these foods normally served should depend upon calories needed.²

Adding Variety to the Menu

One of the most important goals in menu planning is the introduction of variety. The same food item should not be served for the same meal every day or even the same day each week.

Guarding against repetition during meal planning includes such precautions as checking the entire day's menu to ensure that the same fruit that is served for breakfast does not appear in desserts and salads at lunch or dinner (i.e., apple juice for breakfast, apple pie for lunch, and waldorf salad for dinner).

While planning menus, it is helpful to mark with a paper clip or bright marker items that are to be served for lunch or dinner that might normally be served for breakfast, so these foods are avoided when planning the breakfast menu. (An egg dish for lunch loses its appeal when it is preceded by scrambled eggs just a few hours earlier.)

In ensuring that the menu incorporates variety, the food service manager should include the widest range of food items in each food group. Efforts should be made to break up some of the standard combinations that make menus monotonous week after week. Old stand-bys like mashed potatoes with fried chicken, sweet potatoes with ham, and macaroni with fish should not reappear in the same combination every time. In addition, food items should be served at varying times. For example, meat selections should be part of the breakfast menu occasionally, instead of being reserved for lunch or dinner.

As an aid to achieving variety, the menu planner could list all the different kinds of potatoes, desserts, vegetables, etc. that could possibly be served. In addition, a standardized recipe file based on tested recipes established by the U.S. Armed Forces may be obtained and utilized in the planning of the cycle menu, adjusting the yield appropriately for the facility's population (see "Additional Sources"). A list should be maintained of new dishes and recipes to be added to the menu, and these should be worked in gradually as the cycles are repeated.

The entire cycle menu should be posted in the food service manager's office, and it should be evaluated and updated on a continuing basis. Adjustments should be made for seasonal changes as well as for substitutions in case supplies are not delivered or unexpected food bargains make available normally inaccessible items. Previous food preparation worksheets should be reviewed, and where they show leftovers from certain menus, for example, adjustments should be made in the following cycle.

Contrasting Color and Texture. In addition to serving diverse food items each day, each meal in itself should provide variety as well as contrasting color and texture. The meal planner who fails to visualize the complete meal on the plate and specifically plan for contrasting color and texture may inadvertently serve such bland, colorless combinations as stewed chicken and dumplings, mashed potatoes and gravy, cooked cauliflower, creamed corn, and vanilla pudding. How much more appealing this meal would be simply by replacing the pudding with a colorful dessert, such as blueberry cobbler, and one of the cooked vegetables with a crispy green salad of endive, escarole, Bibb, and/or Boston lettuce mixed with crunchy raw vegetables!

In addition to striving for contrasting colors and textures in meal planning, food flavorings should also be in balance. Generally, neither all bland nor all spicy foods should make up a complete meal. For example, a cold, fresh fruit salad would be a better choice to serve with bowls of steaming chili than would a hot spiced fruit compote.

Recognizing National Holidays. One of the simplest, surest methods of adding variety and interest to the food service is to recognize national holidays with a special menu. In addition to serving holiday food on Thanksgiving and Christmas, celebrating such dates as the Fourth of July, New Year's Day, Washington's Birthday, Columbus Day, Memorial Day, Labor Day, Veteran's Day, and Martin Luther King's Birthday can also break monotony and boost morale.

One facility in the Southwest, for example, holds an outdoor barbeque on New Year's Day, featuring barbequed spareribs, and, for non-pork-eating inmates, hot dogs and hamburgers. Another facility celebrates Martin Luther King's Birthday with mustard greens, southern fried chicken, and sweet potato pie. The Fourth of July is a good time to serve hot dogs, hamburgers, and other traditional picnic fare.

Responding to Inmate Preferences. Efforts should be made to determine the likes and dislikes of inmates and to respond to them, where reasonable. For the most

part, items are not totally eliminated from the menu simply because a handful of inmates do not like them; but even balancing an unpopular food item with a well-liked dessert, for example, tends to increase acceptance of the overall meal.

It is impossible to please everyone all the time, and much of what inmates request may be unreasonable and impossible to produce within the bounds of the established budget or good nutrition. However, providing inmate suggestion boxes or taking food preference surveys may not only be helpful in planning the cycle menu but can result in greater inmate satisfaction. Where inmates are to indicate preferences from a list, the list should contain only foods that are presently on the menu or can be added on future menus within the established budget. When requests cannot be granted, explanations should be provided to the inmates.

Figure 7.1 is an example of a food preference survey sheet, showing compiled results that include preferences among foods currently received as well as suggestions for menu additions and ways to improve the overall food service.

Ethnic Meals

In addition to their popularity with inmates (as seen in Figure 7.1), ethnic meals can be nutritious and can add variety to the menu. Spanish, Mexican, Italian, Irish, Oriental, and "Soul" foods are generally popular with inmates and can easily be incorporated into the cycle menu. Serving Mexican foods, in particular, helps control costs, since the beans and cheese used are inexpensive sources of protein.

SAMPLE MENUS

Sample cycle menus are presented in Appendix I, following the guidelines of the RDAs and incorporating a number of ethnic type meals. The first is a complete, five-week cycle menu, currently served in a West Coast facility at a daily average cost of under \$3.00 per inmate. This cost may vary according to regions of the country and availability of foods.

One week of a "variable" cycle menu that incorporates a daily soup and sandwich lunch while providing more than the RDAs is also included. The variable menu is similar to the cycle menu, with more flexibility as the cycles are repeated. This menu is currently served at a daily cost of \$2.79 per inmate.

Computerized Menu Planning

Computers are playing an increasing role in menu planning and nutrient analysis for correctional food service. Menu software programs are available that en-

Figure 7.1

TO: Inmates
Fairfax ADC

FROM: Food Service Supervisor
Fairfax ADC

- A. To better serve you, the inmate, I ask you to take the time to complete the questionnaire below.
- B. Only suggestions of a constructive nature will be of help to the cook staff and me.
- C. This questionnaire can be a tool for you to help plan the menus, preparation, and quality of the meals you receive while you are at the Fairfax ADC.
- D. Because of the varying background of inmates, everyone cannot be satisfied at every meal; but with your input, an overall scope of likes and dislikes can be put to use to better serve the overall population of the ADC.
- E. We are limited by state regulations and budget restrictions, but we feel we can improve the service with your help.

Food Service Supervisor

Detach and give to the Post Deputy

1. Of the meals that you are now receiving, which do you most prefer?

Breakfast	Lunch	Dinner
<u>French Toast</u>	<u>Homemade Soups</u>	<u>Fried Chicken</u>
<u>Pancakes</u>	<u>Fruit</u>	<u>Sweet and Sour Meatballs</u>
<u>Creamed Beef on Toast</u>		

2. What other meals would you like to see?

Breakfast	Lunch	Dinner
<u>More variety of pancakes</u>	<u>More variety of sandwiches</u>	<u>Lasagna</u>
<u>Hot cereals</u>		<u>Mexican foods</u>

3. What suggestions do you have to improve the service?

- a. Do away with corn beef hash; liver;
- b. More baked products (bread, rolls, desserts);
- c. More variety of speciality food; Italian, Mexican, Oriental;
- d. Bigger portions;
- e. Ice cream, more milk

NAME AND CELL

sure compliance with established standards, and computers can print out each week's menu for each diet. (See Chapter III for further discussion on the expanding use of the computer in food service.)

MEETING SPECIAL DIET NEEDS

Special diets should be available to inmates upon medical authorization for medical/therapeutic needs and for inmates whose religious beliefs require the adherence to religious dietary laws. As a rule, special diets should be kept simple and should conform as closely as possible to the regular menu.

Therapeutic/Medical Diets

When an inmate is admitted who claims to be on a diet for medical reasons or whose medical record or intake information indicates a special diet need, it is important that a physician or dentist verify the inmate's need and prescribe the appropriate diet as soon as possible. The food service manager is then responsible for ensuring that inmates who have received special diet authorization actually receive their meals. Failure to provide prescribed diets could possibly result in a medical emergency, such as an inmate's lapsing into a diabetic coma or developing a hemorrhaging ulcer. Such failure to provide authorized special diets also increases the administrator's potential for liability.

Processing Medical Diet Requests. It is vital that all medical diets be in *writing* and be approved and *signed* by an authorized member of the medical department. The ordering physician should also specify the date on which the diet should be discontinued or be reviewed for renewal. Diet orders should be written by the physician/dentist for each 30-day period.

Figure 7.2 is an example of a special diet order form used for both medical and religious diets by one facility. As guidance for other facilities developing related policies, this facility's procedure for processing medical diet requests follows:

- The treating physician/dentist will submit a written diet prescription to the food service manager;
- The food service manager maintains a file of all special diet prescriptions;
- The food service manager will instruct food service personnel regarding the inmate's name and appropriate foods to include in a specific diet; instructions will be recorded on a special diet production log;
- Food service personnel will record inmate's name, type of diet, and special instructions regarding the diet on the transport log of the module where inmate is assigned (see Chapter VIII, Figure 8.4);

- Special diets requiring specific nutrient calculation or drastic restrictions will be written and signed by a registered dietitian;
- The module deputy will check the transport log to ensure inmate receives and signs for the special diet.*

Types of Medical Diets

The following five types of medical diets are most commonly required in correctional institutions (see Tables 7.1–7.9, pages 45 through 54):

- Bland
- Soft
- Liquid
- Fat-restricted
- Diabetic

Bland Diet. A bland diet (see Table 7.1) is often prescribed for inmates who can chew foods but cannot eat foods that irritate the stomach. A person who has been diagnosed as having an ulcer often receives this diet.

Soft Diet. A soft diet (see Table 7.2) may be prescribed for an inmate without dentures or with dental problems. This diet eliminates all foods that are hard to chew or to digest.

Liquid Diet. A liquid diet (see Table 7.3) may be prescribed for inmates recovering from surgery or dental work.

Fat-Restricted Diet. A fat-restricted diet (see Table 7.4) reduces the total fat intake, and may be prescribed for obese inmates. It eliminates all foods cooked with fat or those containing fat. If the inmate remains on this diet for a long period, he/she will need fat-soluble vitamins A, D, E, and K.³

Diabetic Diet. Diabetic diets are usually prescribed for inmates with diabetes, a disorder in the blood sugar level. A person with diabetes does not make enough insulin to use the sugar from the food he or she eats. Almost every food makes some sugar in the body. A diabetic's food must be balanced with the insulin his or her body makes or the doctor prescribes. A specific diet that is low in sugar or that closely controls caloric intake may be prescribed for each inmate (see Tables 7.5 through 7.8), as many diabetics are overweight, making their disease harder to control. The meal planner then selects appropriate foods for the diabetic's menu from an exchange list (see Table 7.9).

*Source: Contra Costa County Detention Facility, Martinez, Calif.

**Figure 7.2
Special Diet Order**

MEDICAL

RELIGIOUS

This form constitutes an order to implement a special diet to inmates of the Contra Costa County Detention System.

INMATE NAME:		DOB:	ISSUE DATE:
MODULE:	BKG. #:	EXPIRATION DATE:	Diet will expire in 30 days unless renewed.

Type of Diet:

<input type="checkbox"/> 1. <u>BLAND DIET</u> : Ulcer condition. No spicy foods or sauces. No raw foods. No caffeine.	<input type="checkbox"/> 5. <u>DENTAL SOFT DIET</u> : Soft foods to be used instead of chewy or hard foods. Extra portions of liquids are to be provided with each meal.
<input type="checkbox"/> 2. <u>DIABETIC DIET</u> : 2600 calorie (insulin dependent); 1800 calorie (no insulin). Sugar to be avoided. Substitute toast for pancakes, waffles, French toast and sweet rolls. Non-sweetened cereal is O.K. Delete: Pudding, jello and cookies; substitute fresh fruit. Insulin dependent diabetics receive a p.m. snack of 1 oz. of cheese, 2 slices of bread and 1 milk. Sugar substitute to be delivered with breakfast. Kitchen is to be notified as to whether the person is or is not on insulin.	<input type="checkbox"/> 6. <u>DENTAL LIQUID DIET</u> : Total liquid diet. No solids. Extra portions of soups, juice or punch, milk and food supplement shakes to be served at each meal.
<input type="checkbox"/> 3. <u>LOW SALT DIET</u> : (2-4 gm. Na) Processed meats, cheese, chips, crackers, salt, canned soups, sauces, gravy to be avoided. Condiments to be avoided.	<input type="checkbox"/> 7. <u>PREGNANCY DIET</u> : Regular house menu to be followed. Milk to be added to lunch meal. A p.m. snack of 1 milk, 2 slices of bread and 2 oz. of cheese is to be served after the dinner meal.
<input type="checkbox"/> 4. <u>LOW FAT DIET</u> : High fat foods to be avoided. Skim milk is to be substituted for whole milk. Substitute toast and cereal for waffles, pancakes, French toast and sweet rolls. All meats to be roasted and drained. No fried foods or high fat processed meats, no margarine.	<input type="checkbox"/> 8. <u>MEDICAL TEST DIET</u> : This diet is temporary and to be used as a preparation for x-ray test or lab test. May be a fast or total liquid diet. Follow written instructions as indicated in space below.
<input type="checkbox"/> 9. <u>OTHER</u> :	
<input type="checkbox"/> 10. <u>RELIGIOUS</u> :	

I have reviewed the Medical _____/Religious _____ needs of the above named inmate and find no reason to deny it.

Medical Approval _____ Chaplain Approval _____ B.A.S. Review _____

DIRECTIONS:

The diet specified will be approved by the signature of the Medical staff or Chaplain and then forwarded to B.A.S. for review and distribution.

Check the appropriate type of diet.

Any questions regarding the specifics of each diet should be directed to either the Medical staff or the Facility Chaplain.

Specific guidelines of these diets are in compliance within nutritional requirements of the County Dietician, Minimum Standards - Board of Corrections, proper medical practice and/or religious beliefs.

- Original - Kitchen
- 1 Copy - Medical/Chaplain
- 1 Copy - Inmate
- 1 Copy - Inmate Booking

Source: Contra Costa County Detention Facility, Martinez, CA.

Food plays an important role in the control of diabetes. Some facilities have reported success with certain diabetic inmates who have been able to discontinue insulin simply by being provided with the proper diet. In addition to receiving the proper foods, the diabetic inmate should be taught the importance of eating all, but not more than, the foods on his or her meal plan. He or she should also be encouraged to develop a taste for less sweet foods and should receive special nutrition counseling, to understand the benefits of good eating habits in controlling the disease. Moderate amounts of artificial sweeteners should replace sugar in his or her diet. For adequate nutrition, diabetics for whom an 800 or 1,000 calorie diet has been prescribed for weight loss should take vitamin supplements.⁴

Pregnancy, Medical Test, and Low-Salt Diets. In addition to those diets listed above, special diets may be required for inmates for whom pregnancy has been confirmed; those who are preparing for certain medical tests; and those who must restrict their salt intake. Sample diet orders for these conditions are presented in Figure 7.2. In addition, some pregnant inmates are placed on special, calorie-controlled diets by the examining physician. For the low-salt (or low-sodium) diet, those foods listed in the sample diet orders should be avoided; and vegetables, cereals, breads, meats, and fruits should be prepared with a minimal amount of salt.

For the sodium-free diet, no salt should be used in food preparation. For both low-sodium and sodium-free diets, salt should be eliminated at the table.

Food Allergies. Special attention must be paid to diets of inmates with food allergies. Physicians' orders should be strictly followed in preparing menus for such persons.

Identification for Medical Diet Inmates

Once an inmate receives approval for a special medical/therapeutic diet, it is recommended that this information be included on a wrist band worn by the inmate, to ensure receipt of the correct diet. For facilities not utilizing wrist bands, color-coded identification cards displaying the inmates' pictures may be used to identify those inmates authorized to receive a prescribed diet. Cards should bear the signature of the medical officer; and they should be presented to authorized personnel, particularly in central dining rooms, before the inmate receives his or her special diet.

Counseling Medical Diet Inmates. The inmate for whom a medical diet has been prescribed should also

be counseled by the medical staff or the dietitian about what foods he or she can and cannot safely eat. Many inmates need such education to prevent them from consuming the wrong foods when they have the opportunity to select their own snacks, such as from the inmate commissary.

Precautions for Medical Diet Preparations. Where possible, a separate production area should be used for food being prepared for medical diets. Workers preparing special medical diets should be properly supervised. Supervisors should ensure that there is no chance for improperly seasoned or improperly prepared food to become mixed with food for inmates on medically prescribed diets.

Religious Diets

Inmates have the right to follow religiously-based dietary laws.⁵ As part of their fundamental creeds, certain religions require their adherents to follow rules concerning food. For example, Muslims and Jews are forbidden by their respective religions from handling or consuming pork or foods contaminated by pork. While distinctions among religious requirements may seem insignificant, these distinctions can be extremely important to practitioners of a particular religion. Questions regarding foods or preparations for special religious diets should be addressed to the chaplain.

Requests for special diets are received from inmates representing a diversity of religions, a few of which are listed:

- Jewish (at least three denominations)
- Muslim
- Hindu
- Identity Christian
- World Wide Church of God
- Buddhist
- Rastafarian
- Moorish Science Temple
- Seventh Day Adventist
- Jehovah's Witness
- Hare Krishna
- Black Hebrew Nation
- Native American

In addition to rules regarding *what* can and cannot be eaten, some religions also have certain ceremonies that require special meals at specific times. Special foods and utensils are required for Jewish celebrations, and Muslims may eat only before dawn and after dusk during the Fast of Ramadan, a 30-day holy period.

The manner in which these religious demands are met varies considerably. Some facilities find it easier

than others to accommodate inmates wishing to celebrate religious occasions. For example, during Ramadan, it causes little disruption in institutions that have refrigerators on each floor or near each serving area to provide Muslims with the regular fare during the periods they are allowed to eat.

Vegetarian Diets. Many inmates on religious diets are vegetarians, or people who eat no fish, fowl, or animal flesh. There are three categories: lacto-ovo, a diet that includes milk and eggs; lacto, a diet without eggs; and the pure vegan, a diet of only plants. An inmate for whom the chaplain has ordered a vegetarian diet should be provided with extra portions of protein-rich foods, vegetables, and salads. Dried peas, beans, legumes, nuts, seeds, and cereal grains are rich in high-quality protein needed for a well-balanced diet. For strict vegetarians who eat only plants, extra emphasis on dark green vegetables, such as broccoli, collards, kale, mustard and turnip greens and legumes, as well as some nuts and seeds, will help to contribute calcium.

Non-Pork Diets. Jewish, Muslim, and various other religions ban the consumption of pork. However, because of its low cost and easy availability, pork frequently appears on some correctional facilities' menus, either as a main dish or as an ingredient in such items as hot dogs, meat loaf, cold cuts, chili, etc.

In facilities housing inmates for whom non-pork diets have been approved, menu items containing pork should not be served in such a way as to spill over onto other foods on the menu. In addition, it is not always apparent when foods contain pork; therefore, in facilities with serving lines, pork dishes should be labeled or marked with an asterisk, and equally nutritious, palatable items should be available for non-pork eating inmates. Substitutions may include an alternate meat dish, such as a hamburger patty or a veal steak, or cottage cheese or extra portions of salads or vegetables.

Kosher Diets. Jewish inmates may require a Kosher diet, which includes only foods that are fit for consumption according to Jewish law. Obtaining Kosher foods requires going outside the normal channels of purchasing. The chaplain or rabbi will provide information on the foods that are allowed as well as instructions for preparing Kosher meals. The Kosher Jew can eat all forms of meat except pig (pork, ham, bacon, etc.) and game; however, the meat must have been slaughtered and prepared according to Jewish law. Preparations for Kosher meals involves separation of all forms of meat from milk or foods containing milk. This separation of meat and milk extends to separation of

dishes, utensils, equipment (for dishwashing, etc.), and storage.⁶

Small facilities with limited food service staff/capabilities may wish to purchase frozen Kosher "TV" dinners that are now available. Adding fresh fruit, dessert and a salad provides a complete lunch or dinner and eliminates the need for preparing alternate meals for the Kosher inmate.

Processing Religious Diet Requests

A sample procedure for processing religious diet requests is presented as guidance for other facilities developing related policies.

- The inmate must submit an inmate request form to the chaplain indicating which foods must be added/deleted to comply with the dietary requirements of the inmate's religious beliefs;
- The chaplain indicates approval/disapproval on the form;
- The chaplain submits a religious diet request to the facility administrator for approval (see sample special diet order, Figure 7.2, page 41);
- The facility administrator forwards approved religious diet requests to food service manager for implementation;
- The food service manager instructs personnel of the appropriate foods to include for a specific diet and the inmate's name. The instructions will be recorded on the special diet production log;
- Food service personnel will record the inmate's name, type of diet, and special instructions regarding the diet on the transport log of the module where the inmate is assigned;
- When unusual adjustments are required in implementing the diet request, the food service manager will write and sign the diet modification;
- Regular menu items are utilized for religious diets unless non-menu items are approved by facility administrator;
- Menu items for religious diets will not exceed the quantity/quality provided to the general population.*

Procedure for Receipt of Special Diets

A sample procedure for ensuring inmate receipt of a special medical or religious diet follows:

- A copy of the medical/religious special diet order will be forwarded to the inmate's module by the ordering authority;
- The special diet order will accompany the management card upon the inmate's housing transfer;

*Source: Contra Costa County Detention Facility, Martinez, CA.

- The module deputy will advise the supervising cook of the inmate's housing location upon receiving a special diet order;
- The inmate will sign the food service transport log (see Chapter VIII, Figure 8.4) upon receiving the special diet;
- The module deputy will sign the food service transport log indicating the meal count is correct/special diets received.*

Identification for Religious Diet Inmates. In some facilities, inmates sign a religious preference card upon intake, and wrist bands are then prepared, labeling the inmate as to religious preference. If the inmate is to receive a special diet, this information may be included on the wrist band. (This labeling tends to discourage the occasional inmate who may attempt to "change religions" during incarceration.) For facilities not utilizing wrist bands, color-coded identification cards with the inmate's picture may include information regarding medical/religious diet needs.

SUMMARY

All menus must be planned, dated, and available for review at least one week in advance; notations should be made of any substitutions, and these substitutions should be of equal nutritional value.

Many factors must be considered in planning menus for the correctional facility, including the nutritional value, availability, and cost of foods as well as the availability of both staff and equipment.

A cycle menu of some type is used in most correctional facilities, and this menu can greatly simplify the task of projecting food needs. When planning menus, appropriate selections should be made from the Basic Five Food Groups to ensure that nutritional requirements are met. The system of planning menus around these basic food groups takes into account Recommended Dietary Allowances (RDAs), which tell the amounts of certain nutrients recommended to meet, over time, the needs of most healthy people.

One of the most important goals in menu planning is the introduction of variety. The same food item should not be served for the same meal every day or even the same day each week.

Variety in the menu may also be achieved by recognizing national holidays with special foods and by adding ethnic foods to the cycle.

Efforts should be made to determine the likes and dislikes of inmates and to respond to them, where possible. A food preference survey can be helpful in planning the menu and can result in greater inmate satisfaction.

Special diets should be available to inmates upon medical authorization for medical/therapeutic needs and for inmates whose religious beliefs require the adherence to religious dietary laws.

It is vital that all medical diets be in writing and be approved and signed by an authorized member of the medical department. The food service manager is then responsible for ensuring that inmates who have received special diet authorization actually receive their meals.

Inmates have the right to follow religiously based dietary laws, many of which involve forbidden foods or certain ceremonies that require special meals at specific times. All religious diets must be approved by the facility's chaplain or rabbi.

NOTES

1. *Standards for Adult Local Detention Facilities*, 2nd ed. College Park, MD: American Correctional Association in cooperation with the Commission on Accreditation for Corrections, 1981.
2. *Better Homes and Gardens: The Dieter's Cook Book*, 9th ed. Des Moines, IA: Meredith Corp., 1986.
- Ann A. Hertzler. *The Four Food Groups Food for Fitness*. Blacksburg, VA: Virginia Cooperative Extension Service, reprinted 1985.
3. *Correctional Food Service Correspondence Course, Book II*. College Park, MD: American Correctional Association, 1985.
4. Ibid.
5. D.L. Abney. "Our Daily Bread—Prisoners' Rights to a Religious Diet." *Case and Comment*, March-April 1985.
6. S.B. Levi, S.R. Kaplan. *Guide for the Jewish Homemaker*. New York, NY: Schocken Books, 1964.

*Source: Contra Costa County Detention Facility, Martinez, CA.

Table 7.1 Bland Diet

This diet is adequate in all nutrients. The patient receives three meals with three between-meal feedings. Extremes in temperatures of food should be avoided. Juices must be sipped slowly with meals.

Type Of Food	Foods Allowed	Foods to Avoid
Beverage	Milk, milk drinks, cereal beverages, buttermilk, weak tea, decaffeinated coffee as tolerated	Carbonated beverages, strong tea, coffee, alcohol, cocoa and chocolate flavored drinks
Bread	White or light rye bread, plain crackers such as saltines and soda crackers, zwieback, melba toast, plain hot breads without fruit or nuts	Whole grain breads, rich hot breads, bran, flavored crackers, pastries
Cereal	Cooked and refined cereals, cornflakes, Rice Krispies, puffed rice	Whole grain or bran cereals, cold prepared cereals, except as listed under "foods allowed"
Dessert	Custards, rennet desserts, soft puddings, angel & plain cakes, plain vanilla cookies, soft vanilla ice cream, fruit whips (all without nuts, coconut or whole fruit) milk sherbets, gelatin desserts	All others
Fats	Butter, margarine, cream, pure fats and oils	All others
Fruit	Plain or diluted fruit juices as tolerated, cooked or canned fruits without tough skins or seeds, ripe banana, avocado	Raw fruits except as listed under "foods allowed," all berries or other fruits with seeds, all fruits with tough skins
Meat, eggs, or cheese	Eggs (boiled, poached, creamed or scrambled in double boiler), plain tender meats, poultry or fish, mild cheese	Shell fish, fried meat, fish, poultry or eggs, smoked or cured meat or fish, heart
Potato or substitute	White potatoes (baked, boiled, or mashed), macaroni, spaghetti, noodles, refined rice	Fried potatoes, potato chips, wild or brown rice, sweet potatoes
Soup	Cream soups made with vegetables listed under "foods allowed"	All others
Sweets	Sugar, jelly, honey (without comb), syrups, hard candy (in moderation)	Jam, marmalade, preserves, chocolate, all candy except hard candy
Vegetables	Tomato or vegetable juices, cooked or canned asparagus, beets, carrots, young tender peas, spinach, mushrooms, green or wax beans, pumpkin, winter squash, greens without stems	Dried peas or beans, corn, lima beans, hominy, summer squash, onions, brussel sprouts, cabbage, broccoli, cauliflower, egg plant, peppers, okra, tomatoes, parsnips, turnips, rutabaga, sauerkraut, all raw vegetables
Miscellaneous	Salt, cream sauce, cinnamon, allspice, paprika, mace, thyme, sage as tolerated	Condiments, gravies, pickles, nuts, vinegar, popcorn, coconut, olives, any snack food such as pretzels, potato chips, flavored crackers, peanut butter, herbs and spices except as listed under "foods allowed"

Table 7.2 Soft Diet

This diet eliminates foods high in cellulose and connective tissue or those difficult to digest. If the patient needs a soft diet only because of difficulty in chewing, a full liquid diet should be ordered.

Type Of Food	Foods Allowed	Foods to Avoid
Beverage	All	None
Bread	White or rye, crackers that do not contain the whole grain	Whole grain, pancakes and waffles
Cereal	Refined	Bran, whole grain cereals
Dessert	Angel and sponge cake, custard, plain cookies, fruit whips, gelatin desserts, junket, plain ice cream, sherbet, soft puddings	All others
Fats	Butter, cream, mayonnaise, pure fats and oils	All others
Fruit	Fruit juices, avocado, banana, cooked or canned fruits without tough skins or seeds	All others
Meat, eggs, or cheese	All meats, poultry and fish that are tender and not fried, eggs, cheese	Shellfish, tough meats, spicy or fried meats, fish, poultry, fried eggs
Potato or substitute	Potato, macaroni, noodles, rice, spaghetti	Potato chips, fried potato
Soup	Any made from vegetables listed under "foods allowed"	All others
Sweets	Jelly, sugar, syrups, hard candies	Jams, marmalades, rich candies
Vegetables	Well cooked or tender vegetables except those listed under "foods to avoid," vegetable juices	Corn, cabbage, brussel sprouts, baked beans, cauliflower, turnips, onions, radishes, leeks, broccoli
Miscellaneous	Cream sauces and gravies in moderation, herbs and spices except those listed under "foods to avoid," salt	Nuts, popcorn, pickles, olives, pepper, chili, cloves, mustard, coconut

Table 7.3 Liquid Diet

This diet is inadequate when strained meat and vegetables are omitted, and should be used for a limited time only. With the use of strained meat and vegetables as indicated by the asterisks (*), the diet is nutritionally adequate and may be given for extended periods of time. All items followed by an asterisk are to be used only on specific order of physician.

Type Of Food	Foods Allowed	Foods to Avoid
Beverage	Carbonated beverages, cereal beverages, coffee, tea, milk, milk drinks	None
Bread	None	All
Cereal	Farina, strained oatmeal, cream of rice	All others
Dessert	Plain gelatin desserts, plain ice cream, rennet desserts, sherbets, custard	All others
Fats	Cream, butter, margarine, vegetable oils	All others
Fruit	Strained fruit juice, strained fruit*	All others
Meat, eggs, or cheese	Raw eggs in beverages, custard, strained meats*	All others
Potato or substitute	None except puree in soups	All others
Soup	Broth, strained clear soups, strained cream soups	All others
Sweets	Sugar, karo, honey, hard candy, flavored syrups	All others
Vegetables	Tomato juice, vegetable puree in soups, strained vegetables*	All others
Miscellaneous	Salt	All others

Table 7.4 Fat-Restricted Diet

This diet is planned to reduce the total fat intake. It contains 1500 calories. Fat-soluble vitamins will need to be supplemented if the person is to remain on this diet for a long period of time. Additional calories may be provided by adding extra amounts of bread, cereals, vegetables, fruits, and sweets.

Type Of Food	Foods Allowed	Foods to Avoid
Beverages	Tea, coffee, carbonated beverages, fruit juice, skim milk, cereal beverages, skim buttermilk	Whole milk, chocolate and cocoa flavored beverages
Bread	Any except those listed under "foods to avoid"	Any breads made with egg, fat, or nuts
Cereal	Any except those listed under "foods to avoid"	Cocoa flavored cereals
Dessert	Fruit jello, gelatin desserts, puddings made with skim milk (except chocolate), angel cake, fruit whips, junkets made with skim milk, meringue, frostings (without fat), arrowroot cookies	Ice cream, cake, cookies, pie, rich desserts, desserts made with chocolate, cream, fats, nuts or whole milk, coconut
Fats	1½ tsp. fat or 1 egg	Oil, cream, butter, margarine, salad dressing, mayonnaise, lard, in excess of amount allowed gravies, rich sauces, peanut butter
Fruit	Any except those listed under "foods to avoid"	Avocado
Meat, eggs, or cheese	Boiled, broiled or roasted lean meat, fish or fowl (all visible fat removed), dry cottage cheese or cheese made from skim milk, no more than 1 egg daily or 1½ tsp. fat	Fried meats, ham, pork, sausage, frankfurters, fried eggs, fish canned in oil, duck, goose, all cheese except dry cottage cheese or cheese made with skim milk
Potato or substitute	Potatoes (except fried or chips), rice, macaroni, spaghetti	Egg noodles, potato chips, fried potatoes
Soup	Fat-free bouillon, soup, or broth, skim milk, soups	Any soup containing cream, fat, or whole milk
Sweets	Sugar, jelly, honey, molasses, fondant, hard sugar candies, gum drops, maple sugar and syrups	Any sweets made with cream, chocolate, cocoa, fat, nuts, or coconut
Vegetables	All. If strong flavored vegetables cause discomfort, they should be omitted from the diet.	None, except as stated under "foods allowed"
Miscellaneous	Catsup, chili sauce, herbs, spices, unbuttered popcorn, salt, vinegar, pickles, condiments, pepper if tolerated	Gravy, nuts, olives, peanut butter, buttered popcorn, white sauce, fried snack foods such as Fritos

Table 7.5 1200 Calorie Diabetic Diet

Food Group	Carbohydrate 125	Protein 60	Fat 50
	Amount For One Day		Equivalents
Milk		1 pint	List 1
Vegetable Exchange A		Any amount	List 2A
Vegetable Exchange B		1	List 2B
Fruit Exchanges		3	List 3
Bread Exchanges		4	List 4
Meat Exchanges		5	List 5
Fat Exchanges		1	List 6

Sample Meal Plan

BREAKFAST

- 1 Fruit Exchange from List 3
- 1 Meat Exchange from List 5
- 1 Bread Exchange from List 4
- Coffee or Tea—any amount

LUNCH OR SUPPER

- 1 Meat Exchange from List 5
- 1 Bread Exchange from List 4
- Vegetable from List 2A—any amount
- 1 Fruit Exchange from List 3
- 1 Cup Milk from List 1 (any of this may be used in beverage)
- Coffee or Tea—any amount

DINNER

- 3 Meat Exchanges from List 5
- 1 Bread Exchange from List 4
- Vegetable from List 2A—any amount
- 1 Vegetable from List 2B
- 1 Fat Exchange from List 6
- 1 Fruit Exchange from List 3
- Coffee or Tea—any amount

BEDTIME

- 1 Cup Milk from List 1
- 1 Bread Exchange from List 4

Table 7.6 1500 Calorie Diabetic Diet

Food Group	Carbohydrate 150	Protein 70	Fat 70	Equivalents
	Amount For One Day			
Milk		1 pint		List 1
Vegetable Exchange A		Any amount		List 2A
Vegetable Exchange B		1		List 2B
Fruit Exchanges		3		List 3
Bread Exchanges		6		List 4
Meat Exchanges		6		List 5
Fat Exchanges		4		List 6

Sample Meal Plan

BREAKFAST

- 1 Fruit Exchange from List 3
- 1 Meat Exchange from List 5
- 1 Bread Exchange from List 4
- 1 Fat Exchange from List 6
- Coffee or Tea—any amount

LUNCH OR SUPPER

- 2 Meat Exchanges from List 5
- 2 Bread Exchanges from List 4
- Vegetable from List 2A—any amount
- 1 Fruit Exchange from List 3
- 1 Cup Milk from List 1
- 1 Fat Exchange from List 6
- Coffee or Tea—any amount

DINNER

- 3 Meat Exchanges from List 5
- 2 Bread Exchanges from List 4
- Vegetable from List 2A—any amount
- 1 Vegetable Exchange from List 2B
- 1 Fruit Exchange from List 3
- 1 Fat Exchange from List 6
- Coffee or Tea—any amount

BEDTIME

- 1 Cup Milk from List 1
- 1 Bread Exchange from List 4
- 1 Fat Exchange from List 6

Table 7.7 1800 Calorie Diabetic Diet

Food Group	Carbohydrate 180	Protein 80	Fat 80
	Amount For One Day		Equivalents
Milk		1 pint	List 1
Vegetable Exchange A		Any amount	List 2A
Vegetable Exchange B		1	List 2B
Fruit Exchanges		3	List 3
Bread Exchanges		8	List 4
Meat Exchanges		7	List 5
Fat Exchanges		5	List 6

Sample Meal Plan

BREAKFAST

- 1 Fruit Exchange from List 3
- 1 Meat Exchange from List 5
- 2 Bread Exchanges from List 4
- 2 Fat Exchanges from List 6
- Coffee or Tea—any amount

LUNCH OR SUPPER

- 2 Meat Exchanges from List 5
- 2 Bread Exchanges from List 4
- Vegetable from List 2A—any amount
- 1 Fruit Exchange from List 3
- 1 Cup Milk from List 1
- 1 Fat Exchange from List 6
- Coffee or Tea—any amount

DINNER

- 3 Meat Exchanges from List 5
- 2 Bread Exchanges from List 4
- Vegetable from List 2A—any amount
- 1 Vegetable Exchange from List 2B
- 1 Fruit Exchange from List 3
- 2 Fat Exchanges from List 6
- Coffee or Tea—any amount

BEDTIME

- 1 Cup Milk from List 1
- 2 Bread Exchanges from List 4
- 1 Meat Exchange from List 5

Table 7.8 2200 Calorie Diabetic Diet

Food Group	Carbohydrate 220	Protein 90	Fat 100
	Amount For One Day		Equivalents
Milk		1 pint	List 1
Vegetable Exchange A		Any amount	List 2A
Vegetable Exchange B		1	List 2B
Fruit Exchanges		4	List 3
Bread Exchanges		10	List 4
Meat Exchanges		8	List 5
Fat Exchanges		8	List 6

Sample Meal Plan

BREAKFAST

- 1 Fruit Exchange from List 3
- 2 Meat Exchanges from List 5
- 2 Bread Exchanges from List 4
- 3 Fat Exchanges from List 6
- Coffee or Tea—any amount

DINNER

- 3 Meat Exchanges from List 5
- 3 Bread Exchanges from List 4
- Vegetable from List 2A—any amount
- 1 Vegetable Exchange from List 2B
- 2 Fruit Exchanges from List 3
- 3 Fat Exchanges from List 6
- Coffee or Tea—any amount

LUNCH OR SUPPER

- 2 Meat Exchanges from List 5
- 3 Bread Exchanges from List 4
- Vegetable from List 2A—any amount
- 1 Fruit Exchange from List 3
- 2 Fat Exchanges from List 6
- 1 Cup Milk from List 1
- Coffee or Tea—any amount

BEDTIME

- 1 Cup Milk from List 1
- 2 Bread Exchanges from List 4
- 1 Meat Exchange from List 5

Table 7.9 Food Exchange Lists for use with Diabetic Diets

List I

Milk Group: 12 gram Carbohydrate—8 gram Protein—10 gram Fat—170 Calories

Milk:	whole pasteurized	1 cup
	skim pasteurized	1 cup + 2 teaspoons butter or margarine
	evaporated	½ cup diluted with ½ cup water
	dry skim	¼ cup* powder mixed with 1 cup water + 2 teaspoons butter or margarine
	buttermilk (whole milk)	1 cup
	buttermilk (skim milk)	1 cup + 2 teaspoons butter or margarine

*Use the directions on the package for the amounts to use in making 1 cup since different brands vary.

List IIA

Vegetable Group: Negligible caloric value. Limit cooked to 1 cup per serving. Uncooked as desired. May use fresh, frozen, or canned.

Asparagus	Eggplant	Turnip Greens
Broccoli	Endive	Lettuce
Beans, green and wax	Escarole	Okra
Brussels Sprouts	Kale	Green Peppers
Cabbage	Mushrooms	Radishes
Cauliflower	Mustard Greens	Sauerkraut
Celery	Spinach	Summer Squash
Chicory		Tomatoes
Cucumbers		Watercress
Beet Greens		

List IIB

Vegetable Group: Carbohydrate 7 gram—Protein 2 Gram—Fat 0 gram—Calories 36

May use fresh, frozen or canned.

Beets	½ cup cooked
Carrots	½ cup cooked
Onions	½ cup cooked
Peas	½ cup cooked
Pumpkin	½ cup cooked
Turnip	½ cup cooked
Winter Squash	½ cup cooked

List III

Fruit Group: Carbohydrate 10 grams—Protein 0—Fat 0—Calories 40

Fruits may be fresh, cooked, canned, dried, or frozen ALL WITHOUT SUGAR ADDED. All fruits in containers must either state that sugar has been added or that no sugar has been added. Frozen juices are measured after the water specified on can has been added.

Apples (2" dia.)	1	Grapes	12
Applesauce	½ cup	Grape juice	¼ cup
Apricots, dried	4 halves	Honeydew Melon, medium	⅓ cup
Banana	½ small	*Orange	1
Blackberries	1 cup	*Orange juice	½ cup
*Strawberries	1 cup	Peach	1 medium
Raspberries	1 cup	Pear	1 small
Blueberries	2/3 cup	Pineapple	½ cup
*Cantaloupe (6" dia.)	¼	Pineapple juice	⅓ cup
Cherries	10 large	Plums	2 medium
Dates	2	Prunes	2 medium
Figs, dried	1	Raisins	2 tablespoons
*Grapefruit	½	*Tangerine	1 large
*Grapefruit juice	½ cup	Watermelon	1 cup

*Contain considerable amounts of vitamin C (Ascorbic Acid). Unsweetened canned fruits may be used in the same amount as listed for fresh fruit.

CHAPTER VIII

Preparing and Serving Food in the Jail

Even the most meticulous care in planning menus and purchasing and storing food will be of little value if equal attention is not given to the proper methods of preparing and serving meals.

Methods of preparing food in America's correctional institutions today are as varied as the facilities themselves. While many institutions must meet heavy food service demands with outmoded equipment, others have recent installations or completely new facilities that have made possible the latest in cooking and preparation techniques.

Although their food service capabilities are notably diverse, most facilities are currently faced with many common problems, the most pressing and widespread of which are inmate overcrowding and inadequate operating budgets.

Across the nation, inmate populations continue to swell beyond institutional capacity. Food service personnel are being forced to devise more and more innovative, cost effective ways to meet the goal of presenting consistently nutritious, palatable meals to *all* inmates in a timely manner. Ensuring that the meal served to the last inmate is as acceptable as that served to the first requires longer and longer holding periods at proper temperatures.

With increased *quantities* to produce, equipment that was once used for diverse items is now often confined to one menu item per meal. This widespread need for preparing increased amounts, coupled with the decreased operating budgets plaguing some facilities, has spurred development of industry-wide improvements in productivity. New methods of food preparation, such as batch cooking, progressive preparation, and cook/chill are being utilized by more and more facilities to ensure menu variety and meet demands for increased productivity.

While *methods* of preparation will continue to vary considerably, the factors that should *not* vary, regardless of the institution's size or capabilities, are: 1) the maintenance of sanitation and safety; 2) conformance to standards regarding the right of all inmates to a nutritious diet; and 3) the quality and palatability of the final products.

The correctional food service staff that strives to incorporate these factors and consistently prepares and serves varied, attractive, nutritious meals contributes to the easing of tension and frustration among both inmates and staff.

This chapter stresses the importance of detailed planning, supervising, recordkeeping, sanitation and safety, and variety and attractiveness in meal preparation and serving. It also discusses serving procedures for both dining hall and day room/cell block meals as well as for segregated and/or violent inmates.

FOOD PREPARATION

All food preparation must be under the direct supervision of a designated, paid food service staff member, who is familiar with the planned menus, specified quantities, and actual steps required to prepare meals for the inmate and staff population.

Planning for Food Preparation

Planning for food preparation should include establishing and posting a detailed production schedule for food service employees and inmate workers several days in advance of each meal. Careful scheduling ensures an equitable distribution of the workload and efficient use of all workers' skills and time. For such a schedule to be truly practicable, the food service manager or other person in charge of scheduling must have a thorough, working knowledge of how to make each item on the menu as well as the time required to complete each step.

Prior to the preparation of any meal, the chef or cook in charge should pull the recipes that will be needed and explain them to the scheduled staff and inmate workers to ensure that proper preparation and presentation techniques are used. This explanation may take place prior to the workers' leaving a shift, in preparation for the next day's meals.

Food Preparation Worksheet. A food preparation worksheet (Figure 8.1) may be utilized in planning and

communicating to workers what and how much is to be prepared, for what meal, what recipes will be used, and by whom.

When each meal is ready to be served, the chef or cook in charge should know *exactly* how many servings of each item are ready to be portioned out and should write that amount on the worksheet. Used properly, a food preparation worksheet is a valuable tool for determining quantities to prepare as well as methods that have proven successful in the past.

On the cycle menu system, each accurately completed and filed worksheet provides a gauge for preparing the same meal 28 or 35 days later. For example, if on the previous worksheet for that meal it was noted that too much (or not enough) of an item was prepared, a check of that day's jail population against the amount of food that was prepared can aid greatly in estimating the amount of food needed the next time that menu is prepared. Accurately estimating food needed helps to control costs, eliminate leftovers, and maintain smooth food service operations as well as a calm atmosphere throughout the staff and inmate population.

If insufficient quantities of a food item are prepared, the worksheet should reflect exact time item ran out, number of inmates left to be served, and the amount used of what backup item. If too much of an item was prepared, amount left over should be noted on the worksheet along with information regarding its storage.

Additional information that may be recorded on the worksheet includes specific evaluations by the food service manager or chef concerning the final product as well as each worker's performance. In planning an upcoming meal, a review of those workers assigned on the previous worksheet as well as food items, if any, that were not prepared to specifications, will provide guidance for effective future utilization of workers. In this manner, the worksheet provides a basis for overall performance evaluations as well as for determining where training and/or closer supervision is needed.¹

Figure 8.2 is another variation of the food preparation worksheet, that serves as a step-by-step reminder to the cook in charge of a particular meal exactly what items are to be prepared for each type of diet. As items are completed, they are checked off; and information is recorded concerning time required to prepare special diets, time each area of the facility is served, and any problems encountered. The cook's comments concerning preparation and/or final product are also recorded.

Steps to Food Preparation

Most items on a menu in institutional food service go through all or some of the following steps:

- Storage (dry, refrigerated, or frozen);

- Assembly (weighing or measuring ingredients);
- Preparation (vegetable cleaning, peeling, chopping; preparing pans);
- Cooking (baking, frying, broiling, steaming, simmering);
- Finishing (setting up salads, portioning desserts, slicing meat);
- Storage prior to serving (heated or refrigerated).²

During each of these steps to meal preparation, it is vital that all food handlers be alert to the signs of contaminated food and follow established procedures for its prompt disposal.

Recognizing Contaminated Foods. In Chapter VI, the importance of recognizing and refusing contaminated food during receiving procedures was discussed. Generally, if contaminated food is not allowed into the facility and if proper storage and food handling procedures are followed, contaminated food will not be found during meal preparation. However, bacteria are literally everywhere and on everything; and while most of them are harmless, others are not. All bacteria need in order to grow and multiply are warmth, moisture, and a source of food. Since bacteria can multiply every 20 minutes, it is possible, under less than perfect conditions, for bacteria to increase to dangerously high levels on food during storage.

As some types of bacteria increase to a certain level, food may develop an odd smell or taste while it is being cooked. If bacteria are allowed to increase to a higher level prior to cooking, the *uncooked* food develops a peculiar smell. Further bacteria development causes a slimy surface on the food.

All food handlers must be taught to recognize and be alert to these and other signs of food contamination during meal preparation (See Table 8.1) and to follow specific procedures in handling and disposing of affected items. A worker who suspects that food is contaminated should wrap the affected item, label it "spoiled" or "contaminated," and call it to the supervisor's attention. (The vendor should be notified and should replace the food or credit the facility's account if it appears the food was contaminated prior to delivery.) If the contaminated food is a commercial product, the FDA should be notified. It maintains a panel for assessing how serious a threat to health a food item may be.

Finally, it is imperative that whoever handles any food suspected to be contaminated immediately wash his or her hands thoroughly.

Preventing Foodborne Illness

Learning to recognize and dispose of contaminated foods is a necessary step toward achieving a safe, san-

Figure 8.2 Cook's Sheet

COOK _____

Number of Inmate Meals _____

DATE _____

Number of Staff Meals _____

TIME _____

Meal _____

(check when completed)

1. _____

SPECIAL DIETS

2. _____

Vegetarian # _____

3. _____

Non-Pork # _____

4. _____

Soft Diet # _____

5. _____

Diabetic # _____

6. _____

Other # _____

7. _____

Time to prepare special diets _____

Food warmers plugged in: _____

Time served: A _____ B _____ C _____ REC _____ FEM _____

3rd Floor: North _____

4th Floor: North _____

South _____

South _____

Cook's comments: _____

Problem areas: _____

Cook's signature

itary food service. Unfortunately, however, such a practice is only one phase in the constant effort to prevent foodborne illness in the correctional population. In reality, outbreaks of foodborne disease are usually associated with foods that appear completely sound and unspoiled.

Table 8.1 Signs of Food Contamination

RAW PRODUCE

- "Off" or rancid odor
- Wilted, limp, or mushy vegetables or fruit
- Mold
- Insect spray residue
- Evidence of insects or rodents

POULTRY

- "Off" odor
- Sticky skin, particularly under wings and where legs and body meet
- Discoloration or darkening of skin, particularly at edges of wings

MEATS

- "Off" odor
- Slimy surface
- If pork is spoiled, it is noticeable first in the inner layers and where flesh meets bone. A pointed knife should be used to test for odor in inner layers.

DAIRY PRODUCTS

- Cracked Eggs
- "Off" or sour odor
- Mold
- Curdled Milk

LEFTOVER COOKED FOOD

- Mold
- "Off" or rancid odor
- Darkening or other discoloration

FISH

- "Off" odor, especially around gills or belly
- Scales lacking sheen; not adhering firmly to skin
- Flesh not firm; will retain mark from fingernail; does not adhere to bones
- Body limp
- Sunken eyes (eyes should bulge)
- Greenish or greyish gills (gills should be reddish). If in doubt about freshness of fish, place it in cold water; A newly caught fish will float.

BOXED OR PACKAGED GOODS

- Evidence of insects or rodents
- Mold or mildew

Salmonella. The dangerous salmonella germ, often the cause of foodborne illness, is an example of a pathogenic (disease causing) bacteria that does not alter the flavor, aroma, or appearance of the food it invades. Yet, one can ingest enough salmonellae by sampling just one small bite of raw ground meat to become so ill with diarrhea, nausea, vomiting, abdominal cramps, and fever, that hospitalization is often necessary.

Salmonellae are often found in raw or undercooked poultry, meats, or fish, as well as eggs and dairy products; these items can then contaminate other foods. Salmonella can also be transmitted by insects or rodents.

Staphylococcus. The staphylococcus is another dangerous germ that causes no unpleasant odors or flavor or appearance changes in the food in which it is growing. However, ingestion of the poison produced by this germ causes another of the most common types of foodborne diseases occurring in the United States today, resulting in vomiting, diarrhea, and abdominal cramps. Persons with any skin infection who prepare or handle foods may cause staph contamination, as this bacteria is found on the skin and hair as well as in people's noses and throats. It can also be transmitted by a cough or sneeze.

Prepared foods are particularly susceptible to staph organisms. These include ham and other cooked and cured meats; custards; cheese; sandwiches; cream-filled pastries; and egg, macaroni, chicken, and potato salads. The following incident illustrates the profound effects this undetectable organism can produce under the right conditions:

On a transcontinental flight of a major airline, 100 passengers were stricken with severe stomach cramps, nausea, vomiting, and diarrhea—and an unpleasant trip was had by all.

Thorough investigation of the incident revealed that the food served on the airplane had been prepared by a food handler with an inflamed finger; and further, that the staphylococcus germ was cultured from that finger. From the finger, the germ had entered a ham as it was being prepared for the airplane meal; the ham was then stored at room temperature for a few hours, allowing the staphylococci to grow enough to produce illness in those passengers who ate what appeared to be a completely safe meal.

In addition to salmonella and staph, two types of bacteria that most often cause illness are *clostridium botulinum* and *clostridium perfringens*.

Clostridium Botulinum. Clostridium botulinum causes botulism, one of the deadliest of food poisons. It can cause respiratory paralysis or paralysis of the

Sources: *Correctional Food Service Correspondence Course, Book I*. College Park, MD: American Correctional Association, 1985.
Food Service Manual. Salt Lake City, UT: American Correctional Food Service Association, 1985.

arms or legs, convulsions, double vision, inability to swallow, speech difficulty, and death. The most common sources of this poison are low-acid canned products and other low acid and under-processed foods, such as smoked meat or fish.

Containers showing irregularities may be contaminated with botulism; therefore, cans should not be used if they are bubbled, dented, punctured, or rusted; and refrigerated containers showing signs of gas pressure should not be used.

Clostridium Perfringens. *Clostridium perfringens* poisoning causes nausea, diarrhea, and stomach cramps. Stews, soups, or gravies made from poultry or red meat are examples of foods most often involved in this poisoning, especially when large amounts have been left to stand for long periods at room temperature.

Precautionary Measures Needed

Most cases of foodborne illness are caused by faulty techniques in the kitchen. ALL cases can be prevented by taking appropriate precautions.³ Since the staphylococcus and the salmonella bacteria, as well as other dangerous organisms, can grow in food while producing no detectable changes in the food itself, food handlers bear a very real responsibility for taking extreme precautionary measures with all food, regardless of its appearance, to:

- Avoid contaminating the food through improper hygienic habits;
- Prevent possible further growth of bacteria in food that may already be contaminated;
- Destroy dangerous levels of bacteria that may already exist.

In order to meet these responsibilities, the food handler must adhere strictly to rules of personal hygiene and rules of sanitation and safety in preparation, cooking, and storage of prepared foods.

Personal Hygiene. All other efforts to prevent food contamination, such as storing and cooking items at proper temperatures, will be of little value if the food handlers themselves fail to adhere *consistently* to the strictest rules of personal hygiene. Such necessary regulations as the following cannot be overemphasized:

- Washing the hands with hot water and soap for 40 to 60 seconds before, during, and after work as well as after eating, drinking, smoking, and using the toilet;
- Avoiding coughing or sneezing over food;
- Barring persons from food preparation who have open cuts, sores, wounds, or any disease transmissible through food. (See Chapter IX, pp. 73-74 for a complete list of essential rules of personal hygiene for food service workers.)

Many persons simply do not understand the consequences of failing to adhere to the rules of personal hygiene. Therefore, the rules should be posted as constant reminders; and supervisory personnel must consistently monitor all food handlers in a strict rule enforcement. Food handlers must be taught that even though they are not ill themselves, their bodies are covered with bacteria, some of which are harmless and some of which may cause disease. **The bacteria the food handler can transmit to others via food or utensils can cause life-threatening illness.**

The impact of inadequate personal hygiene in food handlers was seen in a recent, serious outbreak of typhoid fever in nine persons in an eastern state. Extensive investigation revealed that all those affected had eaten in the same restaurant prior to becoming ill. Further investigation and testing revealed that one of the restaurant's food handlers was a typhoid fever carrier who, after using the toilet, had failed to wash her hands before returning to work in the food preparation area.

The importance of barring persons with cuts, wounds, or open sores from food service is illustrated by the previously discussed outbreak of illness on the airplane. That same bacteria that causes an inflamed finger may also be one that causes a serious foodborne illness.

Rules of Sanitation and Safety. In addition to the possibility of food contamination from poor personal hygiene, food may become contaminated through other careless food preparation practices. Lack of environmental sanitation, improper storage and cooking temperatures, and insufficient cooking are all factors that may allow bacteria to increase to dangerous levels.

Since studies have shown that the majority of food poisoning outbreaks are caused by mishandling of the food at the point of final preparation, it is vital that procedures are followed that will lessen the chances of dangerous bacteria surviving in any food served. These procedures include ensuring that:

- Foods are stored under sanitary conditions at appropriate temperatures;
- Potentially hazardous foods reach recommended temperatures during cooking (see Table 8.2) to destroy harmful levels of bacteria that *may* exist;
- Post-cooking storage or holding is below 45 or above 140 degrees F (temperatures between these two points are considered to be in the "danger zone" for foods, in which bacteria can multiply most rapidly);
- Foods that are reheated reach a temperature of 165 degrees F before being served or placed in preheated hot food storage equipment (see Chapter IX for a complete list of rules for sanitation and safety).

**Table 8.2 Cooking Meat
(For Institutional Use)**

United States Department of Agriculture
Food Safety and Inspection Service

The U.S. Department of Agriculture recommends using a meat thermometer and cooking to the temperatures shown in the chart below.

Insert the thermometer into the thickest part of the roast so that the tip is not touching bone, fat, or gristle. For turkeys, insert the thermometer in the thick part of the thigh, next to the body of the bird. (Using a thermometer for other poultry is not recommended because the chance of touching a bone is too great to ensure accurate measurement.)

	Internal Temperature	
Fresh Beef		
rare—more than 10 pounds	140°F	60°C
rare—less than 10 pounds	145°F	63°C
medium	160°F	71°C
well done	170°F	77°C
Fresh Veal	170°F	77°C
Fresh Lamb		
medium	170°F	77°C
well done	180°F	82°C
Fresh Pork	170°F	77°C
Cured Pork		
raw ham (cook before eating)	160°F	71°C
fully cooked ham (to warm)	140°F	60°C
shoulder (cook before eating)	185°F	85°C
canadian bacon (cook before eating)	170°F	77°C
Poultry		
turkey	180-185°F	82-85°C
boneless turkey roasts	170-175°F	77-80°C
stuffing (outside the bird)	165°F	74°C

Note: All hot food must be maintained at 140 degrees or above during the entire holding period.

Preparation to Ensure Variety and Appeal

Flavor, texture, appearance, and palatability should be considered in food preparation. Overcooked, dry foods or undercooked, unappetizing foods have no more place in correctional food service than in any other institution or restaurant.

To ensure that the facility's food is varied and interesting, ethnic meals and special items to celebrate national and religious holidays should be added to the menus. Even when "regular" meals are served, they should be made as appetizing as possible.

In preparing foods to introduce variety and appeal, it is essential that the nutritional content of food also be maintained. Foods should be prepared using safeguards to prevent the destruction of vitamins and to preserve minerals and nutrients. In addition, since the nutritional adequacy of meals must be assured with regard to both *quality* and *quantity*, care must be taken to ensure that *enough* of each food item is prepared to guarantee nutritionally adequate portions for all inmates.

Garnishes. Garnishes provide interest, appeal, and color contrast to meals. Garnishes and sauces should be chosen carefully to add a finishing touch that provides the best possible combination of flavors in the most eye-appealing way.

Fruits, Vegetables Add Menu Variety. While meat is generally the most popular item on a menu, fruits and vegetables can add the most interest and variety to meals. They should be served fresh whenever possible (care must be taken to wash them thoroughly to remove dirt and insecticides); however, they can also be cooked in numerous, diverse ways to add color and flavor appeal. To retain as much nutritional value as possible in fruits and vegetables, they should be cooked a minimum amount of time.

When fruits are to be served raw, they should be prepared close to serving time and then refrigerated. To prevent discoloration and to preserve attractiveness, lemon juice, sugar, salad dressings, or ascorbic acid may be added. Fruits that have been frozen should be served while they retain a few ice crystals.

Vegetables are a source of important nutrients; however, their benefits can be lost if care is not taken to prevent overcooking. Steaming is the best method for cooking vegetables while retaining vitamins, minerals, and color. Cooked vegetables should be served crisp-tender and seasoned subtly. (The vegetable flavor itself should not be concealed.)

Served raw, vegetables such as radishes, carrots, celery, cucumbers, cauliflower, mushrooms, scallions,

etc. provide a colorful, nutritional garnish for dinner or for a soup and sandwich lunch.

Meats, Fish, Poultry. Efforts should be made to add variety in the cooking of meats, fish, poultry, and other staples. Methods should also be utilized to retain juiciness and minimize shrinkage. Broiling, braising, grilling or sauteeing should often be substituted for frying. Overcooking and over-seasoning of meats should always be avoided. Just a few drops of freshly squeezed lemon juice brings out the flavor of almost any meat, fish, or poultry.

Supplementary Meals

Inmates who are received into the facility too late for the regularly scheduled meal or who are being transferred to other institutions, going out on work release, or appearing in court must be provided with lunches or other meals, as appropriate. These meals must meet the same standards for nutrition, sanitation, and safety as meals served to all other inmates.

Meals for Late Arrivals. Newly received inmates who have missed a regularly scheduled meal should be fed as soon as feasible after admission into the facility. Adequate, appropriate ingredients should be kept on hand to ensure that, at a minimum, two sandwiches and a beverage may be served to all such inmates, except those on medical diets, who should receive a full diet meal.

Lunches for Transport Outside Facility. The following guidelines should be followed in preparing lunches to be taken out of the correctional facility:

- Lunches should consist of two sandwiches, *at least one* (and preferably *both*) of which should be made with a meat *other* than pork; properly packaged vegetable sticks or fresh or canned fruit; and a non-dairy beverage. Canned fruit should be in a lidded paper cup with a plastic or wooden spoon;
- If dessert items are included, care should be taken to avoid cream pies or other items made with dairy products;
- Workers preparing lunches must follow strict rules of sanitation and safety. Lunches should be refrigerated immediately after they are prepared to ensure that they are thoroughly chilled before they are transported;
- Bread or rolls used for sandwiches should contain preservatives. If they have been baked in the facility and do not contain preservatives, they should be freshly made;

- Meats or cheeses used should be freshly sliced; left-over meats should not be used if more than 24 hours has elapsed since they were cooked;
- Sandwiches should be individually wrapped to maintain freshness;
- If possible, lunches should be packed in throwaway snack boxes rather than in paper bags, to prevent crushing;
- For inmates going on work detail, lunches should be stored in pre-chilled, thermo-transport containers or in ice chests until consumed, particularly if outdoor temperature is over 45 degrees F;⁴
- The food service manager should spot check lunches made for transport to ensure that they are properly prepared.

COOK-CHILL FOOD PRODUCTION

Cook-chill food production has been called the most popular method of advanced food preparation.⁵ Facilities implementing this system should adhere to the following guidelines:

- All cooked foods must be chilled within a maximum of two to three hours, preferably less, from 140 degrees F to less than 45 degrees F. Rapidly chilling food through the "danger zone" both inhibits microbial growth and helps preserve food quality. Several states are considering a regulation requiring cook-chill food production systems to chill foods to below 45 degrees F in 90 minutes or less;
- All prepared foods should be stored in airtight containers to prevent food from oxidizing, a chemical process that changes food color and destroys certain nutrient values;
- The prepared cook-chill inventory should be held in storage at a temperature between 28 degrees and 32 degrees F for maximum food safety. The food should never be stored for more than five days at a temperature between 32 degrees and 37 degrees F.

As discussed in Chapter III, depending on the type of food service system in the correctional facility, foods from the cook-chill inventory can be rethermalized either in bulk, followed by traditional hot meal assembly or plated cold with subsequent central or decentralized rethermalization. If meals are plated in a chilled state and held under refrigeration until served, all three meals can be assembled within a single, eight-hour shift. (This system provides considerable savings in labor costs, not only for assembly line staff, but also for cooks, who can operate on a five-day, 40-hour work week.)⁶

SERVING PROCEDURES IN THE CORRECTIONAL FACILITY

ACA Standards require that at least three meals, of which two are hot, are provided at regular meal times during each 24-hour period, with no more than 14 hours between the evening meal and breakfast. Supplemental food must be served during that 14-hour time span for inmates on medical diets requiring more than three meals. For all other inmates, variations in the regular serving pattern may be allowed based on weekend and holiday food service demands, provided that basic nutritional goals are met.

The latter provision may serve as an encouraging reminder that, within limits, some imagination may be utilized in the planning of certain meals, particularly those served on weekends and holidays. For example, an early Sunday morning coffee and doughnut snack, followed later by a full brunch, may be a welcome change from the monotonous routine of three meals served at exactly the same times each day. Outdoor barbecues, held on the Independence Day, Memorial Day, or simply on any warm evening can also break the routine and boost morale among the inmates.

ACA Standards also require that meals are served under conditions that minimize regimentation, although there should be direct supervision by staff members to maintain security and to ensure that meals are served without favoritism, carelessness, or waste. Supervision should also ensure that meals meet standards for nutrition, sanitation and safety, and attractiveness. (Meals that have been prepared by contractors, local restaurants, or vendors must also meet established standards and should be checked by supervisory personnel prior to service.)

Clean, sanitary table arrangements should be provided that permit free seating, ready supervision, and ease of movement, regardless of whether food is served in a dining hall or in day rooms or modules. Inmates should be given sufficient, although not excessive, time to complete their meals. Some people eat more slowly than others, and all should be allowed to complete their meals without rushing.

Dining Room Supervision

In institutions with inmate dining room facilities, supervision is required for both the inmate workers and the inmates from the general population. Security is a major concern during mealtime, if for no other reason than the fact that it is one of the few times each day the inmates are gathered together. When inmate disturbances do occur in or around the dining hall, the food service itself is often unfairly blamed by the press, the public, or administrators.

While it may be possible for an unpopular, boring, or unacceptable food item to trigger a disturbance, it is more likely that disruptive incidents in the dining hall are caused simply by the stress of incarceration, combined with a feeling of power that tends to surface among some inmates as they congregate. Staggered meal shifts may be effective in minimizing inmate congregating.

To prevent disturbances of any sort during meals, rules for inmate behavior must be clearly posted; inmates must be fully aware of what is expected of them; and their behavior must be closely monitored.

Security responsibilities for food service staffs vary; however, staff members should, at a minimum, be alert to such signs of potential trouble as unusual noise levels (too loud or unusually quiet) racial tensions or slurs, nervous behavior, etc. Food service employees should cooperate with custodial officers to maintain the necessary level of inmate supervision by ensuring that:

- Order is maintained in the serving line and during the meal;
- Food is distributed equitably by inmate servers;
- Utensils are closely controlled to prevent their removal from the dining room.⁷

Maintenance of Order. Officers should be stationed at key locations throughout the dining area, and along with the food service employees should pay strict attention to the serving activities as well as to the general mood of the inmates. Inmate behavior problems often occur in the serving line, and left unmonitored, they may escalate into disruptive incidents or serious disturbances. Inmates may, for example, skip ahead of each other in the line to catch up with friends or to be served first, or they may push and shove each other jokingly, thus interfering with the normal line progression.⁸

Equitable Food Distribution. Where inmate workers are responsible for serving food, close supervision is necessary to prevent possible intimidation of these workers by stronger inmates or favoritism by these workers toward friends. Both of these situations can prompt fights as well as demands for extra food from other inmates. To prevent such disturbances, a correctional officer should be stationed behind the serving line where he or she should pay strict attention to serving activities and be prepared to intervene if problems arise. Food service employees should be alert to potential problems and should promptly notify officers regarding potential disturbances.

Inmates should not be allowed to pass food from one table to the next, as this action may be the result of the pressuring of some inmates by others who want more

food. To prevent the wasting of food, some jail administrators strictly enforce a regulation requiring inmates who serve themselves to eat all the food they take. Inmates should be made to clearly understand this regulation, if it exists, prior to their first meal in the facility.

Utensil Control. A correctional officer or designated food service employee must be responsible for closely monitoring the return of utensils following each meal. Utensils must be counted as they are returned, and each inmate must be seen depositing exactly what he or she was issued. In addition, to prevent the use of utensils or food as contraband, inmates must be searched when entering as well as when leaving the dining hall. (See Chapter IV for further discussion on security in the food service and Appendix C for sample policies and procedures related to security.)

Ensuring Inmate Receipt of Special Medical/Religious Diets

A control system should be established in the dining hall to ensure that those inmates for whom special diets have been ordered or approved actually receive these meals. In some facilities, these inmates sign a log to show they have received the proper meal. Inmates on special diets should be identified through some means, such as by wrist bands or color-coded cards bearing their photographs. Special diet meals should be labeled or served on color-coded trays.

Displaying and Serving Food in the Dining Hall

Prior to the beginning of and during each meal, the serving line should be inspected by the chef in charge to ensure that:

- All menu items are present and have been taste tested; spoons used in preparing foods should not be used for tasting. Separate spoons or forks for tasting should be washed and sterilized after each use or disposables should be used;
- The serving counter is adequately lit, and foods are properly arranged and attractively displayed;
- The serving counter is clean and equipped with adequate hot and cold holding equipment to maintain required temperatures for potentially hazardous food; hot food is held at 140 degrees F or above; cold food is held at 45 degrees F or below;
- Temperatures are checked and logged prior to and during each meal (see Figure 8.3);
- All foods are protected from contamination by appropriate packaging, display cases, or protector devices;
- Potentially hazardous foods that have been cooked

have been reheated to 165 degrees F before being placed in preheated holding equipment;

- Suitable dispensing utensils are used by employees or provided to inmates who serve themselves. Serving or eating utensils are picked up by their bases or handles;
- All servers, including inmates, if present, have been instructed on serving techniques and the need for strict portion control; food should be separated on plates with consideration given to color and texture contrast;
- When an insert needs to be replenished, it is replaced with a full and garnished insert; inserts should not be replenished by dumping food into them on the serving line;
- A menu board, if used, is posted so that all inmates can examine the menu prior to reaching the serving counter. All food items prepared or seasoned with pork or pork derivatives should be identified by an asterisk.⁹

During all serving procedures, workers must be closely supervised to ensure that they follow rules for personal hygiene and sanitation.

Beverage Stations. In addition to the serving line, sanitary beverage stations should be located for self-service of hot and cold beverages as well as for ice water. Ice should be dispensed only by scoops, tongs, or other utensils, or through automatic self-service equipment. Utensils should be protected from contamination between uses. If the beverage station includes coffee, supervisors may wish to devise a system to limit the inmate's caffeine intake.

Salad Bar. A salad bar, equipped with a sneeze guard, should provide a sanitary, effective means for serving a variety of fresh, cold salad ingredients. Flaked ice is recommended for displaying salad items. Seasonings and dressings should be in individual packages or otherwise protected from consumer contamination.

Dining Room Maintenance

Tables and floors should be kept clean by food service employees or inmate workers during meals; however, major cleaning should not be done until all inmates have completed their meals and left the dining hall.

Cell Block/Day Room Serving

For institutions without a main dining room, procedures vary widely in the manner in which food is transported and served. Meals should not be served in cells unless it is necessary for safety and security; most inmates are served in day rooms of some type.

Full cutlery services should be provided on a control system, and in addition to compartment-like trays or servers, bowls for soup, cereal and dessert and cups for beverages should be available. Paper may be used for this service. Appropriate condiments should be provided with each meal.

Supervision of Cell or Day Room Dining. Careful supervision is needed when meals are served in cells or day rooms, to prevent such problems as stealing of utensils, the bullying of weaker inmates by stronger inmates who want more food, or inequitable apportionment of food by trusty servers. (Strict portion control is essential to prevent dissatisfaction or disturbances among inmates.)

Meal/Utensil Count for Inmate Population. Accurate meal and utensil counts must be made prior to the transporting of food carts to serving areas, to ensure that each inmate receives his or her correct meal and that *all* utensils are returned to the food service department. A correctional officer should be present when food is delivered to the serving areas, and he/she should also count the utensils and all other serving pieces prior to their entry into the cell area and again when they are removed. Such a precaution will ensure that a potential weapon is not left in the cell, day room, or module. If a utensil is missing after a meal, a thorough search of both cells and inmates must be conducted.¹⁰

Methods for implementing meal and utensil counts vary considerably. The following procedure used by one facility may provide guidance for serving meals to inmates in decentralized locations:

- The supervising cook obtains the exact count for each meal from the deputy in charge of each module as well as from the intake and transportation departments. The custody sergeant is contacted if there are discrepancies in the census confirmation;
- The cook ensures that the correct number of food portions, serving utensils, and flatware are sent to each module; he/she then records the meal count on the transport log (see Figure 8.4), which accompanies each food cart to the serving area;
- The cook's signature verifies that the cart's contents match the inmate count;
- The module deputy counts the serving utensils, flatware, and food items on the meal cart to verify that they correspond with that noted on the transport log. The deputy signs the log if the count corresponds; and if it does not, he/she contacts the cook if additional items are needed;

- The supervising cook is responsible for transporting the food carts to and from the modules and will not remove them until the transport log is signed by the module deputy;
- At the end of each meal, the module deputy counts utensils and flatware to ensure that the same number are returned as were received.*

Special Diet Count/Instructions. When inmates are to receive special diets for medical or religious reasons, the inmate's name, type of diet, and special instructions should be sent with the food carts to the serving areas. In the facility utilizing the transport log in Figure 8.4, the module deputy ensures that the special diet inmate receives and signs for his or her meal. These logs are retained for two years.

Figure 8.5 is an example of a form used by deputies in another facility to ensure that inmates whose wrist bands identify them as requiring special diets or utensils actually receive them.

Ensuring Proper Serving Temperatures

Foods transported to decentralized serving locations must remain under conditions specified for hot or cold holding or must be heated at the point of service.

Microwave System. Some facilities utilize a microwave system, in which pre-plated meals are transported under refrigeration to the various points of service, where portions to be served hot are "boost heated" to a temperature of 140 degrees F or above. A combination hot/cold cart may also be used, in which cold portions can be plated and transported in the refrigerated section and the hot portions transported in the heated sections.

(Hot portions transported in this manner must still be boost heated in the microwave oven to ensure that they reach 140 degrees F or above before being served.) Instructions for microwave heating should accompany food carts to serving areas (see Figure 8.4).

Meals should be covered properly during the transporting and boost heating process, to help retain the moisture as well as to shorten the heating time. Plastic wrap, waxed paper, or paper napkins may be used as covering.

Insulated Meal Delivery Systems. A variety of one- and two-piece meal servers have been developed with carefully proportioned, fully insulated compartments for each menu item to transport pre-heated meals the

lengthy distances that exist between the kitchen and the serving areas in some correctional facilities.

Two-piece servers may have color-coded tops and bottoms, and some facilities also use color-coding for modified diets. In the two-piece servers, foam insulation above, below, and on every side of each food item prevents temperature exchange; thus, depending on the menu, input temperatures, and dishware used, these servers may maintain desired temperatures for up to 1½ hours.

Fully insulated, one-piece servers are also available in which thermal columns are created when hot foods are stacked above hot foods and cold foods are stacked above cold, resulting in extended temperature maintenance. A fully insulated cover protects the top and bottom of each stack of servers.

These meal delivery systems may consist of automatic, conveyerized twin traylines where workers fill the trays as they move down the assembly line. Exact, portion size scoops may be used to aid in maintaining carefully planned food calculations that account for food down to the last ounce and avoid leftovers or waste. Hot foods are held in pre-heated, palletized carts at trayline work stations, ensuring that food is still at maximum temperature as it goes onto the trays.

At the end of each trayline, completely assembled trays are stacked in steel wire cages or custom designed carts, each tray covering the one below it and protecting the warmth of the meal. In large facilities, a computer printout may show the cart or cage destination and the number of regular and special diet meals required. A system may be utilized in which each cart or cage is then locked and turned over to a security officer, who is in charge of it through elevator rides, tunnels, etc. enroute to a specific cell block or day room. At a pickup location for each area, a trusty or officer receives the cage and distributes the meals.¹¹

Serving Inmates with Infectious/Contagious Diseases

For inmates diagnosed with certain infectious or contagious diseases, paper or plastic dishes may be used and then discarded. There is no evidence that the virus causing acquired immune deficiency syndrome (AIDS) is transmitted through food or utensils; therefore, no special provisions for food service and no special handling of utensils used in the preparation or service of meals for AIDS-infected inmates are needed.¹²

It should be noted that dishes used by *all* inmates should be washed in water that is hot enough to kill bacteria and viruses, to prevent the passing of *any* organisms between prisoners.

*Source: Contra Costa County Detention Facility, Martinez, CA.

CYCLE #: _____
 DAY: _____
 MEAL: _____
 MODULE: _____

Figure 8.4
Main Detention Facility
Transport Log

DATE: _____
 COUNT: _____
 MICRO #: _____

MENU	INSTRUCTIONS

SPECIAL DIETS:		
<u>NAME</u>	<u>DIET</u>	<u>SIGNATURE</u>

MEAL COUNT VERIFICATION:

NUTRITIONAL ANALYSIS:

 COOK MODULE DEPUTY

PROTEIN: _____ FRESH FRUIT: _____
 MILK: _____ VITAMIN C: _____
 GRAIN: _____ VITAMIN A: _____
 TOTAL FRUIT & VEGETABLE: _____

MENU APPROVAL DATE: _____

Figure 8.5 Special Diets

A-FLOOR

MAKE SURE YOU CHECK YOUR SPECIAL DIETS!

Block	Vegetarian	Pork Free	Other
1.			
2.	Murphy		
3.			
4.			
5.	Gibson		
6.			Brown—BLAND
7.			Watkins—DIABETIC
8.		Garcia	
9.		Washington	
10.		Smallwood	
11.		Bragg	Mitchell—NO MUSTARD
12.		Hurley	
L-4		Webb	
Disp.			D-11—Dollar—PAPER & PLASTIC ONLY!

Source: Adult Detention Center, Fairfax, VA.

Serving Unruly and/or Segregated Inmates

Food should not be withheld as a disciplinary measure, and all inmates and staff, except those on special medical or religious diets, should eat the same meals. A nutritious, balanced diet is basic to the health and well-being of all persons. Therefore, inmates who are in isolation or segregation as a means of punishment or for any reason should receive the same quality and quantity of food as inmates in the general population. However, methods of serving these special inmates may differ from those normally used.

For example, paper dishes and plastic cutlery should be used in serving violent, disruptive, aggressive or suicidal inmates. In addition, in facilities where trustees normally deliver meals to serving areas, correctional officers should be in charge of or more closely supervise food delivery to inmates in segregation.

If a disruptive or violent inmate throws or otherwise abuses his or her regular food, an alternative diet may be offered. Care must be taken to ensure that such a diet is nutritionally adequate and reasonably palatable. However, this alternative diet should be made available only in response to a clearly demonstrated need; and it should be reviewed and approved by designated supervisory staff and continue for no longer than necessary.¹³

Inmate Hunger Strikes

An inmate who refuses to eat or who eats very little should be watched closely. Failure to eat a meal or eating a minimum amount should be documented and reported by the officer in charge of the serving area.

EMERGENCY FEEDING

Faulty equipment, power outages, fires, inmate disturbances, or other unforeseen occurrences can and do occasionally destroy even the best-laid meal preparation plans. All facilities must have back-up meal provisions for such emergencies. Many have made arrangements with nearby correctional institutions through which each agrees to provide to the other a simple but adequate, nourishing meal, in the event that one food service department is temporarily incapacitated. Such a backup meal, which may consist merely of soup, two sandwiches (one of which must be made of a non-pork product), and a beverage, provides necessary insurance against a potentially hostile or even explosive situation.

HOT WEATHER BEVERAGE SUPPLEMENTS

Inmates should have access to adequate quantities of drinking water at all times. In addition, in non-air-conditioned facilities, it is recommended that ice water or other cold beverages be available to inmates in day rooms or other designated areas during hot weather. Coolers or other containers used for these beverages should be filled with fresh ice daily and must be inspected regularly by the food service staff to ensure that they are maintained in a sanitary manner and are free of contraband. The coolers should not contain anything other than ice water and/or the drink of the day as authorized by the shift supervisor or chef.*

MEALS FOR INMATE WORKERS, STAFF, AND VISITORS

Policies regarding dining arrangements for inmate workers, staff, and visitors vary. However, in every facility, established regulations should clearly specify procedures and appropriate facilities.

Inmate Workers

Generally, inmate workers eat in the main dining room according to a schedule established by the food service manager. (In some facilities, inmates assigned to the staff dining room may be allowed to eat there.) In those facilities that do not have a main dining room, an appropriate dining area should be designated for the inmate workers. All inmate food service workers should eat the same meal as inmates in the general population, with no extra or special food or beverages allowed.

Staff and Visitors

The staff dining room or cafeteria is generally under the jurisdiction of the food service manager. The staff, as well as any visitors to the facility, should be served the same food as the inmates. Arrangements vary regarding methods for meal payment. For example, in some facilities, staff members purchase meal tickets; and in others, employees receive one free meal for every eight-hour shift they work. Established policies should dictate the procedures regarding availability and cost of meals for visitors. Some facilities furnish guest meal tickets under certain circumstances, such as to persons performing special services to the facility.

*Source: Polk County Jail Policies and Procedures, Des Moines, IA.

INMATE COMPLAINTS

Occasionally, inmates complain that the food they are served is not acceptable for reasons such as the following:

- Food is not properly prepared;
- Food contains foreign matter or is spoiled;
- Food is not served at the proper temperature;
- Portions are not large enough.

In some facilities, all such complaints are reported to food service personnel. In other facilities, persons receiving complaints use discretion in taking each one seriously, since some inmates are chronic complainers and are simply looking for attention. Documenting and reporting every inmate complaint, no matter how vague, may have the potential effect of undermining the morale of the food service staff.¹⁴

However, if it appears that the complaint may be valid for any reason, an appropriate response is required. The following procedure utilized by one facility may provide guidance in responding to the inmate:

- A sample of the inmate's food should be presented to the shift supervisor as well as to the cook for inspection. At the discretion of the shift supervisor and the kitchen staff, corrective action should be taken immediately to ensure that the inmate is fed an acceptable meal and the problem is resolved;
- Food complaints that cannot be satisfactorily resolved at the time of the incident should be reported to the jail administrator or other designated person for further evaluation and appropriate action;
- If the complaint involves food that is allegedly spoiled or that contains foreign matter, samples of affected food should be properly bagged and labeled and given to the medical department for appropriate action and documentation;
- In addition to the above, all officers and kitchen personnel who had contact with the complaining inmate or with the food in question or who have information related to the incident should file a written report that includes the following:
 - Condition of food; i.e., Was it properly prepared? Were the portions the usual size? Did the food contain foreign matter?
 - How or why the incident occurred;
 - Corrective action taken to prevent recurrence.*

SUMMARY

It is essential that the same meticulous care used in planning menus and purchasing and storing food be given to preparing and serving food.

Methods of preparing food in correctional facilities vary widely; however, factors that should not vary, regardless of the institution's size are:

- The maintenance of sanitation and safety;
- Conformance to standards regarding the right of all inmates to a nutritious diet; and
- The quality and palatability of the final products.

All food preparation must be under the direct supervision of a designated, paid food service staff member, who is familiar with all aspects of food preparation. In planning for food preparation, a food preparation worksheet may be used to communicate to workers what and how much is to be prepared, for what meal, and by whom. On the cycle menu system, such a worksheet provides a gauge for preparing the same meal 28 or 35 days later.

Most items on a menu in institutional food service go through the following steps:

- Storage (dry, refrigerated, or frozen);
- Assembly (weighing or measuring ingredients);
- Preparation (vegetable cleaning, peeling, chopping; preparing pans);
- Cooking (baking, frying, broiling, steaming, simmering);
- Finishing (setting up salads, portioning desserts, slicing meat);
- Storage prior to serving (heated or refrigerated).

During each of these steps to meal preparation, it is vital that all food handlers be alert to the signs of contaminated food and follow established procedures for its prompt disposal. Learning to recognize and dispose of contaminated foods is a necessary step toward achieving a safe, sanitary food service; however, such a practice is only one phase in the constant effort to prevent foodborne illness in the correctional population. In reality, outbreaks of foodborne disease are usually associated with foods that appear completely sound and unspoiled.

Therefore, food handlers must take extreme precautionary measures with all foods, regardless of their appearance, to avoid contaminating the food through improper personal hygiene; prevent possible further growth of bacteria in food that may already be contaminated; and destroy dangerous levels of bacteria that may already exist.

In order to meet these responsibilities, the food handler must adhere strictly to rules of personal hygiene, sanitation, and safety in preparation, cooking, and storage of foods.

Foods should be prepared with variety and appeal, while also using safeguards to prevent the destruction of vitamins and minerals.

ACA Standards require that at least three meals, of which two are hot, are provided at regular meal times

*Source: Polk County Jail Policies and Procedures, Des Moines, IA.

during each 24-hour period, with no more than 14 hours between the evening meal and breakfast. However, provided that basic nutritional goals are met, variations may be allowed based on weekend and holiday food service demands. Food service managers are encouraged to plan special meals for holidays and weekends, to break the monotony of three meals served at exactly the same times every day.

Where inmates are served in a central dining room, supervision is needed for both the inmate workers and the inmates from the general population. Such supervision ensures that:

- Order is maintained in the serving line and during the meal;
- Food is distributed equitably by inmate servers;
- Utensils are closely controlled to prevent their removal from the dining room.

Prior to the beginning of and during each meal, the serving line should be inspected by the chef in charge to ensure that sanitation and safety regulations are met and that proper serving procedures are followed.

For facilities without a main dining room, procedures vary widely in the manner in which food is transported and served. Some facilities use a microwave serving system, in which pre-plated meals are transported under refrigeration to the various points of service, where portions to be served hot are "boost heated" to a temperature of 140 degrees F or above. Insulated hot/cold meal delivery systems have also been developed to transport pre-heated meals the lengthy distances that exist between the kitchen and the serving areas in some correctional facilities.

Careful supervision is needed when meals are served in cells or day rooms, to prevent such problems as stealing of utensils, inequitable apportionment of food by trusty servers, or the bullying of weaker inmates by stronger inmates who want more food. Unruly and/or segregated inmates should be served the same food as that served to the general inmate population. If a disruptive inmate is throwing or abusing his/her regular food, an alternative diet may be offered. Care must be taken to ensure that the alternate food is nutritionally adequate and reasonably palatable.

All facilities should have provisions for emergency feeding. Many have made arrangements with nearby correctional institutions through which each agrees to provide to the other a simple but adequate, nourishing meal, in the event that one food service department is temporarily incapacitated.

Inmate workers, staff, and visitors should be served the same food as that served to the general inmate population. Workers should not be permitted extra or special food.

In some facilities, all inmate complaints regarding food service are recorded, and a sample of the inmate's food is presented to the shift supervisor as well as to the cook for inspection. In other facilities, discretion is recommended in the documenting and reporting of every complaint.

NOTES

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6. Ibid.
7. *Jail Officer's Training Manual*. Alexandria, VA: National Sheriffs' Association., 1980.
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12. A.T. Laszlo, M.B. Ayres, *AIDS: Improving the Response of the Correctional System*. Alexandria, VA: National Sheriffs' Association, 1986.
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CHAPTER IX

Sanitation and Safety in the Food Service

The jail food service operation is affected by many federal, state, and local laws and regulations that impact on health, safety, and sanitation procedures. In addition, state jail standards, *Standards for Adult Local Detention Facilities* (see Appendix A), and *Standards for Health Services in Jails*, published by the National Commission on Correctional Health Care, all establish minimum requirements for a safe, sanitary food service.

This chapter presents guidelines for ensuring that proper sanitation and safety measures are consistently used in the jail food service.

SANITATION RESPONSIBILITIES OF THE FOOD SERVICE MANAGER

In addition to planning and overseeing the preparation and serving of a consistently attractive, well-balanced diet, the food service manager and his or her staff must ensure that all meals are prepared and served under sanitary conditions.

An effective sanitation program impacts on the overall jail climate and is vitally important to the health of both staff and inmate population. In addition, it acts as an impetus toward the maintenance of sanitary, secure conditions throughout the jail. Lack of staff commitment to the goal of a sanitary food service can lower staff and inmate morale and produce a number of other undesirable conditions, the most dangerous of which is food toxemia, better known as food poisoning.

If mishandled, food can become contaminated with dirt, germs, and hazardous chemicals. Food protection measures are crucial to prevent contamination from spoilage or infestation of bacteria, viruses, or parasites. The Centers for Disease Control (Atlanta, Georgia) reported that in 1982, 539 persons in correctional facilities became ill from just three instances of contaminated food. Since these statistics were reported on a voluntary basis, they may represent only a small percentage of the outbreaks that actually occurred during this period.¹

A disruption in the normal jail routine, such as food poisoning, causes a range of problems, from general

staff and inmate unrest to, in extreme cases, death. It also affects the facility's overall security and can result in lawsuits against individuals and/or the institution. Even where unsafe practices have not resulted in illness or death, lawsuits have been filed and won by inmates claiming they received food prepared or served under unsanitary conditions. Such legal actions often cause tension and hostility—precisely the right atmosphere for inmate disturbances.

Factors Affecting Sanitation

The following variables impact on sanitation in the jail food service:

- Health and hygiene habits of food service personnel;
- Quality and degree of personnel training;
- Maintenance of food preparation practices that prevent bacteriological contamination;
- Cleanliness and capabilities of equipment;
- Maintenance of environmental sanitation standards.

Health and Hygiene Habits of Food Service Personnel. Of greatest importance to the sanitation level of the jail food service are the health and personal hygiene habits of the food handlers themselves. As discussed in Chapter VIII, all other efforts at maintaining a sanitary, safe food service operation, such as proper storage and cooking temperatures, will be of little value if the persons actually handling the food do not follow the strictest rules of personal health and hygiene.

The food service manager is responsible not only for guarding his or her own health, but for monitoring that of all workers. Signs should be posted in the food service area to remind workers of their responsibilities regarding personal hygiene, and the following regulations must be enforced consistently by designated personnel to maintain necessary sanitation standards:

- Civilian employees must undergo a pre-employment physical examination, and their status must be updated periodically;
- Inmate workers must be cleared by the medical staff before assignment to food service, and their status must be updated monthly;

- No person with open lesions, sores, infected wounds, sore throat, diarrhea, or any disease transmissible through food should be permitted in the food service department; workers should be monitored daily for such problems (the bacteria causing them could also be the source of foodborne illness);
- No smoking should be permitted in the food preparation area. Food handlers who smoke should do so only in designated areas and wash their hands with hot water and soap before entering the food preparation area.

In addition, all food handlers must:

- Wash their hands and forearms with soap and hot water before, during, and after work, and after eating, drinking, picking up anything off floors, or using the toilet (toilet and hand washing facilities must be available to food service personnel in the vicinity of the food preparation area); hands should never be washed directly in the food preparation area;
- Keep hands away from own face or skin while handling food; wash hands promptly if they accidentally touch these surfaces;
- Wipe off perspiration with disposable handkerchiefs (not aprons) to prevent it from dripping onto food or equipment;
- Bathe and wear clean uniforms or appropriate clothing daily; change apron or clothing that becomes soiled during the day;
- Wear hairnets or paper hats while in kitchen area and while handling food;
- Wear plastic food handlers' gloves while handling food, but avoid using gloves as a substitute for clean hands and using the same gloves for other foods after they have touched raw meat, poultry, eggs, or any unsanitary surface;
- Shave daily, or if local regulations permit beards, wear a beard guard while handling food;
- Turn away from food and cover mouths and noses with paper tissues when coughing or sneezing; wash hands after contact with soiled tissue.

Personnel Sanitation Training. Training for food service workers should emphasize, first and foremost, the need for strict personal hygiene. In addition, food service employees and inmate workers must be trained to operate from a housekeeping plan that meets the highest sanitation standards and defines a specific cleaning schedule for each individual. This arrangement helps to avoid chaos in the kitchen and encourages thorough cleaning. As a valuable aid in developing an effective cleaning schedule, refer to the text, *Sanitary Techniques in Food Service*, listed in "Additional Sources."

Sanitation training should be conducted on a regular basis and records maintained regarding course content

and participation. It is essential that the food service manager be aware of the conditions that can lead to foodborne illness and direct a preventive/corrective response. (Some health agencies may require a food service manager to attend a course on food service sanitation prior to certification.)

Since careless habits can contaminate food, dishes, or utensils, new personnel will require close supervision and followup until both work and personal habits consistently meet established standards. All workers should be trained, monitored, and required to comply with the following regulations:

- Hands and fingers should be kept out of food (utensils should be used whenever possible), and serving and eating utensils picked up by bases or handles; cups, glasses, bowls, plates should be touched on the outside only;
- Spoons or other utensils used in preparing foods should not be used for tasting. Separate spoons and forks used for tasting should be washed, rinsed and sanitized after each use, or disposables should be used;
- Food and beverages should be consumed only in designated areas; food handlers must wash their hands thoroughly before returning to work;
- Personal belongings should be stored in a designated location away from food preparation and serving areas;
- Non-food service personnel should be discouraged from entering the kitchen; food service employees and inmate workers should enter only when they are actually working;
- Cleaning cloths and sponges should be used for one purpose only; a sponge used to clean a table top should not be used to wipe off a utensil;
- Improper cleaning procedures that raise or scatter dust or dirt should be avoided.

Food Preparation Practices that Prevent Bacteriological Contamination. Staff adherence to the following guidelines will ensure the preparation and serving of safe, non-contaminated food:

- Prepare food with minimum manual contact, suitable utensils, and on surfaces that have been cleaned, rinsed, and sanitized to prevent cross-contamination;
- Use separate cutting boards for meat, poultry, fish, and raw fruits and vegetables. Do not cut cooked foods on the same boards as raw products, unless non-absorbent boards are used and cleaned and sanitized between use;
- Thoroughly wash raw fruits and vegetables with clean water before cooking or serving. Cooking alone will not destroy spray chemicals; and while most of these are not dangerous, some may be so. In addition,

- vegetables may have been contaminated with manure or waste water and must be washed to reduce the number of disease-causing bacteria on skin or leaves;
- Cook foods that are potentially hazardous to an internal temperature recommended by the U.S. Department of Agriculture (See Table 8.2, Chapter VIII);
 - Reheat potentially hazardous foods rapidly to 165 degrees F or higher before serving or placing in preheated hot food storage equipment. Steam tables, warmers, and similar hot food holding equipment are NOT to be used for reheating potentially hazardous foods; large volumes of food take too long to heat in such devices;
 - Limit, if not eliminate, the carryover of heated foods from one day to the next (the influence of temperatures in the danger zone is cumulative);
 - Use thermometers to ensure the attainment and maintenance of proper internal cooking, holding, or refrigeration temperatures of ALL potentially hazardous foods; hot foods should be held at 140 degrees F or above and cold foods at below 45 degrees F;
 - Do not partially cook meat or poultry one day and complete the cooking the next day;
 - When cooking frozen meat, poultry, or fish, allow at least one and one-half times as long to cook as is required for unfrozen or thawed products of the same weight and shape (otherwise, the center of the meat may not be properly cooked or safe to eat);
 - Stuff fresh or thawed meat, poultry, or fish just before roasting. Put the stuffing in lightly, without packing, to allow heat to penetrate more quickly throughout the stuffing;
 - Reconstitute dry milk and dry milk products only for use in instant desserts and whipped products or for cooking and baking purposes. Do not serve in or as beverages because of the potential for contamination;
 - Use liquid, frozen or dry egg products primarily for items that will be thoroughly cooked or baked because of potential contamination of eggs after opening, thawing, or reconstituting (frozen eggs should be thawed in the refrigerator or under cold running water to minimize the growth of salmonellae);
 - Reconstitute non-dairy creaming, whitening, or whipping agents only when they will be stored in sanitized, covered containers and cooled to 45 degrees F or lower within four hours after preparation.

Failure to adhere to these sanitation and safety measures in the handling of foods prior, during, and after cooking may allow the growth of disease-causing bacteria and cause foodborne illness. In addition to bacteriological contamination, foods can cause illness, such as trichinosis, if contaminated by parasites; viral infections if contaminated by viruses. (which may be spread

by workers via food or utensils); and chemical poisoning if contaminated by cleaning solutions, insecticides, fungicides, or toxic metals.

Cleanliness and Capabilities of Equipment. The food service manager's responsibility for the maintenance of acceptable standards includes not only the sanitary preparation and service of food, but also the sanitary operation and maintenance of all equipment, including automatic dish and utensil washers and refrigerated and non-refrigerated storage. (See Figure 9.1 for sample food service cleaning assignments.)

An up-to-date food service department includes equipment, materials, and a layout design that facilitates easy cleaning with hot water, detergents, and sanitizing agents. Floors of the facility should be constructed with materials that do not absorb grease or moisture, and they should contain an adequate number of conveniently located drains. Walls, ceilings, and ventilation equipment must be designed for frequent, thorough cleaning.

In the purchase and placement of equipment, sanitation features should be a major consideration. New installations should allow for easy removal of soil, food particles, or other debris that collects between pieces of equipment or between equipment and walls or floor. In addition, extra care should be taken to ensure that new equipment is installed in accordance with manufacturers' specifications. Before purchasing new equipment, the health department should be consulted. Most health departments require that plans and specifications for remodeling be submitted for review and approval prior to beginning work.

Equipment maintenance information should be obtained from manufacturers or local distributors, filed in the food service department, and utilized in the development of equipment cleaning procedures and personnel training. When a new piece of equipment is purchased, a service representative should be asked to demonstrate its proper use and cleaning features.

Although older institutions may not have the advantage of new design and equipment, the food service department can be maintained effectively by careful planning, training, and supervising. Cleaning of equipment must be scheduled regularly to reduce the possibility of food contamination by micro-organisms and to aid in pest control.

Maintenance of Environmental Sanitation Standards. The following practices are recommended to maintain high environmental sanitation standards:

- A weekly schedule should detail the thorough cleaning of walls, floors, and ceilings in all areas;
- All work and storage areas must be clean, well-

Figure 9.1 Sample Food Service Cleaning Assignments

UTILITY: EVERY DAY, EVERY SHIFT

- A. Store Rooms 1 & 2
 - ___ 1. Straighten & clean all shelves.
 - ___ 2. Sweep & mop floors.
 - ___ 3. Clean all windows.
 - ___ 4. Spot clean doors inside & out.
 - ___ 5. Re-close all boxes or remove flaps.
 - ___ 6. Cover all open food items.
- B. Restrooms
 - ___ 1. Clean mirrors, toilets, urinal, sinks.
 - ___ 2. Sweep & mop floors.
 - ___ 3. Spot clean doors.
 - ___ 4. Re-fill toilet tissue, hand towels & seat covers.
- C. Kitchen Floors
 - ___ 1. Spot clean continuously during shift.
 - ___ 2. Remove trash.
 - ___ 3. Keep utility closet shelves straight & remove all items from floor.
- D. Walk-In Refrigerator & Freezer
 - ___ 1. Clean off all shelves.
 - ___ 2. Cover all food items.
 - ___ 3. Sweep & mop floors in Coolers 1, 2 & 4.
 - ___ 4. Clean all stainless steel outside walls & doors.
 - ___ 5. Rotate items to the front of unit.
- E. Trusty Breakroom
 - ___ 1. Clean tables.
 - ___ 2. Remove miscellaneous items.
 - ___ 3. Clean coffee pot & make fresh coffee.
 - ___ 4. Sweep & mop floor.
 - ___ 5. Empty trash.
- F. Cook's Office
 - ___ 1. Vacuum floor.
 - ___ 2. Empty trash.

WEEKLY CLEANING ASSIGNMENTS

<u>DAY</u>	<u>SHIFT</u>	<u>ITEM</u>
___ Mon	Swing	Inside hoods & filters
___ Mon	Day	Shadow box
___ Mon	Grave	All ovens, inside & out
___ Tue	Swing	All ceiling vents
___ Tue	Day	Clean & polish all stainless steel
___ Tue	Day	Shelves soup containers all stand on
___ Tue	Swing	Outside hoods
___ Tue	Grave	Cooler #1: walls, ceiling, floors, shelves, doors, gaskets, and outside stainless steel
___ Tue	Grave	Cooler #2: walls, ceiling, floors, shelves, doors, gaskets, and outside stainless steel
___ Wed	Swing	Stainless steel wall behind pot storage area
___ Wed	Swing	Remove all pots & pans from pot storage shelves and clean shelves
___ Sat	Day	Remove spray arms from dish machine, take off end caps and clean inside
___ Sat	Swing	Scrub all trash cans inside and out
___ Sun	Day	All utility carts
___ As Assigned		Cooler #3: walls, ceiling, floors, shelves, doors, gaskets, and outside stainless steel
___ Sun	Grave	Cooler #4: walls, ceiling, floors, shelves, doors, gaskets, and outside stainless steel
___ Sat	Grave	Empty, clean & replenish fryolators.

This inspection sheet is to be filled out on each shift by the cook in order to be assured that good sanitation procedures are being followed.

Date: _____ Signature: _____

Figure 9.1 (continued)

ASSISTANT COOKS: EVERY DAY, EVERY SHIFT

- ___ 1. Clean top, front & sides of all stoves, convection ovens, fryolators, ovens, griddles, hot*tops, steam kettles & pressure steamers.
- ___ 2. Clean stainless steel workbench, can opener, under-shelves, wall-shelves, sink & drawers.
- ___ 3. Clean all stainless steel back-splashes and wall coverings.
- ___ 4. Sweep & scrub floors in your area.
- ___ 5. Raise steam kettles up, clean behind & underneath & leave up at end of shift.
- ___ 6. Clean out floor drain.
- ___ 7. Clean utensil rack & hooks.
- ___ 8. Disassemble & clean meat slicer & surrounding walls & floor.

CART PACKERS: EVERY DAY, EVERY SHIFT

- ___ 1. Clean all stainless steel walls in packing area.
- ___ 2. Clean outside surfaces of ice machine.
- ___ 3. Clean all surfaces & behind dry storage bin.
- ___ 4. Organize plasticware & clean shelves.
- ___ 5. Clean stainless steel table, shelves, sinks & countertops.
- ___ 6. Sweep & scrub floor from back door to electrical panel.
- ___ 7. Clean floor drains.
- ___ 8. Clean under ice machine.

DISH WASHERS: EVERY DAY, EVERY SHIFT

A. Machine Area

- ___ 1. Empty tank & clean screens.
- ___ 2. Wash all drain counters, back-splashes & shelves with hot, soapy water, dry & polish.
- ___ 3. Clean stainless steel on dish machine, top & sides, dry & polish.
- ___ 4. Clean & polish top, sides & shelves of wall-shelf for dishes.
- ___ 5. Sweep & scrub floor with hot soapy water; get under machine in all corners.
- ___ 6. Clean dish shelves; remove miscellaneous items.
- ___ 7. Clean all utility carts & properly place them for storage.
- ___ 8. Clean floor drains.
- ___ 9. Wash inside & outside & dry food carts.

B. Utility Closet

- ___ 1. Sweep & mop floor.
- ___ 2. Hang all brooms & mops.
- ___ 3. Leave no miscellaneous items on floor.
- ___ 4. Spot clean floor.
- ___ 5. Make sure all items are neatly stored in their proper places.

PLATERS: EVERY DAY, EVERY SHIFT

- ___ 1. Clean all stainless steel tables - tops, legs, shelves & backsplashes in your work area.
- ___ 2. Clean all foodcarts used in the plating process.
- ___ 3. Clean all bulk food storage carts.
- ___ 4. Clean all quick-chill boxes - inside, outside & gaskets.
- ___ 5. Clean racks used for china storage.
- ___ 6. Clean mixer.
- ___ 7. Clean wall pole in your area.
- ___ 8. Clean drains in your area.
- ___ 9. Sweep & scrub floors in your area.
- ___ 10. Clean out floor drains.
- ___ 11. Re-coil & hang utility hose.

TEMPERATURES FOR:	
Cooler #1	___ OF
" #2	___ OF
" #3	___ OF
" #4	___ F
Blast Chill	___ OF
Roll-In Refrigerator	___ OF

POT WASHERS: EVERY DAY, EVERY SHIFT

- ___ 1. Clean & polish - inside & out - sinks, back-splashes, drainboards & under-shelves.
- ___ 2. Pot storage area should be neatly stacked (upside down) on clean shelves.
- ___ 3. Clean stainless steel walls in corridor behind steamline.
- ___ 4. Clean utensil rack & hooks above pot sink.
- ___ 5. Clean out garbage disposal.
- ___ 6. Clean floors surrounding pot sink, meat slicer & pot storage area.
- ___ 7. Clean stainless steel shelf behind steam kettles.
- ___ 8. Clean floor drains.

- lighted, and orderly. Protective shields to prevent broken glass from falling onto food should be provided for all lighting fixtures located in food storage, preparation, and serving areas;
- Overhead pipes should be eliminated or covered by a false ceiling, since these pipes collect dust and might also leak onto foods;
 - Ventilation hoods should be designed to prevent the buildup of grease or condensation on walls and ceilings that can drip onto food or food-contact surfaces; filters or other grease extracting equipment should be readily removable if they are not designed for cleaning in place;
 - To prevent cross-contamination, kitchenware and food contact surfaces of equipment should be washed, rinsed, and sanitized after each use and after any interruption of operations during which contamination could occur. Large equipment, such as meat cutting and food processing machines, should be dismantled prior to cleaning;
 - Food-contact surfaces of grills, griddles, and similar cooking equipment and the cavities and door seals of microwave ovens should be cleaned at least once each day. Non food-contact surfaces should be cleaned as often as necessary to keep equipment free from dust, dirt, and food particles;
 - A ready supply of hot water (120 to 140 degrees F or 49 to 60 degrees C) must be available, and appropriate sanitizers must be used in dish washing (see Appendix F);
 - Daily temperature of refrigeration equipment should be checked and logged (see Chapter VI for refrigeration requirements and log);
 - An adequate number of leak-proof, non-absorbent garbage and trash containers must be available; garbage storage area should be refrigerated, if possible; be removed from food preparation, storage, and dining rooms; have floors with proper drainage; and floors, walls and ceilings of cement or other easily cleaned material. Garbage and trash should be separated, tightly covered and removed at least once daily; dumpster drain holes should be plugged to prevent entry by rodents;
 - Rodents must be eliminated by following the guidelines for garbage and trash storage and by disinfecting containers after emptying; closing and sealing all openings and cracks or pipes in walls, floors, or ceilings (openings as small as 1/2" in diameter will admit rats); and storing food properly overnight;
 - Insects must be eliminated by keeping floors, walls, shelves, and cupboards clean and dry; keeping all food covered; seeing that screens and windows fit tightly and are in good repair; keeping doors closed; screening supplies upon delivery; storing all food supplies on pallets, skids, or in covered containers; and spraying at night when all food, dishes, and utensils are stored and covered.²
 - Standing water, particularly near dumpster or garbage storage areas, must be eliminated, as it provides harborage for insects; traps and drains must also be free of standing water and debris;
 - Sanitary water, under pressure, must be supplied and monitored daily to keep equipment running smoothly and to maintain sanitary conditions. Discolored or bad smelling water indicates problems, as does too high or too low water pressure. In cases where contaminated water is suspected, bottled water should be used in food service, dispensed from its original container;
 - Avoid cross-connections between the drinking water system and non-potable liquids. Direct connections between the water supply and waste lines is prohibited. Hoses or any other extension of the water system outlet must be protected with a backflow prevention device (consult with plumbing inspector);
 - Plumbing and sewage facilities must be checked periodically for leakage or backups, since such problems can contaminate cooking and eating utensils and should be reported immediately;
 - Mop buckets and wringers should be emptied and thoroughly cleaned with detergent and hot tap water at the end of each day. Mop heads should be bleached and allowed to air dry away from food or food contact surfaces or equipment. When not in use, mops should be placed on appropriate hangers, off the floor. Empty waste water into the proper basin or toilet, never onto the ground surface;
 - Cleaned and sanitized equipment and utensils should be stored at least six inches above the floor in a dry, clean location to protect them from contamination by splashes and dust. They should also be handled in a manner that prevents contamination of the parts that will be used in eating or will be in contact with food. Glasses and cups should be stored in an inverted position, and other utensils should be covered or inverted wherever practical.³ Items should be thoroughly air-dried before stacking and storing.

Food Poisoning Emergencies

Written policy should detail steps to be taken if, in spite of all precautions, foodborne illness occurs in the jail. Depending upon the number of persons affected, it may be necessary to discontinue serving all food prepared in the jail until the source of contamination has been located. Samples of prepared food should be held for inspection by local health authorities. No food should be removed from the premises and no storage

facilities altered until they have been inspected. The administrator or food service manager should request a report on the cause of the outbreak as soon as possible.

Sanitation Inspections

The food service manager should make an informal, sanitation inspection of the food service department daily. ACA Standards require a formal inspection to be done weekly, by an individual or committee designated by each institution. It is also recommended that a representative from the medical staff conduct an unscheduled inspection weekly. In addition, jail administrators are encouraged to ask their local health departments to make regular inspections. A copy of the inspection report should be presented to the jail administrator as well as to the food service manager, who is responsible for ensuring the correction of any health hazards.

Figure 9.2 is an example of a county health inspection form, with requirements based on the U.S. Public Health Service Standards, Food and Drug Administration Codes.

Figure 9.3 is a sanitation checklist that may be used by jail administrators and/or food service managers as a guide to ensure an effective self-evaluation of the operation and facilities as well as to document the performance level of food service personnel. Finding fault is only a small part of the exercise, however. Emphasis must be placed on corrective activity. When the evaluator has no control over the timely correction of a deficiency, notes should be made as to whom the problem was referred and an estimate given as to when the work is to be completed. Arrangements should then be made for follow-up. For severe deficiencies, such as a refrigerator breakdown, temporary corrective actions should be listed, such as "moved contents to walk-in refrigerator."

An effective, properly managed self-evaluation will serve to pinpoint problems for correction and lead to higher ratings when the regulatory authority performs its official inspection.

SAFETY RESPONSIBILITIES OF THE FOOD SERVICE STAFF

Food service employees and inmate workers should be thoroughly familiar with safety standards, including accident prevention, first aid, use of safety devices, floor care, and fire prevention and control. Training should be conducted in the area of safety, and records should be kept regarding course content and participation.

The food service manager should make daily safety inspections, and designated personnel should make weekly inspections for equipment safety hazards.

Monthly checks of the fire suppression systems must also be scheduled with written reports presented to both the chief jail administrator and the food service manager.

The food service manager is responsible for instructing all kitchen personnel on safety techniques and good housekeeping and for continually supervising to ensure that instructions are carried out. **Each staff member must continually strive to eliminate every potential hazard in the food service department.** The manager should ensure that all electrical equipment installed in the department meets the safety standards set for it in local and state codes.

Accidents involving equipment and machinery actually comprise only a small percentage of those mishaps that occur in food service departments. Chemical poisonings, falls, cuts, burns, and electric shocks comprise the greatest number of accidents. Unfortunately, all accidents invite bad publicity as well as lawsuits from both inmates and staff. Regular meetings should be scheduled for food service personnel to analyze major accidents and discuss prevention.

Safety Techniques

The following safety techniques are recommended to minimize chances for accidents in the food service areas:

- Non-food service employees should not be allowed in the kitchen; inmate workers should not enter the kitchen when they are not actually working;
- All halls, stairs, and work areas must be well lit;
- Operating procedures should be posted near all equipment; all staff should receive and understand proper instructions before operating it;
- Equipment should be inspected before it is turned on to make sure it is in good working condition; it should not be left unattended while running.

In addition, all personnel should:

- Use all equipment safeguards and not take chances or shortcuts; keep hands away from mixing or slicer blades, grinders, or choppers;
- Never change work procedures without discussing it first with their supervisors;
- Report defective equipment, electrical wiring, or switches promptly;
- Report ALL accidents, even seemingly insignificant ones;
- Learn and use the proper methods of lighting gas equipment;
- Avoid drafts that might cause gas burners to go out; avoid relighting after fumes are noticed until room has aired out;
- Avoid turning on electrical switches while standing

Figure 9.2

FAIRFAX-FALLS CHURCH HEALTH DISTRICT COMMONWEALTH OF VIRGINIA												FOR OFFICE USE ONLY													
PURPOSE		Food Service Establishment Inspection Report										COPY: FILE <input type="checkbox"/> SPIF <input type="checkbox"/> OTHER _____ RESCHEDULE _____													
Regular 29-1 Follow-up 2 Complaint 3 Pre-opening 4 Other 5		Based on an inspection this day, the items circled below identify the violations in operations or facilities which must be corrected by the next routine inspection or such shorter period of time as may be specified in writing by the regulatory authority. Failure to comply with any time limits for corrections specified in this notice may result in cessation of your Food Service operations.																							
EST. I.D.	Cty./Co.	Dist.	Est. No.	Program Code	Sanit. Code		DATE	Y	Y	M	M	D	D	TIME OF DAY	H	H	M	Inspection Time	M	M	M				
1-13				001		14-16	17-22							23-25				26-28							
ESTABLISHMENT NAME												MANAGER NAME													
ADDRESS																									
OWNER NAME/ADDRESS																		ZIP CODE							
FOOD											SEWAGE														
											WT. COL.														
*01	Source; sound condition, no spoilage										5	30	26	Sewage and waste water disposal										4	57
02	Original container; properly labeled										1	31	PLUMBING												
FOOD PROTECTION																									
*03	Potentially hazardous food meets temperature requirements during storage, preparation, display, service, transportation										5	32	29	Installed, maintained										1	58
*04	Facilities to maintain product temperature										4	33	*30	Cross-connection, back siphonage, backflow										1	59
05	Thermometers provided and conspicuous										1	34	TOILET & HANDWASHING FACILITIES												
06	Potentially hazardous food properly thawed										2	35	*31	Number, convenient, accessible, designed, installed										4	60
*07	Unwrapped and potentially hazardous food not re-served										4	36	32	Toilet rooms enclosed, self-closing doors; fixtures, good repair, clean; hand cleanser, sanitary towels/hand-drying devices provided, proper waste receptacles										2	61
08	Food protection during storage, preparation, display, service, transportation										2	37	GARBAGE & REFUSE DISPOSAL												
09	Handling of food (ice) minimized										2	38	33	Containers or receptacles, covered; adequate number insect/rodent proof, frequency, clean										2	62
10	In use, food (ice) dispensing utensils properly stored										1	39	34	Outside storage area, enclosure properly constructed, clean, controlled incineration										1	63
PERSONNEL											INSECT, RODENT, ANIMAL CONTROL														
*11	Personnel with infections restricted										5	40	*35	Presence of insects/rodents—outer openings protected, no birds, turtles, other animals										4	64
*12	Hands washed and clean, good hygienic practices										5	41	FLOORS, WALLS & CEILINGS												
13	Clean clothes, hair restraints										1	42	36	Floors, constructed, drained, clean, good repair, covering installation, dustless cleaning methods										1	65
FOOD EQUIPMENT & UTENSILS											LIGHTING														
14	Food (ice) contact surfaces: designed, constructed, maintained, installed, located										2	43	38	Lighting provided as required, fixtures shielded										1	67
15	Non-food contact surfaces: designed, constructed, maintained, installed, located										1	44	VENTILATION												
16	Dishwashing facilities: designed, constructed, maintained, installed, located, operated										2	45	39	Rooms and equipment—vented as required										1	68
17	Accurate thermometers, chemical test kits provided, gauge cock (1/4" IPS valve)										1	46	DRESSING ROOMS												
18	Pre-flushed, scraped, soaked										1	47	40	Rooms, area, lockers provided, located, used										1	69
19	Wash, rinse water: clean, proper temperature										2	48	OTHER OPERATIONS												
*20	Sanitization rinse: clean, temperature, concentration, exposure time; equipment, utensils sanitized										4	49	*41	Toxic items properly stored, labeled, used										5	70
21	Wiping cloth: clean, use restricted										1	50	42	Premises maintained free of litter, unnecessary articles, cleaning maintenance equipment properly stored. Authorized personnel										1	71
22	Food-contact surfaces of equipment and utensils clean, free of abrasives, detergents										2	51	43	Complete separation from living/sleeping quarters. Laundry										1	72
23	Non-food contact surfaces of equipment and utensils clean										1	52	44	Clean, soiled linen properly stored										1	73
24	Storage, handling of clean equipment/utensils										1	53	RECEIVED BY: name _____												
25	Single-service articles, storage, dispensing										1	54	title _____												
26	No re-use of single service articles										2	55	SANITARIAN name _____												
WATER																									
*27	Water source, safe: hot & cold under pressure										5	56	Yes.....79-1												
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;"> FOLLOW-UP Yes 74-1 </td> <td style="width:33%;"> RATING SCORE 75-77 100 less weight of items violated → <input type="text"/> <input type="text"/> <input type="text"/> </td> <td style="width:33%;"> ACTION Delete D </td> </tr> </table>											FOLLOW-UP Yes 74-1	RATING SCORE 75-77 100 less weight of items violated → <input type="text"/> <input type="text"/> <input type="text"/>	ACTION Delete D	Received by: name _____ title _____ SANITARIAN name _____ Yes.....79-1 CERTIFIED FOOD MGR. No..... 2											
FOLLOW-UP Yes 74-1	RATING SCORE 75-77 100 less weight of items violated → <input type="text"/> <input type="text"/> <input type="text"/>	ACTION Delete D																							
*Critical Items Requiring Immediate Attention. Remarks on back (80-1)																									

**Figure 9.3
Food Service Facility
Self-Inspection Check List**

Inspected By _____ Date of Inspection _____

Personnel	List Offenders Only Including Their Initials							Corrective Action
	Authorized (Food Service Personnel)	Free of Communicable Disease, Cuts, Sores	Hands Washed Regularly	Good Hygienic Working Practices	Good Personal Hygiene, Clean Clothing Worn	Hair Restraints, Hairnet, Hat Worn	Plastic Food Handlers' Gloves Worn During Preparation/Handling	

Handwashing Facilities in or Near Kitchen:	Yes	No
Clean		
Accessible		
Self-Closing Faucets, 15 Seconds		
Liquid Soap in Dispenser		
Towels in Dispenser		
Waste Cans		

Toilet Facilities:	Yes	No
Clean		
Doors Self-Closing, Closed		
Toilet Tissue in Dispenser		
Liquid Soap in Dispenser		
Towels in Dispenser		
Waste Receptacle, Covered		

Food Protection and Storage	Refrigerator/Freezer (List)					Corrective Action
	Is a Thermometer Present?	Unit Temperatures	Food Temperatures	Is Food Covered and Labeled?	Cleanliness of Unit	

(140° Minimum) Hot Holding: (145°-200°)	Food Preheated To Proper Temperature	Is a Thermometer Present?	Unit Temperatures	Food Temperatures	Is Food Covered and Labeled?	Cleanliness of Unit	Other	Corrective Action
Serving Line								
Warming Oven								
Heating Cabinet, Including Carriers								

Dry Storage:	Opened Items Protected	Off Floor	Labeled	Rotated (First in, First Out)	Proper Temperatures (List Temperatures)	Corrective Action
Food						
Supplies						
Cleaning Supplies						

Transported Food (List Food)	Approved Transporting Equipment	Foods Protected From Contamination	Departure Temperature	Serving Temperature	Food Service Staff Supervision During Cart Loading, Transport	Complete, Accurate Log Sheet Maintained	Corrective Action

Food Contact Surface Cleaning and Sanitizing

	Yes	No	N/A
Mechanical: Machine Clean and in Good Repair			
Spray Arms/Openings Clean and in Good Repair			
Filters Clean and in Good Repair			
Curtains Clean and in Good Repair			
Soap Dispenser Functioning Properly			
Gauges Functioning Properly			
Water, Clean			

Wash Cycle: Temperature _____ ° Fahrenheit
 Rinse Cycle Temperature _____ ° Fahrenheit
 Pressure: 15 - 20 pounds per square inch _____ pounds per square inch

Manual:

	Yes	No	N/A
Three Compartment Sink - Clean and in Good Repair			
Proper Set up (Wash-Rinse-Sanitize)			
Water Clean			
Pans/ Utensils Air Dried			
Swab Wiping Cloths in Sanitizing Solution			
Chlorine Test Kit Available			

Sanitizing Water in Sink for Immersion
 50 ppm in Sink _____ ppm
 Sanitizing Solution for Swab Cleaning _____ ppm
 100 ppm (1 Tbsp per Gallon Water) _____ ppm

Utensils and Equipment:

	Kitchenware (Spatulas, Knives)	Drawers, Racks	Cutting Boards	Pots and Pans	Sheet Trays	Display Trays	Tableware	Tables and Carts	Milk Cooler	Can Opener	Ice Cr. Ca.
Clean											
Sanitized After Each Use											
Properly Stored, Covered or Upside Down											
Good Repair											

	Food Slicer	Steam Table/ Serving Line	Reach-in Refr. Freezer	Walk-in Refr. Freezer	Storage Shelves Cabinets	Exhaust Hood, Filters	Ovens	Heating Cabinets	Range	Fans	Fryer	Steam Equipment	Oth
Clean													
Food Contact Surfaces Sanitized After Each Use													
Good Repair													

Source: Fairfax County Health Department, Fairfax, VA

on a wet floor or using electrical equipment that becomes wet accidentally;

- Unplug equipment cords when not in use; pull plug, not cord, when disconnecting appliance;
- Use proper tools for job intended;
- Use ladder if climbing to reach food or equipment;
- Wear uniforms to protect skin from chemical spills, steam, and grease splatters; wear protective eye shields when working with strong cleaning solutions.

Housekeeping for Safety

Following these common-sense housekeeping rules will minimize accidents in the food service department:

- Avoid placing objects in aisles, stairs, or other paths of travel;
- Keep gas burners clean (obstructions and loss of pressure may cause gas flame to go out);
- Maintain an orderly work area, with supplies stacked neatly; let nothing extend over edge of table, shelf, or range;
- Label all cleaning supplies, lye, insecticides, and other hazardous material clearly and store in covered containers away from food supplies;
- Dispose of bottles, trash, and scraps in designated area promptly;
- Sweep up broken glass and trash immediately, or place chair over area until cleanup can be done;
- Clean up floor spills immediately; mop floor in sections, leaving dry areas for traffic.⁴

Fire Prevention and Control

Fires are dangerous and often devastating. The problems of fire prevention are made even more complex in correctional facilities because of security concerns. A fire in a jail threatens not only the lives of the inmates and staff but also the security of the institution and the surrounding community.

National and ACA Standards require that quarterly inspections and equipment testing be made by the food service manager or designated personnel. In addition, an annual inspection by local or state fire officials is required; and a written report should be forwarded to the jail administrator.

In executing fire prevention and control, food service personnel must comply with local and state fire codes as well as with the National Fire Protection Association Life Safety Code, ACA Standards, and the codes in the current edition of *Food Service Sanitation Manual*, published by the U.S. Government (see "Additional Sources," p. 127).

Fire Prevention. All food service personnel share the responsibility of fire prevention. The last staff member

who leaves at night should check the kitchen for possible fire hazards, and all staff members should adhere to the following precautions:

- Refrain from smoking in storage areas; smoke in approved areas only; empty ashtrays frequently, making sure ashes are out;
- Store materials so as not to create a hazard; bags and boxes must be stacked, blocked, and interlocked so they will not collapse and cause tripping, fire, explosion, or pest harborage;
- Keep aisles and passageways clear;
- Dispose of paint rags in airtight containers promptly;
- Participate in regularly scheduled fire drills; learn the department fire plan, including the proper escape routes;
- Dry and store cleaning rags in designated, well-ventilated spot.

In addition, the following environmental precautions are important:

- Inside storage rooms for hazardous materials should be fireproof;
- All fire extinguishers should be checked during routine safety inspections to see that they are properly charged;
- An adequate number of electrical outlets must be provided to avoid the use of extension cords. Extension cords or other flexible wiring must not be used as a substitute for fixed wiring. Where extension cords are used, they must be UL-Listed and labeled, and they must not be used in tandem;
- Flexible cords must not be run beneath carpeting, through doorways, windows, or holes in walls, ceilings, or floors. Flexible cords used for appliances should be in continuous lengths without splices or taps;
- Attachment plugs for portable tools and equipment must be constructed for rough service. Grounding blades must not be broken or missing, and the cord should not be frayed, worn, or spliced;
- All steam lines within 7 feet of floor or working surface should be insulated or covered with a heat-resistant material.⁵

Fire Control. Fire is controlled by removing any one of these three elements: oxygen, heat, or fuel. Ovens, grills, and similar equipment should be arranged to enable the use of an adequate sprinkler system or extinguisher. Fire extinguishers must be placed in proper locations throughout the food service department, and all workers should be trained in the use of each type and able to determine quickly the appropriate one to use in case of fire. Use of a non-conducting extinguisher is the most important first step in fire control.⁶

Table 9.1

Class	Fuel	Type of Extinguisher	What is Removed
A	Wood Paper Rubbish	Water, Cartridge type Air Pressure type	Heat
B	Grease, Oil, Gasoline, Kerosene, Frying Fat, Paint, Oven Grease	Carbon-dioxide (CO ₂), Dry Powder	Oxygen
C	Electrical	Carbon-dioxide, Dry Powder	Oxygen and Heat

Source: *Food Service Manual*. Salt Lake City, UT. American Correctional Food Service Association, 1985.

Table 9.1 illustrates the types of extinguishers necessary for the three classes of fires.

SUMMARY

Proper sanitation and safety measures must be used consistently in the jail food service department.

An effective sanitation program impacts on the overall jail climate and is vitally important to the health of both staff and inmates.

The following variables impact on sanitation in the jail food service:

- Health and hygiene habits of food service personnel;
- Quality and degree of personnel training;
- Maintenance of health regulations and food preparation practices that prevent bacteriological contamination;
- Cleanliness and capabilities of equipment;
- Maintenance of environmental sanitation standards.

The food service manager should make an informal, daily, sanitary inspection of his or her department. In addition, ACA Standards require a formal inspection to be done weekly, and jail administrators are also encouraged to ask their local health departments to make regular inspections.

Food service employees and inmate workers should be thoroughly familiar with safety standards and techniques, including accident prevention, first aid, use of safety devices, floor care, and fire prevention and control.

The food service manager should make daily safety inspections, and designated personnel should make weekly inspections for equipment safety hazards. Local or state fire officials generally conduct monthly inspections for fire hazards and should also make periodic checks of the fire suppression systems.

NOTES

1. *Correctional Food Service Correspondence Course, Book I*. College Park, MD: American Correctional Association, 1985.
2. *Food Service Manual*. Salt Lake City, UT: American Correctional Food Service Association, 1985.
3. Federal Bureau of Prisons. *Food Service Manual*. Washington D.C.: U.S. Department of Justice, 1985.
4. Ibid.
5. American Correctional Food Service Association, op.cit.
6. American Correctional Food Service Association, op.cit.

CHAPTER X

Contract Food Service: The Pros and Cons

Food service is a vital function in correctional institutions, and all facilities are held responsible for the quality and nutritional adequacy of their respective operations.

One of the key decisions a jail administrator faces in providing quality food service is whether to contract out to a food management company or to do the work in-house. For correctional institutions, contract food service offers management experience to administrators who are held responsible for meals—an area that may be outside their domain of expertise.¹

This chapter discusses contract food service as a means of meeting the established food operational standards necessary for jail accreditation while delegating the day-to-day functions of this critical department.

FACTORS INFLUENCING CONTRACTING OF THE FOOD SERVICE

The potential for improved cost control and quality through contracting of the jail food service depends on how effective the food service program was prior to contracting it out. In some cases, the contract solves problems—in others, it does not.

When to Consider a Food Service Contractor

A jail administrator may wish to weigh the pros and cons of contract food service if the facility is:

- Beginning a new or significantly expanded food service;
- Experiencing labor and managerial difficulties;
- Experiencing quality/quantity control problems;
- Currently using outmoded equipment/facilities and could benefit by a more technically sophisticated system;
- Operating a high volume food service (making contracting attractive for economies of scale) or too low in volume to operate efficiently in-house.²

Each of the above factors or a combination thereof may influence the administrator's decision whether to

contract the food service and with which type of contractor.

Types of Food Contractors

There is wide variance in the types of food contractors and services available to the jail. Contractors generally fall into the following categories:

- Vendors that deliver prepared, heated meals in insulated containers at predetermined times;
- Vendors that deliver frozen meals daily, weekly, or as determined by contract;
- Contract food management firms that have the capabilities and expertise to take over a facility's entire food service operation or simply provide one or more facets of it, as follows:
 - facilities design
 - menu planning
 - management
 - purchasing
 - production
 - sanitation and safety
 - accounting
 - cost and inventory control
 - equipment
 - inmate training

Matching the Jail's Needs With Services Available

To determine whether to contract out for food service and to select the contractor most suited to the facility, the administrator must carefully assess the particular needs of the jail as well as the services available. The following guidelines may assist the administrator who, for any of the reasons listed, is considering contract food service:

The Jail Beginning a New or Expanded Food Service. The administrator who is considering contract food service because the facility is beginning a new or significantly expanded food operation must carefully determine:

- The overall goal of the food service; i.e., total number

of nutritious, balanced meals it must serve within the established budget; a sanitary, safe environment; and any other pertinent needs;

- Exactly what is needed to attain that goal; i.e., equipment, personnel, and/or facilities design;
- The type of contractor's services and/or products that most closely meet these needs.

The administrator whose facility is beginning a new food operation may wish to investigate the contract management firms that have the capabilities to take over the entire food service. For the facility that is planning significant expansion of the food operation, the contract management firm can either assume control of the entire operation or provide any one or a combination of services, as needed.

The Jail Experiencing Labor and Managerial Difficulties. The administrator experiencing labor and managerial difficulties in the food service department may also wish to consider a contract food management firm, as such a firm can provide specific assistance with experienced, professional personnel for all levels of the food service operation.

The Jail Experiencing Quality/Quantity Control Problems. When a jail food service operation is receiving complaints regarding any aspect of its menus or food or is under court order to increase the quantity or improve the quality of its meals or the conditions under which they are served, the administrator may wish to consider contracting with a food management firm for assistance in meeting dietary and sanitation requirements and in establishing an effective portion control system.

The Jail Using Outmoded Equipment and/or Facilities. The administrator whose jail could benefit by a more technically sophisticated system should consider contracting with a food management firm that can provide the most up-to-date equipment and facilities. This equipment may be purchased by the jail through a variety of plans. For example, the jail may pay a small amount per meal until it owns the equipment; or there may be a split arrangement, where one party buys the large equipment and the other buys the smaller food preparation articles.

The Jail Operating a High Volume Food Service. The jail operating a high volume food service may benefit by contracting with the food management firms which, through volume purchasing, generally receive greater price breaks than those available to individual institutions.

The Jail Operating a Low Volume Food Service. The jail with an extremely small inmate population should consider contracting with a local restaurant that provides complete meals or with a vendor that delivers prepared meals in insulated containers. Vendors that deliver frozen meals may also be considered by the small jail; however, this choice might not be as cost-effective as either of the other two, since it would require personnel as well as sanitary facilities and equipment for meal heating and distribution.

ADVANTAGES AND DISADVANTAGES OF CONTRACT FOOD MANAGEMENT

Administrators of any facilities for which food service contracting is being considered should understand both the advantages and the disadvantages of such a contract.

Advantages of Contract Food Management

Permits the Administrator to Concentrate on Other Duties. Food service is only one of the many responsibilities of the jail administrator, and qualified food service personnel may not always be available to every facility. Contracting provides quality food service while allowing the administrator to concentrate on law enforcement, security, and administrative details.

Where the overall jail services are being improved to meet ACA Standards, the contractor can assist by meeting dietary, sanitation, and other requirements for the food operation. Through constant dietary review, the contractor can ensure that inmate diets are nutritionally adequate and comply with applicable standards, which may result in less litigation. Professional management can also ensure strict cost and inventory control, proper reporting and accounting, and complete documentation. It can also provide objective, third-party attestation in case of a lawsuit.³ Contractors may provide their own attorney if the contract includes such a provision.

All of these services relieve the administrator of time-consuming details and allow him or her to concentrate on other aspects of the facility.

Potential Cost Control. Contractors have well-established wholesale food contacts, and volume purchasing often allows greater price breaks than are available to most individual institutions. Also, because they contract with various types of facilities, food service contractors can share cost-saving ideas learned at each one.

Costs can also be reduced by the use of computers, and not all jails can afford the extensive computerization utilized by national food service firms. In some contracting facilities, computers plan menus; keep inventory; and print out exact head count and number of meals needed per location, amount of each food item required for that day's menu, and the number of bag lunches for inmates going to court or on work release. Computers also track inmates with medical or religious dietary needs, printing out the special menus and specifying the correct locations each day.

Such computerization streamlines purchasing by providing accurate information on the number of portions needed so the food service department can closely control its needs. Computers can also match invoices against bids and deliveries to verify that what was ordered was received and what was billed for was ordered.⁴

Increased Menu Flexibility. Where the jail kitchen is inadequate for preparing complete meals, a contractor can provide additional equipment and facilities, allowing greater menu flexibility and variety.

Disadvantages of Contract Food Management

In addition to the advantages of contract food service, the administrator should be aware of the following disadvantages:

Security Problems. The jail facility has specific regulations for its food service, particularly with regard to the crucial area of security. It is essential that a thorough background investigation be conducted on the contractor's employees and that these employees receive adequate training in all phases of the jail's security regulations. Proper training will ensure understanding and support of such requirements as inmate counts and shakedowns and securing of food service area exits and particular equipment and food supplies. Employees must be prepared to follow established procedures for prompt reporting of any infractions of security regulations to prevent these potentially hazardous incidents:

- Contraband of food, such as yeast, sugar, or certain fruits or spices (often used as barter by inmates to produce alcoholic beverages);
- Contraband of utensils, keys, or meat bones, which may be sharpened and used as weapons;
- Inmate escapes through food service area exits.

Potential Problems with Correctional Bureaucracy. The county or city bureaucracy of which jails are a part, along with the regulations unique to correc-

tional facilities and the need to document compliance with ACA Standards, results in an overwhelming volume of paperwork to administer the food service program. Lack of experience with and knowledge of the correctional system itself may at times place an outside food service staff at a disadvantage.

Potential Personnel Conflicts. The administrator's decision to contract out for the jail's food service may put long-term employees out of work, and feelings of loyalty to these persons can cause conflict among the rest of the staff. An additional source of conflict can be the loss of jurisdictional control over the food service staff, who report to the contractor's management personnel.

Transition to contractor support may also result in morale problems for those in-house employees who are retained but whose roles may change. (The contractor may hire some of the civilian workers from the existing staff.) These morale problems may also influence the attitudes of other jail employees who feel threatened by any policy moves toward contracting for labor requirements. Additional managerial attention is often needed to control or resolve both personality and operational conflicts arising between contractor and in-house personnel.

Profits, Sales Tax May Increase Overall Costs. As previously discussed, the extent to which factors such as volume purchasing and extensive computerization may provide savings for the facility contracting its food service depends on the effectiveness of the operation prior to contracting it out. The jail administrator must realize that, to stay in business, the food service contractor must make a profit. Therefore, in some instances, the properly managed, non-contract jail food operation that turns to contracting might experience some increased costs.

In some states, increased costs could also result where the contractor is required to pay sales tax on food, when the county itself—the ultimate consumer—is exempt from such taxes.

ESTABLISHING THE FOOD SERVICE CONTRACT

The administrator who decides to contract all or a portion of the jail's food service must determine exactly what is needed and what the budget requirements are, and then write a "request for proposal" (RFP) accordingly. The contractors who bid will then submit a proposal to meet the specifications listed in the RFP.

Writing the RFP

Most institutions write their own RFPs, and they must take care that specifications precisely meet their goals. Many factors must be considered to ensure that the jail is getting the most cost-effective contract and that no detail is overlooked.

For example, a small facility planning to contract for meal delivery must ensure that every item needed is covered in the RFP. If condiments, margarine, jelly, seasonings, and/or paper products are expected with meals, these must be specifically mentioned in the RFP and in the contract itself. Such details should also be addressed in RFPs by large facilities seeking contractors for in-house food preparation.

Another example of information that should be included in the RFP concerns the USDA's Food Distribution program. The facility utilizing this program should include a statement indicating that the contractor must make full use of surplus commodities when they are available and appropriate for the menu.

An RFP written by a facility with widely varying head count and volume needs may include information regarding the facility's need to establish a contract with a sliding scale differential. Through such a system, the amount to be billed by the contractor may be determined daily or weekly by a contractor/liaison person prior to the development of each invoice.

In addition, the importance of the contractor's cooperating with inspection/accreditation agencies cannot be overlooked and should be mentioned in the RFP.

Appendix J is a sample RFP that includes such details as frequency of egg and ground beef meals, food grade specifications, and all other requirements related to food preparation and service. Potential bidders who receive this RFP also receive information (not shown) outlining general terms and conditions related to awarding of the contract, including a statement regarding cancellation upon non-performance or violation of contract terms; the locality's Human Rights Code; and instructions for vendor response format and content.

Following the RFP in Appendix J is a sample evaluation tool used to review each bidder's response. In the facility utilizing this RFP, the chief deputy chairs an interdisciplinary review committee appointed from the locality's Office of Budget, the Health and Purchasing Departments, and the School Board (school food program). This committee conducts an in-depth review of each bid, utilizing the sample evaluation criteria, and makes recommendations to the sheriff. This process ensures documentation of a rational, equitable selection procedure and thus avoids potential litigation.

The same evaluation form may be used again in case similar or close bidder responses make follow-up interviews necessary.

RFP Format. The basic format generally utilized for the RFP follows:

- General introductory information about the jail facility;
- Specific information about current dietary service;
- Invitation to bid and purpose of RFP;
- General conditions, specific requirements, and instructions;
- Dietary specifications;
- Personnel requirements;
- Responsibility of the food management company;
- Responsibility of the client;
- Accountability, records, payments, and fees.⁵

Selecting the Contractor

The type of contractor selected to perform a portion or all of the jail's food service operations depends on the needs of the facility. The institution should seek financially stable contractors who have experience in correctional feeding (and can supply references); and who address every issue in the RFP, especially dietary and duty specifications; personnel requirements; security; training; purchasing procedures; health, sanitation, and safety standards; legal issues; equipment and facilities; and financial specifications.

Generally, the small jail with low volume needs will not attract the bids of specialized food management contractors; rather, it will seek to contract with the local restaurant or the vendors previously discussed. The larger jail will receive bids from national food management firms, which will address the specifications in the RFP.

Regardless of the type of contractor under consideration, the administrator should sign the contract only after:

- Reviewing it carefully to ensure it meets the needs of the facility;
- Having an attorney review it to ensure it meets all applicable local, state, and federal regulations;
- Ensuring the contractor understands the needs of correctional facilities;
- Determining who will staff the facility, where applicable.⁶

MONITORING THE CONTRACTOR

After a contractor has been selected by the administrator, all aspects of the firm's performance must be monitored on a regular basis. Monitoring may be done in any of the following ways:

- Reports are submitted that include meal counts, menus served, and lists of suppliers for the period;
- Inmates and staff are surveyed (the contractor may

help develop a survey form); however, not all inmate responses are constructive or reliable;

- On-site facilities are reviewed and audited by jail administrative personnel;
- Review sessions are regularly scheduled between representatives of both sides to assess whether menus are being served as written and temperatures and portions are correct; to address grievances and complaints; and to make necessary adjustments;⁷
- An inmate committee may be assembled to meet with contractor and/or facility representatives to discuss food service.

In addition to these options, state laws may limit the time for which a contract is viable and may mandate a review process after a certain period. The contract should include a clause by which it may be cancelled if either party fails to meet its terms. (In some instances, it may be the contractor, rather than the correctional facility, that cancels. One contractor reported terminating due to inadequate employee security during week-end work.)

STANDARDS FOR FOOD SERVICE CONTRACTOR EMPLOYEES

When the jail's food service is provided by an outside agency or individual, the jail should have written verification that the contractor complies with the local and state regulations concerning food service.⁸

SUMMARY

All jail administrators are responsible for the quality and nutritional adequacy of their institution's food service operations. However, not every administrator has food service training and experience; and some of these have turned to contracting with the private sector for professional food service.

A jail administrator may wish to weigh the pros and cons of contract food service if the institution is:

- Beginning a new or significantly expanded food service;
- Experiencing labor and managerial difficulties;
- Experiencing quality/quantity control problems;
- Currently using outmoded equipment/facilities and could benefit by a more technically sophisticated system;
- Operating a high volume food service (making con-

tracting attractive for economies of scale) or too low in volume to operate efficiently in-house.

The advantages of contract food management include allowing the jail administrator to concentrate on law enforcement, security, and administrative details and the potential for aiding with cost control through volume purchasing and extensive computerization.

The disadvantages of contracting include the potential for security problems and personnel conflicts.

The administrator who decides to contract out all or a portion of the food service must carefully determine what the jail needs and what it has to spend. An RFP is then written, with specifications that precisely meet the institution's goals. The institution should seek financially stable contractors who have experience in correctional feeding and who address dietary and duty specifications, personnel requirements, training, purchasing procedures, standards, and legal and financial specifications.

A contract should not be signed until it has been reviewed by both the facility's staff and an attorney to ensure it meets the jail's needs as well as all applicable local, state, and federal regulations.

Regardless of the type of contractor selected by the facility, all aspects of the firm's performance must be monitored on a regular basis. The contract should include a clause by which it may be cancelled if either party fails to meet its terms.

The jail must receive written verification that the contractor's employees comply with all local, state, and ACA regulations concerning food service workers.

NOTES

1. *The Stokes Report*. Atlanta, GA: Judy Ford Stokes and Associates, Inc., December 1985.
 2. John Daidone and Iris Varlack. *The Product Information Network Advisory Report*. New York, NY: McGraw-Hill, 1984.
 3. "Questions and Answers About Correctional Food Service and Contract Food Service Management," Oak Brook, IL: Szabo Correctional Services.
 4. Daidone and Varlack, op.cit.
 5. Daidone and Varlack, op.cit.
 6. Judy Ford Stokes and Associates, op.cit.
 7. Daidone and Varlack, op.cit.
 8. *Standards for Health Services in Jails*. Chicago, IL: National Commission on Correctional Health Care, 1987.
- Standards for Adult Local Detention Facilities*, 2nd ed. College Park, MD: American Correctional Association and Commission on Accreditation for Corrections, 1981.

APPENDIX A

ACA Standards for Adult Local Detention Facilities

Food Service

Standard Numbers

2-5228

There is documentation that the facility's system of dietary allowance is reviewed at least annually by a registered dietitian to ensure compliance with nationally recommended food allowances. (Detention-Mandatory, Holding-Mandatory)

INTERPRETATION

The term "registered dietitian" means registration with the American Dietetic Association, a private organization, which is inconsistent with the requirements of other standards. The definition used by the Joint Commission on Accreditation of Hospitals has been adopted: "A qualified nutritionist or dietitian is a person registered or eligible for registration by the American Dietetic Association, or who has the documented equivalent in education, training, and experience, with evidence of relevant continuing education."

The standard does require a written nutritional analysis by the nutritionist or dietitian, at least annually, to compare the nutritional values of meals served with national standards.

DISCUSSION:

A facility that follows this system of dietary allowances, as adjusted for age, sex and activity, ensures the provisions of a nutritionally adequate diet. The Recommended Dietary Allowances stated by the National Academy of Sciences should be used as a guide to basic nutritional needs.

2-5229

Menu evaluations are conducted at least quarterly by facility food service supervisory staff to verify adherence to the nationally recommended basic daily servings. (Detention-Essential, Holding-Essential)

DISCUSSION:

Documentation of menus that are actually served is maintained on a quarterly basis as verification of providing a nutritionally adequate diet. The signature of a certified dietitian on the menus indicates official approval of nutritional adequacy.

2-5230

All menus, including special diets, are planned, dated, and available for review at least one week in advance; notations are made of any substitutions in the meals actually served, and these are of equal nutritional value. (Detention-Essential, Holding-Essential)

DISCUSSION:

A file of tested recipes adjusted to a yield appropriate to the size of the facility should be maintained on the premises. Food should be served as soon as possible after preparation and at an appropriate temperature. Food flavor, texture, appearance and palatability should be considered in food preparation.

2-5231

Written policy and procedure provide for special diets as prescribed by appropriate medical or dental personnel. (Detention-Mandatory, Holding-Mandatory)

DISCUSSION:

Therapeutic diets should be available upon medical authorization. Specific diets should be prepared and served to inmates according to the orders of the treating physician or dentist, or as directed by the responsible health authority official. Medical diet prescriptions should be specific and complete, furnished in writing to the food service manager and rewritten monthly. Special diets should be kept as simple as possible and should conform as closely as possible to the foods served other inmates.

2-5232

Written policy and procedure provide for special diets for inmates whose religious beliefs require the adherence to religious dietary laws. (Detention-Essential, Holding-Essential)

DISCUSSION:

Religious diets should be approved by the facility chaplain. Religious diet prescriptions should be specific and complete, furnished in writing to the food service manager, and rewritten monthly. Special diets should be kept as simple as possible and should conform as closely as possible to the food served other inmates.

2-5233*

A staff member experienced in food service management is designated to be responsible for food service management and operations. (Detention-Essential, Holding-Essential)

DISCUSSION:

An employee experienced in food service management may be responsible for food service operations as part of his/her overall duties. This staff person should have the resources, authority and responsibility to provide complete food service for the facility.

2-5234*

Written policy and procedure provide for adequate health protection for all inmates and staff in the facility and inmates and other persons working in food service by requiring the following:

A preassignment medical examination of all persons involved in the preparation of food is conducted within 30 days of job assignment, followed by periodic examinations thereafter, to ensure freedom from diarrhea, skin infections and other illnesses transmissible by food; all are conducted in accordance with local requirements regarding restaurant and food service employees in the community.

When the facility's food services are provided by an outside agency or individual, the facility has written verification that the outside provider complies with the state and local regulations regarding food service.

All food handlers are instructed to wash their hands upon reporting to duty and after using toilet facilities. (Detention-Mandatory, Holding-Mandatory)

INTERPRETATION

Preassignment medical examinations and periodic reexaminations are necessary only where required by the laws and/or regulations applicable to food service workers in the community where the facility is located. Federal facilities should apply an appropriate set of regulations, such as those of the U.S. Public Health Service. In either case inmates and other persons working in food service are monitored each day for health and cleanliness by the director of food services or his/her designee.

DISCUSSION:

At a minimum, all food service personnel should be in good health and free from communicable disease and open infected wounds; have clean hands and fingernails; wear hairnets or caps; wear clean, washable garments; and employ hygienic food handling techniques.

2-5235

Toilet and wash basin facilities are available to food service personnel and inmates in the vicinity of the food preparation area. (Detention-Essential, Holding-Essential)

DISCUSSION:

None.

2-5236*

Written policy and procedure provide that meals are served under conditions that minimize regimentation, although there should be supervision by staff members. (Detention-Essential, Holding-Essential)

DISCUSSION:

Cafeteria facilities are preferable to inmate waiter service. Although dining arrangements will vary depending on the size and design of the facility, meals should not be served in cells unless it is necessary for purposes of safety and security. When a meal must be served in a cell, a small table or shelf and some type of seating should be provided. All meals should be served under direct supervision of staff to ensure that favoritism, careless serving and waste are avoided.

Staff also should be responsible for returning all food trays and other eating utensils to the kitchen for washing and sterilization. Full cutlery services should be provided based on a control system. Food should be served in compartment-type trays; bowls for soup, cereal and dessert and cups for beverages should be available.

2-5237

Written policy requires that at least three meals, of which two are hot meals, are provided at regular meal times during each 24-hour period with no more than 14 hours between the evening meal and breakfast. Provided that basic nutritional goals are met, variations may be allowed based on weekend and holiday food service demands. (Detention-Essential, Holding-Essential)

DISCUSSION:

When inmates are not routinely absent from the institution for work or other purposes, at least three meals should be provided at regular times during each 24-hour period.

2-5238

Written policy precludes the use of food as a disciplinary measure. (Detention-Essential, Holding-Essential)

DISCUSSION:

All inmates and staff, except those on special medical or religious diets, should eat the same meals. Food should not be withheld nor the standard menu varied for an individual inmate as either a disciplinary sanction or a reward for good behavior or work.

2-5239*

Written policy and procedure require that accurate records are maintained of all meals served. (Detention-Essential, Holding-Essential)

DISCUSSION:

A uniform system should be established to record the number, cost, and type of meals served to inmates, employees, guests, and visitors. Such records are required for fiscal accounting, dietary purposes, and budget planning. Employees, guests, and visitors should be served the same food the inmates are served. Food service records should include published menus, information on waste, food costs and nutritional accounting, and notation of food products raised or produced in the system.

2-5240*

The food service operation uses budgeting, purchasing, and accounting practices that include, but are not limited to the following systems:

- Food expenditure cost accounting designed to determine cost per meal;
 - Estimation of food service requirements;
 - Purchase of supplies at wholesale prices and under other favorable conditions, when possible;
 - Determination of and responsiveness to inmate eating preferences;
 - Refrigeration and storage of food, with specific storage periods.
- (Detention-Essential, Holding-Important)

DISCUSSION:

The food service operation should follow written budgeting, purchasing, and accounting procedures to ensure nutritional and economical meals with minimum waste.

2-5241

Written policy and procedure provide for:

- Weekly inspection of all food service areas, including dining and food preparation areas and equipment;
 - Sanitary, temperature-controlled storage facilities for all foods;
 - Daily checks of refrigerator and water temperatures by administrative, medical or dietary personnel.
- (Detention-Essential, Holding-Essential)

INTERPRETATION

Weekly inspections should be conducted by administrative, medical, or dietary personnel; these may include the person supervising food service operations or his/her designee. The person conducting the inspection should have some training in food service operations.

DISCUSSION:

None.

2-5242

Written policy and procedure provide that food service facilities and equipment meet established safety and protection standards and requirements, and that food service personnel comply with applicable health regulations. There is documentation that health and safety regulations are met. (Detention-Mandatory, Holding-Mandatory)

DISCUSSION:

Food service facilities and equipment should meet all standards and requirements set by qualified professional and/or governmental bodies. In the event local

and/or state codes are not applicable, the requirements of the National Fire Protection Association Life Safety Code (current edition) and the Guide Book of the American Society of Heating, Refrigeration and Air Conditioning Engineers apply. Food service personnel should be trained in accident prevention, first aid, use of safety devices, floor care, knife storage, and use of fire extinguishers. They should attend regular meetings to discuss accident prevention and analyze major accidents to prevent recurrence.

Source: *Standards for Adult Local Detention Facilities*, 2nd ed., American Correctional Association in cooperation with the Commission on Accreditation for Corrections, 1981.

*Standards found inappropriate for smaller jails housing fewer than 50 inmates. The remaining standards apply to both large and small facilities, including those where food services are provided by contractors.

APPENDIX B

Guidelines for Documentation of Food Service Standards

The Federal Bureau of Prisons has developed guidelines for documenting the correctional facility's adherence to the food service *Standards for Adult Correctional Institutions*. These guidelines may also be applied to the related food service *Standards for Adult Local Detention Facilities*.¹

The food service staff should work with medical staff as well as safety/sanitation staff, where applicable, when documenting standards related to these departments.

Standard Numbers

ACI 2-4238 ALDF 2-5228, 2-5229

Guideline: Show the most recent nutritional analysis, qualifications of the dietitian making the analysis, and what nutritional guide was used. Show the menu evaluations and qualifications of staff member making the evaluations.

ACI 2-4239

Guideline: If meat, dairy products, fruits or vegetables used in the institution food delivery system are produced by the institution, show examples of recent inspection reports/certifications and the qualifications of the inspector. Show records of typical production from delivery to storage to preparation and serving with dates highlighted.

ACI 2-4240 ALDF 2-5230

Guideline: Document (via menus, records, memos, etc.) that the planned menus are actually served and that any substitutions are infrequent, justified and nutritionally comparable. Demonstrate the rest of the standard through on-site observation.

ACI 2-4241 ALDF 2-5231

Guideline: Show systematic communication between medical and food service staff through memos, examples of actual diet orders, and records of briefings where inmates are instructed as to special diet needs.

Document how diet orders are kept current, and provide a description of the food service department's overall special diet program.

Have a list available of all inmates on special diets so auditors can check the medical records and conduct interviews.

ACI 2-4242 ALDF 2-5232

Guideline: Show systematic communication between religious and food service staff. Document the percentages of inmates among the most prevalent religious preferences in the jail population, and include information on how their dietary needs are met (kosher kitchen, nutritionally equivalent pork substitutes, etc.).

Show, through menus, how special religious holidays are observed.

Have a list available of inmates who represent religions with strict dietary laws so auditors may interview these inmates.

ACI 2-4243 ALDF 2-5233

Guideline: Have the food service administrator's personnel file available, plus the position's vacancy announcement, position description and the administrator's training records. Show that the administrator is full-time and that he/she supervises all food service personnel.

ACI 2-4244 ALDF 2-5234

Guideline: Much of this will be verified by observation. Have available the applicable federal regulation (U.S. Public Health Service) related to the health of food service employees. (This regulation requires that employees be free of disease transmissible by food/utensils; however, it does not require annual or periodic medical examinations.) Document staff's entry exams and inmates' preassignment exams.

Have available a current roster of staff and inmate food service workers; show memos clearing these persons for food service work. Document how food service administrator is reasonably confident of workers' freedom from communicable disease and infection.

Post hand washing directions in restrooms, and ensure that soap and towels are provided. Document that food service workers are instructed in hygienic practices during orientation and at periodic refresher training.

Ensure that hairnets and all other food guards are in use; document procedures for laundering and issuing of uniforms, aprons, or other appropriate clothing to ensure clean supply daily.

ACI 2-4245 ALDF 2-5235

Guideline: Use a diagram of food service area, showing proximity of rest rooms (or observe on-site).

ACI 2-4246 ALDF 2-5242

Guideline: Show examples of departmental memos and annual training sessions emphasizing safety in the food service area. Have available a list of injurious accidents occurring in food service in past year and what corrective action was taken, if required.

ACI 2-4247, 2-4248 ALDF 2-5241

Guideline: Document that daily checks are made of refrigerator and water temperatures and that immediate corrective action is taken if proper temperature cannot be maintained or if gauges are broken (thermal strips for dishwashers are a possible alternative to hot water gauge). Ensure that all storage areas are maintained at appropriate temperatures (45 to 80 degrees F; 35 to 40 degrees F; and 0 degrees F). Use daily and/or weekly inspection reports and be alert to repeat deviations. Note that "dietary" means food service personnel.

ACI 2-4249, 2-4250 ALDF 2-5236

Guideline: Observe dining facilities. Also document how supervision of serving is maintained—who watches what is served, where are they located, etc.

ACI 2-4251 ALDF 2-5237

Guideline: Show serving schedule during weekdays, weekends and holidays. The 14-hour rule applies to weekdays, with variations allowed at other times. Also show special housing serving schedules.

ACI 2-4252 ALDF 2-5238

Guideline: Auditors will interview inmates in segregation and/or they may ask to interview inmates with recent incident reports filed on them. Also, if there are some less desirable work details, document that inmates on these details receive the same food or have an opportunity to choose from the same menu as the rest of the population.

ACI 2-4253, 2-4254 ALDF 2-5239, 2-5240

Guideline: These standards cover the administration of food services: that the budget is adequate; that inmate preferences and population trends are considered; that menus and food purchases are planned well in advance; that cost-effective procedures are in place; that an approved and regularly audited accounting system is used; that shelf life of foodstuffs is strictly observed; that menus planned are actually served with a minimum amount of nutritionally equivalent substitutions; and that records are kept which allow staff to determine precisely what amounts of food were consumed over a given period by how many persons. (It is not necessary to have a record of meals served.) Examples of the logs, forms, memos, etc. demonstrating these should be shown. Basically, you are proving that there is systematic management of the food service department.

NOTES

1. *Standards for Adult Correctional Institutions*, 2nd ed., College Park, MD. American Correctional Association in cooperation with the Commission on Accreditation for Corrections, 1981.

Standards for Adult Local Detention Facilities, 2nd ed., College Park, MD. American Correctional Association in cooperation with the Commission on Accreditation for Corrections, 1981.

APPENDIX C

Sample Policies and Procedures: Security of the Food Service

Purpose: To provide instructions to ensure security is maintained in the food service operations.

Policy: It is the policy of the Fairfax County Sheriff's Department that the maintenance of the security of the Fairfax County Adult Detention Center is the first priority in the food service operations.

SECURITY OF EQUIPMENT AND SUPPLIES:

1. The wooden knife box in the food service supervisor's office and two metal cabinets in the kitchen will be unlocked only to issue the controlled items kept in them.
2. Tools used in the food service area will be kept in the metal cabinet, unless in use.
3. Caustic and cleaning supplies in aerosol dispensers will be kept in the metal cabinet, unless in use.
4. Culinary equipment will be kept in the wooden knife box. The food service supervisor or shift cook will issue and supervise the use of these items. When an item is issued, a notation of the time and date of issue, type of item, issued by, issued to, time returned, and received by (signature) will be made in the log provided for this purpose.
5. The shift cook going off duty and the shift cook coming on duty will inventory the security container at shift change. The confinement squad supervisor and the shift cook will inventory the security container when the kitchen is secured for the night. The shift cook on duty for the morning shift will inventory the security container at the start of the shift.
6. The metal eating utensils used in the staff dining room will be kept in the security container in the kitchen. The food service supervisor and shift cook will issue these items as needed, and return them to the security container upon completion of the meal.
7. All spoons (metal or plastic), trays and metal cups and bowls will be counted prior to entering and when coming out of the cell blocks at each meal.
8. A log of knives, forks, and spoons will be kept. These items will be counted each evening before the kitchen is secured. The number of these items will

be entered in the log, and the log will be signed by the shift cook.

9. Food items such as yeast, nutmeg, mace and extracts with an alcoholic base will be secured at all times and used only under the direct supervision of the food service supervisor or shift cook.

SECURITY OF THE FACILITY:

1. The food service supervisor's office will be locked at all times, unless occupied by the food service supervisor or shift cook. At no time will an inmate be left alone in the office.
2. Door K-7 will be kept closed. This door will not be used as a thoroughfare. The door will be opened by the Shift Cook to use the service elevator to transport food from the storage area, to remove trash, and during serving time for the food carts.
3. The dining room door in "A" corridor will be kept locked at all times. The deputy assigned to Post Number 6 will control entry to the dining room.
4. Door K-2 will be used only by personnel who work in the kitchen.
5. Doors K-9 and K-10 will remain locked at all times. Personnel will not use these doors to gain entrance to the dining room.
6. Walk-in refrigerators will be locked when the kitchen is secured for the night and no one will be allowed access except Confinement Squad Commanders.

INMATE HUNGER STRIKES:

If an inmate refuses to eat, the following action will be taken:

1. The inmate will be housed in a high observation housing area.
2. A special housing observation log will be maintained.
3. The inmate's food and liquid intake will be monitored.
4. Restrictions will be placed on the inmate as advised by the medical staff.

Source: Fairfax County Sheriff's Department Standard Operating Procedure, Fairfax, VA.

APPENDIX D

Sample Policies and Procedures: Decentralized Serving

1. Inmates are served three meals a day, of which two are hot meals.
2. All inmates, except inmate workers, will be fed in their cell blocks or cells.
 - a. The shift cook or Post 6 Deputy will escort the food service personnel and equipment from the kitchen to the floors. When the food cart arrives on the floors, the post deputy will escort the food servers and the shift cook will return to the kitchen. When the food service is completed, the post deputy will notify the control booth. The control booth will notify the shift cook or Post 6 Deputy to return the food service equipment to the kitchen to be reloaded for the next floor.
 - b. Eating utensils, trays, cups and milk cartons will be collected as soon as possible after each feeding.
 - c. Silverware and food are not to be placed in a cell block for an inmate unless the assigned individual is there.
 - d. Individuals under close observation for violent and aggressive behavior will be served with paper cups and plates.
 - e. Deputies assigned to the Receiving and Isolation Areas will make an effort to see that inmates in these areas eat the food served. If an individual refuses to eat or drink, or partakes very little, this information will be documented.
 - f. Inmate workers will eat in the dining room.
 - g. Only the Adult Detention Center (ADC) staff members on duty may eat the ADC prepared meal. Others may eat by the invitation of the Command Staff only. Volunteers whose scheduled work assignments extend over an established meal period may eat without charge as authorized by Virginia Code 2.1-558.
 - h. Fairfax County Sheriff's Department employees, ADC staff members, teachers, and magistrates desiring to eat will purchase meal tickets from the ADC Finance Section or a Supervisor and present the ticket to the ticket collector to be punched, upon entering the dining room.
 - i. There will be no charge for juice and coffee for individuals who bring their own lunch.
- j. Any food taken from the food line is considered a full meal and will be paid for.
- k. Deputies will not eat in the Booking, Receiving, or Control Booth Areas.
 - l. The conference room located in the dining facility is for use by lieutenants and above, and for guests.
 - m. Employees, teachers, magistrates and volunteer workers will place their trays in the slot between the dining room and the kitchen when they complete their meal.
 - n. Food for the Pre-Release Center will be prepared in the ADC kitchen and picked up by the deputies assigned to the Pre-Release Center.

MEAL TIME ACTIVITIES AND PREPARATION

1. Kitchen inmate workers on the morning shift will be awakened by the post deputy at times specified by the Shift Cook.
2. Food slots will be opened when the meal arrives at each cell or cellblock. They will be closed at all other times.
3. All inmate activities will cease 15 minutes prior to meal time. Inmates will return to their respective cell blocks immediately after being released from the activity.
4. Commissary or laundry will not be delivered while food carts are present on the floors.

When the food cart arrives on a post, the serving operation will take priority over all other functions of the Fairfax County Adult Detention Center, except for security. The post deputy will see that the food is served as quickly as possible.

Food will not be used as a disciplinary measure. All inmates and staff, except those on special medical or religious diets, will receive the same meals.

Source: Fairfax County Sheriff's Department Standard Operating Procedure, Fairfax, VA.

APPENDIX E

Sample Post Orders

FOOD SERVICE MANAGER

The food service manager is a full time administrative position overseeing food service operations. His or her selection is a result of a competitive interview process focusing on interest, demonstrated ability, training in food service, and managerial experience. In addition to the day-to-day supervision of the food service program, the food service manager is responsible for supervising the food service coordinators, for menu planning, record keeping, inventory and ordering, and preparation of bi-weekly time sheets and monthly budgets.

Post Boundaries

The food service manager is responsible for the overall maintenance and operation of the kitchen and related areas.

Job Description

The food service manager is responsible for:

- Ordering all food and cleaning supplies on a regular basis for the kitchen;
- Conducting an inventory of all food and cleaning supplies on a weekly basis and investigating any discrepancies with these items;
- Planning and publishing weekly menus in accordance with established procedures approved by the contract nutritionist;
- Maintaining those official kitchen records which are needed for the efficient operation of the food service program;
- Drafting and distributing a regular monthly food service report;
- Maintaining control over and monitoring those budget funds allocated for the food service operation;
- Drafting the food service requirements for all yearly contractual agreements with outside agencies;
- Monitoring the maintenance and sanitation of the kitchen and all equipment;
- Preparing the food service coordinators' work roster; approving/disapproving leave requests, and preparing bi-weekly time sheets;
- Reporting all maintenance problems to the maintenance officer;

- Supervising and evaluating the food service coordinators;
- Reporting to the chief of administrative services who supervises and evaluates the food service manager;
 - Regular and special duties are assigned by the chief of administrative services.
 - In the absence of the chief of administrative services, the food service manager is the acting chief of administrative services, unless otherwise directed in writing.

FOOD SERVICE COORDINATOR

The food service manager is supplemented by a work force of four food service coordinators. They are on duty from 4:30 a.m. until 8:00 p.m. seven days a week. The coordinators are responsible for the actual preparation and service of all meals, cleaning activities, and supervision of the inmate kitchen workers. All staff will meet the laws and regulations set forth by County, State, and Federal authorities as they pertain to food service operations. In order to meet the standards for institution food workers, the inmates assigned to food service will be screened by the Medical and Classification Units.

The food service coordinator supervises the daily kitchen clean-up and ensures the kitchen meets the sanitation codes set by the Board of Health. This is to include the kitchen area, kitchen office, staff dining room, pantry, dishroom, corridor III floor, and the loading dock/back gate area.

Additional Special Duties:

The food service coordinator is responsible to the food service manager and the shift commander for the proper performance of established policies and procedures and all other duties as directed.

During the operation of the food service section, the food service coordinator is responsible for the following areas:

- A. The kitchen and all adjacent offices
- B. The loading dock and back gate area
- C. Staff dining hall

- D. Inmate lounge
- E. Inmate restroom and supply closet
- F. Food storage room

Post Orders

The food service coordinator is responsible for:

- Supervising the preparation and serving of all inmate and staff meals and ensuring that the correct portions of food are served using the proper utensils;
- Supervising the inmates working on all kitchen details, ensuring that inmates are properly trained on the safe and proper use of each piece of equipment used on his and her detail;
- Receiving and maintaining inventory and proper storage of all incoming supply orders through the back gate area;
 - Before accepting a shipment and endorsing the receipt, he or she verifies the merchandise with the receipt;

—After a supply shipment is received, he or she notifies the appropriate section head according to procedures.

- Supervising the removal of all trash from the institution, following the established security procedures for control of the back gate area and kitchen sally port area;
- Maintaining inventory and a log of all kitchen utensils on a daily basis after each meal;
 - All butcher knives and other sharp utensils are used by inmate workers only under the direct supervision of the food service officer.
 - When not in use, these implements are secured in the kitchen office cabinet.

Source: Montgomery County Detention Center, Rockville, MD.

APPENDIX F

Sanitation of Dishes and Utensils

MECHANICAL DISH AND UTENSIL WASHING

When dishwashing machines are available, they should be used for all dishes and for as many pots, pans, and other cooking utensils as possible. Dishes should be prescraped or preflushed in the prerinse section of the machine or as a separate operation. Cooking utensils should be presoaked as needed.

Spray or immersion dishwashers must be installed properly and maintained in good repair. Utensils and equipment placed in the machine must be exposed to all cycles. Automatic dispensers for detergents, wetting agents and liquid sanitizers must be properly installed and maintained. The following should be observed for cleaning and sanitizing:

- The pressure of the final rinse water must be at least 15 psi (pounds per square inch) but not more than 25 psi in the waterline immediately adjacent to the final rinse control valve. The data plate attached to the machine will state the recommended pressure for the particular dishwasher.
- Machine or waterline mounted indicating thermometers must be provided to show the water temperature of each tank within the dishwasher and the temperature of the final rinse water.
- Rinse water tanks must be protected by baffles, curtains, or some other means to minimize entry of wash water into the rinse tank. Conveyors must be timed to ensure adequate exposure times in wash, rinse, and drying cycles.
- Equipment and utensils should be placed in racks, trays, baskets, or on conveyors in such a way that food-contact surfaces are fully exposed to both wash and rinse water and also have room for free draining.
- When hot water is used for sanitizing, the following temperatures must be logged and maintained (see Figure F.1):
 1. Single-tank, sanitary rack, dual-temperature machine: wash temperature 150 degrees F (65 degrees C); final rinse temperature 180 degrees F (82 degrees C);
 2. Single-tank, stationary rack, single-temperature

machine: wash temperature and final rinse temperature 165 degrees F (74 degrees C);

3. Single-tank conveyor machine: wash temperature 160 degrees F (71 degrees C); final rinse temperature 180 degrees F (74 degrees C);
 4. Multi-tank conveyor machine: wash temperature 150 degrees F (65 degrees C); pumped rinse temperature 160 degrees F (71 degrees C); and final rinse temperature 180 degrees F (82 degrees C);
 5. Single-tank, pot, pan, and utensil washer (stationary or moving rack): wash temperature 140 degrees F (60 degrees C); final rinse temperature 180 degrees F (82 degrees C).
- When chemicals are used for sanitizing in a single-tank, stationary-rack spray machine and glass washer, the following minimum temperatures should be maintained: wash temperature of 120 degrees F (49 degrees C) or not less than the temperature specified by the machine's manufacturer.
 - After sanitization, all equipment and utensils must be air-dried. Drain boards of adequate size for handling of soiled and clean tableware should be provided. Mobile dish tables are permitted for these uses.

MANUAL WARE-WASHING

The following points should be observed for manual cleaning and sanitizing:

- A sink with no fewer than three compartments must be used for manual washing, rinsing, and sanitizing of utensils and equipment. Compartments should be large enough to permit accommodation of the equipment and utensils. Hot and cold water should be provided for each compartment.
- Drain boards or easily movable dish tables of adequate size should be provided for proper handling of soiled utensils prior to washing and for drying utensils after sanitizing.
- Equipment and utensils should be preflushed or prescraped and, when necessary, presoaked to remove gross food particles. (NOTE: A fourth sink compartment with disposal is extremely useful and should be

included in plans for facilities being renovated or under new construction.)

- Except for fixed equipment and utensils too large to be cleaned in sink compartments, the following sequence should be used:

1. Wash equipment and utensils in the first sink compartment with a hot detergent solution that is changed frequently to keep it free from soil and grease;
2. Rinse equipment and utensils with clean hot water in the second compartment, changing water frequently;
3. Sanitize equipment and utensils in the third compartment, using one of the following methods:
 - a. Immersion for at least 30 seconds in clean hot water maintained at 170 degrees F (80 degrees C). A heating device is needed to maintain this temperature. A thermometer should be used to check the temperature frequently. Dish baskets should be used to immerse utensils completely;
 - b. Immersion for at least one minute in a clean solution containing at least 50 ppm (parts per million) available chlorine as a hypochlorite and

at a temperature of at least 75 degrees F (24 degrees C);

- c. Immersion for at least one minute in a clean solution containing at least 12.5 ppm available iodine and having a pH not higher than 5.0 and at a temperature of at least 75 degrees F (24 degrees C);
- d. Immersion in clean solution containing any other chemical sanitizer approved by health authorities that will provide the equivalent bactericidal effect of a 50 ppm chlorine solution of 75 degrees F (24 degrees C) for one minute.
 - Air-dry all equipment after sanitizing.
 - Equipment that is too large to immerse can be sanitized by treatment with clean steam, provided the steam can be confined within the piece of equipment. An alternative method is to rinse, spray, or swab with a chemical sanitizing solution mixed to at least twice the strength required for immersion sanitation.

Source: Federal Bureau of Prisons. *Food Service Manual*.

APPENDIX G

Stock Record Card

The stock record card (Figure G.1) is a valuable tool for recording vital inventory information on each item received and stored in the food service department. The food service manager may wish to maintain separate stock record card books for food and non-food products.

It is vital that the person designated to be responsible for the stock record cards maintain a close watch to ensure their accuracy. Each properly maintained stock record card should reflect the following:

- Quantity of each item on hand;
- Quantity of each item used over a given period of time;
- Unit price of each item;
- Total inventory value of each item.

Each card should be completed as follows:

- Date of action (receipt, issuance, count, etc.);
- Reference (number of document causing action; i.e., the receiving report, survey report);
- Unit price (exact price listed on receiving document should be posted *each* time a new shipment of item is received, even if it is the same price as previous shipment);
- Received (number of units received);
- Issued (number of units issued);
- Balance (quantity remaining on hand);
- Verification Amount (Extension of dollar value of items when purchased. This amount will be computed on a first-in, first-out basis.)

APPENDIX H

Weights and Measures

WEIGHTS AND MEASURES

1 bushel	4 pecks
1 peck	8 qt.
1 gal.	4 qt.
	16 c.
	128 fl. oz.
1 qt.	2 pt.
	4 c.
	32 oz.
1 pt.	2 c.
1 c.	16 tbsp.
	8 fl. oz.
½ c.	4 fl. oz.
1 tbsp.	3 tsp.
	½ fl. oz.
2 tbsp.	⅛ c.
4 tbsp.	¼ c.
8 tbsp.	½ c.
16 tbsp.	1 c.
5 tbsp. + 1 tsp.	⅓ c.
12 tbsp.	¾ c.
1 lb.	16 oz. of dry measure
1 lb. butter or margarine	2 c.
1 lb. flour	4 c.
1 lb. granulated sugar	2¼c.
1 lb. confectioner's sugar	2⅔ c.
1 lb. brown sugar	2⅔ cups
1 lb. cornstarch	3 cups
1 oz. salt	2 tbsp.
1 oz. ground spice	¼ c.
1 lb. dry bread crumbs	5 c. (1¼ qt.)
1 lb. soft bread crumbs	2½ qt.
1 crate whole eggs	30 doz.
5 whole eggs	1 c. (8 oz.)
	8 to 10 egg whites
1 c. (8 oz.)	12 egg yolks
1 c. (8 oz.)	
1 lb. raw ground meat	2 c.
1 lb. cooked ground meat	2 c.
1 lb. cooked diced meat	3 c.
1 lb. powdered or dry milk ...	4 c.

14½ oz. can evaporated milk	1¾ c.
14½ oz. can evaporated milk	
plus 2¼ c. water	1 qt. fresh milk
1 pt. unwhipped cream	1 qt. whipped
1 lb. shredded American	
cheese	4 cups
¼ lb. crumbled blue cheese ..	1 c.
1 medium lemon	3 tbsp. juice (1 tbsp. grated rind)
1 medium orange	⅓ c. juice, (2 tbsp. grated rind)
1 lb. white potatoes	3 medium (2½ c. sliced)
1 lb. sweet potatoes	3 medium (3 c. sliced)
1 lb. tomatoes	3 medium
1 chopped medium onion	½ c.
4 oz. (1 to 1¼ c.) uncooked	
macaroni	2¼ c. cooked
7 oz. spaghetti	4 c. cooked
28 saltine crackers	1 c. crumbs
4 slices bread	1 c. crumbs
14 square graham crackers ...	1 c. crumbs
1 lb. apples	3 medium (3 cups sliced)
1 lb. bananas	3 medium (2½ cups sliced)
1 quart berries	3½ cups
1 lb. ground coffee	80 tbsp. (makes about 50 serving cups)

Granulated sugar is measured by filling cup and then leveling off with spatula. Brown sugar is placed into cup and firmly pressed down with spoon.

Shortening is measured by pressing firmly into cup and leveling off with spatula.

Baking powder is measured by dipping spoon into powder and leveling off with spatula.

Liquids are measured by placing cup on a level table and pouring in the needed amount.

All ingredients, except eggs, will combine best if they are at room temperature. Eggs should be at 60 degrees F.

When powdered eggs are used in recipes, they should be sifted, weighed, and combined with other dry ingredients before water and other liquids are added. Powdered milk may be added in the same manner; it may also be added after reconstituting.

When substituting bread flour for pastry flour, replace 2 ounces of bread flour per pound with 2 ounces of cornstarch. Sift flour once, then pile lightly into cup. Level off with spatula.

SUBSTITUTING ONE CAN SIZE FOR ANOTHER

- 1 #10 can = 7 #1 cans
- = 5 #2 cans
- = 4 #2½ cans
- = 3 #3 cans
- = 2 #5 cans

SCOOPS

The number of the scoop indicates the number of scoops it takes to make 1 quart. The scoop number is marked on either the cutting blade or near the spring.

<i>Scoop No.</i>	<i>Serving Portion</i>	<i>Measure</i>
8	4 oz.	½ c. (8 tbsp.)
10	3 oz.	⅔ c. (6 tbsp.)
12	2½ oz.	⅓ c. (5⅓ tbsp.)
16	2 oz.	¼ c. (4 tbsp.)
20	1½ oz.	3 tbsp.
24	1⅓ oz.	2⅔ tbsp.
30	1 oz.	2⅓ tbsp.
40	4/5 oz.	1⅚ tbsp.

LADLES

The capacity of the ladle should be stamped on the handle.

<i>Size</i>	<i>Serving Portion</i>	<i>Measure</i>
2 oz.	2 oz.	¼ c.
4 oz.	4 oz.	½ c.
6 oz.	6 oz.	¾ c.
8 oz.	8 oz.	1 c.

ABBREVIATIONS USED IN FOOD WORK

- tbsp. = tablespoon
- tsp. = teaspoon
- c. = cup
- pt. = pint
- qt. = quart
- gal. = gallon
- oz. = ounce
- lb. = pound
- AP = as purchased
- EP = edible portion
- AS = as served
- degrees F = degrees Fahrenheit
- degrees C = degrees Centigrade
- Psi = pounds per square inch

Sources: American Correctional Food Service Association, *Food Service Manual*, Salt Lake City, Utah, 1985.

Good Housekeeping Cookbook, New York, New York, The Hearst Corporation, 1962.

APPENDIX I

Sample Menus

MENU NO. 1 FIVE-WEEK CYCLE MENU

WEEK 1

DAY 1 MONDAY

BREAKFAST

Grapefruit Juice	8 oz.
Pancake (2)	3.6 oz.
Syrup (1)	2 oz.
Butter	1 oz.
Milk	8 oz.
Coffee	

LUNCH

Chicken Noodle Soup	6 oz.
Turkey Franks (2)	3.2 oz.
Buns (2)	4 oz.
Beans	4 oz.
Milk	8 oz.
Condiments	
Coffee	

DINNER

Green Salad	4 oz.
Macaroni & Cheese w/ Turkey Ham	
Macaroni	6 oz.
Turkey Ham	1.6 oz.
Bread (1)	1 oz.
Mixed Vegetables	4 oz.
Condiments	
Butter	1 oz.
Coffee	
Punch	

DAY 2 TUESDAY

BREAKFAST

Orange Juice	8 oz.
Cereal (2)	1.5 oz.
Fresh Fruit	4 oz.
Milk	8 oz.
Coffee	

LUNCH

Garden Salad	4 oz.
Chicken Patty Sandwich (1)	
Patty	3 oz.
Bun (1)	2 oz.
Condiments	
Chips	5 oz.
Chocolate Pudding w/Peanuts	
	3 oz.
Milk	8 oz.

DINNER

Baked Chicken	8 oz.
Mashed Potatoes	4 oz.
Chicken Gravy	2 oz.
Corn on Cob (1)	4 oz.
Bread (2)	2 oz.
Butter	1 oz.
Punch	
Coffee	

DAY 3 WEDNESDAY

BREAKFAST

Grapefruit Juice	8 oz.
Hot Oatmeal	8 oz.
Toast (2)	2 oz.
Jelly (1)	
Butter	1 oz.
Fresh Fruit	4 oz.
Milk	8 oz.
Coffee	

LUNCH

Chicken Soup	8 oz.
Submarine Sandwich	
Turkey Salami	1 oz.
Turkey Bologna	1 oz.
Cheese	2 oz.
French Roll (1)	4 oz.
Condiments	
Fruit	4 oz.
Milk	8 oz.
Roasted Peanuts	4 oz.
Coffee	

DINNER

Green Salad	4 oz.
Spaghetti	8 oz.
w/ Meat Sauce	6 oz.
Mixed Vegetables	4 oz.
Condiments	
Bread (1)	1 oz.
Butter	1 oz.
Punch	
Coffee	

DAY 4 THURSDAY

BREAKFAST

Orange Juice	8 oz.
Scrambled Eggs	3 oz.
w/ Cheese	1 oz.
Tater Tots (10)	4 oz.
Toast (2)	2 oz.
Butter	1 oz.
Jelly (1)	
Milk	8 oz.
Coffee	

LUNCH

Corn Chowder	6 oz.
Fish Burger (1)	
Fish	4 oz.
Cheese	1 oz.
Bun (1)	2 oz.
Macaroni Salad	4 oz.
Fruit	4 oz.
Condiments	
Milk	8 oz.
Coffee	

DINNER

Garden Salad	4 oz.
Beef Patty Parmesan	
Beef	4 oz.
Marinara Sauce	4 oz.
w/ Cheese	2 oz.
Mashed Potatoes	4 oz.
Cut Green Beans	4 oz.
Bread (1)	1 oz.
Butter	1 oz.
Roasted Peanuts	4 oz.
Punch	
Coffee	

DAY 5 FRIDAY

BREAKFAST

Grapefruit Juice	8 oz.
Cereal (2)	1.5 cup
Fresh Fruit	4 oz.
Milk	8 oz.
Coffee	

LUNCH

Vegetable Beef Soup 6 oz.
Sandwich (2)
Turkey Bologna 2 oz.
Cheese 2 oz.
Bread (4) 4 oz.
Milk 8 oz.
Coffee

DINNER

3 Bean Salad 4 oz.
Roast Turkey 4 oz.
Mashed Potatoes 4 oz.
Turkey Gravy 4 oz.
Carrots 4 oz.
Bread (1) 1 oz.
Butter 1 oz.
Punch
Coffee

DAY 6 SATURDAY

BREAKFAST

Orange Juice 8 oz.
Waffles (2) 4 oz.
Turkey Ham (1) 2 oz.
Syrup (1) ½ oz.
Butter 1 oz.
Milk 8 oz.
Coffee

LUNCH

Lettuce & Tomato Salad 4 oz.
Hamburger 4 oz.
w/ Cheese 2 oz.
Bun (1) 2 oz.
Fresh Fruit 4 oz.
Condiments
Milk 8 oz.
Coffee

DINNER

Green Salad 4 oz.
Chili Fritos
Corn Chips 2 oz.
Chili w/ Beans 6 oz.
Cheese 2 oz.
Condiments
Coffee
Punch

DAY 7 SUNDAY

BREAKFAST

Orange Juice 8 oz.
Danish (2) 5 oz.
Cereal (2) 1.5 cup
Milk 8 oz.
Coffee

LUNCH

Vegetable Beef Soup 4 oz.
Turkey Bologna 2 oz.
Cheese 2 oz.
Bread 4 oz.
Milk 8 oz.
Coffee

DINNER

Beef & Bean Burrito (2) 8 oz.
Cheese 3 oz.
Mexican Corn 4 oz.
Tomato Salsa 3 oz.
Fruit 4 oz.
Choc. Cake 6 oz.
Punch
Coffee

WEEK 2

DAY 1 MONDAY

BREAKFAST

Orange Juice 8 oz.
Scrambled Eggs 3 oz.
w/ Cheese 1 oz.
Tater Tots (10) 2 oz.
Toast (2) 2 oz.
Jelly (1)
Butter 1 oz.
Milk 8 oz.
Coffee

LUNCH

Macaroni Salad 4 oz.
Chili Dog (1) 1.6 oz.
Turkey Dog (1) 1.6 oz.
Chili 6 oz.
Cheese 3 oz.
Roasted Peanuts 4 oz.
Milk 8 oz.
Coffee

DINNER

3 Bean Salad 6 oz.
Turkey Ham 4 oz.
Fruit Sauce 3 oz.
Yams 4 oz.
Peas 4 oz.
Bread (1) 1 oz.
Butter 1 oz.
Punch
Coffee

DAY 2 TUESDAY

BREAKFAST

Grapefruit Juice 8 oz.
Hot Oatmeal 8 oz.
Toast (2) 2 oz.
Butter 1 oz.
Jelly (1)
Fresh Fruit 4 oz.
Milk 8 oz.
Coffee

LUNCH

Cole Slaw 4 oz.
Corn Dogs (2) 4 oz.
Ranch Style Beans 4 oz.
Condiments
Roasted Peanuts 4 oz.
Milk 8 oz.
Coffee

DINNER

Garden Salad 4 oz.
Beef Ravioli 8 oz.
w/ Cheese 2 oz.
Cut Green Beans 4 oz.
Bread (1) 4 oz.
Butter 1 oz.
Condiments
Punch
Coffee

DAY 3 WEDNESDAY

BREAKFAST

Orange Juice 8 oz.
Pancakes (2) 3.6 oz.
Turkey Ham 2 oz.
Syrup (1) ½ oz.
Butter 1 oz.
Milk 8 oz.
Coffee

LUNCH

Chicken Noodle Soup 6 oz.
Submarine Sandwich
Turkey Salami 1 oz.
Turkey Bologna 1 oz.
French Roll 4 oz.
Fruit 4 oz.
Condiments
Milk 8 oz.
Coffee

DINNER

Garden Salad 4 oz.
Enchiladas (2) 6 oz.
w/ Cheese 2 oz.
Carrots 4 oz.
Pinto Beans 4 oz.
Sauce 4 oz.
Coffee
Punch

DAY 4 THURSDAY

BREAKFAST

Grapefruit Juice 8 oz.
Cereal (2) 1.5 cup
Fresh Fruit 4 oz.
Milk 8 oz.
Coffee

LUNCH

Bean Soup 6 oz.
Chefs Salad
w/ Lettuce 6 oz.
Slice Tomato 4 slices
Carrot 4 sticks
Celery 4 sticks
Green Onion 1 ea.
Turkey Bologna 2 oz.
Cheese 2 oz.
Condiments
Crackers 3 pkgs.
Butter 1 oz.
Milk 8 oz.
Coffee

DINNER

Fish (1) 4 oz.
 Baked Beans 4 oz.
 Mixed Vegetables 4 oz.
 Condiments
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 5 FRIDAY

BREAKFAST

Orange Juice 8 oz.
 Hot Oatmeal 8 oz.
 Toast (2) 2 oz.
 Butter 1 oz.
 Jelly (1)
 Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH

Lettuce & Tomato Salad 4 oz.
 Hamburger (1) 4 oz.
 w/ Cheese 2 oz.
 Bun (1) 2 oz.
 Macaroni salad 4 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER

Fruit 4 oz.
 Chili Beans & Rice
 Rice 6 oz.
 Chili Beans 8 oz.
 Cheese 2 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Chocolate Pudding 4 oz.
 Punch
 Coffee

DAY 6 SATURDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Waffles (2) 4 oz.
 Turkey Ham 2 oz.
 Syrup (1) ½ oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

3 Bean Salad 4 oz.
 Chicken Patty Sandwich (1)
 Chicken 3 oz.
 Bun (1) 2 oz.
 Roasted Peanuts 4 oz.
 Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER

Garden Salad 4 oz.
 Macaroni & Cheese 1.6 oz.
 w/ Ham 6 oz.
 Mixed Vegetables 4 oz.
 Condiments
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 7 SUNDAY

BREAKFAST

Orange Juice 8 oz.
 Danish (2) 5 oz.
 Cereal (2) 1.5 cup
 Milk 8 oz.
 Coffee

LUNCH

Vegetable Beef Soup 4 oz.
 Turkey Bologna 2 oz.
 Cheese 2 oz.
 Bread (4) 4 oz.
 Milk 8 oz.
 Coffee

DINNER

Beef & Bean Burrito (2) 8 oz.
 Cheese 3 oz.
 Mexican Corn 4 oz.
 Tomato Salsa 3 oz.
 Fruit 4 oz.
 Chocolate Cake 6 oz.
 Punch
 Coffee

WEEK 3

DAY 1 MONDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Pancakes (2) 3.6 oz.
 Turkey Ham 2 oz.
 Syrup (1) ½ oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

Garden Salad 4 oz.
 Pizza (1) 8 oz.
 Fruit 4 oz.
 Roasted Peanuts 4 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER

Cole Slaw 4 oz.
 Spaghetti w/ Meat Sauce
 Spaghetti 8 oz.
 Cut Green Beans 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 2 TUESDAY

BREAKFAST

Orange Juice 8 oz.
 Hot Oatmeal 8 oz.
 Fresh Fruit 4 oz.
 Butter 1 oz.
 Jelly (1)
 Bread (2) 2 oz.
 Milk 8 oz.
 Coffee

LUNCH

Chicken Noodle Soup 6 oz.
 Turkey Franks
 Franks (2) 3.2 oz.
 Bun (2) 4 oz.
 Beans 4 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER

Green Salad 4 oz.
 Chicken Fried Steak
 Steak 4 oz.
 w/ Cream Gravy 4 oz.
 Mashed Potatoes 4 oz.
 Peas & Carrots 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 3 WEDNESDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Waffles (2) 4 oz.
 Turkey Ham 2 oz.
 Syrup (1) 0.5 oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

Vegetable Beef Soup 6 oz.
 Submarine Sandwich
 Turkey Salami 1 oz.
 Turkey Bologna 1 oz.
 French Roll (1) 4 oz.
 Cheese 2 oz.
 Condiments
 Roasted Peanuts 4 oz.
 Milk 8 oz.
 Coffee

DINNER

Garden Salad 4 oz.
 Meatloaf 4 oz.
 w/ Gravy 4 oz.
 Mashed Potatoes 4 oz.
 Carrots 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 4 THURSDAY

BREAKFAST

Orange Juice 8 oz.
 Scrambled Eggs 3 oz.
 w/ Cheese 1 oz.
 Toast (2) 2 oz.
 Tater Tots (10) 4 oz.
 Toast (2) 2 oz.
 Butter 1 oz.
 Jelly (1)
 Milk 8 oz.
 Coffee

LUNCH

Macaroni Salad 4 oz.
 Chili Burger
 Hamburger 4 oz.
 Chili w/ Beans 6 oz.
 Bun (1/2) 1 oz.
 Cheese 2 oz.
 Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER

Garden Salad 4 oz.
 Macaroni & Cheese
 w/ Ham 1.6 oz.
 Macaroni 6 oz.
 Cheese 2 oz.
 Cut Green Beans 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 5 FRIDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Cereal (2) 1.5 oz.
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH

Chicken Noodle Soup 6 oz.
 Chef's Salad w/ Lettuce 6 oz.
 Tomato 4 slices
 Carrot 4 sticks
 Celery 4 sticks
 Green Onion 1 ea.
 Turkey Bologna 2 oz.
 Cheese 2 oz.
 Crackers 3 pkgs.
 Condiments
 Butter 1 oz.
 Milk 8 oz.
 Coffee

DINNER

Macaroni Salad 4 oz.
 Meatballs (6) 3 oz.
 Over Rice 6 oz.
 w/ Beef Gravy 6 oz.
 Broccoli 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Chocolate Pudding 4 oz.
 w/ Peanuts 1 oz.
 Punch
 Coffee

DAY 6 SATURDAY

BREAKFAST

Orange Juice 8 oz.
 Scrambled Eggs 3 oz.
 w/ Cheese 1 oz.
 Tater Tots (10) 5 oz.
 Toast (2) 2 oz.
 Butter 1 oz.
 Jelly (1)
 Milk 8 oz.
 Coffee

LUNCH

Fishwich With:
 Fish 4 oz.
 Cheese 1 oz.
 Bun (1) 2 oz.
 Baked Beans 4 oz.
 Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER

Garden Salad 4 oz.
 Turkey Tetrizzini
 w/ Turkey 4 oz.
 Cheese 2 oz.
 Mixed Vegetables 4 oz.
 Bread (1) 2 oz.
 Butter 1 oz.
 Condiments
 Punch
 Coffee

DAY 7 SUNDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Donuts (2) 3 oz.
 Cereal (1) 3/4 cup
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH

Lettuce/Tomato Salad 4 oz.
 Beef Noodle Soup 6 oz.
 Hamburger 4 oz.
 w/ Cheese 1 oz.
 Bun (1) 2 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER

Beef Enchiladas (2)
 Enchiladas 8 oz.
 w/ Cheese 2 oz.
 Chopped Onion 0.5 oz.
 Refried Beans 4 oz.
 Spanish Rice 4 oz.
 Fruit Jello 4 oz.
 Punch
 Coffee

WEEK 4

DAY 1 MONDAY

BREAKFAST

Orange Juice 8 oz.
 Waffles (2) 4 oz.
 Turkey Ham 2 oz.
 Syrup (1) 0.5 oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

Hot Turkey Sandwich
 Turkey 3 oz.
 Gravy 3 oz.
 Mashed Potatoes 4 oz.
 Carrots 4 oz.
 Bread (1) 1 oz.
 Milk 8 oz.
 Coffee

DINNER

Green Salad 2 oz.
 Spaghetti w/ 8 oz.
 Meat Sauce 6 oz.
 Cut Green Beans 4 oz.
 Bread (1) 2 oz.
 Butter 1 oz.
 Condiments
 Punch
 Coffee

DAY 2 TUESDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Cereal (2) 1.5 cup
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH

Chicken Noodle Soup 6 oz.
 Turkey Franks (2) 3.2 oz.
 Bun (2) 4 oz.
 Beans 4 oz.
 Milk 8 oz.
 Coffee

Sample Menus

DINNER

Green Salad 4 oz.
 B.B.Q. Hamburger w/ Cheese
 Hamburger 4 oz.
 Cheese 1 oz.
 Mashed Potatoes 4 oz.
 Mixed Vegetables 4 oz.
 Condiments
 Bread (1) 1 oz.
 Butter 1 oz.
 Coffee
 Punch

DAY 3 WEDNESDAY

BREAKFAST

Orange Juice 8 oz.
 Scrambled Eggs 3 oz.
 w/ Cheese 1 oz.
 Toast (2) 2 oz.
 Tater Tots (10) 4 oz.
 Jelly (1)
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

Vegetable Beef Soup 6 oz.
 Submarine Sandwich
 French Roll (1) 4 oz.
 Turkey Salami 1 oz.
 Turkey Bologna 1 oz.
 Cheese 2 oz.
 Fruit 4 oz.
 Roasted Peanuts 4 oz.
 Milk 8 oz.
 Coffee

DINNER

3 Bean Salad 4 oz.
 Tuna Casserole w/ Cheese
 Tuna 1.6 oz.
 Cheese 2 oz.
 Noodles 6 oz.
 Peas w/ Onions 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 4 THURSDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Hot Oatmeal 8 oz.
 Toast (2) 2 oz.
 Jelly (1)
 Butter 1 oz.
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH

Green Salad 4 oz.
 Cheese Pizza (2) 8 oz.
 Mixed Fruit 4 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER

B.B.Q. Chicken 6 oz.
 Mashed Potatoes 4 oz.
 Chicken Gravy 2 oz.
 Corn 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 5 FRIDAY

BREAKFAST

Orange Juice 8 oz.
 Cereal (2) 1.5 cup
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH

Beef Taco (2) 6 oz.
 w/ Cheese 2 oz.
 Mexican Corn 4 oz.
 Salsa 3 oz.
 Mixed Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER

Garden Salad 4 oz.
 Chili Macaroni
 Chili 6 oz.
 Macaroni 8 oz.
 Bread (1) 2 oz.
 Butter 1 oz.
 Condiments
 Punch
 Coffee

DAY 6 SATURDAY

BREAKFAST

Grapefruit Juice 8 oz.
 Pancakes (2) 3.6 oz.
 Turkey Ham 2 oz.
 Syrup (1) 0.5 oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

Garden Salad 4 oz.
 Macaroni & Cheese
 Turkey Ham 2 oz.
 Macaroni 6 oz.
 Cheese 2 oz.
 Condiments
 Bread (1) 1 oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

DINNER

Salisbury Steak w/ Cheese
 Hamburger 4 oz.
 Mashed Potatoes 4 oz.
 Beef Gravy 2 oz.
 Cut Green Beans 4 oz.
 Mixed Fruit 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 7 SUNDAY

BREAKFAST

Orange Juice 8 oz.
 Cereal (2) 1.5 cup
 Donuts (2) 2 oz.
 Milk 8 oz.
 Coffee

LUNCH

Chicken Noodle Soup 6 oz.
 Peanut Butter & Honey
 Mix 6 oz.
 Bread (4) 4 oz.
 Fresh Fruit 4 oz.
 Carrot Sticks 2 pcs.
 Celery Sticks 2 pcs.
 Milk 8 oz.
 Coffee

DINNER

Garden Salad 4 oz.
 Meatballs Over Rice
 Meatballs (6) 3 oz.
 Rice 6 oz.
 Beef Gravy 4 oz.
 Mixed Vegetables 4 oz.
 Bread (2) 2 oz.
 Butter 1 oz.
 Punch
 Coffee

WEEK 5

DAY 1 MONDAY

BREAKFAST

Orange Juice 8 oz.
 Scrambled Eggs 3 oz.
 Tater Tots (10) 5 oz.
 Toast (1) 1 oz.
 Jelly (1)
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH

Enchiladas (2) 8 oz.
 w/ Sauce 4 oz.
 Cheese 2 oz.
 Spanish Rice 4 oz.
 Pinto Beans 4 oz.
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER
 Green Salad 4 oz.
 Macaroni & Cheese w/ Ham
 Macaroni 6 oz.
 Turkey Ham 1.6 oz.
 Cheese 2 oz.
 Mixed Vegetables 4 oz.
 Roasted Peanuts 4 oz.
 Condiments
 Punch
 Coffee

DAY 2 TUESDAY
BREAKFAST
 Grapefruit Juice 8 oz.
 Cereal (2) 1.5 cup
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH
 Green Salad 4 oz.
 Chili Fritos
 Corn Chips 2 oz.
 Chili w/ Beans 6 oz.
 Cheese 2 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER
 Green Salad 4 oz.
 Meatloaf 4 oz.
 Beef Gravy 4 oz.
 Macaroni & Cheese 4 oz.
 Peas & Carrots 4 oz.
 Punch
 Coffee

DAY 3 WEDNESDAY
BREAKFAST
 Orange Juice 8 oz.
 Waffles (2) 4 oz.
 Turkey Ham 2 oz.
 Syrup (1) 0.5 oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH
 Chicken Vegetable Soup 6 oz.
 Combination Sandwich
 Turkey Salami 4 oz.
 Cheese 4 oz.
 Bread (4) 4 oz.
 Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER
 Green Salad 4 oz.
 Spaghetti w/ Sauce
 Spaghetti 6 oz.
 Meat Sauce 4 oz.
 Cut Green Beans 4 oz.
 Bread (1) 1 oz.
 Condiments
 Butter 1 oz.
 Punch
 Coffee

DAY 4 THURSDAY
BREAKFAST
 Grapefruit Juice 8 oz.
 Pancakes (2) 3.6 oz.
 Turkey Ham 2 oz.
 Syrup (1) 0.5 oz.
 Butter 1 oz.
 Milk 8 oz.
 Coffee

LUNCH
 Green Salad 4 oz.
 Cheese Pizza (2) 8 oz.
 Cheese 2 oz.
 Roasted Peanuts 4 oz.
 Condiments
 Milk 8 oz.
 Coffee

DINNER
 3 Bean Salad 4 oz.
 Swiss Steak 4 oz.
 Mashed Potatoes 4 oz.
 Beef Gravy 4 oz.
 Mixed Vegetables 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 5 FRIDAY
BREAKFAST
 Orange Juice 8 oz.
 Hot Oatmeal 8 oz.
 Toast (2) 2 oz.
 Jelly (1)
 Butter 1 oz.
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

LUNCH
 Beef & Bean Burrito
 Burrito (2) 8 oz.
 w/ Tomato Sauce 4 oz.
 Cheese 2 oz.
 Mexican Corn 4 oz.
 Mixed Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER
 Green Salad 2 oz.
 Turkey 4 oz.
 Turkey Gravy 4 oz.
 Mashed Potatoes 4 oz.
 Carrots 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Condiments
 Punch
 Coffee

DAY 6 SATURDAY
BREAKFAST
 Grapefruit Juice 8 oz.
 Scrambled Eggs 3 oz.
 w/ Cheese 1 oz.
 Potatoes 4 oz.
 Bread (2) 2 oz.
 Butter 1 oz.
 Jelly (1)
 Milk 8 oz.
 Coffee

LUNCH
 Minestrone Soup 6 oz.
 SurfBurger Fish 4 oz.
 Cheese 1 oz.
 Bun (1) 2 oz.
 Beans 4 oz.
 Fresh Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER
 3 Bean Salad 4 oz.
 Chicken Fried Steak
 Meat 4 oz.
 Mashed Potatoes 4 oz.
 Beef Gravy 4 oz.
 Mixed Vegetables 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Punch
 Coffee

DAY 7 SUNDAY
BREAKFAST
 Orange Juice 8 oz.
 Cereal (1) 1.5 cup
 Danish (2) 5 oz.
 Milk 8 oz.
 Coffee

LUNCH
 Vegetable Noodle Soup 6 oz.
 Turkey Bologna 2 oz.
 Cheese 2 oz.
 Bread (4) 4 oz.
 Condiments
 Fruit 4 oz.
 Milk 8 oz.
 Coffee

DINNER
 Green Salad 4 oz.
 Turkey Tetrizzini
 Turkey 2 oz.
 Spaghetti 6 oz.
 Peas & Carrots 4 oz.
 Bread (1) 1 oz.
 Butter 1 oz.
 Condiments
 Punch
 Coffee

Source: Contra Costa County Sheriff's Detention Facility, Martinez, CA.

MENU NO. 2

SUNDAY

BREAKFAST

Hot Buttered Grits 8 oz.
 Toast & Butter 2 oz. ea.
 Jelly 2 oz.
 Boiled Eggs 2 ea.
 Coffee Cake 1 pc.
 Fresh Milk 8 oz.
 Hot Coffee 8 oz.

LUNCH

Vegetable Beef Soup 12 oz.
 Bologna Sandwich 1 ea.
 Apple 1 ea.
 Cherry Drink 8 oz.

DINNER

Chicken Cacciatore 8 oz.
 Spaghetti 6 oz.
 Buttered Grn. Beans 6 oz.
 Garlic Bread 2 pcs.
 Strawberry Shortcake w/
 Whipped Topping 1 pc.
 Carrot Slaw 6 oz.
 Hot Fresh Coffee 8 oz.

MONDAY

BREAKFAST

Scrambled Eggs w/ Cheese .. 8 oz.
 Toast & Butter 2 oz. ea.
 Jelly 2 oz.
 Coffee Swirls 1 ea.
 Fresh Milk 8 oz.
 Hot Coffee 8 oz.

LUNCH

Chili Con Carne w/ Macaroni
 12 oz.
 Tunafish Sandwich 1 ea.
 Apple 1 ea.
 Fruit Punch 8 oz.

DINNER

Tuna Casserole/Peas, Onions,
 Carrots, Celery 8 oz.
 Buttered Noodles 6 oz.
 Buttered Spinach 6 oz.
 Bread & Butter 2 oz. ea.
 Lemon Pudding 6 oz.
 Iced Tea 8 oz.

TUESDAY

BREAKFAST

Buttermilk Pancakes 2 ea.
 Hot Maple Syrup 4 oz.
 Fried Bologna 2 pc.
 Chilled Pears 6 oz.
 Fresh Milk 8 oz.
 Hot Coffee 8 oz.

LUNCH

Cream of Broccoli Soup 12 oz.
 Cheddar Cheese spread
 Sandwiches 1 ea.
 Apple 1 ea.
 Grape Drink 8 oz.

DINNER

Golden Brown Fish 6 oz.
 Tartar Sauce 2 oz.
 Spanish Rice 6 oz.
 Bread & Butter 2 oz. ea.
 Creamy Cole Slaw w/
 Dressing 6 oz.
 Orange Jello w/Fruit Cocktail
 & Whipped Topping 6 oz.
 Hot Coffee 8 oz.

WEDNESDAY

BREAKFAST

Hot Cream of Wheat 6 oz.
 Toast & Butter 2 oz. ea.
 Jelly 2 oz.
 Chilled Peaches 6 oz.
 Boiled Eggs 2 ea.
 Fresh Milk 8 oz.
 Hot Coffee 8 oz.

LUNCH

Chicken Noodle Soup 12 oz.
 Cheese Sandwich 1 ea.
 Apple 1 ea.
 Fruit Punch 8 oz.

DINNER

Burritos (2) 10 oz.
 Refried Beans w/Cheese
 Sauce 2 oz.
 Nacho Chips 6 oz.
 Taco Salad 6 oz.
 Fresh Milk 8 oz.
 Fruit Punch 8 oz.
 Apple Pie 6 oz.

THURSDAY

BREAKFAST

Scrambled Eggs 8 oz.
 Fried Ham 2 pc.
 Toast & Butter 2 oz. ea.
 Jelly 2 oz.
 Chilled Fruit 6 oz.
 Fresh Milk 8 oz.
 Hot Coffee 8 oz.

LUNCH

Minestrone Soup 12 oz.
 Bologna Sandwich 1 ea.
 Fruit Punch 8 oz.
 Apple 1 ea.

DINNER

Italian Spaghetti 6 oz.
 w/Meat Sauce 6 oz.
 Mixed Vegetables 6 oz.
 Garlic Bread 2 pc.
 Cole Slaw 6 oz.
 Fudge Brownie 1 pc.
 Iced Tea 8 oz.

FRIDAY

BREAKFAST

French Toast 2 pc.
 Maple Syrup 4 oz.
 Fried Sausage 2 pc.
 Chilled Fruit Cocktail 6 oz.
 Fresh Milk 8 oz.
 Hot Coffee 8 oz.

LUNCH

Beef Noodle Soup 12 oz.
 Tuna Salad Sandwich 1 ea.
 Apple 1 ea.
 Fruit Punch 8 oz.

DINNER

Veal Cutlets 6 oz.
 Mashed Potatoes 6 oz.
 Mushroom Gravy 4 oz.
 Buttered Carrots 6 oz.
 Cole Slaw 6 oz.
 Bread & Butter 2 oz. ea.
 Mincemeat Pie 1 ea.
 Iced Tea 8 oz.

SATURDAY

BREAKFAST

Hot Oatmeal 6 oz.
 Boiled Eggs 2 ea.
 Toast & Butter 2 oz. ea.
 Jelly 2 oz.
 Coffee Cake 1 pc.
 Fresh Milk 8 oz.

LUNCH

Manhattan Clam Chowder .. 12 oz.
 Cheese Sandwich 1 ea.
 Apple 1 ea.
 Fruit Punch 8 oz.

DINNER

Chuckwagon Steak 6 oz.
 Brown Gravy 4 oz.
 Mashed Potatoes 6 oz.
 Buttered Succotash 6 oz.
 Bread & Butter 2 oz. ea.
 Cucumber, Onion, Tomato
 Salad 6 oz.
 Butterscotch Pudding 6 oz.
 Fruit Punch 8 oz.

Source: Adult Detention Center, Fairfax, VA.

APPENDIX J

Sample REQUEST FOR PROPOSAL

CORRECTIONAL FOOD SERVICE CONTRACT

_____ is seeking proposals from food service contractors/correctional food service specialists/food service delivery systems to provide a complete food service to the inmate residents and staff of the _____, at _____.

The current facility, _____, is a local maximum security facility and is operated by the Office of Sheriff, assisted by a staff of approximately 150. The average inmate population is 165. There are no separate inmate dining facilities; resident inmates are served at their cells by inmate trustees supervised by sheriff's staff. Meals are prepared in-house in a fully equipped kitchen by a food contract manager with kitchen trusty assistance. "Thermo" trays and food carts are utilized to distribute the meals to the various inmate living areas.

On or about _____, the Office of Sheriff will be moving into a new, four-story, \$25 million Public Safety Complex. Part of the complex will house the new 400-bed Correctional Center. The Center will be security intensive, utilizing some of the most sophisticated security measures in the country. The kitchen will be fully equipped for meal preparation and storage.

There will be two dining rooms, one for staff and one for inmates, with a seating capacity of 50. (Most inmates will eat in the dayrooms of their particular housing areas.)

THE COUNTY WILL PROVIDE:

- (1) Adequate meal preparation kitchen facilities; use of existing food processing and serving equipment; and access to bathroom facilities, employee dressing room, and a food manager/supervisor's office;
- (2) Adequate refrigeration/food storage areas;
- (3) Food service equipment repair and certain replacements when applicable (see #38 and #44);
- (4) Trusty kitchen workforce, kitchen uniforms, and in-house food delivery system utilizing inmate labor (trusty workforce cleared by medical staff);
- (5) Security for food service contract employees and equipment;
- (6) Complete background investigation for food service employee applicants;
- (7) Building maintenance service/utilities/janitorial services (except kitchen clean-up between meals).

EACH PROPOSAL MUST INCLUDE:

- (1) A specific description of the services to be provided to the inmate residents as well as services that will not be provided; advantages of proposal; billing methods (flat fee, per meal, per year); alternative approaches, if any; all brochures or other printed materials that will illustrate your plan for services;
- (2) Any other information that will assist in selecting the best food service delivery system for inmate residents at the _____ Correctional Center;
- (3) If applicable, at least three references from clients currently utilizing your services, preferably of equal size and population to that of the _____ Correctional Center.

The requirements on the attached will be accepted by the party submitting a proposal, unless the party submits a modification of the agreement or parts thereof. The sample agreement is submitted only as a basis for negotiation with the County of _____.

PROPOSALS SHOULD BE SUBMITTED BEFORE THE CLOSE OF BUSINESS ON _____ AND ADDRESSED TO:

DESCRIPTION OF SERVICE

- (1) Provider will furnish to the inmate residents and staff wholesome, palatable foodstuffs according to the Recommended Dietary Allowances, Food and Nutrition Board, National Academy of Sciences.
- (2) Diet provided will contain a minimum of 2700 calories a day per inmate resident, according to the _____ Department of Corrections Minimum Standards for Local Jails.
- (3) Food Service facilities, equipment, and personnel will meet the established safety and protection standards and regulations as set forth by the _____ Department of Health.
- (4) Provider will prepare and serve meals under the highest sanitary conditions.
- (5) Provider will maintain accurate food service records for a minimum of three years and make these available upon request of the County of _____ or the Sheriff.
- (6) Menus will be prepared by a registered dietitian following the guidelines set forth by the American Dietetics Association and the _____ Department of Corrections (minimum every 6 months).
- (7) Special medical or religious diets of inmates will be provided for residents based on orders from the medical department or the chaplain.
- (8) Provider will furnish a certificate of insurance certifying that the food service agency carries Workman's Compensation, automobile, and general comprehensive liability insurance (bodily injury and property damage).
- (9) Provider will employ an in-house food manager who has training in:
 - Inmate/food service staff training;
 - Kitchen personnel supervision;
 - Portion control;
 - Planning and menu review;
 - A food cost accounting system;
 - Food preparation for serving 150-400 people;
 - Inventory control/food delivery systems;
 - Energy conservation;
 - Safety/sanitation;
 - Food temperature control;
 - Preparation methods to ensure variety, appeal, color, contrast and flavor.
- (10) Provider will serve at least three inmate meals per day, two of which are hot, with no more than 14 hours between the evening meal and breakfast;
- (11) Contract employees will submit to unscheduled, routine health examinations by the _____ Department of Health.
- (12) Provider will offer a choice of either a soup/salad bar or the regular inmate meal to correctional staff.
- (13) Provider will furnish to the Office of Sheriff, or have available on the premises for inspection, a copy of the company's Food Service Delivery System's General Operating Procedures.
- (14) Provider will furnish an adequate snack (sandwich, milk) for all prisoners being transported during the normal meal time, such as to court, work release, or other correctional facilities.

- (15) Provider will establish an emergency contingency plan for food service in case of power failure, fire, riot, lockdown, and acts of God which would preclude normal preparation and serving procedures.
- (16) Contractor understands/agrees that he is an independent contractor, not an agent of the County or Office of Sheriff. Neither the County nor the Office of Sheriff shall consider a joint employee venture or partnership. The contractor will exercise fiscal control over its own employees, with responsibility for related wages, taxes, and OSHA regulations.
- (17) Contractor will be subject to Sheriff's Office staff inspections and will resolve all discrepancies regarding the food preparation and delivery system. This process will be designed by the jail administration staff and the food service manager. Inspections will be conducted for security, sanitation, quality of food preparation, adherence to food standards, contract employee performance, or any other valid reason.
- (18) Contractor's rights and obligations cannot be transferred or subcontracted without written approval of the Sheriff.
- (19) All contract employees will be subjected to necessary security checks and processes when entering or leaving the facility.
- (20) Contractor will ensure the optimum number of appropriate employees at all times for efficient operation of the food service delivery system.
- (21) Food delivered to the inmate residents and staff will be at safe temperatures (hot food—140 degrees F, cold food—40 degrees F).
- (22) Disposables/expendables will be furnished by the contractor. These include, but are not limited to, all paper and plastic eating utensils, lunch bags, and other similar items used in the food delivery system.
- (23) Contractor must have a food substitution contingency plan that includes foods of equal nutritional value to the originally scheduled menu. Any major changes will be subject to the approval of a registered dietitian. Planned menus can be reviewed/revised by mutual agreement between the contractor and the Sheriff every six months.
- (24) Condiments, such as salt, pepper, catsup, mustard, relish, and salad dressing will be handed out with each meal in individual, disposable containers. Unopened condiments will be returned with the tray to the kitchen after the meal.
- (25) Food items within the meat, vegetable/fruit and dessert groups must be varied within the week and not repeated on the same days of consecutive weeks. A one-half cup serving of A-enriched food must be served three days a week, preferably not on consecutive days.
- (26) Eggs will be offered no more than three times a week, fish no more than once a week.
- (27) Fruit juice or fresh or canned fruit will be offered daily. A one-half cup serving of Vitamin C-enriched food must be served daily.
- (28) Milk must be low fat, Vitamin D. Certified raw milk cannot be used. All skim milk and buttermilk should be fortified with Vitamins A and D, whether fresh or dried.
- (29) Margarine and butter must be fortified.
- (30) Bread and cereal group foodstuffs should be enriched and of whole grain products.
- (31) Ground beef may be used in entrees no more than four times a week; at least one of these times it must be served in a solid form, such as meat loaf or salisbury steak.
- (32) Minimum food grade specifications follow:
 - Beef: USDA Grade Good; ground beef not to contain more than 20 percent fat;
 - Pork: USDA No. 1;
 - Lamb: USDA Choice;
 - Processed meat: No. 1 from USDA, government inspected;
 - Poultry: USDA Grade B;
 - Dairy: eggs, USDA or State Graded A;
 - Fish and seafood: fresh or frozen, government inspected;
 - Canned fruits/vegetables: USDA Grade A; cooking tomatoes, Grade B;
 - Fresh fruits/vegetables: USDA No. 1;
 - Frozen fruits/vegetables: USDA Grade A.

- (33) Contractor will be responsible for receiving all goods at the designated delivery area under the prearranged supervision of the Sheriff's Office staff. All deliveries are subject to complete security checks/clearances.
- (34) Successful contractor will be required to furnish a performance bond for _____ . Such bond shall be issued by a responsible surety company and shall list the _____ as the party covered by the bond.
- (35) The Office of Sheriff may at its convenience terminate the contract at any time during the contract period or at subsequent renewal dates by giving the contractor at least 60 days written notice.
- (36) Contractor must at all times keep an appropriate inventory of foodstuffs to ensure the daily scheduled meal servings.
- (37) Contractor will include with its proposal a statement detailing how it will provide for the correct handling, prompt storage and rotation/issue of food items purchased. A weekly inventory by the contractor of all commodities is required.
- (38) Contractor shall be held accountable for all damaged Sheriff's Office equipment resulting from contractor negligence.
- (39) Coffee or hot chocolate will be provided with inmate meals during the winter months. An adequate supply of coffee for working staff will be made available and billed for accordingly.
- (40) Under no circumstances will food be utilized or withheld as a form of punishment.
- (41) Upon the request of the Sheriff's Office, paper serving plates may be required under certain circumstances for security or medical reasons. These situations are monitored by staff.
- (42) Non-metal, approved eating utensils, drinking vessels, and beverage transport containers are required. Daily disposable plastic utensils are acceptable.
- (43) Non-metal, "thermo" serving trays are required.
- (44) The County will replace any food equipment or processing machines worth in excess of \$500 per item and will repair any equipment damaged from general wear and tear.
- (45) The contractor is obligated to make the fullest use of the USDA donated commodities program, reserving the right to refuse spoiled or contaminated foods or excessive amounts for which there is not appropriate storage. Contractor will report any spoiled commodities to the _____ Department of Agriculture and Consumer Services and will keep all commodities records for one year.
- (46) The prepared menu is to meet or surpass the guidelines of the American Correctional Association and the _____ Department of Corrections.
- (47) Contractor will adhere to all local, state, and federal accreditation and certification programs requested by the Office of Sheriff in the areas of correctional food delivery systems.
- (48) Preferences will be given to a candidate who meets the above requirements and who also has any of the following qualifications:
 - (a) Professional certification or licencing that indicates present or past performance and efficiency;
 - (b) Adherence to national and local recognized standards for food delivery systems;
 - (c) Five references from other like institutions having a similar food delivery system;
 - (d) A record of good financial stability.

GENERAL EVALUATION SHEET

BIDDER'S NAME: _____

	<i>Unsatisfactory</i>	<i>Meets Requirements</i>	<i>Exceeds Requirements</i>
(1) SUPERVISION Bidder has in-house management/supervisory staff trained in inventory control, temperature-controlled food delivery systems, staff training, menu planning, food preparation, special diets, energy conservation, safety, sanitation, and aesthetic food values.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(2) FINANCIAL STABILITY Bidder has funds available to post a required performance bond and has shown that monetary instability was not an issue in any present/past contract for similar service. Bidder's financial state can endure a long-term contract.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(3) OVERALL QUALITY/COMPLETENESS OF THE PROPOSAL Bidder addresses all aspects of the proposed requests and job description.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(4) FOOD PREPARATION Bidder addresses all issues associated with: feeding up to 400 inmates and staff three meals a day; providing special medical/religious diets; utilizing food processing equipment; and scheduling meals.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(5) MENU PLANNING Bidder provides for at least 2700 calories per day per inmate. Menus are prepared by a registered dietitian as set forth by the American Dietetics Association and the _____ Department of Corrections (minimum every 6 months), and address special needs, religious/medical diets. Bidder provides emergency contingency plans in case of riot, strike, power failure, or acts of God that preclude normal meal service; utilizes minimum food grade specifications outlined; and meets or surpasses the guidelines of the American Correctional Association.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(6) SECURITY On-site contract food service personnel will submit to complete background investigation and will adhere to Sheriff's Office institution security procedures. S.O.P. manual addresses care, use and accountability of kitchen equipment and utensils and supervision of inmate kitchen staff.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(7) SANITATION/FOOD CONTROL/ INVENTORY/CONTAMINATION Bidder's S.O.P.s deal with food contamination, vermin, pest control, temperature control, storage, kitchen cleanliness, dishwashing water temperatures, health department inspection, employee hygiene, and portion control.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
(8) MANAGEMENT APPROACH/PHILOSOPHY/ UNDERSTANDING PROBLEMS Bidder provides for training of inmate food service staff; supervision of kitchen personnel; a portion control system; planning and menu review; and a food cost accounting system. Bidder has experience in preparing and serving food for 150-400 people; inventory control; energy conservation; fire, health, and safety/sanitation; and food storage/temperature control. Preparation methods ensure variety and appeal in color, smell, texture, shape, taste, and appearance of food. Bidder's S.O.P. manual addresses all of the above.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

- (9) COST OF SERVICE 1 2 3
 Bidder is willing to adhere to the Federal Food Commodities Program and allows for inmate count fluctuations reflecting a cost per meal serving charge on higher volume and purchasing of certain equipment by contractor, as well as any other provisions for cost sharing/savings. The unit price per meal is in line with other bidders; it is not so low as to cause concern regarding the possibility of actual delivery at that particular price.

- (10) PROVEN COMPETENCE/COMPARABLE
 RELATED EXPERIENCE IN PRIVATE AND
 GOVERNMENT ACTIVITIES (SUCH AS
 CORRECTIONS) 1 2 3
 Bidder has professional certification, accreditation, acknowledgment/licensing that indicates present/past performance and efficiency and adherence to national and local recognized standards in food delivery systems. Bidder has references of present/past food controls similar to those in this R.F.P.; ability to comply with technical performance/delivery schedules; and a satisfactory record of integrity.

INVENTORY OF KITCHEN EQUIPMENT

QUANTITY	ITEM	QUANTITY	ITEM
3	File cabinets	1	Grater
1	Ice Machine	1	Ladle, 1 ounce
1	Electric mixer	1	Ladle, 3 ounce
1	Meat slicer	2	Ladles, 4 ounce
4	Baking pans, 19 × 19	2	Ladles, 6 ounce
24	Baking pans, 24 × 16	1	Ladle, 8 ounce
3	Baking pans, 20 × 15	3	Egg beaters, wire whisks
1	Baking pan, 12 × 9 × 2	2	Strainers
1	Sauce pan, 4 ½ quart	3	Pairs of tongs
1	Sauce pan, 5 quart	3	Large spoons
3	Sauce pans, 20 quart	3	Storage bins
1	Fry pan, 12 inch	5	Storage shelves
1	Fry pan, 16 inch	1	Freezer, extra large
2	Pots, 60 quart	1	Dishwasher
1	Pot, 25 quart	8	Dishwasher trays
3	Pots, 20 quart	1	Mixing bowl, large
1	Pot, 10 quart	4	Pan tops
2	Pitchers with tops, 10 quart	9	Scoops
1	Pitcher, 4 quart	1	Can opener—large, table model
2	Deep fryers with 2 baskets	2	Colanders
2	Grills	1	Steam table with 4 pan inserts
1	Stove	4	Stainless steel tables
1	Steamer—large kettle drum	2	Scales, portion control
1	Toaster—upright rotary	1	Coffee maker

Additional Sources

Organizations

American Correctional Food Service Association (ACFSA), an affiliate of ACA, is an organization of food service professionals that sponsors seminars and conferences where members may learn the latest developments in food preparation and equipment and meet exhibitors and vendors with the most cost-effective services. Members also receive a bi-monthly newsletter and may also participate in a program to certify food service professionals who meet established qualifications. In addition, through ACFSA, food service managers in facilities that have successfully completed the process of accreditation are available to assist those facilities preparing to go through the process. Costs to facilities requesting assistance are for travel and per diem. For further information, contact:

American Correctional Food Service Association
277 E. 6100 South
Salt Lake City, UT 84107

American Dietetic Association (ADA) has produced a wide range of publications, study kits, and audio cassettes for the food service professional's use as resources or management training tools. Examples of books include:

- *Directory of Dietetic Software*;
- *Food Service: An Annotated Bibliography*;
- *Quantity Food Preparation: Standardizing Recipes and Controlling Ingredients* (includes computer applications);
- *Family Cookbook: Volumes 1 and 2* (includes nutrients-per-serving guide; these books are especially useful for the smaller jail).

Examples of audio cassettes and study guides (which may provide continuing education credit) include:

- *Cook/Chill Large Production and Centralized Microwave Rethermalization*;
- *Writing Food Specifications*.

For a complete catalog of ADA resources, write:

American Dietetic Association
430 N. Michigan Avenue
Chicago, IL 60611

National Association of Meat Purveyors has published the *NAMP Meat Buyer's Guide*, which provides institutional meat purchasing specifications that supplement those of the USDA and include standards for finished meat products. This book may be ordered through the National Restaurant Association (see page 128) or by contacting:

National Association of Meat Purveyors
8365 B Greensboro Drive
McLean, VA 22102

National Dairy Council, a non-profit organization devoted to nutrition, research, and education, publishes a yearly catalog of nutrition education materials. A sampling of available materials includes:

- *Comparison Cards*—show the nutrient and caloric profiles of 69 foods;
- *Your Calorie Catalog*—provides the caloric value of more than 1,200 popular foods served in standard portion sizes;
- *Nutrition Source Book*—a handbook on nutrients, food handling, and dietary recommendations;
- *Guide to Wise Food Choices*—a booklet explaining leader nutrient functions and the use of food groups in planning nutritionally sound meals.

For a catalog of complete listings, contact the affiliated Dairy Council unit in your area. If there is none, write:

National Dairy Council
6300 North River Road
Rosemont, IL 60018-4233

National Restaurant Association (NRA) has publications and films available from its educational materials center, ranging from food protection to equipment sanitation and maintenance. A sampling of available films includes:

- *Food Protection* (Presents rules for sanitary cooking, reheating, serving, and storing and explains the way time and temperature affect germ growth);
- *Kitchen Sanitation Rules* (Stresses the proper handling of potentially dangerous foods, such as fowl, seafood,

and custards, as well as the importance of clean hands and proper washing procedures);

- *Insect and Rodent Prevention* (Examines the role of insects and rodents in the spread of disease and the basics of control; stresses safe worker handling of pesticides and responsibility for good housekeeping practices).

A sampling of available publications includes:

- *Applied Food Service Sanitation*. Developed by the National Institute for the Food Service Industry and the National Sanitation Foundation. Provides practical guidance in safe food storage, preparation and serving, cleaning and sanitizing, pest control, personnel training, and self-inspection.
- *Sanitary Techniques in Food Service*. By Karla Longree and Gertrude G. Blaker. Consists of four parts: (1) Food Sanitation and Microbiology, (2) Food Spoilage and Foodborne Illnesses, (3) Sanitary Practice, (4) Education and Training in Sanitation of Food Service Personnel. This text is an excellent reference for developing a cleaning schedule.
- *Sanitation Aspects of Installation of Food Equipment*. By the National Sanitation Foundation. For a complete catalog of available materials, contact:

Educational Material Center
National Restaurant Association
Suite 2600, One IBM Plaza
Chicago, IL 60611

The Restaurant, Hotel, and Institutional Management Institute (RHIMI) supports continuing career development education for professionals in the food service field. Among programs being developed are a slide program, "Tools of the Catering Trade: How to Select, Use, Clean, and Maintain Foodservice Equipment," and a professional correspondence course, *Achieving Foodservice Excellence in Nutritional Services*.

In addition, RHIMI offers fully-accredited self-study courses, covering such topics as Foodservice Management and Supervision, Professional Cooking, Food Purchasing, and Computer Applications in Food Service. For more information, contact:

Restaurant, Hotel and Institutional
Management Institute
101 Young Graduate House
Purdue University
W. Lafayette, IN 47907

Additional Publications:

Food Service Sanitation Manual

Available for \$5.00 from:
Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20402
(Stock No. 017-012-00267-6)
(This book contains U.S. Public Health Service Standards, Food and Drug Administration Codes.)

Food Service Equipment and Supplies Specialist: Product Knowledge Handbook

Cahners Publishing Co.
270 St. Paul Street
Denver, CO 80206-5191

Mayo Clinic Diet Manual

W. B. Saunders Co.
West Washington Square
Philadelphia, PA 19105

Recipes:

Armed Forces Recipe Cards, consisting of tested recipes established by the U.S. Armed Forces, may be obtained by writing:

Commanding Officer
Navy Publications and Forms Center
5801 Tabor Avenue
Philadelphia, PA 19120-5099

Recipes for Quantity Food Service. Available for \$7.50 from:

Superintendent of Documents
U.S. Government Printing Office
Washington, DC 20402
(Stock No. 001-000-04379-0)

TRAINING AIDS

Food Safety Is No Mystery, by the USDA Food Safety and Inspection Service. A new series of four training modules complete with manual and 28-minute videotape. Conveys the basics of food service sanitation in institutional settings, accenting sanitation and personal hygiene; safe food preparation; preventing cross-contamination; and safe cooling and reheating of food. To order, send \$20.50 to:

U.S. Department of Agriculture
c/o Modern Talking Picture Service
500 Park Street North
St. Petersburg, FL 33709

Catalog of Courses and Training Materials, by FDA State Training Branch. New titles in the catalog include videos and slide shows and items on pesticides in food. Copies of the catalog may be obtained from any FDA Regional Office or from the following:

FDA State Training Branch
HFC-153, 5600 Fishers Lane
Rockville, MD 20857