



MANAGING A JAIL FOOD SERVICES PROGRAM

STATE OF CALIFORNIA
George Deukmejian, Governor
BOARD OF CORRECTIONS
N.A. Chaderjian, Chairman

STAFF:
Norma Phillips Lammers, Executive Officer
Ed Smith, Assistant Executive Officer
Karen L. Rosa, Project Manager

WRITTEN BY:
John Cornyn & Associates
917 SW Oak, Suite 312
Portland, Oregon 97205-2806
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Board of Corrections
600 Bercut Drive
Sacramento, California 95814

(916) 445-5073

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To the reader:

Since its entry into the field of setting standards for food service programs in jails in 1946, the Board of Corrections and its staff have known what a critically important job food service personnel perform in the jails of the State. No other single program or activity has such a profound effect on prisoners, and thereby staff, than the food served three times each day. Because food service personnel have done such a fine job, overall, in California we tend to take them for granted. The development of this handbook is partially motivated by a desire to change this circumstance and partially by the need expressed by you to provide a document which will assist in the planning of food services programs in the many new facilities currently being designed and constructed.

Throughout this handbook the reader will find numerous references to STAR Food Service Managers. The Board thought long and hard about the use of this word to describe the food service manager who has freely devoted endless hours of time and talents to achieve excellence

in food service program operation. Basically, the star is a symbol that goes back to our earliest days of recognizing a job well done. We appreciate this opportunity to provide some technical assistance to our hard-working jail food service managers and to salute their professionalism.

The development of a "first" in any field is a difficult and time-consuming task requiring a measure of creativity. This first handbook in correctional food services is no exception. The Board of Corrections is especially fortunate to have selected a very competent, knowledgeable consultant/author team in John Cornyn and Joyce Fasano. The Board also extends its appreciation to the advisory committee members who guided the project. They are:

Mr. Robert Knorr, Chief of Food Service
San Diego County Probation Department

Mr. Bob Lowe, Chief of Food Services
Los Angeles County Sheriff's Department

Commander Kenneth Wigginton, Detention Support Services
San Diego County Sheriff's Department

Mr. Jake Katz
National Institute of Corrections

Mr. Walter Breeden, Regional Food Service Administration
Federal Bureau of Prisons

CALIFORNIA BOARD OF CORRECTIONS STAFF:

Edgar Smith, Assistant Executive Officer

Karen Rosa, Project Manager

Bob Baynes, Consultant

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INTRODUCTION

In commissioning this notebook the California Board of Corrections recognizes the importance of food services within the field of corrections. Food service is a large portion of the operating budget for a corrections facility and it also provides one of the few breaks in the otherwise monotonous existence of most inmates. Meal time is the center of attention for many inmates and, if improperly managed, can become the center of discontent amongst both staff and inmates. In short, food service is extremely important in any jail and YOU, as Food Service Manager, are the key to the success of that food service.

Let's assume that in the past few months the following has taken place:

- * The voters have approved the funds necessary to expand your present jail capacity by 100%.
- * An inspection by a California Board of Corrections field representative has found that your menu is not in compliance with Title 15.
- * The new food buyer from the County Purchasing Department is insisting that you produce a better, more comprehensive set of specifications for all food and supply items.
- * A recent City/County Auditor's report noted that your food service department was serving basically good food but you had few, if any, records to verify your meal costs.

Let's also assume that:

- * Ever since becoming the food service manager you knew that there were operational problems, but you simply did not have the time to investigate them.
- * This is your first job in a correctional facility.
- * You have not received a whole lot of guidance from your superiors other than, "Make sure the food is hot and keep your costs down".

Finally, let's assume that food service is a specialized management area of which most corrections officials are not, nor are they expected to be, knowledgeable. The people responsible for the administration of your city/county jail system must rely on your expertise in most matters relating to food service. You are expected to

operate a food service program which complies with all city/county, state and/or national guidelines, and you are not really sure how to make all that happen.

The challenge is one of knowing what is required and how to incorporate that into a practical, easy-to-accomplish format. What we mean is, if you are the resident expert, why don't you have all the answers?

It is the intent of both the California Board of Corrections and the authors to provide you with a handbook which will provide you with the reasons for and methods necessary to establish and maintain a quality food services program. We will provide you with a step-by-step approach to effectively manage your system. We will offer you a variety of options or approaches to consider.

The task you must be prepared to tackle is how to implement and maintain those elements necessary to meet your goals and objectives. We believe that it will take a lot of patience and management ability on your part to do this. Since you are going to become a STAR, we have highlighted the key requirements of each chapter with " * ". Accomplishing these " * " requirements will entitle you to call yourself a correctional food services professional.

General Management Principles

There are several general management principles which should be applied to any food operation. These principles involve the control of various aspects of food service so that you are indeed the "manager." When certain aspects are not under control then the manager is, in effect, not a manager. We will refer to these critical management principles over and over and over again throughout the manual. So just to get you started on the right "STAR" track, we want to introduce you to these management principles. They are:

* Standard Job Descriptions

The use of standard job profiles and job descriptions can avoid tremendous operational as well as personnel problems. When a job de-

scription is available for use in interviewing and hiring, it enables both the candidates and the employer to better understand the requirements of the job.

Once the employee is hired, the job description can assist in the training process and in assuring that the requirements of the job are understood and met by all the employees with the same job. With complete job descriptions in place there is no question as to who is responsible for what, especially in the event that the manager is suddenly unavailable for any reason over an extended period of time.

* Standardized Recipes

It is true that many cooks can operate from experience and from recipes that are "in their memory banks". We firmly believe, however, that no institution can be efficiently operated without written recipes that are adhered to without exception. First of all, it is important for consistency and for cost control that the same recipe be used each time it appears on the menu. With respect to the nutritional make-up of the menu, once a menu is evaluated based upon a given recipe, then the recipe must remain the same or the nutritional make-up of the diet is changed. A recipe with 10 lbs. of meat for 100 servings of chili will have an evaluation which is entirely different from a recipe with 20 lbs. of meat for 100 servings. Obviously, the meal cost will be substantially higher, as well.

* Minimum Purchasing Specifications

In order to assist in controlling costs and to assure that the inmates are getting the right quality of food on a consistent basis, it is important to develop and adhere to purchasing specifications. This is especially the case when most items are purchased by some other city or county department. When many food items are on a bid basis, detailed specifications are even more critical since price is then the only consideration in the final selection

of the purveyor. Usually a bid is over a longer period of time which precludes changing the bid if an unsatisfactory quality of product was specified/delivered.

* Inventory Control

A regular weekly or monthly inventory is a requirement if one is to maintain control of the inventory of both food and supplies. A good inventory forms the basis for determining the accurate cost of food and supplies.

Once the inventory format is developed and the storage areas properly organized, the monthly inventory need not be a cumbersome or time-consuming activity. Inventory control is dependent upon knowing what it is you have purchased and received, controlling access to the storage areas, employing proper check-in control for food and supplies and accounting for what is left at the end of the defined accounting period.

* Production Sheets

In order to avoid the pitfalls of over-and-under production we advise that daily production sheets be posted to assure that there always will be sufficient food for the existing staff and inmate population without waste. With the food costs of today it is not acceptable to simply prepare for 25-30 extras and ration out the leftovers to staff or, worse, discard them to the garbage can. Production requirements should be calculated daily with a well-defined "cushion" of perhaps 1-3 percent depending upon the volatility of the population in a given facility. There is no way to track waste if there is no record of what was scheduled for production or of what was actually produced.

* Labor Cost Control

Labor cost should be calculated and budgeted for whether or not you use inmate workers. All taxes, benefits, vacations and other labor costs should be included in this budget along with any pay for the inmate workers. An accurate record of all hours worked must be maintained.

* Food Cost Control

Whether you set food cost at \$.60 a meal or at \$1.20 a meal, it is hard work to make sure you meet your budget. It is just as bad to be \$.20 under as \$.20 over your budget. If you are under, the inmates are not getting the quality and quantity they should; if you are over budget WELL, we all know what the boss says when we go over budget.

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CHAPTER 1

CORRECTIONS FOOD SERVICE MANAGEMENT

This handbook is packed full of concepts, ideas and systems along with various guidelines and forms which can be easily adopted for use in your facility. There are so many correctional facilities of varying size, population, buildings and locations, it would be impossible to prescribe one system for all. You and the people administering your correctional facility(ies) must decide what is important in your facility and what is not. We have tried to pack all of the key management elements into this handbook. What is used and how will be up to you and your superiors.

This brings us to the first requirement:

Step 1 Read this book.

You should take a few hours of quiet time to carefully read through this handbook. We don't

want you to memorize it (not yet, anyway); just become familiar with what is in each chapter and the various * points, guidelines and suggested forms.

Step 2 Develop THE PLAN.

Some managers refer to it as an operating philosophy, while others call it a strategic plan. We are simply calling it THE PLAN.

QUESTION: What is THE PLAN?

ANSWER: THE PLAN is basically a set of operational goals and guidelines which direct the decisions you make about food service in your facility.

QUESTION: How do I put THE PLAN together?

ANSWER: You will need to ask for assistance from a number of key management and administrative personnel from the jail/sheriff's office and other city/county departments. These people should be brought together and asked to outline what operational/administrative requirements they might have in regards to your food services program.

QUESTION: Who, specifically, will participate in formulating THE PLAN and what will be their primary concerns?

ANSWER: They are:

* The sheriff or person assigned to operate the jail on a day-to-day basis. This person will, of course, be interested in your operational and financial performance as well as in the following:

- a. Security
- b. Personnel screening
- c. Use of inmate worker labor
- d. Staff meals

- e. Menu standards
 - f. Meal service procedures
 - g. Health and sanitation
- * The designated corrections staff medical authority (doctor or nurse).
- a. Medical diets for inmates.
 - b. Medical screening of civilian and inmate food service workers.
 - c. Proper food handling techniques.
 - d. Assuring that all refrigeration, cooking and storage equipment is working properly.
 - e. Assuring that the facility is maintained in a clean, sanitary condition.
- * The county/city nutritionist or Registered Dietitian.
- a. Assuring that the inmate and staff menus meet all of the state, local and/or nationally mandated requirements.
 - b. Preparation and service of medical diets.
- * The city/county purchasing agent.
- a. Food and supplies specifications.
 - b. USDA Surplus Commodities.
 - c. Purveyor relations.
 - d. Delivery/Receiving/Storage procedures.
 - e. County bidding requirements.

- * The county auditor.
 - a. Record-keeping procedures.
 - b. Accountability for all food and supplies.
 - c. Budget compliance.
- * County personnel director.
 - a. Staff job profiles and descriptions.
 - b. Payroll reports.
 - c. Compliance with all laws and regulations.
 - d. Supervision and guidance with the training plan.

QUESTION: What do I do next?

ANSWER: Schedule a meeting with these key personnel to explain the reasons for having THE PLAN and to tell them how food service is now being operated and what improvements you would like to make based on your first reading of this handbook. You will then ask them to take about a week to consider what improvements and/or requirements they believe should be a part of THE PLAN.

Schedule a second meeting to carefully analyze all of the major elements of your food service program. At this point, all of the participants can make recommendations to THE PLAN. Some of the recommendations may actually be laws, regulations or county/city policy that must be applied to Food Services.

Step 3 After you get all of their suggestions, you are ready to start drafting THE PLAN for your food services department. In terms of organization, you might want to use this handbook's table of contents.

Believe it or not, THE PLAN does not have to be complicated or lengthy. All you need to do is put down, in as few words as possible, what the goals and objectives are for that particular part of THE PLAN. Here are some examples:

- * Inmate Menu - The inmate menu will comply with the provisions of Title 15 of the California Administrative Code (hereinafter referred to as "Title 15") or the American Correctional Association Accreditation Standards. It will be reviewed for nutritional adequacy at least annually by a Registered Dietitian.
- * Medical Diets - All medical diets ordered through the facility medical department will be in accordance with the Simplified Diet Manual prepared by the University of Iowa, et. al.

Step 4 NOW, circulate THE PLAN to all concerned and ask them to submit a memo noting their approval or any further changes which they believe are required. We suggest you give them a date to respond by so you can move ahead without delay.

THE PLAN should be carefully reviewed by and discussed with your civilian food service staff. It is, among other things, the basis for orientation, training and refresher-training of your staff.

QUESTION: How often should it be reviewed or revised?

ANSWER: It should be revised as often as necessary and at a minimum, it should be reviewed at least annually by all concerned.

CHAPTER 2

USING YOUR RESOURCES (Getting Other People to Help Make Your Job Easier)

There is no doubt that you are STAR material or you would not have been selected for the job. Being STAR material, however, does not automatically mean that you can do everything all by yourself. The best managers, whether they control multi-million dollar corporations or food services in a small county jail, are those who have learned to use resources to their fullest potential. Throughout this manual we will be discussing many of the obvious internal resources such as staff, food, supplies, and so forth.

There are also resources outside of your department that you should learn to use and those are what we want to discuss in this chapter. Most of these outside resources come in the way of "services" to your department. These outside resources are the agencies, organizations and departments within the federal, state and local areas

that make up your own special "consultants" pool. A "STAR" manager goes to the best possible source of assistance to obtain any necessary information that is not already on hand.

Other managers simply try to bluff their way throughthe only problem is that often their bluffing boxes them into a corner. Eventually someone is held accountable, and unfortunately the powers that be are not very forgiving..... resulting in one unemployed food service manager.

SO, let us introduce you to your very own bank account of "consultants" or "smart-niks" who will help you shine in the eyes of both your superiors and your staff.

NATIONAL AGENCIES AND ORGANIZATIONS

The following is a list of the federal agencies and organizations which might be of assistance to you at one time or another along with addresses and a brief description of the services/materials provided.

* American Correctional Association (ACA)

4321 Hartwick Road, Suite L 208
College Park, Maryland 20740
(301) 699-7600

The ACA provides many services to corrections facilities. It has a corrections Certification Program which your facility commander may decide to attain. In that case, you will be required to meet the food service standards. In Chapter 3 we have included a set of the most recent ACA standards for food services.

The ACA also has available a self-study training program for kitchen management in corrections facilities.

* American Correctional Food Service Association (ACFSA)

277 East 6100 South
Salt Lake City, Utah 84107
801-268-3000

The American Correctional Food Service Association is an organization of food service professionals working in correctional institutions. The organization is affiliated with the American Correctional Association. The Association provides a means of communicating with others in the same profession. It offers the following:

- * A program for certification of food service professionals
- * Bimonthly newsletters
- * Cost-saving programs
- * Multi-state menu exchanges
- * Regional educational seminars
- * National Food Service Conference

* National Institute of Corrections (NIC)

NIC Jail Center
1790 30th Street, Suite 140
Boulder, Colorado 80301
303-497-6700

The NIC was established by Congress in 1974 as a separate agency of the Federal Bureau of Prisons. Its five legislatively mandated activities are:

- * Training
- * Technical assistance
- * Research and evaluation

- * Policy and standards formulation and implementation
- * Informational clearinghouse

It has the ability to provide technical assistance to those who have identified problems with food services. If you and your supervisor believe that the NIC might be of help to you, the Technical Assistance Manager at the NIC Jail Center in Boulder is the person to contact.

* National Institute for the Foodservice Industry (NIFI)

20 North Wacker Drive
Chicago, Illinois 60606

NIFI is an organization dedicated to improving the educational level of persons in the food service industry. It sponsors recruiting program materials, and training and scholarships for the industry.

One of the most important programs sponsored by NIFI is the Certified Sanitation Program. Individuals take an extensive course in sanitation and, if they pass a rigorous examination, they are certified as thoroughly knowledgeable of sanitation as it relates to the handling and service of food and food products. The program is designed for managers and supervisory persons, rather than for staff workers. There is substantially more information included than most entry and mid-range employees would need to know (until they decide to go after a STAR Food Service Manager's position).

* United States Department of Agriculture (USDA)

There are several reasons why you will want to remember the USDA. First of all, it sponsors the USDA Commodity Surplus Program (see Chapter 6) from which you can get many staples for the cost of transportation and storage. For information on this program you should contact their

local State of California administrative office
which is:

Office of Surplus Property
721 Capitol Mall
Sacramento, California 95814

Another service of the USDA is its publication service which publishes hundreds of pamphlets on a wide variety of food-related topics such as purchasing/product specifications, food handling, and food quality. For information on their publications you should contact:

U.S. Department of Agriculture
Government Printing Office
Washington, D.C. 20401

* American Medical Association (AMA)

Provides minimum menu standards and guidelines for special diets for those inmates who require them.

American Medical Association
535 N. Dearborn
Chicago, Illinois 60610

STATE AND LOCAL AGENCIES AND ORGANIZATIONS

* City/County Health Department

The Department of Environmental Health, more commonly known as the County or City Health Department, is charged with the responsibility of maintaining sanitary, healthy conditions where people are housed and fed in group settings. This, of course, includes corrections

facilities. During the course of the year you will be inspected by representatives of this department.

There are two ways to look at the environmental health inspector.....as friend or foe. Unfortunately many consider that individual a foe. Let us suggest that you consider this individual as one of the best resources you will ever have available to you. (See Chapter 8.)

* City/County Nutritionist

Experience has taught that almost every city/county has a nutritionist or Registered Dietitian on staff or under contract to provide dietary consulting services. You may be the manager of a large facility and be lucky enough to have one on your own staff. The majority of you will, however, have to search out that person within your city/county government staff.

Chapter 5 will discuss nutrition and menu planning in detail. No matter how knowledgeable you are about these topics, unless you are a qualified nutritionist or Registered Dietitian, you will need to have your menus reviewed to assure their nutritional adequacy.

The most likely place to check is with the Health or Social Services departments. If you cannot find a person within your city/county that will/can assist you with your menu, then you may have to consider a few hours of dietary consulting periodically to assure that your menu is meeting the nutritional needs set up for the inmates in your facility(ies). There are Registered Dietician consulting practices in most areas and many hospitals also have dietary consulting services. The local branch of the American Dietetic Association (ADA) is another source of referrals. We have found the most reliable contact to be a local hospital.

* City/County Personnel Department

The people in the Personnel Department can be invaluable when it is time to hire, counsel, fire, promote, and evaluate personnel. Larger corrections departments may have internal personnel divisions while smaller departments may utilize the services of the city or county. With the legal implications in all personnel matters, you should never take it upon yourself to handle a difficult employee relations situation without the advice and guidance of your immediate superior and the Personnel Department. (See Chapter 4.)

* City/County Purchasing

Rather than complain about the purchasing policies of the local Purchasing Department, we suggest that you consider this department a resource. Take the time to find out why they require certain paperwork and, if you believe that there is a means to improve the system with respect to your department, make suggestions. There may be legitimate reasons why your suggestion cannot be implemented. On the other hand, you may be surprised to learn that the change was easily accommodated. "Nothing ventured, nothing gained." The goal of everyone in the system should be to make the entire program as efficient and effective as possible.

MAGAZINES

There are a great many publications within the Food Service Industry. Many of them do not deal specifically with institutional food services. There are two, however, that should be subscribed to and read as a means of keeping current with what other institutions are doing. They also provide important information on new equipment and systems that are being developed.

Most trade magazines are free if you are an institutional provider. Food Management charges all of its readers, however, institutions receive a discounted rate. The addresses are as follows:

Food Management
1 East First Street
Duluth, MN 55802

Restaurants & Institutions
Reader Service Department
P.O. Box 5671
Denver, CO 80217-9990

OTHER RESOURCES

Local institutional/restaurant trade shows.

There are a variety of trade shows that occur around the country in various locations. Whenever these events are nearby it would be to your advantage to attend. It is a good way to keep up on new products and equipment as well as to meet other professionals in the industry.

For information on trade shows contact:

California Restaurant Association
3780 Wilshire Blvd. #600
Los Angeles, CA 90010
213-384-1200

OR

National Restaurant Association
311 First Street, N.W.
Washington DC 20001

Contact with professional colleagues.

An ideal way to increase your knowledge is to make regular contact with other professionals in the field of institutional food service. If there is not already a group that meets in your area you might take the initiative to set up a regular, periodic "round table" discussion for hospital, school, corrections, and other local institutional food service directors to meet and discuss common problems, ideas and similar topics.

CHAPTER 3

GENERAL STANDARDS AND CONDITIONS

There are several legal requirements or self-imposed standards adhered to by many correctional facilities. Most state and/or county governments have minimum legal standards which pertain to correctional facilities in general and their food service in particular. If those standards are not in place, or do not adequately address your particular situation, there are other sources available:

- * Title 15 of the California Administrative Code
- * American Correctional Association (ACA)
- * The Recommended Daily Allowance (RDA) of vitamins, nutrients and minerals as established by the National Academy of Sciences
- * The American Medical Association (AMA) standards for medical diets

In the preparation of this handbook, we have used both the Title 15 and ACA standards where appropriate. The Plan that you have developed should incorporate the

standards which you are either legally required to follow or have been directed by your superiors to adopt.

* Why is it important to adopt these standards as part of THE PLAN?

In addition to what might be legally required, correctional officials are facing an increasing number of inmate lawsuits concerning their care and treatment. If your superiors should be sued, the existence of and adherence to legal and/or voluntary standards can be an excellent defense. We cannot emphasize enough the importance of incorporating these standards into The Plan and then carefully enforcing them.

Your successful completion of this task will make you a true STAR quality food service professional.

As a guide, you will need to keep on file updated versions of the standards prepared by the organizations or groups listed on page one of this document.

The Title 15 Standards (May, 1986 Revised) are presented on the following pages along with a reference to the comparable ACA standards. A full copy of the ACA standards and AMA Standards are included at the back of this chapter for your reference.

In some instances Title 15 addresses an issue that is not addressed by the ACA and vice versa. Title 15 addresses sanitation by requiring compliance with the California Uniform Retail Food Facilities Law. A copy of those regulations are presented in Chapter 8, Sanitation.

Article II. Food

1240. Frequency of Serving. (Comparable ACA Standard 2-4251)

In Temporary Holding and Type I, II, and III facilities, and those Type IV facilities where food is served, food shall be served three times in any 24-hour period. At least two of these meals shall include hot

food. If more than 14 hours pass between these meals, supplemental food must be served. Additionally, supplemental food must be served in less than the 14-hour period for prisoners on medical diets requiring more than three meals.

A minimum of fifteen minutes shall be allowed for the actual consumption of each meal except for those inmates on medical diets where the responsible physician has prescribed additional time.

If the inmate misses a regularly scheduled facility meal he or she shall be provided with a sandwich and beverage in lieu of that meal. Inmates on medical diets shall be provided with a full diet meal.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1241. Minimum Diet. (Comparable ACA Standard 2-4251)

The minimum diet must meet the current recommended dietary allowance of the National Academy of Sciences. In Temporary Holding and Type I facilities, the minimum diet in every 24-hour period shall consist of one-half of the R.D.A. and one-half the number of servings specified from each of the four food groups below except for inmates on medical diets, juveniles, pregnant and lactating women, and any person being held for more than 48 hours, excluding weekends and holidays, who will be served the full number of servings specified below. In Type II and Type III facilities, and those Type IV facilities where food is served, the minimum diet in every 24-hour period shall consist of the full number of servings specified from each of the four food groups below:

- (a) Protein Group. This includes beef, veal, lamb, pork, poultry, fish, eggs, beans, lentils, nuts, and peanut butter. A serving must contain 14 grams or more of protein except for eggs as listed below. The daily requirements shall be three servings selected from the combinations listed below. In addition, there shall be a requirement to serve a fourth serving from this group three days a week. This additional

serving must be legumes. The equivalencies shall be:

- 2 oz. (without bone) lean, cooked meat, poultry or fish..... = 1 serving
- 2 medium eggs..... = 1 serving
- 1 cup cooked dry beans, peas or lentils..... = 1 serving
- 3 T. peanut butter..... = 1 serving

(b) Milk Group. This shall include milk--fluid, evaporated, skim, low-fat, dry or buttermilk. Also, cheese--cottage, cheddar, etc., and ice cream or ice milk. A serving is equivalent to 8 oz. of fluid milk. All milk must be fortified with vitamin D, and reduced fat milk must be fortified with vitamin A. The fortification standards shall be: for vitamin D, 400 I.U. per quart; for vitamin A, 2000 I.U. per quart. The daily requirement shall be:

For youths 15-17 years, pregnant and lactating women.....32 fl. oz.

All others..... 16 fl. oz.

The equivalencies shall be:

- 1 oz. cheese (cheese spreads excluded)..... = 3/4 serving
- 1/2 C. cottage cheese..... = 1/3 serving
- 1/2 C. ice cream..... = 1/3 serving
- 1 oz. dry milk..... = 1 serving
- 1 oz. evaporated milk..... = 1/4 serving

(c) Vegetable-Fruit Group. This shall include all vegetables and fruits - canned, frozen or fresh. The daily requirements shall be six servings including specified frequency in each of the following categories:

One serving is 1/2 cup vegetable, fruit or juice or 1 medium apple, orange, banana,

or potato or 1/2 grapefruit, or 1/6 large melon.

- (1) Fresh fruit or vegetable = 1 serving daily
- (2) Vitamin C source fruit or vegetable = 1 serving daily

A serving must contain 30 mg. or more of vitamin C such as:

Orange	Orange juice
Grapefruit	Grapefruit juice
Broccoli	Cantaloupe, honeydew or watermelon
Brussel sprouts	Asparagus
Green & red peppers (not dehydrated)	Greens, including collards, kale, turnip & mustard
Winter squash	Cauliflower
Strawberries	Sweet potatoes (baked only)

- (3) Vitamin A source fruit or vegetable = 1 serving every other day

A serving must contain 250 RE of vitamin A, such as:

Cantaloupe	Peas & carrots
Carrots	Red peppers
Greens, including kale or spinach	Sweet potatoes
Mixed vegetables with carrots (frozen)	

- (d) Grain Group. This shall include bread, rolls, pancakes, sweet rolls, ready-to-eat cereals, cooked cereals, cornmeal, pasta, rice and any course of food containing whole or enriched grains. At least three servings from this group must be whole or partial whole-grain products. The daily requirements shall be:

Females..... 6 servings

Males..... 6 servings

Equivalencies shall be:

BREAD

White (including French & Italian)	1 slice
Whole wheat	1 slice
Rye or pumpernickel	1 slice
Raisin	1 slice
Bagel, small	1/2
English muffin, small	1/2
Plain roll, bread	1
Frankfurter roll	1/2
Hamburger bun	1/2
Dry bread crumbs	3 Tbsp.

CRACKERS

Arrowroot	3
Graham, 2-1/2"	2
Matzo, 4" x 6"	1/2
Oyster	20
Pretzels, 3-1/8" lg. x 1/8" dia.	25
Rye wafers, 2" x 3-1/2"	3
Saltines	6
Soda, 2-1/2" sq.	4

CEREAL

Bran flakes	1/2 C.
Other ready-to-eat unsweetened cereal	3/4 C.
Puff cereal, unfrosted	1 C.
Cereal, cooked	1/2 C.
Grits, cooked	1/2 C.
Rice or barley, cooked	1/2 C.
Pastas, cooked	
spaghetti noodles, macaroni	1/2 C.
Cornmeal, dry	2 Tbsp.
Flour	2-1/2 Tbsp.
Wheat germ	1/4 C.

OTHER

Pancakes, 5"	1
Waffle, 5"	1
Tortilla, 6"	1

Additional servings from the milk, vegetable-fruit, and bread-cereal groups must be provided in amounts to assure caloric supply is at the required levels. Fat should be added only in minimal amounts necessary to make the diet palatable. (No less than one tablespoon fat and/or oil shall be provided to meet the body's need for essential nutrients.) A wide variety of foods should be served and spices should be used to improve the taste and eye appeal of food served.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1242. Menus. (Comparable ACA Standard 2-4238 and 2-4240)

Menus in Type II and Type III facilities, and those Type IV facilities where food is served, shall be planned at least one month in advance of their use where kitchen facilities are a part of the detention facility. Such menus shall be planned to provide a variety of foods thus preventing repetitive meals. Cycle menus should be approved by a registered dietitian before being used.

If any meal served varies from the planned menu, the change shall be noted in writing on the menu.

Menus, as planned, including changes, shall be evaluated by a registered dietitian at least annually.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1243. Food Manager. (Comparable ACA Standard 2-4243)

- (a) In Type II and Type III facilities with an average daily population of 100 or more, there

shall be employed or available a food manager who has the training and experience to:

- (1) plan menus
 - (2) provide a portion control system
 - (3) supervise kitchen personnel
 - (4) train inmate food service staff
 - (5) prepare a yearly food budget
 - (6) plan logical support system for the food preparation function
 - (7) provide a food cost accounting system
- (b) In facilities of less than 100 average daily population and in Temporary Holding, Type I and Type IV facilities, there shall be a written food service plan.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1245. Kitchen Facilities, Sanitation and Food Storage.
(Comparable ACA Standard 2-4244)

Kitchen facilities, sanitation, and food preparation, service, and storage shall comply to standards set forth in Health and Safety Code, Division 22, Chapter 4, Articles 1-8, California Uniform Retail Food Facilities Law.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1246. Food Serving.

Food shall be served only under the immediate supervision of a staff member.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1247. Special Disciplinary Isolation Diet. (Direct Contradiction to ACA Standard 2-4252

- (a) A special disciplinary isolation diet which is nutritionally balanced may be served to an inmate. Such a diet shall be served twice in each 24-hour period and shall consist of one-half loaf of the meat loaf described below, or other equally nutritious diet, along with two slices of 100% whole wheat bread and at least one quart of drinking water if the cell does not have a water supply. Such a special diet shall not be continued for longer than 72 hours without the written approval of a physician. The use of special disciplinary isolation diets shall constitute an exception to the three-meals-a-day standard.

Should a facility administrator/manager wish to provide an alternate disciplinary diet, such a diet shall be submitted to the Board of Corrections for approval.

- (b) The special diet meat loaf shall consist of the following:

2 oz. powdered milk
3-1/2 oz. raw grated potato
3-1/2 oz. carrots, chopped fine
1 oz. tomato juice or puree
3-1/2 oz. cabbage, chopped fine
5-1/2 oz. lean ground beef
2 oz. lard or shortening
1 oz. 100% whole wheat flour
1/4 tsp. salt
1 Tbsp. onion, chopped
1 egg
5 oz. dry red beans, pre-cooked before baking
1 Tbsp. red chili powder

Shape into a loaf and bake at 350-375 degrees for 50-70 minutes.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

ARTICLE 10. MEDICAL/MENTAL HEALTH SERVICES

1207. Receiving Screening.

According to written procedures a receiving screening shall be performed on all inmates at the time of intake. This screening shall include but not be limited to medical and mental health problems and developmental disabilities. This screening shall be performed by licensed health personnel or trained facility staff.

There shall be a written plan to provide care for any inmate who appears at this screening to be in need of or who requests medical, mental health, or developmental disability treatment.

Written procedures and screening protocol shall be established by the responsible physician in cooperation with the facility manager.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

1230. Food Handlers.

There shall be a written procedure in compliance with Section 27605 of the California Uniform Retail Food Facilities Law, developed by the responsible physician, for medical screening of food handlers prior to working in a facility kitchen.

NOTE: Authority cited: Section 6030, Penal Code.
Reference: Section 6030, Penal Code.

ACA STANDARDS FOR FOOD SERVICES

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)

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)

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)

2-5231 - Written policy and procedure provide for special diets as prescribed by appropriate medical or dental personnel. (Detention - Mandatory, Holding - Mandatory)

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)

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)

2-5234 - Written policy and procedure provide for adequate health protection for all inmates and staff in the institution, and inmates and other persons working in food service, by requiring the following:

A pre-assignment medical examination of all persons involved in the preparation of food is conducted within thirty 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 com-

plies 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)

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)

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)

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. (Detention - Essential, Holding - Essential)

2-5238 - Written policy precludes the use of food as a disciplinary measure. (Detention - Essential, Holding - Essential)

2-5239 - Written policy and procedure require that accurate records are maintained of all meals served. (Detention - Essential, Holding - Essential)

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)

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)

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)

2-5243 - Written policy and procedure establish the following requirements: Weekly sanitation inspections of all institution areas by a designated administrative staff member; at least annual inspections by federal, state, and/or local sanitation and health officials, or other qualified person(s); and, compliance with all applicable laws and regulations of the governing jurisdiction. (Detention - Mandatory, Holding - Mandatory)

2-5247 - There is a written plan for the control of vermin and pests which includes, at a minimum, monthly inspections by a qualified person. (Detention - Mandatory, Holding-Mandatory)

2-5251 - Written policy and procedure provide for the issue of special and, where appropriate, protective clothing and equipment to inmates participating in special work assignments. Such clothing is available in quantities which permit exchange as frequently as the work assignment requires. (Detention - Essential, Holding - Not Applicable)

2-5256 - Written policy and procedure require that articles needed for personal hygiene are provided to all inmates. (Detention - Essential, Holding - Essential)

AMERICAN MEDICAL ASSOCIATION STANDARDS FOR HEALTH CARE IN JAILS

PURPOSE: To provide written policies and procedures to ensure compliance with AMA standards for food services in jails.

RESPONSIBILITY: The food service director will ensure that all provisions of this procedure are followed and provide records to document compliance.

POLICY:

A. Nutritional Requirements:

1. Adequate nutrition will be provided using the Recommended Daily Allowances as set forth by the National Academy of Science.
2. The basic four food groups will have appropriate portions represented in each day's menus.
3. Menu planning and nutritional adequacy will be assured by written policy and procedure as set forth in Section III - A,B,C, of this manual.

B. Special Medical Diets

1. A full-range of standard medical and dental diets will be provided upon request of the Health Services Department.
2. A diet list will be sent to the kitchen daily.
3. The preparation and service of medical and religious diets will be governed by Policy III - D, E, of this manual.

C. Food Service Workers:

1. Food service workers will be subject to the same laws and/or regulations as food service workers in the community where the facility is located.
2. All workers will be monitored daily for cleanliness by the director of food services or his/her designee.
3. All workers will be instructed to wash their hands upon reporting for duty and after using the toilet; appropriate signs will be posted in restroom areas used by the workers.
4. All inmates and other persons working in the food service area should be free from diarrhea, skin infections, and other illnesses transmittable by food or utensils.

A.M.A. COMPLIANCE REPORT

	<u>Column I</u>		<u>Column II</u>	
	YES	NO	YES	NO
An adequate diet involving the four basic food groups, based on the recommended dietary allowances, is provided to all inmates.	---	---	---	---
Special medical and dental diets are prepared and served to inmates according to the orders of the treating physician and/or dentist and/or as directed by the responsible physician.	---	---	---	---
The management of pharmaceuticals includes:				
Compliance with all applicable state and local laws and regulations regarding prescribing, dispensing and administering of drugs;	---	---	---	---
At a minimum, a formulary specifically developed for both prescribed and non-prescribed medications stocked by the facility;	---	---	---	---
Discouragement of the long-term use of tranquilizers and other psychotropic drugs;	---	---	---	---
Prescription practices which require that:				
Psychotropic medications are prescribed only when clinically indicated (as one facet of a program of therapy) and are not allowed for disciplinary reasons;	---	---	---	---
"Stop-order" time periods are stated for behavior modifying medications and those subject to abuse; and	---	---	---	---
Re-evaluation be performed by the prescribing provider prior to renewal of a prescription.	---	---	---	---
Procedures for medication dispensing, distribution, administration, accounting and disposal; and	---	---	---	---
Maximum security storage and weekly inventory of all controlled substances, syringes and needles.	---	---	---	---

CHAPTER 4
PERSONNEL MANAGEMENT

A STAR Manager has learned how to select, train and retain qualified help. Food service, on an industry-wide basis, is notorious for its high rate of turnover at both the management and staff levels. This is due, in part, to the fact that minimum wage is often the base pay for entry-level employees, and many food facilities offer very few benefits to hourly food service personnel.

With respect to pay and benefits, city/county corrections food service has some advantages over the industry as a whole. However, as you well know, it also has its drawbacks. In order to hire the right people, motivate them to do a good job and retain them, you should carefully consider the following positive/negative aspects of working in corrections food service.

Positive Aspects of Working in Corrections Food Service

- * Many institutions pay better than other areas of the industry for entry-level food service employees.
- * There is greater stability in the job.
- * Many corrections departments provide excellent benefits while the general food service industry offers relatively few, if any, benefits to entry-level employees.
- * One can expect better hours and more regular shifts than restaurants can offer.

Negative Aspects of Working in Corrections Service

- * Pressure of working amongst inmates in a corrections facility.
- * Lack of opportunity for advancement, particularly in smaller institutions.
- * Lack of training programs.
- * To some people there is a negative image associated with working at a corrections facility.

Better hiring and training results in better job performance. It takes time and careful planning to do a superior job of hiring and training personnel, so let's get started.

Job Profiles:

The first step towards selecting the right people to work in your facility is quite simple, but it is one that is often overlooked by many managers.

***** DO NOT BEGIN LOOKING FOR SOMEONE TO HIRE
UNTIL YOU KNOW WHO YOU ARE LOOKING FOR*****

For even the simplest of jobs it is important to have a written job profile that clearly identifies the nature and conditions of work required to do a particular job. It should also clearly state the qualifications for the position. Once the job profile is complete, it will serve as the basis for soliciting potential candidates and for evaluating their ability to perform the job. It can also be expanded and become the job description for the position once the person is hired.

Here is a process for developing a job profile:

1. List all of the duties that the individual will be asked to perform.
2. List the qualifications a person must have to be considered for the position.
3. List any special or unique requirement(s) or conditions of the job.

Some examples include such things as special clothes that must be worn and provided by the employee, special licenses or permits that must be obtained if the person gets the job (health card, T.B. tine test or chest X-ray), ability to work every other weekend or night shifts, and dealing with inmates and inmate workers.

Once all the questions are answered, the job profile can be prepared. It need not be lengthy but should include all pertinent information. A sample job profile is presented in Exhibit IV - A.

EXHIBIT IV - A

Job Profile

POSITION/TITLE: Day Kitchen Supervisor

SCOPE OF JOB ASSIGNMENT:

Directly responsible for training, quality of service and product, maintenance of standards, policies and procedures for the facility. Must be able to deal with the pressures of working around inmates and supervising inmate workers.

PRINCIPLE DUTIES:

Principle duties will include but not be limited to the following:

- * Assists in scheduling, training and supervising all kitchen staff including inmate workers.
- * Responsible for maintaining the budgeted labor and food and other controllable costs.
- * Maintains a constantly clean and sanitary operation.
- * Checks in all food delivered to the facility and assures that it is properly stored to maximize use and minimize waste.
- * Functions as a working preparation/service person as needed. This includes operation and care for all major pieces of institutional cooking equipment and preparation of food and baked goods in quantities to serve an average of 500 persons per meal.
- * Oversees the staff dining room operation.

QUALIFICATIONS:

- * Previous experience (2 years) in a supervisory level position with a cafeteria food service operation.
- * High School Diploma or GED Certificate.
- * Must have experience preparing food in a cook-chill-cook system.
- * Previous corrections food service experience preferable.
- * Well-groomed appearance.

SPECIAL REQUIREMENTS:

- * Must have a County Food Handler's Permit prior to the first day of employment.
- * Will be expected to work Sunday through Thursday to assure adequate management coverage on the weekends.

EXHIBIT IV - B

Job Description

POSITION/TITLE: Day Kitchen Supervisor

SUPERVISOR: Food Services Manager

SUPERVISION RESPONSIBILITIES: Supervises all full and part time employees involved in the preparation of food in the kitchen.

SCOPE OF JOB ASSIGNMENT: Responsible for training, quality of product, maintenance of standards, policies and procedures.

PRINCIPLE DUTIES: Principle duties will include the following:

- * Schedules, trains and supervises all kitchen staff.
- * Responsible for maintaining the budgeted labor in the on a daily basis (including justification for any overtime).
- * Directly responsible for maintaining food cost through the use of production planning, portion control, purchasing policy and other applicable management tools.
- * Prepares and enforces a schedule of cleaning that will maintain a constantly clean and sanitary operation.
- * Prepares and posts daily productions sheets.
- * Prepares and submits any purchase requests for food and supplies in compliance with all current bid lists and procedures.
- * Checks in all food delivered to the facility and assures that it is properly stored to maximize use and minimize waste.
- * Function as a working preparation/service person as needed.
- * Controls energy costs.
- * Oversees the officers' dining room including sanitation, and restocking of supplies.
- * Other specific tasks as required.

QUALIFICATIONS:

- * Previous experience (2 years) in a supervisory level position with a cafeteria food service operation.
- * High School Diploma or GED Certificate.
- * Must have experience preparing food in a cook-chill-cook system.
- * Previous corrections food service experience preferable.
- * Well-groomed appearance.

SPECIAL REQUIREMENTS:

- * Must have a County Food Handler's Permit prior to employment.
- * Will be expected to work Sunday through Thursday.

Job Descriptions:

A job description can be developed by expanding upon the job profile. The critical information you will need to add to the profile is:

- * Specifying who will directly supervise the person in that job.
- * Identifying what, if any, job categories this individual will have to supervise and to what extent.
- * Expanding each of the job tasks to more clearly define what is expected of the individual.

A sample of a job description for a Day Kitchen Supervisor for a Corrections Facility with a cook-chill-cook system is included as Exhibit IV - B. To simplify your job we have also included a blank form (Attachment A) for a job description at the back of this chapter which you may copy and use to prepare your own job descriptions.

Recruitment

Several sources are available for applicants to fill a job opening. Here is a list to get you started:

- * Within your own organization. Do not overlook the bright people in your own operation. Is there someone who is ready to move into the supervisor's position? If you have been doing the right training job you just may have raised a pro right in your own backyard. Your city/county may have a requirement that you post the position first to all city/county staff before or at the time that it is advertised to the public.
- * Other food service managers (particularly in other government/institutional food service

operations) with whom you have built an ongoing relationship may know of someone with the right qualifications who is looking for a position such as the one you offer.

* Classified Advertisements

You may wish to run an advertisement in the American Correctional Food Service Association and any local food service organization newsletters, or a local newsletter or newspaper. The advertisement should be clear and concise, without any discriminatory or other illegal remarks. These include references to sex, age, and so forth. It is to your advantage to have your ad copy reviewed by someone in the county or corrections personnel offices. In most cities and counties this is a required step in the placement of an advertisement.

* Previous Applications

Those received either unsolicited or from people applying for previously advertised positions in your department or another food service department in your city or county.

Applications:

It is a good policy to interview a number of prospective applicants for a given job. More applications improve the chances of getting the best person for the job. Many counties provide a standard application form for your use. If that is not the case in your county, we have included a copy of an acceptable job application form at the back of this chapter as Attachment B.

When you receive applications you should:

- * Review them for completeness and basic qualifications for the advertised position.
- * Review them a second time for specific details of experience, training and other qualifications to determine which people you want to interview.

The Interview:

A completed application provides information about an applicant. However, a GOOD personal interview is still one of the best ways to judge an individual's suitability for the job. A GOOD interview will allow you to review, verify and obtain any additional information regarding the applicants work history, attitude, motivation and other personality traits that might affect job performance. It also allows the opportunity to observe the applicant's poise, responsiveness and ability to communicate effectively.

It is as critical not to ask the wrong questions in an interview as it is to ask the right ones. You cannot ask about marital status, race, religion, and any other factors that do not impact the ability of the individual to perform on the job. Your own county or facility may provide you with a questionnaire for interviewing candidates. If not, Attachment C can be adjusted to meet your needs. Remember to have it approved by your personnel offices prior to using it.

Reference Checks:

You owe it to yourself and the remainder of the staff to take the time to check references on people before you hire them. After the process of recruitment, applications and interviews it does not take that much longer to check references to be sure this is the individual for the job. Go somewhere that is quiet and private with a telephone and make the required calls. A sample of a Pre-employment Reference Check questionnaire is presented as Exhibit IV - C.

In addition to the standard reference checks you will want to request security checks on all personnel considered for hire in any kind of a corrections facility. Your facility most likely has a standard form/process. If not, you may adapt Exhibit IV - D.

EXHIBIT IV - C

PRE-EMPLOYMENT REFERENCE CHECK (BY TELEPHONE)

NAME OF APPLICANT

NAME OF PLACE WORKED

NAME AND TITLE OF REFERENCE

TELEPHONE NUMBER

INSTRUCTIONS

CONTACT THE APPLICANT'S IMMEDIATE SUPERVISOR. AFTER IDENTIFYING YOURSELF, MAKE A STATEMENT TO THIS EFFECT; "I AM CALLING TO VERIFY SOME OF THE INFORMATION GIVEN TO US BY _____ WHOM WE ARE CONSIDERING FOR A POSITION (INDICATE POSITION). DO YOU REMEMBER HIM/HER?"

1. WHEN WAS HE/SHE EMPLOYED BY YOU? FROM: _____ TO: _____

2. WHAT WAS HIS/HER JOB WITH YOU? _____

3. HE/SHE SAID THEIR EARNINGS WERE \$ _____ PER _____ IS THAT CORRECT? _____

4. WHY DID HE/SHE LEAVE YOUR EMPLOY? _____

5. HOW WOULD YOU RATE THIS PERSON'S PERFORMANCE IN THEIR JOB? _____

6. HOW FAR MIGHT HE/SHE HAVE ADVANCED IF THEY HAD STAYED WITH YOU? _____

7. DO YOU THINK HE/SHE CAN DO A (INDICATE POSITION)? _____

8. WHAT JOB DUTIES DID HE/SHE PERFORM BEST? _____

9. WHAT JOB DUTIES SHOULD BE COUNSELED TO TRY TO IMPROVE UPON? _____

10. WAS HE/SHE DEPENDABLE? _____

11. HOW DID HE/SHE GET ALONG WITH CO-WORKERS? _____

12. WHAT WAS HIS/HER RECORD OF PUNCTUALITY AND ATTENDANCE? _____

13. WOULD YOU REHIRE THIS PERSON? _____ IF NOT, WHY? _____

14. DO YOU HAVE ANY GENERAL COMMENTS YOU WOULD LIKE TO MAKE CONCERNING THIS PERSON? _____

DATE

CHECKED BY

EXHIBIT IV - D

AUTHORIZATION OF RECORDS CHECK

I UNDERSTAND THAT A CHECK OF LOCAL CRIMINAL HISTORY RECORDS WILL BE MADE PRIOR TO MY EMPLOYMENT OR ASSOCIATION WITH XYZ COUNTY SHERIFF'S OFFICE. I HEREBY AUTHORIZE SUCH A CHECK AND AGREE THAT RECORD OF ANY CRIMINAL CONVICTIONS, (TRAFFIC VIOLATIONS EXCLUDED) OR PENDING CRIMINAL COURT ACTION WILL EXCLUDE ME FROM EMPLOYMENT OR ASSOCIATION WITH THE COUNTY SHERIFF'S DEPARTMENT.

(PRINT OR TYPE LEGIBLY)

NAME: _____
 LAST NAME, FIRST NAME MIDDLE NAME

OTHER NAMES USED: _____

ADDRESS: _____

SEX: (CIRCLE ONE): MALE FEMALE SOCIAL SECURITY NO: _____

DRIVER'S LICENSE: _____
 STATE NUMBER EXPIRATION DATE

DATE OF BIRTH: _____
 MONTH DAY YEAR

RACE (CIRCLE ONE):
 BLACK WHITE AMERICAN OR ALASKAN INDIAN
 ORIENTAL HISPANIC OTHER (PLEASE SPECIFY) _____

I HEREBY AFFIRM THAT THE ABOVE INFORMATION IS TRUE.

SIGNATURE

Inmate Labor:

Whether or not to use inmate labor is a decision many facilities debate over and over again. So many questions arise, and there are no definitive answers to those questions. A decision must be made for each individual facility.

The decision is usually made at a higher level than the Food Service Manager. If your Commanding Officer or Board of Supervisors/Commissioners has determined that you will use inmate worker labor then you must be prepared to do so. It is not our function to discuss the pros and cons of your supervisor's decision but to deal with the reality of using this labor. Here are some of the points with regard to procedures for inmate food service labor that should be considered:

- * Where will the inmate labor be used?

Kitchen?

Serving area?

Both areas?
- * What are the security provisions within the areas where inmate labor is assigned?
- * Is there direct access to the outside from the kitchen?
- * Is there a potential for inmate escape during the process of receiving products? For a complete discussion of security issues see Chapter 10.
- * Is there a corrections officer on duty at all times or will the paid cooking staff be responsible for security?

Ratio of Paid Staff to Inmate Worker Labor:

This will be determined by several factors, including but not limited to:

- * Whether or not there is a corrections officer in the area at all times. Obviously, the presence of a corrections officer in the kitchen relieves your staff of some of the pressures of security and discipline.
- * The rate of turnover of inmate labor. Since inmate labor tends to turn over rapidly, you will always need to have sufficient paid staff to handle the bulk of the load if by some quirk of the system you were to be faced with all new, untrained inmate workers on the same day.
- * Layout and design of the facility. If the facility is laid out in such a way that a supervisor has constant eye contact with all the inmate labor, then supervision is enhanced. If the layout is such that there are corners and walls that obstruct vision, then more supervisors are necessary.
- * Realistic training ratios. How many people can one individual adequately train while still guaranteeing that the food will be prepared and served on time?

We would recommend a ratio of one (1) trained, paid person for every eight (8) inmate workers in the kitchen. If there is a baking program there will need to be one civilian skilled in that area plus the inmate workers.

Employee Orientation:

STAR Managers do not throw away good employees.

The job of good personnel management does not end with the selection and hiring of a new employee. Starting a new job fills each of us with insecurity and doubts about just what policies should be followed during the first few work periods. The STAR manager who considers a new employee as an investment in the future will spend the time required to communicate the policies regarding proper dress, eating, absence, pay periods and other topics. That manager will provide the employee time to ask questions and will not end the orientation until all questions are answered.

Employee Handbook:

The employee can be oriented in part through an Employee Handbook. There may be one for your facility or governing body which will cover all the basics of pay dates, uniforms, security checks, and so forth. You may wish to prepare one or two additional pages that will cover the specific requirements of food service.

The following is a list of the topics to be covered in an Employee Handbook. If there is a General Handbook for all employees you may simply want to check off all the issues it covers and prepare two or three supplementary pages to cover those items unique to food services.

USE YOUR RESOURCES: Have your supplement or manual reviewed by the Personnel Department.

The following issues should to be addressed:

Payroll Policies	Organization Charts
Work Schedules	Facility
Time Clocks	Food Services
Absenteeism	Tardiness
Illness Reporting In	Overtime
Holidays	Breaks and Meal Times
Dress/uniform	Facility Access
Security Checks	Requirements

Sharp Implement
Controls
Personal Phone Calls
Fringe Benefits:
Group Insurance
Other Benefits
Sick Leave
Vacations
Meals

Smoking
Sanitation
Inmate Worker Relations
Salary and Performance Review
Grounds for Dismissal
Appearance/Grooming
Termination
Special Rules of Conduct

THE STAR MANAGER OBTAINS ASSURANCE THAT THE EMPLOYEE HAS
READ THE HANDBOOK.

The best handbook in the world is useless unless it's read, understood and followed. You must provide some means to assure that new employees read and take seriously what is contained in the handbook. There is no way to guarantee that an employee will read the manual. However, a signed statement by the employee indicating that he/she has read the handbook is a good idea.

The employee should understand that the signed statement will become part of their permanent personnel file. Such a signed statement (see Exhibit IV - E) can help protect you from later claims by a dissatisfied employee that he/she was never told the rules or that no such rule existed.

EXHIBIT IV - E

SUGGESTED WORDING:

"I have read and understand the policies in the Employee Handbook and know that I will be held responsible for following the policies contained therein."

Signature _____

Date _____

Training - "The Lifeblood of your Operation"

The first piece of advice regarding training is as follows:

Assume a positive attitude that the battle can and must be won.

Second piece of advice regarding training is this:

Believe in yourself as a trainer.

Let's face facts. Institutional food service has its draw backs. Just because some of us are "crazy" enough to like it and want to stay with it, does not mean that there is a long list of highly trained employees out there just waiting to work for us. Whether or not we use inmate workers or hire people from the "outside" world, as STAR managers we are going to have to do most of the training.

You are paying for training whether you like it or not. Training costs money in a positive sense. Failure to do so will cost more in employee turnover, inefficiency, waste, breakage and so forth. The hiring process is expensive and time-consuming. You will only make your own job more difficult if you lose people as a result of poor training and orientation. Those who are trained need not be retrained or replaced. Look at it this way: Once allocated, the time devoted to proper training need not be repeated, thereby actually increasing the net amount of time available for you to manage. This is not to suggest that you will not need to provide refresher training periodically.....everyone slips into bad habits and forgets the good ones as time goes by.

The following are some suggestions that may help you to become a successful trainer. You can start right now. Go to it!!

- * Never, never allow any new employee to work for two days without receiving a decent orientation to the job duties and responsibilities. IF YOU DO, YOU CAN BET YOU NEW EMPLOYEES WILL FIND A WAY TO PERFORM THEIR DUTIES....CORRECTLY OR INCORRECTLY. If you wait too long they learn too many bad habits and you will very likely not be able to retrain them.

- * Do not allow one employee to train another without your direct supervision. It is self-defeating. Your trainee does not realize who is the authorityyou or the employee who did the training. Even if you provide a training curriculum it will most likely be reduced to whatever the employee assigned to do the training wants or perceives to be "better". Soon you will hear excuses like, "But so-and-so trained me, and that is the way he/she said to do it."
- * Outline what you want to teach and follow your outline. It will eliminate duplications or omissions and serve as a check list when you are finished.
- * Use your outline as an evaluation check list or even as a quiz to determine how well the individual is doing.
- * Sophisticated tools are not necessary for training. Do not get caught in the trap of not doing training because you do not have audio/visuals and related equipment. Machines that show and tell are not substitutes for training. The actual hands-on equipment/experience is the best teacher. If you want to show someone how to dismantle and clean a Buffalo Chopper, the very best way is to use the good old "SHOW-TELL-DO" Method. Show them step-by-step while you tell them, then ask them to repeat the procedure under your watchful eye.
- * Do not forget to include the three S's (safety, sanitation and security) in all that you teach. (By the way, the best way to teach the three S's is by example).
- * Few can master an entire job in one lesson, regardless of their past experience. Training takes time...To rush is to cause poor work habits. REINFORCE the learning. If an employee has learned the slicer the first day, then assign all the slicing to that person for the next day or two until you are sure enough has been done to really have that piece of equipment/skill memorized. (Include cleaning the machine as part of the training.)

Job Performance Evaluations:

NOBODY likes to tell an employee that they are doing a substandard job. We all like to pass out the praise and gloss over the mistakes. After all, who wants to be the "heavy" in the group? We know how much we do not like to be "criticized" and we do not want to do it to someone else. WRONG!

* IMMEDIATE ATTITUDE ADJUSTMENT PRESCRIBED *

You do yourself and the employee a favor when you catch errors in performance and attitude right from the start. If you use the right approach and are as quick to praise as you are to criticize, you will both be winners. By not saying anything the very first time you observe poor performance you are, in effect, condoning rather than condemning undesirable behavior. Employees must be assisted and guided on a daily basis.

In addition to daily supervision, it is necessary to perform regular formal evaluations (See Exhibits IV-G and IV - H). These need not be lengthy and certainly should not become "horror stories" for you or the employee. A simple assessment of the good and bad aspects of the employee's performance to date along with a short discussion of the specific improvements that the employee should be working to correct between this evaluation and the next one is all that is needed.

EXHIBIT IV - G

EMPLOYEE EVALUATION

JOB TITLE: COOK

DATE: _____

	<u>ACTUAL POINTS</u>	<u>POSSIBLE POINTS</u>
1. ATTITUDE		
(A) TOWARDS JOB	_____	5
(B) TOWARDS PEERS	_____	5
(C) TOWARDS INMATES	_____	5
(D) TOWARDS SUPERVISORS	_____	5
TOTAL	_____	20
2. DEPENDABILITY		
(A) ABSENCE RECORD	_____	5
(B) LATENESS RECORDS	_____	5
(C) RESPONSE TO DIRECTION	_____	10
TOTAL	_____	20
3. PRODUCTION		
(A) QUALITY	_____	15
(B) QUANTITY	_____	15
(C) TEST RESULTS	_____	5
TOTAL	_____	35
4. OTHER WORK FACTORS		
(A) LEARNING SPEED	_____	3
(B) MATURE JUDGMENT	_____	3
(C) INITIATIVE	_____	4
(D) ADAPTABILITY	_____	5
(E) SANITATION	_____	10
TOTAL	_____	25
GRAND TOTAL	_____	_____

SCORE OF 90+	SUPERIOR
SCORE OF 80 - 89	ACCEPTABLE
SCORE OF 70 - 79	MARGINAL
SCORE BELOW 70	NOT ACCEPTABLE

EXHIBIT IV - H

HOURLY APPRAISAL FORM

UNIT NAME _____	UNIT NO. _____	DATE _____			
EMPLOYEE NAME _____		CLOCK NUMBER _____			
PRESENT WAGES: _____		PRESENT POSITION: _____			
STARTING DATE: _____		30 DAYS UP ON: _____ MGR. SIGNATURE _____			
<p>1. QUALITY OF WORK DOES QUALITY MEET RECOGNIZED STANDARD?</p> <p>2. PRODUCTIVITY AMOUNT OF "OUTPUT" OF EMPLOYEE.</p> <p>3. APPLICATION TO JOB HOW WELL DOES EMPLOYEE APPLY SELF TO THE TASK AT HAND?</p> <p>4. RATE OF LEARNING</p> <p>5. VERSATILITY CAN EMPLOYEE FILL SEVERAL POSITIONS SATISFACTORILY?</p> <p>6. SUPERVISION AMOUNT OF SUPERVISION REQUIRED.</p> <p>7. TEAM WORK DOES EMPLOYEE WORK WELL WITH A GROUP?</p> <p>8. ATTITUDE WHAT IS EMPLOYEE'S GENERAL ATTITUDE?</p>	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;">GOOD</td> <td style="width:33%;">AVERAGE</td> <td style="width:33%;">POOR</td> </tr> </table>	GOOD	AVERAGE	POOR	REMARKS:
	GOOD	AVERAGE	POOR		
	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;">HIGH</td> <td style="width:33%;">AVERAGE</td> <td style="width:33%;">LOW</td> </tr> </table>	HIGH	AVERAGE	LOW	REMARKS:
	HIGH	AVERAGE	LOW		
	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;">GOOD</td> <td style="width:33%;">AVERAGE</td> <td style="width:33%;">POOR</td> </tr> </table>	GOOD	AVERAGE	POOR	REMARKS:
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HIGH	AVERAGE	LOW			
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;">LESS THAN AVERAGE</td> <td style="width:33%;">AVERAGE</td> <td style="width:33%;">MORE THAN AVERAGE</td> </tr> </table>	LESS THAN AVERAGE	AVERAGE	MORE THAN AVERAGE	REMARKS:	
LESS THAN AVERAGE	AVERAGE	MORE THAN AVERAGE			
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;">GOOD</td> <td style="width:33%;">AVERAGE</td> <td style="width:33%;">POOR</td> </tr> </table>	GOOD	AVERAGE	POOR	REMARKS:	
GOOD	AVERAGE	POOR			
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:33%;">VERY COOPERATIVE</td> <td style="width:33%;">SATISFACTORY</td> <td style="width:33%;">UNCOOPERATIVE</td> </tr> </table>	VERY COOPERATIVE	SATISFACTORY	UNCOOPERATIVE	REMARKS:	
VERY COOPERATIVE	SATISFACTORY	UNCOOPERATIVE			
<p>OVERALL JOB PERFORMANCE:</p> <p>BELOW AVERAGE <input type="checkbox"/> AVERAGE <input type="checkbox"/> VERY SATISFACTORY <input type="checkbox"/></p>					
RECOMMENDATIONS & REMARKS: _____					
APPROVED FOR UNION ACCEPTANCE _____					
MANAGER'S SIGNATURE _____					

Employee/Staff Communications:

It is important to communicate regularly with your employees. Are there suggestions that they might have that would improve your operation? You will recall Chapter Two on using your resources, stresses that your most valuable resource is your employees. Not only do they determine whether or not you succeed by their daily performance on the job, they are sometimes the best ones to offer ideas of improvements in the system, layout, equipment selection, menus, and other operational areas. After all, who is closest to the situation and who might best be able to recognize a better way to do it?

A STAR manager never puts down an employee's idea or suggestion. Nor does a STAR Manager take an employee's idea and implement it and take all the credit. STAR Managers welcome the suggestions of their employees, praise them highly for the good ones and offer recognition for those who have ideas submitted and implemented. You want your employees to be on your team, to succeed at what they are doing. Your credit will come from running a model program with happy employees who have stood by you for many years.

A process by which employees can communicate ideas should be developed. Perhaps it is a weekly 20-minute rap session over coffee at the morning or afternoon break period, or a suggestion box outside the office door. Use whatever method best suits the situation, just as long as you are communicating. In a large multi-unit facility you might have a weekly employee memo that is posted at all units. Communicate such things as upcoming menu changes, arrangements for special holidays, changes in staff rules and highlights of employee accomplishments/achievements.

Termination

There is always going to be the need to terminate an employee who is not performing up to standard. It would be impossible to say that if you follow all of the above steps you would never have to perform this unpleasant task. Most likely your facility has very strict rules regarding the termination of an employee. Oftentimes, the personnel officer will be the one to actually do the terminating with you present.

It is critical that you are continually documenting the performance of each employee. If an employee has been marginal for a long time but you have not documented their performance nor held interim conferences with the employee, you may simply be out of luck. Regardless of how long the employee has been doing a poor job, the burden of proof as to the employee's poor performance and your efforts to assist that person in doing a better job is on your shoulders.

Your City/County Personnel office may already have a form you can use to document poor performance (See Exhibit IV - I). This form should be discussed with the employee and, ideally, the employee be required to sign that they have read the document. NOT that they agree with it, but simply that they have read it. You should definitely be in contact with your Personnel office regarding this issue, before you have a problem, not afterward.

EXHIBIT IV - I

<u>EMPLOYEE COUNSELING REPORT</u>	
NAME _____	DATE OF COUNSELING _____
JOB TITLE _____	DEPARTMENT _____
DESCRIPTION OF INCIDENT _____	

DOCUMENTATION OF COUNSELING _____	

I CERTIFY THAT THIS REPORT HAS BEEN DISCUSSED WITH ME AND MY SIGNATURE DOES NOT NECESSARILY INDICATE MY AGREEMENT.	
_____ EMPLOYEE SIGNATURE	_____ DATE
_____ IMMEDIATE SUPERVISOR	_____ DATE
_____ DEPARTMENT HEAD	_____ DATE
PERSONNEL DEPARTMENT REMARKS _____	

_____ PERSONNEL DEPARTMENT	_____ DATE

JOB DESCRIPTION

POSITION/TITLE: Food Service Manager

SUPERVISOR: Facility Commander

SUPERVISION RESPONSIBILITIES: Supervises all employees and inmate workers involved in the preparation and service of food.

SCOPE OF JOB ASSIGNMENT: Directly responsible for the management of all food services for the Corrections Department.

PRINCIPLE DUTIES: Principle duties will include the following:

- * Hires and supervises all kitchen staff.
- * Responsible for preparing and maintaining the Food Service Department budget, financial records and other necessary records and reports.
- * Directly responsible for maintaining food cost through the use of production planning, portion control, purchasing policy and other applicable management tools.
- * Assure that the standards of sanitation and safety are met in the food services facility.
- * Supervises the preparation of and adherence to daily productions sheets.
- * Authorizes purchase requests for food and supplies in compliance with all current bid lists and procedures.
- * Supervises the receiving and storage of all food and supplies.
- * Supervises preparation and service of food to staff and inmates.
- * Interfaces the Food Service Department with other departments within Corrections.
- * Maintains quality control of inmate and staff meals.
- * Other specific tasks as required.

QUALIFICATIONS:

- * Previous experience (2 years) in a management level position with a cafeteria food service operation.
- * High School Diploma or GED Certificate.
- * Must have experience preparing food in a cook-chill-cook system.
- * Previous corrections food service experience preferable.

SPECIAL REQUIREMENTS:

- * Have a County Food Handler's Permit prior to employment.
- * Will be expected to work one weekend per month.

ATTACHMENT IV - B

APPLICATION FOR EMPLOYMENT

FOR OFFICE USE ONLY	
Work Location _____	Rate _____
Position _____	Date _____

(PLEASE PRINT PLAINLY)

To Applicant: We deeply appreciate your interest in our organization and assure you that we are sincerely interested in your qualifications. A clear understanding of your background and work history will aid us in placing you in the position that best meets your qualifications and may assist us in possible future upgrading.

PERSONAL

Date _____

Name _____ Last _____ First _____ Middle _____ Social Security No. _____

Present address _____ No. _____ Street _____ City _____ State _____ Zip _____ Telephone No. _____

Do you have any physical condition which may limit your ability to perform the particular job for which you are applying? _____ If yes, describe such condition _____

What method of transportation will you use to get to work? _____

Position(s) applied for _____ Rate of pay expected \$ _____ per week

Would you work Full-Time _____ Part-Time _____ Specify days and hours if part-time _____

Were you previously employed by us? _____ If yes, when? _____

List any friends or relatives working for us, other than spouse _____ Name(s) _____

If your application is considered favorably, on what date will you be available for work? _____ 19 _____

Are there any other experiences, skills, or qualifications which you feel would especially fit you for work with our organization? _____

RECORD OF EDUCATION

School	Name and Address of School	Course of Study	Check Last Year Completed				Did You Graduate? <input type="checkbox"/> Yes <input type="checkbox"/> No	List Diploma or Degree
			5	6	7	8		
Elementary		X					X	
High							X	
College							X	
Other (Specify)							X	

List below all present and past employment, beginning with your most recent

Name and Address of Company and Type of Business	From		To		Describe the work you did	Weekly Starting Salary	Weekly Last Salary	Reason for Leaving	Name of Supervisor
	Mo.	Yr.	Mo.	Yr.					
Telephone									

Name and Address of Company and Type of Business	From		To		Describe the work you did	Weekly Starting Salary	Weekly Last Salary	Reason for Leaving	Name of Supervisor
	Mo.	Yr.	Mo.	Yr.					
Telephone									

Name and Address of Company and Type of Business	From		To		Describe the work you did	Weekly Starting Salary	Weekly Last Salary	Reason for Leaving	Name of Supervisor
	Mo.	Yr.	Mo.	Yr.					
Telephone									

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	Mo.	Yr.	Mo.	Yr.					
Telephone									

Name and Address of Company and Type of Business	From		To		Describe the work you did	Weekly Starting Salary	Weekly Last Salary	Reason for Leaving	Name of Supervisor
	Mo.	Yr.	Mo.	Yr.					
Telephone									

May we contact the employers listed above? _____ If not, indicate by No. which one(s) you do not wish us to contact _____

PERSONAL REFERENCES (Not Former Employers or Relatives)

Name and Occupation	Address	Phone Number

HOURLY APPRAISAL FORM

UNIT NAME _____ UNIT NO. _____ DATE _____

EMPLOYEE NAME _____ CLOCK NUMBER _____

PRESENT WAGES: _____ PRESENT POSITION: _____

STARTING DATE: _____ 30 DAYS UP ON: _____ MGR. SIGNATURE _____

1. QUALITY OF WORK GOOD AVERAGE POOR
 REMARKS: _____
 DOES QUALITY MEET
 RECOGNIZED STANDARD?

2. PRODUCTIVITY HIGH AVERAGE LOW
 REMARKS: _____
 AMOUNT OF "OUTPUT"
 OF EMPLOYEE.

3. APPLICATION TO JOB GOOD AVERAGE POOR
 REMARKS: _____
 HOW WELL DOES EMPLOYEE
 APPLY SELF TO THE TASK
 AT HAND?

4. RATE OF LEARNING GOOD AVERAGE POOR
 REMARKS: _____

5. VERSATILITY HIGH AVERAGE LOW
 REMARKS: _____
 CAN EMPLOYEE FILL
 SEVERAL POSITIONS
 SATISFACTORILY?

6. SUPERVISION LESS THAN AVERAGE MORE THAN
AVERAGE AVERAGE AVERAGE
 REMARKS: _____
 AMOUNT OF SUPERVISION
 REQUIRED.

7. TEAM WORK GOOD AVERAGE POOR
 REMARKS: _____
 DOES EMPLOYEE WORK WELL
 WITH A GROUP?

8. ATTITUDE VERY SATISFACTORY UNCOOPER-
COOPERATIVE SATISFACTORY ATIVE
 REMARKS: _____
 EMPLOYEE'S ATTITUDE
 OVERALL JOB PERFORMANCE
BELOW AVERAGE AVERAGE VERY SATISFACTORY

RECOMMENDATIONS & REMARKS: _____

APPROVED FOR UNION ACCEPTANCE _____

 MANAGER'S SIGNATURE

SAMPLE INTERVIEW FORM

APPLICANTS NAME _____

DATE _____

INTERVIEWED BY _____

<u>QUESTION</u>	<u>ANSWER/COMMENTS</u>
1. WOULD YOU PLEASE TELL ME ABOUT YOUR WORK HISTORY: WHAT JOBS YOU HAVE HAD, HOW YOU GOT THEM, THE WORK YOU DID AND YOUR REASONS FOR LEAVING?	_____ _____ _____ _____ _____
2. WHY IS IT YOU HAVE CHOSEN TO APPLY FOR A POSITION IN CORRECTIONS FOOD SERVICES?	_____ _____ _____ _____
3. TELL ME ABOUT YOUR TRAINING IN THE AREA OF INSTITUTIONAL FOOD SERVICES.	_____ _____ _____ _____
4. WHAT ARE YOUR STRENGTHS AS AN EMPLOYEE AND AS A FOOD SERVICE WORKER?	_____ _____ _____ _____
5. ARE THERE ANY REASONS WHY YOU WOULD NOT BE ABLE TO WORK EITHER SHIFT OR ON WEEKENDS?	_____ _____ _____ _____
6. HOW DO YOU REACT WHEN A FELLOW EMPLOYEE TELLS YOU THAT YOU ARE NOT DOING THE JOB THE WAY THAT IT IS SUPPOSED TO BE DONE?	_____ _____ _____ _____
7. WHAT TYPE OF JOB WOULD YOU LIKE TO HAVE IN THREE YEARS?	_____ _____ _____ _____

CHAPTER 5
MENU DEVELOPMENT
"How To Be Menu-Smart"

Cycle Menu Planning

This chapter will assist you in complying with Title 15 Standards Number 1241 and 1242.

You will find it much easier to be a STAR at purchasing and preparing food for nutritious meals within a set budget if you use a cycle menu. Most corrections cycle menus are for 4 or 5 weeks.

The advantages of a cycle menu are:

- * Once you get a recipe in writing you can use it each time you prepare an item, assuring consistency in purchasing, food preparation, and nutrition content.
- * It is easier to plan purchases since the menu repeats and you know what has to be purchased for each week of meals based on the previous cycle.

- * Once the Registered Dietitian or nutritionist has approved the menu it does not need to be reviewed again until next year unless it is changed.
- * The cycle is planned to assure that there is variety in the menu. For example, without a cycle menu one cook may serve hot dogs on Friday, and the next Monday the relief cook may serve them again.

Clues to Help You Solve the Mystery of Menu Planning

Planning a good menu versus a poor one is really just a matter of paying attention to a few details. Below you will find some basic guidelines you can use in planning your cycle menu that will improve inmate morale, make managing your kitchen easier and increase your chances of the menu passing a dietitian's review:

- * To determine the number of weeks first look at the average stay of inmates. In a juvenile facility with an average stay under two weeks, a 2-3 week cycle of foods popular with kids might be best. A facility with an average stay of 1-6 months will be best served by a 4-week cycle. 5-week cycle menus should be reserved for facilities with an average stay of six months or more.
- * Do not repeat an entree more than once in any complete cycle. (There are exceptions with popular items like hamburgers.)
- * Do not serve more than one starch plus bread in any given meal.
- * Do not repeat a starch preparation more than twice in a week.

For example, you might serve mashed potatoes twice, french fries twice, scalloped potatoes once, noodles and spanish rice as the dinner starch items for one week. Another week may include bread stuffing once, mashed potatoes

twice, jojo's once, refried beans, spaghetti and french fries once.

Also, do not serve items "back-to-back" If you plan mashed potatoes two times in a week, do not serve them Tuesday and Wednesday but rather on Monday and Thursday.

* Consider the Basic Four Food Groups.

FRUIT AND VEGETABLES.....4 servings per day. This should include one good vitamin C (tomatoes, oranges or grapefruit) source each day and a dark-green or deep-yellow vegetable for vitamin A (carrots or spinach).

BREAD AND CEREALS.....4 servings per day. Whole-grain products are the best, but some enriched or fortified products may also be used. Refined products lose some vitamins and trace minerals as well as fiber that cannot be replaced in the enriching or fortifying process.

MILK AND CHEESE.....2 servings per day. Fortified, reduced fat products are the best choice. Whole milk has the same nutrient value except for the additional fat which is a high cholesterol animal fat.

MEAT, POULTRY, FISH, BEANS.....2 servings per day. Eggs should be limited to 2 or 3 times per week, and there should be substantial use of poultry, fish, beans, and peanut butter in addition to red meats.

FATS AND SWEETS make up the remainder of the foods that we eat and should be restricted to add only the calories a person needs after they have eaten the right amounts of the basic four food groups. This includes all sweetened desserts, candy, frostings, and other similar items.

* Consider Ethnic Background. Plan foods that relate to the ethnic background of the inmate population.

- * Picture the meal in your mind. How will it look when it is served? Which meal is more appealing to you?

Baked Fish
Rice Cauliflower
Bread with Butter
Vanilla Pudding
Coffee

Baked Fish
Creole Rice Broccoli
Wheat Roll with Butter
Chocolate Pudding
Coffee

Not only is the second menu going to look better on the plate, the green vegetable and the wheat roll will improve this menu's contribution to the daily nutritional requirement.

- * Do not have more than two fried foods in a given day.

Popular as fried foods are, they are not nutritious. Most dietitians will reject menus with too many fried foods due to the cholesterol/fat content.

- * Use whole-wheat, whole-grain items over white flour products.

For example, serve bran muffins instead of glazed doughnuts at breakfast. The bran muffins are not only more nutritious, they are not fried as is a doughnut. Use whole-wheat toast instead of white bread; a zucchini or banana cake without frosting in place of frosted white cake; whole-grain cereals in place of processed, sweetened cereals.

- * Whenever possible limit the use of high-fat, high-sodium products.

These include bacon, sausage, ham, and luncheon meats. Turkey-based luncheon meats are far better than pork-based products and usually cheaper, too.

* Consider your equipment.

Do not overload any one piece of equipment for a given menu. Baked potatoes, baked fish and baked biscuits do not belong on the same menu unless you have an unusually large number of ovens compared to your inmate population. If the fish is in the ovens, try boiling the potatoes or serving steamed rice.

* Consider your staff.

Your staff will be much more productive, AND more even-tempered if you are careful to balance the convenience/easy-prep items with the heavy-prep items on the menu each day. If you have turkeys that need to be boned and rolled or even cooked whole and carved, you will need to allow plenty of time and not load up cooks with other labor-intensive items.

* Use food that is in season.

Many institutions have two cycle menus, one for the late fall, winter and early spring months when fresh produce is hard to buy and very expensive. The other cycle is run when fresh produce is readily available and less expensive.

* Consider the available commodities.

Depending upon what is available, you can save money by incorporating commodities into your menu plan. Caution should be used, however, since any given commodity can go away on short notice and you will either have to buy that item on the market OR have a back-up substitution in mind if the market price is prohibitive.

(See "Use of U.S. Government Surplus Commodities", page V-9.)

Let's Get Started:

- Step 1. Gather all your resources together in a quiet place where you can work uninterrupted for a couple of hours. Your resources will include:
- * Recent invoices from your major suppliers.
 - * Your most recent menu.
 - * The list of currently available commodities.
 - * Available recipes (WRITTEN ONLY, PLEASE).
 - * Several large sheets of paper, pencil, eraser and ruler.
 - * A copy of the Title 15 and/or ACA menu standards. (see Chapter 3)
 - * The list of Menu Planning Ideas at the end of this chapter.
- Step 2. Make a list of all the entrees you know you will want to include in the menu and the number of times you want to serve that item. Perhaps hamburgers are the standard item for Saturday lunch and you want to continue that tradition, even though it will mean that item is served more than twice in a cycle.
- Step 3. Begin filling in the entrees on your master menu you have created by squaring off the right number of days and weeks on a sheet of paper. (See Exhibit V - A on page 7.) As you include a particular entree on the menu sheet the maximum number of times you want it to appear in the cycle, cross it off the master list you made in Step 2.

MASTER MENU SAMPLE FORM

Cycle # _____

Week # _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Breakfast							
Lunch							
Dinner							

V - 7

EXHIBIT V - A

Prepared by: _____

Certified by: _____
(Nutritionist or R.D.)

HINT: Do not put breakfasts, lunches, and dinners on separate pages. It is too easy to forget what you have planned on a given day. That is, you may have scrambled eggs with ham for breakfast, grilled ham and cheese for lunch and roast pork for dinner. Keeping them on the same page helps you look at each day as a whole.

Step 4. Begin filling in the starches, vegetables, fruits, beverages, and other items, paying special attention to the guidelines listed above.

HINT: Do Breakfasts last. They are the easiest to plan around the other two meals with respect to nutrition and variety.

Step 5. Take a break. You need to get away from your new menu for a couple of days, if possible.

Step 6. When you return you may find that you inadvertently repeated some items too many times or planned a really labor-intensive day on a Sunday, your lowest staffing day. Do not despair, that is why it is good to take a break and come back to take a fresh look. Be sure to check your menu for the right number of servings of the Basic Four Food Groups each day. Applying those guidelines will give you a head-start on meeting the Dietitian's requirements.

Step 7. Ask your assistant manager and anyone else who is knowledgeable to review the menu and make suggestions.

Step 8. Submit the menu to a nutritionist/dietitian for review/revision.

In order to accomplish this analysis, the registered dietitian will need to have copies of the menu with portions, recipes, and, where applicable, the contents of convenience foods. Usually a copy of the product specifications from the supplier and the label from the package will provide adequate data. A sample of a complete menu analysis is presented as Attachment A at the end of this chapter.

**Once the menu is approved and put into use, do not hesitate to keep notes on the menu. Some things to watch are:

Any heavy equipment or staff-use days?

Any menus that seem to result in an excess of complaints?

Any commodities no longer available?

Menu Substitutions

Once a menu is set, it is important that changes be made only as necessary and that all changes be thoroughly documented and approved by a Registered Dietitian as meeting the required nutritional standards. These changes should be posted and retained on file along with the regular menu.

USE OF U.S. GOVERNMENT SURPLUS COMMODITIES

The decision whether or not to take advantage of U. S. Surplus Commodities includes both financial and operational considerations. The commodities are basically free to qualifying institutions which must pay a minimum handling fee plus shipping costs. There are also costs involved in record-keeping and document-processing to qualify for the program (See Chapter 9).

Another factor to consider is that the variety and type of foods available vary from quarter to quarter, depending upon the status of any given crop, animal or food product. If turkeys are abundant they may be available; if they are not, and the menu is planned around them, then the meat must be purchased or the menu changed. In actuality, very little meat has been available in recent years. The primary commodity items include such things as cheese, flour, peanut butter, salad oil, powdered milk, rice, beans and similar items.

If the decision is made to use commodities, then the menu should be planned to include the items primarily available through the program. It is not recommended that you base your menu on those items such as meats that are seldom available. Instead, when these special items become available they should be substituted into the menu and the cost savings reflected on the bottom line. To plan a budget on these items could be very risky if no meats are available and the budget is not flexible enough to cover the costs of feeding the inmates.

Commodities are ordered on a quarterly basis and are shipped from a state warehouse to your facility. It is necessary to have both refrigerated, freezer and dry storage capacity to handle all of the food ordered for a quarter. Most corrections facilities are able to use a central warehouse/purchasing facility. If not, the cost of storing in a privately-owned warehouse will have to be considered against the savings generated by use of the commodities.

It is critical that the commodities are used by the program/institution for which they were originally ordered. If other food services which do not qualify for commodities are operated out of a central purchasing facility, then accurate records must be maintained to assure that the food is used only for those persons who qualify. That is not to say that on-duty staff cannot consume food prepared with commodities. If a retail, open-to-the public type of cafeteria is available, then the commodities are not to be used for that purpose.

If, for example, the food is prepared in a central kitchen for 50 juveniles and 450 adult inmates and hamburger is available for juveniles only, then records must show that only a proportionate share of the total meat loaf was prepared with commodity ground beef. This includes purchasing records to verify that the remainder of the beef required was purchased.

TYPES OF COMMODITIES FREQUENTLY AVAILABLE

Canned Applesauce	Shortening
Canned Pears	Canned Corn
Canned Apricots	Spaghetti
Peas, Split Green	Egg Mix
Canned Green Beans	Tomato Paste
Potatoes: Dehydrated,	Flour: All-Purpose,
Frozen,	Wheat
Canned sweet	Turkey, frozen
Canned Beef	Honey
Butter	Vegs, mixed, frozen
Cheese: American,	Canned Grapefruit Juice
Cheddar &	Walnuts
Mozzarella	Macaroni, elbow
Prunes, dried	Wheat, rolled, baler
Raisins	Milk, nonfat, dry
Cherries, frozen	Oats, rolled baler
Rice, Brown & White	Canned Peaches, Cling
Chicken Patty, breaded	Peanut Butter
Salad Oil, Soybean	Peanuts, Granules
Corn Meal	roasted

Staff Menus

The inmates may turn over every month; the staff, however, remains over an extended period of time. It is important, therefore, to make some provision for a longer staff-menu cycle in those facilities that run shorter cycles. In a 5-week cycle, the staff cycle could possibly be the same, especially if there are some enhancements for staff members such as larger portions, a daily salad bar, and some occasional extras such as a different dessert, fresh fruit and vegetables and other amenities.

All of this, of course, is dependent upon the policies stated in THE PLAN. Some facilities go so far as to run a completely separate menu cycle for the staff than for the inmates. This is, of course, not as financially or operationally efficient as running one cycle with extras for staff. An even more labor-intensive staff dining alternative is to offer a cook-to-order "menu" service to the staff with inmate labor cooking and serving the food under the supervision of the paid staff. This alternative requires additional supervision from paid staff and substantially decreases the potential to control the food costs in the facility.

SPECIAL DIETS

Special diets may be requested for either medical or religious reasons. In both cases it is important to have a procedures guide for the corrections and food service staff in processing these diets. A form that must be authorized by a religious leader for religious diets or by a physician or dentist for medical diets is the most efficient means of communicating and of providing verification of the process in the event that it is necessary.

These forms should be at least in triplicate with a copy going to the religious or medical director, one to the designated facilities records manager and one to the kitchen. Exhibit V - B is a sample form that can be adapted for use in your facility.

EXHIBIT V - B

<u>SPECIAL DIET ORDER</u>		
PATIENT/INMATE NAME	_____	
LOCATION	_____	
PROBLEM	_____	
DIET ORDER	START DATE	STOP DATE
ALLERGIES	_____	
RELIGIOUS RESTRICTIONS	_____	
FOODS CAUSING DISTRESS	_____	
ADDITIONAL COMMENTS	_____	
_____	_____	
_____	_____	
ORDERED BY	DATE	
NOTE: FULL LIQUID DIETS WILL BE DISCONTINUED AFTER THREE DAYS UNLESS A PROVIDER (PHYSICIAN) SPECIFICALLY ORDERS OTHERWISE. THIS MUST BE NOTED ON THE SPECIAL DIET ORDER.		

Medical

It is required by both the ACA and Title 15 that medical diets be provided as ordered by a physician for inmates. It is recommended that these menus be as similar to the regular menu as possible. For example, a Diabetic menu might simply mean revising the regular menu from unacceptable foods such as sweets and fats to other acceptable items like fresh fruit and vegetables and starch rather than sugar-carbohydrate sources.

The various types of medical diets that you will most likely be asked to provide are as follows:

- * Diet for Pregnancy and Lactation
- * Soft Diet
 - a. Basic Soft Diet
 - b. Pureed Soft Diet
 - c. Bland Soft Diet
 - d. Low-Fiber, Low-Residue Diet
- * Liquid Diets
 - a. Full Liquid Diet
 - b. Clear Liquid Diet
 - c. Tube Feedings
- * Diabetic/Calorie-Controlled Diets
- * Fat-Restricted Diets
 - a. Fat-Restricted Diets
 - b. Cholesterol/Fat-Restricted Diets
- * Sodium-Restricted Diets

These diets, or one of the many variations, may all be requested by physicians at one time or another. A minimum of a one-week cycle for soft, fat-restricted, low-sodium and low-protein diets should be on hand.

Since diabetic is the most common of the diets, the standard menu should be adjusted to allow the service of diabetics including snacks as ordered by the physician. This can be done by simply substituting water packed or fresh fruits for fruits in sugar syrup, eliminating sweet desserts and substituting fruit, graham crackers, vanilla wafers or some other acceptable item and similar substitutions. The following is an example of a regular diet that is adjusted as diabetic:

Regular Menu

Sloppy Joe on a Bun
Tossed Salad/ dressing
Jello with Fruit Cocktail
Chocolate Chip Cookie

Diabetic Menu

Sloppy Joe on a Bun
Tossed Salad/diet dressing
Fresh Orange or Apple
Graham Crackers

Diet for Pregnancy and Lactation

- a. Calories: This will vary depending upon the weight of the mother and the stage of the pregnancy. The medical staff should supply a caloric requirement for each pregnant inmate.
- b. The regular menu may be used with these additions:
 1. 1 quart of milk should be given.
 2. A snack such as milk and fruit is often recommended in the evenings.

There are many resources for diets, many of which are reliable and accurate. One that we have found is used by many hospitals and is relatively simple to follow is the Simplified Diet Manual with Meal Patterns, Fifth Edition, published by the Iowa Dietetic Association. If you do not have a diet manual on hand we would advise that you obtain either this one or one recommended by the California Dietetic Association.

Documentation of Special Diets Served

For your protection and that of the facility, it is recommended that you have a system for documenting the medical meals that are served to inmates. A transmittal slip (Exhibit V - C) should accompany each medical diet listing the type of diet, inmate's name, what is on the tray at service time and what is returned unconsumed by the inmate. The tray should be checked and signed for by the corrections officer present at the time the meal is served and again at the time the tray is returned. This form should be on file as verification that medical diet orders are followed precisely in the event the inmate should ever attempt to claim otherwise.

EXHIBIT V - C

MEDICAL/RELIGIOUS DIET TRANSMITTAL RECORD

DATE _____ INMATE NAME _____

TYPE OF DIET _____ HOUSING UNIT _____

MEAL _____ BREAKFAST _____ LUNCH _____ DINNER _____ SNACK _____

DIET ORDERED BY _____

LIST BELOW THE TYPE AND EXACT QUANTITY OF EACH FOOD SERVED:

SIGNATURE OF OFFICER RECEIVING THE SPECIAL DIET _____

TIME _____ DATE _____

LIST OF ANY FOOD REMAINING ON THE TRAY AFTER THE MEAL:

SIGNATURE OF OFFICER SUPERVISING RETURN OF SPECIAL DIET _____

TIME _____ DATE _____

MASTER MENU SAMPLE FORM

Week # _____ Cycle # _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Brkfst.	4" Pancakes, 3ea Sausage lnks, 2ea Syrup, 5 oz Butter, 1 oz Stwd. prunes, 3 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Cream of Wheat Eran muffin Butter 1 oz Orange j., 4oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Corn flakes Coffee cake, 1ea Butter, 1 oz Apple, 1 ea Milk, 8 oz Coffee, 8 oz Sugar, 4 ea	Bran flakes Apple/Cinn. muffin Butter, 1 oz Pnt. Butter, 1 oz Apple juice, 4 oz. Milk, 8 oz Coffee, 8 oz Sugar, 1 ea	Omelette, 1 ea Bacon, 2 strips Hash browns, 3 oz Toast, 2 ea Diced pears, 3 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea Butter, 1 oz	Rice Krispies Donut, 1 ea Raisins, 2 oz Pinaple.j., 4oz Milk, 8 oz Coffee, 8 oz Sugar, 4 ea	Oatmeal Biscuit, 1 ea Butter, 1 oz Stwed prunes, 3oz Tcmato j., 4 oz. Milk, 8 oz Coffee, 8 oz Sugar, 2 ea
Lunch	Bologna, 1 oz Salami, 1 oz Cheese, 1 oz Pea sal., 4 oz Lettuce leaf, 1 Mayo, 1 ea Nacho chips, 1 oz Choc. cake w/ icing, 2x3 Sub roll, 1 ea Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Bread, 2 sl Cheese, 2 oz Bacon, 2 strps Scal.Pot., 4 oz Beef/onion sal. 4 oz Pretzels, 1 oz Oatmeal cook- ies, 2 ea Punch, 8 oz	BBQ Pork, 3 oz Fr. fries, 4 oz Cole Slaw, 4 oz Catsup, 1 ea Banana Pudding, 3 oz Sub roll, 1 ea Milk, 8 oz	Hamburger, 3 oz Hot Ger.PotSal, 4oz Lettuce leaf, 1 ea Tomato sl., 1 ea Onion sl, 1 ea Catsup, 1 ea Cherry crisp, 4 oz Bun, 1 ea Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Bologna, 2 oz Cheese, 1 oz Pot. sal., 4 oz Lettuce leaf, 1 Tomato sl., 2 ea Mayo, 1 ea P.butter cookies, 2 ea Sub roll, 1 ea Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Hot dogs, 2 ea Chili/meat 6 oz Mac. sal, 4 oz Dcd. onions, 1 oz Pear, 1 ea H.D. buns, 2 ea Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Egg FooYng, 3.5 oz Beef fr rice, 4oz Broccoli, 4 oz Soy sauce, 1 ea Orange, 1 ea Dinner rolls, 2 Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea
Dinner	Shell Mac, 8 oz Meat sauce, 4 oz Dinner Rolls 2 Toss Salad, 1 C Ital.drsg, 1 ea Pineapple tidbit, 1 ea Butter, 1 oz Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Veal/Beef Patty, 3 oz Baked pot, 3oz Green Beans, 4oz Kidney Bean salad, 4 oz Sl. peaches, 3oz Dinner rolls, 2 Butter, 1 oz Milk, 8 oz Coffee, 8 oz	Burrito, 1 ea Span. rice, 4 oz Ref.beans, 4 oz Jello, 3oz Tortillas, 2 ea Butter, 1 oz Punch, 8 oz	Ham steak, 3 oz Sweet pot., 4 oz Spinach, 2 oz Raisin sauce, 2 oz Bread Pud., 4 oz Lemon sauce, 1 oz Ind loaf bread, 1ea Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Hoagie stk, 3 oz Mashed Pot., 4 oz Dcd. carrots, 4oz Gravy, 2 oz Spice cake, 2x3 Dinner rolls, 2ea Butter, 1 oz Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Batter dipped cod, 2 ea Rice pilaf, 4 oz Mixed veg, 4 oz Tartar sauce, 1 Apple sauce, 3 oz Dinner Rolls, 2 Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Oven-fried chicken, 1/4 ea Mash Pot, 4 oz Chick gravy, 2oz Toss sal. 1C. Fr. drsng, 1 ea Choc. Pud, 3 oz Corn brd., 2 ea Butter, 1 oz Punchy, 8 oz Coffee, 8 oz Sugar, 2 ea

Prepared by: _____

Certified by: _____
(Nutritionist or R.D.)

MASTER MENU SAMPLE FORM

Cycle # _____

Week # _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bkft	Omelette, 2 eggs Am Cheese, 1 oz Hash brwns-3 oz Toast - 2 sl Butter - 1 oz Pinaple. j- 4 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Wheaties Donut - 1 ea Grpfrt - 1/2 ea Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Rice Krisp. 1ea Coffee cake 1ea Raisins - 1oz Diced pears-3oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Scram.eggs-2 ea Muffin - 1 ea Butter - 1 oz P. Butter -1oz Tomato j - 4 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Pancakes - 3ea Bacon strips-2ea Syrup, 1-1/2 oz Butter - 1 oz Pinaple.chnks,3oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Special K -1 ea Donut - 1ea Raisins - 2 oz Fruit cock.-3oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Oatmeal Biscuit - 1ea Stewed prunes,3oz Butter - 1 oz Grpfrt.j.- 4 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea
Lunch	Ham - 2oz Cheese - 1oz Wheat bread, 2 Lettuce leaf, 1 Tomato sl, 2 ea Mayo - 1 ea Nacho chips, 1oz Pbut. cook., 2ea Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Hamburger -3 oz Am cheese - 1 oz Pot. wedges, 2ea Onion sl, 1 ea Lettuce leaf, 1 Tomato sl, 2 ea Catsup - 1 ea Vanilla pud, 3oz Bun - 1 ea Punch - 8 oz Coffee - 8 oz Sugar - 2 ea	Burrito - 1 ea Chili - 6 oz Tossed grn sal, 1 Cup Sliced peaches, 3 oz Bread - 3 sl. Butter - 1 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	4x6 sausage, 1ea Pizza Pot. chps, 1 bag Tossed sal, 1 C. White cake, 2x3 choc. frstng. Punch - 8 oz Coffee - 8 oz Sugar - 2 ea	Salami - 3 oz Peas - 4 oz Cole Slaw - 4oz Lettuce leaf, 1 Mayo - 1 ea Tomato sl, 2 ea Oatmeal cook,2ea Fr. roll, 1 ea Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Turkey, noodle Sauerkraut - 2 oz Tossed sal, 1 C Ital. drsng, 1 ea Aplsauc, 3 oz Dinner rolls, 2 Punch - 8 oz Coffee - 8 oz Sugar - 2 ea	Rye bread - 2 sl Cheese - 1 oz Hot German pot. salad, 4 oz Orange cake, 2x3 Milk - 8 oz Coffee - 8 oz Sugar - 2 ea
Dinner	Polish sausage, 1 ea Diced tom/corn, Scal pot, 4 oz Mustard, 1 ea Ind loaf brd, 1 Apple, 1 ea Butter - 1 oz Punch - 8 oz Coffee - 8 oz Sugar - 2 ea	Turkey, 3 oz Dressing, 4 oz Sw. Pot, 4 oz Peas & carrots, 4 oz Chic. gravy, 2oz Dinner rolls,2ea Fr. Jello, 3 oz Butter - 1 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Casserole: Navy bean & ham, 12 oz Beet & onion salad, 4 oz Corn brd, 2 ea Lemon pud, 3 oz Butter - 1 oz Punch - 8 oz Coffee - 8 oz Sugar - 2 ea	Veal Parnesan: Veal&beef patty, 3 oz Spaghetti, 6 oz Mozz cheese, 1 oz Ital. sauce, 4 oz Tossed sal, 1 C Ital. drsng, 1 ea Dinner rolls,2ea Pear, 1 ea Butter - 1 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	Chop Suey: Diced beef & pork, 3 oz Chinese veg, 4oz Steamed rice,4oz Tossed sal, 1 C 1000 drsng, 1 ea Diced pchs, 3oz Ind loaf brd, 1 Butter 1 oz Punch - 8 oz Coffee - 8 oz Sugar - 2 ea	Breaded fish, square, 3 oz Mixed veg, 4 oz Baked pot, 1 ea Tartar sauce,1ea Dinner rolls,2ea Bread pud,4 oz Raisin sauce,1oz Butter - 1 oz Milk - 8 oz Coffee - 8 oz Sugar - 2 ea	BBQ chick, 1/4 ea Baked beans, 4 oz Tossed sal, 1 C Fr. drsng, 1 ea Corn bread, 2 ea Sl pears, 3 oz Butter - 1 oz Punch - 8 oz Coffee - 8 oz Sugar - 2 ea

Prepared by: _____

Certified by: _____

MASTER MENU SAMPLE FORM

Cycle # _____

Week # _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bkft	Scram eggs, 2 Sausage lnks, 2 Hash brwns, 3oz Toast, 2 sl Butter, 1 oz Pinapl chnks,3oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Bran flks, 1 ea Donut, 1 ea Banana, 1 ea Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Cr.of wheat Coffee cake,lea Raisins, 2 oz Diced peaches, 3 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Corn flks, 1 ea Muffin, 1 ea Butter 1 oz P.butter, 1 oz Orange j, 4 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Oatmeal, 6 oz Ham slice, 2 oz Toast 2 ea Butter, 1 oz Sl peaches, 3 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Boiled eggs, 2 Wheat tst, 2 sl Butter 1 oz Stwed pruns,3oz Apple, 1 ea Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Rice Kris, 1 ea Banana bread Butter 1 oz Raisins, 2 oz Apple j, 4 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea
Lunch	Sub Sandwich: Turkey, 1 oz Cheese, 1 oz Lettuce leaf, 1 Mayo, 1 ea Pretzels, 1 oz Confetti salad, 4oz Sugar cook. 2ea Sub roll, 1 ea Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Gr. ham & cheese Ham, 2 oz Am cheese, 1 oz Cottage fries, 4 oz Catsup, 1 ea Marinated green bean soup, 4oz Jello, 3 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Pizza burger: Hamburger, 3 oz Mozz cheese,1oz Pizza sauce,1oz Fr. fries, 4oz Tomato & onion sal, 4 oz Rice pud, 3 oz Bun, 1 ea Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Chili, 12 oz Nacho chips, 1oz Tossed sal, 1 C 1000 drsg, 1 ea Cherry cake,2x3 Butter, 1oz Bread, 3 sl Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Lettuce,4-1/2 oz Salami, 1 oz Bologna, 1 oz Am cheese, 1 oz Tomato, 2 wdgs. Onion, 1 sl Hard bld egg, 1 Choc chip cook. 2 ea Dinner rolls,2ea Butter, 1 oz Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Cassserole: Tuna noodle, 10 oz Tossed sal, 1 C Ital drsg, 1 ea Fr. drsgn, 2 ea Fruited Jello, 3 oz Dinner rolls,2ea Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Sloppy Joe, 3 oz Tater tots, 4 oz Cuke & tom sal,4oz Catsup, 1 ea Diced pears, 3 oz Bun, 1 ea Punch, 8 oz Coffee, 8 oz Sugar, 2 ea
Dinner	Rigatoni, 10 oz Meat sauce, 4 oz Tossed Salad, 1 C Ital drsng, 1 ea Tap pud, 3 oz Dinner rolls,2ea Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Taco meat, 3-1/2 oz Span.rice, 4oz Ref. beans,4oz Lettuce,cheese 1/2 c. Taco sauce, 2 ea Chery crsp,3oz Taco shells, 2 ea Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Hot dogs, 2 ea BBQ beans, 6 oz Mixed vegg, 4 oz Cole slaw, 4oz Orange, 1 ea Din. rolls, 2ea Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Stuffed cabbage roll,3-1/2 oz Tom.sauce,2oz Butrd noodles, Green beans,4oz Pears, 3oz. Mar. 3-bean salad,4oz Din. rolls, 2 ea Butter, 1 oz Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Salisbury steak, 3 oz Mashed pot, 4oz Peas, carrots 4oz Gravy, 2 oz Btrstch pud,3oz Din. rolls, 2 ea Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea	Mgr. choice or pork chop, 3 oz Rice pilaf,4 oz Broccoli, 4 oz Gravy, 2 oz Yellow cake,2x3 choc. frst. Din. rolls, 2 ea Butter, 1 oz Punch, 8 oz Coffee, 8 oz Sugar, 2 ea	Ham, cheese, noodle casse- role 10 oz Toss salad,4oz. Fr drsng, 1 ea Apple j, 3 oz Corn brd, 2 ea Butter, 1 oz Milk, 8 oz Coffee, 8 oz Sugar, 2 ea

Prepared by: _____

Certified by: _____

MASTER MENU SAMPLE FORM

Cycle # _____

Week # _____

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bkft	Scram.eggs-2 ea. Diced ham-1 oz. Hash brwns-3 oz. Toast - 2 sl. Butter - 1 oz. Gpfruit-1/2 ea Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Special K - 1ea. Donut - 1 ea. Raisins - 2 oz. Gpfruit j.-4 oz Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Oatmeal Coffee cake-1ea Butter - 1 oz. Diced peachs-3oz Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Bran Flks. -1ea Muffin - 1 ea. Butter - 1 oz. P. butter-1 oz. Stwd prunes-3 oz Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	French Toast Sausge lnks-2 ea Butter - 1 oz. Orange j.- 4 oz Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Boiled eggs-2 ea Donut - 1 ea. Raisins - 2 oz. Apple j. - 4 oz Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Corn Flakes -1 ea Coffee Cake - 1 ea Butter - 1 oz. Banana - 1 ea. Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.
Lunch	Salami - 2 oz. Cheese - 1 oz. Tomato - 2oz. Lettuce leaf-1 French Roll -1 Mayo - 1 Punch - 8 oz. Sugar cookies - Coffee - 8oz. Sugar - 2 ea.	Hamburger -3 oz Bun - 1 ea. Tater tots -4oz Sauteed onion, mushroom, peppers - 3oz Mexican cole- slaw - 4 oz. Fruited jello - Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	BBQ Beef -3 oz Fr. Fries -4 oz Marinated green bean salad-4 oz Catsup - 1 ea Butterscotch pudding -3oz Bun - 1 ea Punch - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Chili mac-10 oz Tossed salad, 1 cup 1000 dressing - 1 ea. Choc. Chip cookies -2 Bread - 3 sl. Butter - 1 oz. Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Ham sal.-4 oz. Mayo - 1 ea. H.B. egg - 1 ea. Lettuce leaf -2 Potchp-1bg. French Roll-1 Car/rais sal. 4 oz. Cherry crisp - 3 oz. Coffee - 8 oz. Punch - 8 oz. Milk - 8 oz. Sugar - 2 ea.	Tuna salad -3oz Rye brd. 2sl. Amer.Cheese 1oz Catsup Cottage fries - Pea salad - 4 oz. Rice pudding - 3 oz. Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Beef/bean/cheese enchilada -7 oz Spanish rice-4 oz Enchilada sauce - 3 oz.Taco chips- 3 bean sal. 4oz. Pine.Chks 3 oz. Bread - 3 sl. Butter - 1 oz. Punch - 8 oz. Coffee - 8 oz. Sugar - 2 ea.
Dinner	Spaghetti- 8 oz Meat balls- 2 oz Ital. sauce- 4oz Tossed salad - 1 cup Ital. drsng -1ea Yellow cake -2x3 Dinner roll-2ea Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Turkey - 3 oz. Chop suey mix - 6 oz. Steamed rice-4oz Soy sauce - 1 ea Cuke & Tomato salad - 4 oz. Apple - 1 ea. Dinner roll-2ea Butter - 1 oz. Punch - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Stuffed pepper 3-1/2 oz. Mashed pot.-4oz Buterd corn-4oz Tomato sauce - 2 oz. Apple sauce - 3 oz. Dinner roll-2ea Butter - 1 oz. Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Meat loaf - 3oz Scalloped potatoes -4oz Diced carrots - 4 oz. Gravy - 2 oz. Sl. pears - 3oz Ind. bread loaf- 1 ea. Butter - 1 oz. Punch - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Diced beef -3 oz Veg stew mix - 7 oz. Tossed salad - 1 cup Fr. drsng -1 ea Jello - 3 oz. Dinner rolls-2ea Butter - 1 oz. Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	MGR Choice or pork chop - 3oz Mashed pot.- 4oz Peas&carrots-4oz Gravy - 2 oz. Cherry cake-2x3 Dinner rolls-3ea Butter - 1 oz. Punch - 8 oz. Coffee - 8 oz. Sugar - 2 ea.	Hamburger steak - 3 oz. Grilled onion -1oz Baked beans - 4 oz Mixed veg - 4 oz Tapioca pudding - 3 oz. Dinner rolls-2ea Butter - 1 oz. Milk - 8 oz. Coffee - 8 oz. Sugar - 2 ea.

Prepared by: _____

Certified by: _____

MONDAY WEEK 1 - IINCH

WORK ORDER: 1
 AGE: 35
 HEIGHT: 70
 WEIGHT: 154

DATE: 10/01/84
 DAY: 1
 CONSULTANT:

SEX: MALE

FOOD DESCRIPTION	AMT SERV	ENERGY KCAL	PRO- TEIN GM	FAT GM	CARBO- HYDRATE GM	FIBER GM	CHOLE- STEROL MG	IRON MG	SODIUM MG	CAL- CIUM MG	PHOS- PHOR MG	VIT. A IU	THIA- MINE MG	RIBO- FLAVIN MG	VIT. C MG	FOLOS- IUM MG	ZINC MG	NIA- CIN MG	VIT. B5 MG	VIT. B12 MG	FOL- ACIN MG
ROAST BEEF, ROASTED, LEAN/OZ.	85	205	24.0	11.4	0.0	0.0	77	3.1	51	10	218	17	0.06	0.18	0	315	4.93	4.3	442	1.27	3
WHITE BREAD/SLICE	50	135	4.4	1.6	25.2	0.1	2	1.2	254	35	44	0	0.13	0.09	0	43	0.00	1.2	0	0.00	0
GRAVY, BROWN	136	91	0.8	7.3	5.6	0.0	0	0.3	224	3	7	0	0.03	0.01	0	8	0.05	0.3	4	0.00	0
MASHED POTATOES	105	101	2.1	3.8	15.1	0.2	14	0.5	269	34	55	115	0.04	0.05	3	304	0.00	0.7	0	0.00	0
CHEESE, COTTAGE, LARGE CURD, REG PACKAGED	122	126	15.3	5.5	3.3	0.0	18	0.4	281	115	186	208	0.04	0.31	0	104	0.00	0.1	49	1.22	38
BEAR, RAW, WITH SKIN, MEDIUM/EACH	81	49	0.6	0.3	12.4	1.9	0	0.2	2	6	9	16	0.02	0.03	3	105	0.00	0.1	14	0.00	2
WHITE BREAD/SLICE	25	67	2.2	0.8	12.6	0.1	1	0.6	127	18	22	0	0.06	0.04	0	21	0.00	0.6	0	0.00	0
BUTTER, REGULAR	57	407	0.5	46.0	0.0	0.0	124	0.1	468	14	13	1734	0.00	0.02	0	15	0.03	0.0	2	-0.00	2
MILK, WHOLE, 3.3% FAT, FLUID	244	149	8.0	8.1	11.4	0.0	34	0.1	120	290	227	307	0.09	0.40	2	371	0.93	0.2	102	0.87	12
SUGAR	8	32	0.0	0.0	8.3	0.0	0	0.0	0	0	0	0	0.00	0.00	0	0	0.01	0.0	0	0.00	0
1. YOUR DAILY AVERAGE	913	1362	57.9	84.8	93.9	2.3	270	6.5	1796	525	781	2397	.34	1.13	8	1286	5.95	7.5	613	3.36	57
2. RECOMMENDED ALLOWANCE (RA)			56.0		371.3	25.0		10.0		800	800	5000	1.40	1.60	60.0	1875	15.00	18.00	2200	3.00	400
3. RECOMMENDED MAXIMUM (RM)		2700		90.0			300		3300												
4. YOUR PERCENT OF RA/RM		50.0	100.0	94.2	25.3	9.2	90.0	65.0	54.4	65.6	97.6	47.9	24.3	70.6	13.3	68.6	39.7	41.7	27.9	112.0	14.3
5. RECOMMENDED % CALORIE DISTRIBUTION			15.0	30.0	55.0																
6. ACTUAL % CALORIE DISTRIBUTION (BASED ON FULL DAY'S MENU)			12.3	53.4	34.4																

* NOTE: A VALUE PRECEDED BY A DASH (-) DENOTES AN IMPLIED VALUE.

LIST OF MENU PLANNING IDEAS

MEATSBEEF:

CORNERD BEEF
 ROAST BEEF
 POT ROAST
 CUBED STEAK
 COUNTY-FRIED STEAK
 SPANISH STEAK
 SWISS STEAK
 STEAK WITH VEGETABLES
 STEAK STROGANOFF
 MOCK DRUMSTICKS
 BARBECUED SHORT RIBS
 BRAISED SHORT RIBS
 BEEF POT PIE
 BEEF STEW WITH
 VEGETABLES
 BEEF STEW WITH
 DUMPLINGS
 BEEF RAGOUT
 HUNGARIAN GOULASH
 CHOP SUEY
 MEAT LOAF
 SWEDISH MEATBALLS
 SPANISH MEATBALLS
 MEATBALLS WITH
 SPAGHETTI

VEAL:

ROAST VEAL SHOULDER
 BAKED VEAL CHOPS
 VEAL CHOPS IN SOUR
 CREAM
 BREADED VEAL CUTLETS
 VEAL BIRDS
 VEAL FRICASSEE WITH
 POPPY SEED NOODLES
 VEAL STEW WITH
 VEGETABLES
 VEAL A LA KING
 VEAL PATTIES
 VEAL PAPRIKA WITH
 RICE
 CURRIED VEAL WITH
 RICE

ENTREESLAMB:

ROAST LAMB SHOULDER
 LAMB STEW
 BRAISED LAMB RIBLETTS
 BARBECUED LAMB
 LAMB PATTIES
 CURRIED LAMB WITH
 RICE
 LAMB FRICASSEE WITH
 NOODLES

PORK (FRESH):

BAKED HAM
 ROAST PORK LOIN
 ROAST PORK SHOULDER
 ROAST PORK WITH
 DRESSING
 BAKED PORK CHOPS
 BREADED PORK CHOPS
 DEVILED PORK CHOPS
 BARBECUED PORK CHOPS
 STUFFED PORK CHOPS
 BREADED PORK CUTLETS
 BARBECUED SPARERIBS
 SPARERIBS WITH KRAUT
 SPARERIBS WITH DRESSING

PORK (CURED):

BAKED HAM
 BAKED HAM SLICES
 GRILLED HAM SLICES
 BAKED CANADIAN BACON
 HAM LOAF
 HAM PATTIES
 GLAZED HAM BALLS

VARIETY MEATS:

BRAISED LIVER
 LIVER AND BACON
 LIVER AND ONIONS

MISCELLANEOUS:

FRANKFURTERS WITH
 KRAUT

CHEESE-STUFFED WIENERSMEAT EXTENDERS

BAKED HASH
 CORNERD BEEF HASH
 STUFFED PEPPERS
 BEEF ROLL
 BEEF UPSIDE-DOWN PIE
 SPAGHETTI WITH MEAT
 SAUCE
 CREOLE SPAGHETTI
 BEEF AND PORK
 CASSEROLE
 SPANISH RICE
 CREAMED BEEF
 CREAMED CHIPPED BEEF
 CREAMED CHIPPED BEEF
 AND PEAS
 CHIPPED BEEF AND
 NOODLES
 MEAT TURNOVERS
 CURRIED VEAL WITH RICE
 CREAMED HAM AND
 CELERY
 HAM A LA KING
 HAM CROQUETTES
 HAM AND EGG SCALLOP
 CREAMED HAM ON SPOON
 BREAD
 COLD BAKED HAM WITH
 POTATO SALAD
 CHEF'S SALAD BOWL
 BAKED HAM SANDWICHES
 HAM AND CHEESE
 SANDWICHES
 HAM SALAD SANDWICHES
 BACON AND TOMATO
 SANDWICHES
 BACON AND TOMATO ON
 BUN W/CHEESE SAUCE
 HAMBURGERS ON BUNS
 HAM TURNOVER WITH
 CHEESE SAUCE
 HAM SHORTCAKE
 SAUSAGE AND DRESSING
 SAUSAGE AND APPLE
 DRESSING
 SAUSAGE ROLLS
 SAUSAGE CAKES
 FRIED SCRAPPLE

BACON AND POTATO
OMELET
PORK AND NOODLE
CASSEROLE
BAKED LIMA BEANS
BAKED LIMA BEANS
WITH SAUSAGE
BOILED LIMA BEANS WITH
HAM
BAKED NAVY BEANS
CHILI CON CARNE
CHILI
RANCH-STYLE BEANS
BAKED EGGS AND BACON
RINGS
PIZZA
COLD LUNCHEON MEAT
WITH MACARONI SALAD
BARBECUED HAMBURGERS
WIENERS WITH MEAT SAUCE
ON BUN
HOT LUNCHEON SANDWICH
HOT ROAST BEEF SANDWICH
HOT ROAST PORK SANDWICH
BARBECUED HAM, PORK, OR
BEEF SANDWICHES
WESTERN SANDWICH
TOASTED CHIPPED BEEF
AND CHEESE SANDWICH

POULTRYTURKEY:

ROAST TURKEY
BAKED TURKEY ROLL
HOT TURKEY SANDWICH
SLICED TURKEY SANDWICH

CHICKEN:

BAKED CHICKEN
BROILED CHICKEN
FRIED CHICKEN
BARBECUED CHICKEN
CHICKEN A LA
MARYLAND
FRICASSEE OF CHICKEN
CHICKEN WITH DUMPLINGS
CHICKEN WITH NOODLES
CHICKEN PIE
CHICKEN OR TURKEY LOAF
CHICKEN TURNOVERS

CHICKEN AND RICE
CASSEROLE
CHICKEN A LA KING
CREAMED CHICKEN:
ON BISCUIT
ON TOAST CUPS
ON CHOW MEIN NOODLES
ON SPOON BREAD
CHICKEN CROQUETTES
CHICKEN CUTLETS
SCALLOPED CHICKEN
CHICKEN CHOW MEIN
CHICKEN BISCUIT ROLL -
MUSHROOM SAUCE
CHICKEN SALAD
CHICKEN SALAD SANDWICH

FISHFRESH AND FROZEN FISH:

BAKED HALIBUT STEAK
POACHED HALIBUT STEAK
FRIED HALIBUT STEAK
FRIED OR BAKED FILLETS:
HADDOCK, PERCH, SOLE,
WHITEFISH, CATFISH
FRIED WHOLE FISH:
WHITING, SMELTS
CREOLE SHRIMP WITH RICE

CANNED FISH:

SALMON LOAF
SALMON CROQUETTES
CREAMED SALMON
ON BISCUIT
SALMON BISCUIT ROLL
WITH CREAMED PEAS
SCALLOPED SALMON
SALMON AND POTATO CHIP
CASSEROLE
CASSEROLE OF RICE AND
TUNA
TUNA CROQUETTES
CREAMED TUNA:
ON TOAST
ON BISCUIT
TUNA SOUFFLE'
SCALLOPED TUNA
TUNA BISCUIT ROLL -
CHEESE SAUCE
TUNA-CASHEW CASSEROLE
CODFISH BALLS

TUNA AND NOODLES
TUNA SALAD
SALMON SALAD
HOT TUNA BUN
TUNA SANDWICH, PLAIN
OR GRILLED

MEATLESS DISHES

CHEESE RAREBIT
CHEESE BALLS ON
PINEAPPLE SLICE
CHEESE CROQUETTES
MACARONI AND CHEESE
SCALLOPED MACARONI
BAKED RICE AND CHEESE
RICE CROQUETTES WITH
CHEESE SAUCE
CHINESE OMELET
RICE WITH MUSHROOM AND
ALMOND SAUCE
FRIED MUSH
BAKED EGGS WITH CHEESE
CURRIED EGGS
CREAMED EGGS
EGG CUTLETS
EGG AND NOODLE
CASSEROLE
NOODLE CASSEROLE
EGGS A LA KING
SCALLOPED EGGS AND CHEESE
SCRAMBLED EGGS
OMELET
SPANISH OMELET
VEGETABLE CASSEROLE
W/ PINWHEEL BISCUITS
CAULIFLOWER CASSEROLE
VEGETABLE TIMBALES
SPINACH TIMBALES WITH
POACHED EGG
MUSHROOM PUFF
CHEESE PUFF
SPOON BREAD
CORN RAREBIT
CORN PUDDING
SCALLOPED CORN
HOT POTATO SALAD
FRENCH TOAST
PLAIN FRITTERS
CORN FRITTERS
FRUIT FRITTERS
GRILLED CHEESE
SANDWICH
EGG SALAD SANDWICH

FRUIT PLATES
COTTAGE CHEESE SALAD
DEVILED EGGS
BROWN BEAN SALAD
STUFFED TOMATO SALAD

VEGETABLESGREEN VEGETABLES

BEANS, GREEN:
BUTTERED OR CREAMED
CREOLE
WITH ALMONDS OR
MUSHROOMS
SOUTHERN STYLE

BROCCOLI:
ALMOND BUTTERED
BUTTERED
WITH CHEESE, SAUCE
LEMON BUTTER OR
HOLLANDAISE

BRUSSELS SPROUTS:
BUTTERED

CABBAGE:
AU GRATIN
BUTTERED OR CREAMED
CREOLE
HOT SLAW

CELERY:
BUTTERED OR CREAMED

PEAS:
BUTTERED OR IN CREAM
WITH CARROTS,
CAULIFLOWER
CELERY, OR ONIONS
WITH MUSHROOMS OR
ALMONDS

SPINACH:
BUTTERED
WITH EGG OR BACON

OTHER VEGETABLES

BEEETS:
BUTTERED
HARVARD
JULIENNE

IN SOUR CREAM
WITH ORANGE SAUCE
HOT SPICED
PICKLED

CARROTS:
BUTTERED OR CREAMED
CANDIED
GLAZED
SAVORY
WITH CELERY
WITH PEAS
PARSLEY-BUTTERED
SWEET-SCOUR

CAULIFLOWER:
BUTTERED
CREAMED
WITH ALMOND BUTTER
WITH CHEESE SAUCE
WITH PEAS

CUCUMBERS:
SCALLOPED

EGGPLANT:
CREOLE
SCALLOPED

MUSHROOMS:
BROILED
SAUTEED

ONIONS:
AU GRATIN
BAKED
BUTTERED
CASSEROLE
CREAMED
STUFFED
WITH SPANISH SAUCE

RUTABAGAS:
BUTTERED
MASHED

SQUASH, SUMMER:
BUTTERED
MASHED

TOMATOES:
BAKED
BREADED
BROILED TOMATO SLICES

CREOLE
SCALLOPED
STEWED
STUFFED

TURNIPS:
BUTTERED
IN CREAM
MASHED
WITH NEW PEAS

POTATOES OR
SUBSTITUTES

POTATOES, IRISH:
AU GRATIN
BAKED
BROWNED
BUTTERED NEW
CHIPS
CREAMED
CROQUETTES
DUCHESS
FRIED
FRENCH FRIED
LYONNAISE
MASHED
O'ERIEN
POTATO CAKES
POTATO PANCAKES
POTATO SALAD, HOT
OR COLD
RISSOLE
SCALLOPED
STUFFED BAKED

POTATOES, SWEET:
BAKED
CANDIED OR GLAZED
CROQUETTES
MASHED
SCALLOPED

MACARONI AND
SPAGHETTI:

MACARONI AND CHEESE
MACARONI SALAD
SCALLOPED MACARONI

NOODLES:

BUTTERED
POPPY SEED

RICE:

BUTTERED
CURRIED
FRIED RICE WITH
ALMONDS
GREEN RICE
CROQUETTES

OTHER STARCHY
VEGETABLES

CORN:
BUTTERED
IN CREAM
ON COB
CORN AND TOMATO
CORN PUDDING
O'BRIEN
SCALLOPED
WITH CELERY AND BACON
WITH GREEN PEPPER RINGS
SUCCOTASH

LIMA BEANS:
BUTTERED
IN CREAM
WITH BACON
WITH MUSHROOMS
WITH ALMONDS

PARSNIPS:
BUTTERED
BROWNED
GLAZED

SQUASH:
BAKED ACORN
BAKED HUBBARD
MASHED BUTTERNUT
MASHED HUBBARD

SALADS AND RELISHESFRUIT SALADS:

APPLE AND CELERY
APPLE AND CARROT
APPLE AND CABBAGE
CRANBERRY RELISH
CRANBERRY SAUCE
FROZEN FRUIT
MIXED FRUIT
WALDORF

VEGETABLE SALADS:

BEEF PICKLES
CARROT AND RAISIN
COLESLAW
CREAMY COLESLAW
CUCUMBER-ONION IN
SOUR CREAM
HAWAIIAN TOSSED
HEAD LETTUCE
POTATO
RED CABBAGE
SALAD GREENS WITH
GRAPEFRUIT
STUFFED TOMATO
TOSSED GREEN

TOMATO
TOMATO-CUCUMBER
VEGETABLE-NUT

GELATIN SALADS:

APPLESAUCE MOLD
CRANBERRY RING MOLD
FROSTED CHERRY
FROSTED LIME
GRAPEFRUIT
JELLIED CITRUS
JELLIED VEGETABLE
JELLIED WALDORF
MOLDED PEAR
PERFECTION
MOLDED PINEAPPLE-
CHEESE
MOLDED PINEAPPLE-
CUCUMBER
MOLDED PINEAPPLE-
RELISH
MOLDED PINEAPPLE-
RHUBARB
RASPBERRY RING MOLD
RIBBON MOLD
SPICY APRICOT
SUNSHINE

DESSERTSCAKES AND COOKIES

CAKE:
ANGEL FOOD, PLAIN,
CHOCOLATE, FILLED
APPLESAUCE

BANANA

BOSTON CREAM
CHIFFON
CHOCOLATE AND JELLY
ROLLS
COCONUT
CUPCAKES
FRUIT UPSIDE-DOWN
FUDGE
GERMAN SWEET
CHOCOLATE
GINGERBREAD
MARBLE
SPICE
WHITE

COOKIES:

BROWNIES
BUTTERSOTCH
CHOCOLATE CHIP
COCONUT MACAROON
DATE BARS
OATMEAL
GINGER, CRISP
PEANUT BUTTER
SUGAR COOKIES

PIES AND PASTRIESONE-CRUST PIES:

APRICOT CREAM
BANANA CREAM
BUTTERSOTCH
CHIFFON
COCONUT CREAM
COCONUT CUSTARD
CUSTARD
DATE CREAM
DUTCH APPLE
PINEAPPLE CREAM
PUMPKIN
RHUBARB CUSTARD

TWO-CRUST PIES:

APPLE
APRICOT
BLACKBERRY
BLUEBERRY
BOYSENBERRY
CHERRY
GOOSEBERRY
MINCEMEAT

MISCELLANEOUS

PEACH
 PINEAPPLE
 PLUM
 PRUNE
 RAISIN
 RHUBARB
 STRAWBERRY

COBBLERS, FRUIT:

(SAME FRUITS AS
 FOR PIES)

PUDDINGS

APPLE CRISP
 APPLE DUMPLINGS
 APPLE BROWN BETTY
 BAKED CUSTARDS
 BANANA CREAM
 BREAD PUDDING
 BUTTERSCOTCH PUDDING
 CARAMEL TAPIOCA
 CHERRY CRISP
 CHOCOLATE CREAM
 COTTAGE PUDDING
 CREAM PUFFS
 FRUIT GELATIN
 FRUIT WHIPS
 LEMON SNOW
 PEACH CRISP
 PEACH MELBA
 PINEAPPLE CREAM
 ROYAL RICE PUDDING
 SHORTCAKE
 STEAMED PUDDING
 TAPIOCA CREAM
 VANILLA CREAM

FRUIT:BAKED OR STEWED:

APPLES
 FRUIT COMPOTE
 RHUBARB

CANNED OR FROZEN:

APRICOTS
 BERRIES
 CHERRIES
 FIGS
 FRUIT CUP
 PEACHES
 PEARS
 PINEAPPLE
 PLUMS
 PRUNES
 RHUBARB

RAW:

APPLES
 APRICOTS
 BANANAS
 BERRIES
 CHERRIES
 FIGS
 GRAPEFRUIT
 GRAPES
 MELONS
 ORANGES
 PEACHES
 PEARS
 PINEAPPLE
 PLUMS
 PRUNES

FOOD AND NUTRITION BOARD, NATIONAL ACADEMY OF SCIENCES — NATIONAL RESEARCH COUNCIL RECOMMENDED DAILY DIETARY ALLOWANCES, Revised 1980

Designed for the maintenance of good nutrition of practically all healthy people in the U.S.A.

	Age (years)	Weight (kg) (lb)	Height (cm) (in.)	Protein (g)	Fat-Soluble Vitamins			Water-Soluble Vitamins							Minerals								
					Vita- min A (μ g RE) ^a	Vita- min D (μ g) ^b	Vita- min E (mg α -TE) ^c	Vita- min C (mg)	Thia- min (mg)	Ribo- flavin (mg)	Niacin (mg NE) ^d	Vita- min B-6 (mg)	Fola- cin ^e (μ g)	Vitamin B-12 (μ g)	Cal- cium (mg)	Phos- phorus (mg)	Mag- nesium (mg)	Iron ^g (mg)	Zinc (mg)	Iodine (μ g)			
Infants	0.0-0.5	6	13	60	24	kg \times 2.2	420	10	3	35	0.3	0.4	6	0.3	30	0.5 ^f	360	240	50	10	3	40	
	0.5-1.0	9	20	71	28	kg \times 2.0	400	10	4	35	0.5	0.6	8	0.6	45	1.5	540	360	70	15	5	50	
Children	1-3	13	29	90	35	23	400	10	5	45	0.7	0.8	9	0.9	100	2.0	800	800	150	15	10	70	
	4-6	20	44	112	44	30	500	10	6	45	0.9	1.0	11	1.3	200	2.5	800	800	200	10	10	90	
Males	7-10	28	62	132	52	34	700	10	7	45	1.2	1.4	16	1.6	300	3.0	800	800	250	10	10	120	
	11-14	45	99	157	62	45	1000	10	8	50	1.4	1.6	18	1.8	400	3.0	1200	1200	350	18	15	150	
	15-18	66	145	176	69	56	1000	10	10	60	1.4	1.7	18	2.0	400	3.0	1200	1200	400	18	15	150	
	19-22	70	154	177	70	56	1000	7.5	10	60	1.5	1.7	19	2.2	400	3.0	800	800	350	10	15	150	
	23-50	70	154	178	70	56	1000	5	10	60	1.4	1.6	18	2.2	400	3.0	800	800	350	10	15	150	
	51+	70	154	178	70	56	1000	5	10	60	1.2	1.4	16	2.2	400	3.0	800	800	350	10	15	150	
Females	11-14	46	101	157	62	46	800	10	8	50	1.1	1.3	15	1.8	400	3.0	1200	1200	300	18	15	150	
	15-18	55	120	163	64	46	800	10	8	60	1.1	1.3	14	2.0	400	3.0	1200	1200	300	18	15	150	
	19-22	55	120	163	64	44	800	7.5	8	60	1.1	1.3	14	2.0	400	3.0	800	800	300	18	15	150	
	23-50	55	120	163	64	44	800	5	8	60	1.0	1.2	13	2.0	400	3.0	800	800	300	18	15	150	
Pregnant	51+	55	120	163	64	44	800	5	8	60	1.0	1.2	13	2.0	400	3.0	800	800	300	10	15	150	
Lactating							+30	+200	+5	+2	+20	+0.4	+0.3	+2	+0.6	+400	+1.0	+400	+400	+150	g	+5	+25
							+20	+400	+5	+3	+40	+0.5	+0.5	+5	+0.5	+100	+1.0	+400	+400	+150	g	+10	+50

Source: Food and Nutrition Board, National Academy of Sciences, National Research Council.

Note: Designed for the maintenance of good nutrition, the allowances are intended to provide for individual variations among most normal persons as they live in the United States under usual environmental stresses. Diets should be based on a variety of common foods in order to provide other nutrients for which human requirements have been less well defined.

^aRetinol equivalents. 1 retinol equivalent = 1 μ g retinol or 6 μ g β -carotene.

^bAs cholecalciferol. 10 μ g cholecalciferol = 400 IU of vitamin D.

^c α -tocopherol equivalents: 1 mg d - α tocopherol = 1 α -TE. See attached page.

^d1 NE (niacin equivalent) is equal to 1 mg of niacin or 60 mg of dietary tryptophan.

^eThe folacin allowances refer to dietary sources as determined by *Lactobacillus casei* assay after treatment with enzymes (conjugases) to make polyglutamyl forms of the vitamin available to the test organism.

^fThe recommended dietary allowance for vitamin B-12 in infants is based on the average concentration of the vitamin in human milk. The allowances after weaning are based on energy intake (as recommended by the American Academy of Pediatrics) and consideration of other factors, such as intestinal absorption.

^gThe increased requirement during pregnancy cannot be met by the iron content of habitual American diets nor by the existing iron stores of many women; therefore the use of 30-60 mg of supplemental iron is recommended. Iron needs during lactation are not substantially different from those of nonpregnant women, but continued supplementation of the mother for 2 to 3 months after parturition is advisable in order to replenish stores depleted by pregnancy.

CHAPTER 6
PURCHASING

This chapter will assist you in complying with Title 15 Standards 1243 and 1245.

Purchasing is not the same as order giving. The correct purchasing procedures are an important key to a successful food service program. In order to provide you with the tools for becoming a STAR Manager, the following aspects of purchasing are discussed in this chapter:

- * Regulating Agencies
- * The Purchasing Process
- * Specifications
- * Methods of Buying
- * Receiving Procedures
- * Storage Procedures
- * Unacceptable Purchasing Practices

REGULATING AGENCIES:

There are a number of government agencies that enforce laws related to the safe and sanitary handling of food. It is important that you know what agencies exist and the basic laws each one enforces.

Food and Drug Administration(FDA)

The Food, Drug and Cosmetic Act of 1938 and subsequent amendments are administered by the Food and Drug Administration for purposes of assuring the consumer that the food they purchase is wholesome and accurately labeled. The basic mandate of the act was to regulate the use of food additives and to establish the following :

- * Standards of identity The FDA sets standards of identity for all food products with the exception of meat and poultry products which are controlled by the USDA. A standard of identity sets limits on certain ingredients and the method of producing food products.

- * Standards of fill Standard of fill require packages to contain the maximum quantity of food that can be sealed in the container and processed without damage to the food. These standards have been established for most canned fruits, vegetables, tomato products and shellfish.

- * Standards of quality The FDA has established standards of quality for a number of canned fruits and vegetables to supplement the standards of identity by limiting and describing the number and kinds of defects permitted. These standards of quality are minimum standards. All FDA standards are mandatory; that is all food manufacturers, packers and processors are required by law to comply with them.

The Fair Packaging and Labeling Act of 1966 supplements the Food, Drug and Cosmetic Act.

Under its mandate, the following kinds of information are required on labels:

- * Common or usual names of all ingredients, listed in descending order of predominance by weight.
- * Name and address of manufacturer, packer or distributor.
- * Statement of quantity of contents in weight, measure, or numerical count.
- * Name of the artificial flavoring, colorings or chemical preservatives.

Unites States Department of Agriculture (USDA)

Meat, poultry and other animal products are regulated by the USDA's Food Safety and Quality Service (FSQS). Its purpose is to control the sanitary conditions of slaughter and processing facilities, to assure that animals and birds were healthy and free from harmful disease before slaughter, and to set standards of identity that specify the kinds and proportions of ingredients in meat and poultry products.

The regulations require inspection of all meat, poultry and egg products moving in interstate commerce by federal inspectors or by a state inspector if the firms involved only do business within the state. A round inspection stamp, on the product itself or on its package, means that the requirements have been met and that the product is wholesome and truthfully labeled.

GRADE STANDARDS ARE VOLUNTARY NOT MANDATORY

There is a voluntary grading system provided by the U.S.D.A. Although manufacturers are not required to grade products, if a grade shield appears on the product

or if it is used in labeling, the product must have actually been graded by federal inspectors. The producer or processor must pay a fee for the grading service.

The following are some examples of mandatory and voluntary inspection and grading stamps:

MANDATORY STAMPS

Meat Inspection Stamp

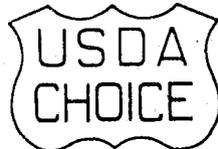


Poultry Inspection Stamp



VOLUNTARY STAMPS

Meat Grade Stamps



Poultry Grade Stamp



Egg Grade Stamp



Fish Inspection Stamp



Fish Grade Stamp



Canned/Frozen Produce Grades



Fresh Produce Grades



PURCHASING PROCESS

Purchasing is a cyclical process involving ordering, receiving, storing, use and reordering of those items necessary to operate the program. The amount of detail involved in the process is, in many instances, directly related to the number and size of the institution(s).

Centralized Purchasing is a common practice in counties and cities with more than one facility using the same or similar types of products. Generally the purchasing department processes the bids and receives some of the goods at central storage while others are delivered on site. There usually are economies of scale that result in better pricing when more than one facility purchases as a single entity. To be successful, centralized purchasing requires open channels of communication and cooperation among the purchaser, vendor and user of the food products. Several factors are involved in centralized purchasing.

- * First of all is the matter of adequate space for dry, refrigerated and freezer storage. If the Central Storage Facility lacks refrigerated and freezer storage, all of those products will need to be delivered to the individual sites.

storage, all of those products will need to be delivered to the individual sites.

- * The use of pallets is predominant when shipping and storing in large quantities. This will require that a pallet jack be available. Otherwise it is necessary to load and unload the pallets, increasing labor cost and decreasing the economy of Central Storage.
- * Transportation equipment including refrigerated and freezer space on trucks is another consideration. Food cannot be transported in non temperature controlled vehicles over the period of a day while deliveries are made.
- * It is also important that fresh and frozen food products not be mixed with cases of office supplies and other items that might contaminate the food.

Specifications

Our STAR Food Service Manager is going to be a master of purchasing. Specifications are your tool to assure that you are buying exactly what you want for your operation. Even if you have Central Purchasing you will have to write your own specifications. Most purchasing agents know all the legal and financial ins and outs of purchasing but they do not know anything about food. If you want to control what you get YOU have to write the specification.

Specifications are statements of minimum quality standards and other factors such as quantity, packaging and other purchasing details. They are more detailed than federal standards. Specifications should be brief and simple, giving only that information needed to assure proper definition.

A basic specification should contain:

- * The common name of the product.
- * The amount to be purchased by case, pound, carton and so forth.
- * The trade, federal, or other grade or the brand desired.
- * Container size and either an exact or range of number of pieces in a shipping container.
- * The unit on which prices are to be quoted (by case of 24/2's, 12-14 lb. hams, yard, dozen, gallon and so on).
- * The specific factors needed to obtain the exact item. These may include:

Variety: Gravenstein apples are excellent for applesauce, not for baking.

Type: Long or short cut green beans, fresh chilled or frozen poultry and so forth.

Style: Whole, sliced or crushed pineapple, cream-style or whole-kernel corn.

Size: 2 versus 4 sieve size beans, 96 versus 150 count oranges.

Portion Size: a 4 to 1 veal cutlet not over or under 1/4 oz., or 5 oz. fish fillets.

Syrup density: Water, light, medium, heavy, or extra heavy syrup pack.

Packing medium: Syrup, sugar, juice or water, dry or wet pack for corn, brine or dry pack for cured meats and so forth.

Concentration or specific gravity: Used mostly for tomato products.

Percent mixture: Fat and/or water in ground meat, pork or cereal in sausage, fruits in fruit cocktail. Amount of breading versus product on such items as breaded fish.

Container: Can, case, glass, keg, bag, cryovac, bucket, tub.

Cut: Side, quarter or primal cut, portioned or oven-ready for meats, sliced, diced, julienne or short-cut for canned items.

Condition upon receipt: Hard frozen, fresh or interior temperature of 40 degrees F.

Pure or imitation: Pure jam or jelly, imitation vanilla.

Type flavor or other: Sweetened or unsweetened, salt-free, sulfite-free, and so forth.

"HOLD ON THERE,.....WHO HAS THE TIME?????????"

Writing purchasing specifications is not as complicated as it seems. You will not be able to do them all in one sitting so do not even plan on it. You will want to go through one food category at a time. Due to its cost, we recommend you start with meats, then go on to produce, a volatile cost item and so forth. Let's go through it step by step, the easy way.

Step 1: Gather up the following items:

- * Last year's purchase bids and responses
- * Most recent menu
- * Invoices for the last two months
- * 3 x 5 file cards

Step 2: On a 3 x 5 card, put the name of the product, amount to be purchased, grade, shipping container and other pertinent data.

Another source of assistance is to purchase a book of already-written specifications and adapt them to your particular needs.

A complete set of specifications is found in Quantity Food Purchasing by Lendal Kotschevar, published by John Wiley & Sons and available from the National Restaurant Association, 311 First Street N.W., Washington D.C. 20001. Here are just a few samples to help you get started.

EXHIBIT VI - A

Ground Beef Patties: 6/1 cooked weight, 10 # case, frozen solid, no water, 1 to 10 ratio of soy (textured vegetable protein) added, no more than 25% fat content, U.S. Inspected.

Ready-to-Cook Turkey Rolls: USDA Grade A boneless, yearling Tom turkey, natural proportions of light and dark meat, binding agents not in excess of 2%, frozen solid, 12-14 lbs each.

Peaches: Yellow cling, halves, canned, U. S. Grade 3 (Choice) packed 6/10's, 40 halves per No. 10, in light or med. syrup, minimum drained weight 66 oz. per No. 10.

Tomato Juice: Canned, U.S. Grade C (Standard), 46 oz. cans, 12/case.

Once the specifications are written you can heave a huge sigh of relief. It may have taken some time to do them BUT you will have eliminated many hours of spelling out details to the purchasing agent, and sending back goods that do not meet your needs while assuring yourself of consistency in the products you use. Until you change menus or recipes, you should not need to rewrite the specifications.

METHODS OF BUYING

There are several methods of buying used in the food service industry. The most common are as follows:

1. Open Market Buying:

This method is often used by smaller institutions which do not have the buying power to use the informal or formal bid methods and by institutions of all sizes for purchasing fresh produce. The method involves ordering by telephone from any source available. There are also cash and carry institutional suppliers in some geographic areas. Location is sometimes a factor in determining the buying method you use. If you are small and in an isolated area you may simply have no alternatives.

For the most part this method is not recommended except perhaps for produce. When it is used, by choice or not, there should be a quote sheet used to get competitive prices each time purchases are made. A sample of a daily quote sheet for produce is provided for your adaptation. Informal buying is done through verbal communication between buyer and vendor by telephone sales representatives or by shopping at a cash and carry facility. Generally informal buying is not acceptable under most city and county purchasing regulations.

agency will have a fixed dollar limit on the amount that can be purchased via this method (i.e., orders of \$500 or more must be put out to formal bid). The agreement between buyer and seller is often oral, although a written agreement is preferable.

3. Formal Bid:

This process involves a signed agreement between the vendor and the purchaser and is bound by a legal contract. The purchaser submits an invitation to bid to several vendors. This requires well-written specifications and estimates of quantities to be purchased. The vendor who submits the lowest price will be awarded the bid.

4. Formula-Pricing Bid:

Formula pricing is a type of formal bidding where a base and a special factor price are bid. Together the two prices constitute the net price to be paid to the contractor. The base price is usually determined by market quotations; in the case of meat, for example, the National Provisioner Daily "Yellow Sheet" is often used.

The "Special Factor" is the amount added to the base price as offered by the contractor. This "Special Factor" remains constant over the life of the contract while the market quotation for the product goes up and down.

This method of setting prices is used most often when vendors find they are taking too great a risk guessing what prices will be in several months. If you want to keep all of your bidding to a once-a-year basis then this is an excellent method for getting purveyors to bid. During an inflationary period, better prices can often be obtained with formula purchasing than with the strict formal bid since the risk involved in estimating future prices is reduced. Purveyors are protected if prices go up; the buyer is protected if prices go down. The profit that the purveyor makes remains constant due to the "Special Factor".

The wholesale prices and price indexes for numerous foods are published monthly by the U.S. Department of Labor, Bureau of Labor Statistics. You may want to discuss this method of buying with your purchasing department, especially with regard to produce and meat purchasing.

A Special Note on the Relationship of Quality to Food Cost.

There are different philosophies regarding the quality of food used in a correctional facility. First, let it be clear that quality has nothing to do with wholesomeness. All the food must be wholesome. Quality is a different issue. Many institutions choose to specify that they will buy day-old bread or that the vegetables need only be B grade rather than an A grade. In doing this they save significant amounts of money over a year. It should be remembered that grades do not reflect the sanitation nor the wholesomeness of the food. Usually the difference is in the size, shape, consistency, color and other factors. The nutrient value is the same regardless of the grade.

Just to give an idea of what can be saved, the following is a comparison of the cost of using pure hamburger versus the use of soy extenders over a year-long period. As you can see, careful consideration should be given to options such as these where the quality is not noticeably affected but the food cost is considerably lower. Exhibit VI - C depicts the cost savings over a year in one situation:

EXHIBIT VI - C

COMPARATIVE COST ANALYSIS
OF
ALL MEAT VERSUS EXTENDED MEAT HAMBURGER

	FORMULA A	FORMULA B
COMPOSITION	100 LB. GROUND BEEF @ \$1.60 = \$160.00	85 LB. GROUND BEEF @ \$1.60 = \$136.00
		6 LB. TEXTURED VEGETABLE PROTEIN @ \$.60 = 3.60
		9 LB. WATER
TOTAL COST	\$160.00	\$139.60
COST PER LB.	1.60	\$ 1.40
COST PER 4 OZ. SERVING	.40	\$.35
COST PER YR (30,000 SERVINGS)	\$12,000.00	\$10,500.00
APPROXIMATE SAVINGS PER YEAR		<u>\$1,500.00</u>

Whether your purchasing is centralized or not, there are certain steps to be carried out. Some of those steps will be handled by the Purchasing Department if you are centralized.

The steps are as follows:

- * Bid Specifications are prepared for all of the items to be purchased. (See Specifications on page six of this chapter.)
- * A bid request (Exhibit VI - D) is then made available to all the vendors, inviting them to submit prices based on the quality and quantity needed.

EXHIBIT VI - D

REQUEST FOR WRITTEN BIDS

ISSUED BY: _____ DATE ISSUED: _____ DATE DUE: _____
ADDRESS: _____ BID PERIOD: _____
PHONE: _____ DELIVERY REQUIREMENTS: _____

THE PURPOSE OF THIS REQUEST FOR WRITTEN BIDS IS TO SOLICIT QUOTES FOR THE ITEMS SPECIFIED BELOW. SUBMIT YOUR QUOTES TO THE ABOVE ADDRESS NO LATER THAN 3:00 P.M. _____, 19____, TO THE ATTENTION OF _____. THIS IS AN INQUIRY, NOT AN ORDER AND THE _____ RESERVES THE RIGHT TO REJECT ANY AND ALL QUOTES.

AMOUNT USED IN BID PERIOD	SIZE/ PACK	DESCRIPTION	UNIT PRICE	PRICE QUOTE

VENDOR NAME: _____ PHONE NUMBER: _____
ADDRESS: _____ CITY _____ STATE _____ ZIP _____
AUTHORIZED REPRESENTATIVE: _____ SIGNATURE: _____ DATE _____
IS YOUR FIRM CERTIFIED MINORITY OR WOMEN BUSINESS ENTERPRISE? _____ YES _____ NO
IF YES, WHICH? _____

The bid request should usually contain most of the following information:

- * Purchase specifications.
- * Maximum amount required and minimum amount to be purchased over the life of the bid.

- * Instructions about the method of bidding.
- * Time period for the bid.
- * Delivery requirements.
- * Frequency of payments.
- * Date bids are due.
- * The basis for awarding contracts.
- * Information on the reputation and previous performance of the vendor.
- * Any other information deemed necessary for the buyer and the seller.

Exhibit VI - E is a chart that will assist you in determining delivery schedules and bid periods.

<u>EXHIBIT VI - E</u>		
TYPICAL DELIVERY SCHEDULES AND BID PERIODS		
<u>COMMODITY</u>	<u>DELIVERY</u>	<u>BID PERIOD</u>
Dairy	Daily or every other day	Annual*
Bakery	Daily as required	Annual*
Paper		
Supplies	Monthly/bi-monthly	Semi-Annually
Cleaning		
Supplies	Monthly	Annual
Groceries	Weekly	Annual/ Semi-Annual
Meat, Poultry and Eggs	Weekly	Quarterly/ Semi-Annual*
Produce	Twice weekly/daily	Semi-Annual or Annual*

*Depends upon whether it is a formal or formula bid.

Open Purchase Orders:

It is important that a food service manager be given the ability to order food items as required, without a two-week purchase order lead time. Once the bid has been awarded to a particular company, the ideal situation is to have the purchasing department award a purchase

order number to that account. The food service manager then places the order by phone. Usually there is a dollar limit on the amount that can be purchased at one time on the open purchase order system.

The supplier uses the open purchase order number on its invoice. This eliminates the need for the food service manager to write a purchase order every time anything is needed from an approved purchasing source. The purchasing department may require a new number be issued each month to assure that there is an on-going review of the status of that bid contract.

The amount you order at any one time is critical. You should not have tremendous numbers of dollars tied up in inventory, but it is also important not to run out. To assist you in planning the amount you need to purchase we have included the following chart:

EXHIBIT VI - F

PORTION CONTAINER CAPACITY CHART

SIZE PORTION (oz.)	NUMBER OF PORTIONS IN						
	2 Can	2½ Can	1 Quart	5-lb. Can	10 Can	1 Gallon	10-lb. Can
½	36	52	64	120	224	256	320
¾	24	34	43	106	148	171	212
1	18	26	32	80	112	128	160
1½	14	20	26	64	90	102	128
2	9	13	16	40	56	64	80
2½	7	10	13	32	45	51	64
3½	5	8	10	24	34	39	50
4	5	6	8	20	28	32	40
5½	3	5	6	15	20	22	29
6	3	4	5	13	19	21	27
8	2	3	4	10	14	16	20
10	2	3	3	8	11	13	16

RECEIVING PROCEDURES AND STANDARDS:

While many factors contribute to efficient control, proper receiving is vital. Receiving deliveries from suppliers is a phase of food service operations in which controls can be applied with good results. Yet it is an area often overlooked or not given enough attention. All too often, the gains resulting from good purchasing are lost through poor receiving practices. If incoming merchandise is not inspected carefully for quantity and quality, the use of detailed purchase specifications and careful buying are to no avail.

The Star Manager Rules of Receiving are:

Step 1:

A qualified person should inspect the merchandise to see if the products agree with the invoice and to determine if it conforms with the specifications. The invoice does not tell the whole story. You cannot rely on its accuracy. You should check for all of the following:

* QUANTITY

Did you get the amount the invoice states?

Did you get the amount by weight or count that you ordered?

Is the price accurate?

DON'T LET YOUR STAR BURN OUT.....Too many times people think that checking the merchandise carefully is a reflection of the integrity of the supplier....IT IS NOT. It is simply good business practice. Mistakes are made, and if you do not check the merchandise in, eventually YOU will be the one who pays for those mistakes.

* QUALITY

Check to be sure you are getting the quality you are paying for.

Are there any foul smells coming from the products or the delivery vehicle?

Are the cartons/containers broken, bruised or otherwise damaged?

Is there evidence of insect, rodent and bird activity?

Is the produce fresh or is there evidence of aging and deterioration?

What are the expiration dates on such items as dairy products, packaged meats and so on?

Have any frozen or refrigerated items been allowed to begin to defrost?

Step 2:

Accept the merchandise. Once you are confident that you got what you are signing for then sign the invoice and let the supplier be on the way. YOUR WORK, HOWEVER, IS NOT FINISHED.

Step 3:

Deliver the merchandise to the storeroom or kitchen and store at the proper temperature, immediately.

You may not have time to put all the dry goods away immediately. It is critical to retain quality that you put all freezer and refrigerator items away as soon as they arrive. You should also be sure that all the products are secure lest they decide to "walk away".

Storage Procedures and Concerns

A storeroom should be a clean, relatively even temperature space that can be locked. Recommended Dry Storage Practices are as follows:

1. Store products six inches off floor on clean surfaces to permit cleaning floor areas and to protect from contamination.
2. Do not store products under exposed sewer or water lines or next to sweating walls.
3. Store all poisonous materials, including pesticides, chemicals, soaps and detergents away from food supplies, preferably under lock and key. These items should be left in their original containers if at all possible and should always be clearly identified.
4. Store all open packages in closed and labeled containers. Once the original container of dry bulk foods (flour, sugar, cereals, and so forth) has been opened, remaining products should be emptied into food-grade plastic or metal containers with tight-fitting covers. These containers should be stored on dollies or shelving that is at least six inches above the floor or as local ordinances require.
5. Keep shelving and floor clean and dry.
6. Schedule cleaning of storage area at regular intervals.
7. Date all merchandise upon receipt and rotate inventory on a "first-in, first-out" basis. In this system, the oldest products are always used first. Otherwise, the older products get shoved to the back of the shelf and soon are too old to be used.
8. Locate most frequently-needed items on lower shelves and near entrances to save steps. If at all possible, you should also try to organize

your storeroom in a logical manner to make the job of taking inventory easier.

9. Store heavy packages on lower shelves.
10. See Chapter 10 for security considerations on the storage of potentially dangerous or "hot" items.

Standard Refrigerated Storage Practices are as follows:

1. All cooked food or other products removed from original containers must be enclosed in clean, sanitized, covered containers and clearly identified.
2. Do not store packaged food in contact with water or under a drain.
3. Check refrigerator thermometer regularly.

Recommended temperatures:

Produce	45 degrees F. (7 degrees Celsius) or below
Dairy/Meat	40 degrees F. (4 degrees Celsius) or below
Seafood	30 degrees F. (-1 degree Celsius) or below

4. Store foods, particularly large pieces of meat, where air can circulate freely on all surfaces.
5. Never store food directly on floor or base. It should be six inches off the floor or as local ordinances require.
6. Schedule cleaning of equipment and refrigerated storage rooms at regular intervals.
7. Date all merchandise upon receipt and rotate inventory on a "first-in, first-out" basis.

8. Check fruits and vegetables daily for spoilage. Throw out any moldy or rotted food since it will spread quickly and contaminate the other food.
9. Store dairy products separately from strong odored foods like onions. Fish should also be stored away from other foods.
10. Establish and maintain a preventive maintenance program for equipment.

Standard Frozen Storage Practices are as follows:

1. Promptly store frozen foods at a temperature of 0 degrees F. (-18 degrees C.) or below.
2. Check freezer thermometer frequently.
3. Cover all food containers.
4. Wrap all food in waxed freezer paper to prevent freezer burn. Be sure to mark the date and name of the product on the package.
5. Defrost as necessary to eliminate excessive frost build-up. If practical, defrost when the least amount of food is in storage. Remove contents to another freezer when defrosting to permit thorough cleaning and to keep contents dry.
6. Plan your opening of the freezer. Get what you need at one time to reduce the loss of cold air.
7. Date and identify all merchandise upon receipt and rotate inventory on a "first-in, first out" basis.
8. Keep shelving and floor clean at all times. Be sure to clear up any ice accumulation immediately.
9. Establish preventive maintenance program for equipment.

Unacceptable Purchasing Practices:

In many respects the specified bid process eliminates any incentives for the purveyor to want to add a little "friendly persuasion" into the purchasing cycle. However whatever your situation, whichever purchasing practices you subscribe to, it is critical that you understand the potential dangers of accepting any gift for favors from a current or potential supplier. These "tokens of appreciation" from the vendor may just result in your losing your job.

Just in case there is anyone out there who is still honestly able to say they have never been offered any of these special "favours", here is a list of what is considered a taboo:

Money Gifts

Christmas or other holiday presents

Food to "take home to the family"

Vendor-paid lunches and dinners out on the town
(with or without the vendor's representative being present)

CHAPTER 7

FOOD PRODUCTION MANAGEMENT

The best-laid plans of purchasing agents and food service managers can simply go up in smoke if the production of food is not a systematic, controlled, consistent process in every kitchen. The best menu in the world can turn into the worst food if there are not recipes to guide the cooks. There are food service managers who are good cooks and can put out the best food but have the worst controls in the world. On the other hand there are those who can do paper work accurately and keep menus in immaculate order and don't know how to cook an egg.

A STAR FOOD SERVICE MANAGER KNOWS HOW TO COORDI-
NATE PAPER/MANAGERIAL WORK WITH FOOD PREPARA-
TION AND SERVICE TO EFFICIENTLY PRODUCE QUALITY
MEALS IN A SANITARY ENVIRONMENT WHILE MAINTAIN-
ING CONTROL OF FOOD, LABOR AND OTHER PERTINENT
COSTS.

QUESTION:

Just how does that STAR Food Service Manager assure that consistently good, quality meals are prepared efficiently?

ANSWER:

By adhering to the following basic principles of kitchen management:

- * Use of Standardized Recipes
- * Production Records
- * Controlled Ingredients Issue
- * Control and/or Use of Leftovers
- * Maximum Holding Time
 - Frozen Foods
 - Refrigerated Foods
- * Portion Control

Use of Standardized Recipes

The standardized recipe is one of the most effective management tools for controlling quality, quantity and cost. The advantages of standardized recipes are as follows:

* Product consistency.

No matter who the cook is, food quality, costs and quantity are not affected because all ingredients, and preparation details are precisely stated in the recipe.

* Cost control.

Every time spaghetti is made the proportion of meat to tomato sauce is consistent. If one cook uses 10 lbs. to serve 100 and another uses a different recipe that calls for 15 lbs. to serve 100 persons, AND you cost the recipe out at 12 lbs. per 100 servings, food cost will be out of control.

* Adherence to nutritional standards.

A recipe with 10 lbs. of meat for 100 servings of chili will have an evaluation which is entirely different from a recipe with 20 lbs. of meat for 100 servings.

* Adequate quantity without over-production.

The amount produced by different recipes will vary. You will never be sure that you will have the right amount without standardized recipes. You will either run out or have to cope with more leftovers than you can use within the prescribed holding periods for leftovers.

* New personnel are trained much more easily.

It is easier to give someone a recipe to follow than to tell them how to do it and expect them to do it right, let alone remember it when the item comes up on the menu cycle the next time.

- * Job satisfaction.

There is increased job satisfaction because employees can be assured of a quality product if they follow the directions.

- * Purchasing is easier.

Exact quantities and forms of food have been established in the development of the recipe.

Where do you get all these Standardized Recipes?

- * Some of them you will have either in your head or in the files (usually scratched on a note pad or the back of an old order sheet). What you need to do is get those recipes out of your head and onto paper.
- * Some are available in a variety of quantity cooking guides. There are several listed in the bibliography that will assist you.
- * Sharing with your friends in the American Correctional Food Service Association is another source.
- * The USDA puts out many quantity recipes for use with their surplus products.

Whatever the source of your recipes, you will need to evaluate and test all recipes used to ensure that quantities produced, portion sizes, and overall quality meet the needs of your facility. They must also be suited to the available equipment, delivery system and service ware. The following is a list of things to consider in reviewing a new recipe:

- * Proportion of ingredients.

Each recipe should be read carefully, particularly if it has never been tried in your facility since the ingredients, procedures or equipment requirements may make it impractical for your situation. The proportions may have to be adjusted a bit if you are using different specifications/sources for some products than are called for in the recipe. For

example, some surplus flour products contain a bit more hard wheat than all-purpose or cake flour. It may be fine for baking bread and rolls, but needs adjustments in the recipe to be used for cakes and cookies.

* Amount of ingredients.

Preferably ingredients will be listed in both weights and measures. Generally it is best to weigh most ingredients. The exception is to measure any spices and seasonings that are in small amounts. However, just in case the scale is broken or unavailable, it is good to have the measurements as well.

* Form of the food.

Cooked chicken or fresh chicken? Fresh, chopped spinach or cooked, chopped spinach? Crushed pineapple or pineapple slices? Using the right product not only affects quality but also the cost of a product.

* Order of ingredients.

Ingredients should be listed in the order in which they will be used. If something needs special pre-treatment it should be listed first or definitively marked.

* Procedures.

These should be specific, yet clear and simple. Whenever possible they should use the most efficient equipment available and keep warewashing to a minimum.

* Recipe format.

There is no "best" recipe format. You simply need to pick one that works for your facility/staff and be consistent in using it for all your recipes. We have included two format samples in Exhibits VII - A and VII - B.

EXHIBIT VII - A

ITEM: CHICKEN CORN SOUP		PORTION SIZE: 8 OUNCES	
INGREDIENTS	YIELD	PORTIONS	METHOD
	4 GAL.	64	
CREAM-STYLE CORN	1 # 10		1. COMBINE FIRST 4 INGRED. & SIMMER 10 MIN. UNTIL ONIONS ARE TENDER.
WHOLE KERNEL CORN	1 # 10		
ONIONS, CHOPPED 1/8"	6 OZ.		
WATER	1-1/4 QT.		
MARGARINE	1# 2 OZ.		
FLOUR	7 OZ.		2. MELT OLEO, ADD FLOUR AND STIR. SIMMER 2 MIN.
HALF & HALF	2 QTS.		
MILK	2-1/4 GAL.		3. HEAT HALF & HALF WITH MILK. ADD TO FLOUR AND COOK AT MED. UNTIL THICKENED.
MIX SALT	2 OZ.		
HEAT SUGAR	2 TBSP.		4. ADD CHICKEN, CORN MIX,
DICED CHICKEN	2 LBS.		
SALT AND SUGAR, STIR.			
PARSLEY, CHPD. FINE	1/2 C.		5. HEAT SOUP BUT DO NOT BOIL.
SHREDDED CARROTS	1/2 C.		
COOKING EQUIP: <u>STEAM KETTLE</u> SERVICE EQUIP: <u>8 OZ. BOWL</u>			
TEMP: <u>160</u> GARNISH: <u>CARROTS & PARSLEY</u>			

EXHIBIT VII - B

RECIPE: <u>PIZZA CASSEROLE</u>		
PORTIONS: <u>96</u>	COOK TEMP.: <u>350 F.</u>	RECIPE COST \$ <u> </u>
PANS: <u>3</u>	COOK TIME: <u>20 MIN.</u>	PORTION COST \$ <u> </u>
PAN SIZE: <u>12 X 20 X 2-1/2</u>	PORTION SIZE: <u>8 X 4</u>	
PORTION UTENSIL: <u>SPATULA</u>		
INGREDIENTS	AMOUNT	PROCEDURE
GROUND BEEF	3 LB.	SAUTE GR.BEEF AND SAUSAGE UNTIL COOKED. DRAIN FAT.
PORK SAUSAGE	3 LB.	
SPAGHETTI	4-1/2 LB.	COOK SPAGHETTI IN SALTED WATER IN STEAM-JACKETED KETTLE. ADD OIL TO KEEP FROM BOILING OVER. DRAIN AND PUT IN PANS.
SALT	1/4 C.	
COOKING OIL	2 T.	
CANNED TOMATO SAUCE	1 # 10	POUR EQUAL AMOUNTS OF SAUCE OVER SPAGHETTI. SPRINKLE COOKED MEAT OVER SAUCE.
OREGANO	3 T.	SPRINKLE OREGANO AND BASIL OVER MEAT. SPRINKLE CHEESE OVER HERBS, THEN TOP WITH REMAINING INGREDIENTS.
BASIL	3 T.	
MOZZARELLA, GRATED	9 LB.	BAKE.
ONIONS, CHOPPED	1-1/2 C.	
GR. PEPPERS, CHOPPED	1 1/2 C.	
MUSHROOMS, DRAINED	3 1# CANS	
RIPE OLIVES, SLICED	3 C.	

* Adjusting Recipes for different batch sizes.

Recipes you get from other sources may need to be adjusted to fit the population of your facility. This may mean daily adjustments if your population fluctuates more than 10 persons a day.

CONTRARY to some people's thinking, proportions of ingredients need not be changed when recipes are increased or decreased although mixing times or cooking times may need to be varied depending upon the mixing equipment or pan size. As a convenience we have included, as Exhibit C, the USDA's rules for rounding weights and volume measures of ingredients in recipes.

EXHIBIT VII - C

RULES FOR ROUNDING WEIGHTS AND VOLUME MEASURES OF INGREDIENTS IN RECIPES		
IF THE TOTAL AMOUNT OF AN INGREDIENT IS:	ADJUST AS FOLLOWS:	EXAMPLE
WEIGHTS:		
LESS THAN 10 OZ.	NEAREST 1/4 OZ	ROUND 2-1/3 TO 2-1/2 OZ.
10 OZ. TO 2 LB. 8 OZ.	NEAREST 1/2 OZ.	ROUND 1 LB. 5-3/8 OZ TO 1 LB. 5 1/2 OZ.
2 LB. 8 OZ. TO 5 LB.	NEAREST FULL OZ.	ROUND 3 LB. 6 5/8 OZ TO 3 LB. 7 OZ.
OVER 5 LBS.	NEAREST 1/4 LB.	ROUND 5 LB. 9 1/2 OZ. TO 5 LB. 8 OZ.
VOLUMES:		
LESS THAN 2 T.	NEAREST 1/4 TSP.	ROUND 1 2/3 TSP. TO 1 3/4 TSP.
2 T. TO 1/2 CUP	NEAREST TSP.	ROUND 3 T. 1/3 T. TO 3 T.
1/2 - 1 CUP	NEAREST TBSP.	ROUND 1/2 CUP, 1 1/3 T TO 1/2 CUP 1 T.
1 CUP TO 2 CUPS	NEAREST 2 T.	ROUND 1 C. 2 3/4 T. TO 1 CUP 2 T.
2 C. TO 2 QTS.	NEAREST 1/4 C.	ROUND 1 QT. 3 CUPS 1 1/3 T. TO 1 QT. 3 3/4 C.
2 QTS. TO 1 GAL.	NEAREST 1/2 C.	ROUND 3 QT. 9 T. TO 3 QT. 1/2 CUP.
1 GAL. TO 2 GAL.	NEAREST FULL CUP	ROUND 1 GAL. 1 QT. 3 1/4 C. TO 1 GAL 1 3/4 C.
MORE THAN 2 GAL.	NEAREST FULL QT.	ROUND 2 GAL. 1 QT. 1/2 C. TO 2 1/4 GAL.
<u>Source: USDA Guides for Writing and Evaluating Quantity Recipes.</u>		

* Other details a recipe should include are:

1. Type and size of pans to be used.
2. Amount to be placed in each pan.

By weight: 10 lbs meat loaf per pan.
By count: 50 veal patties per pan

3. Pre-treatment of pans.

Grease the pan.
Line pan with parchment.
Preheat the pan.

4. Cooking time.
5. Cooking temperature.
6. Cooling/holding instructions.
7. Portioning instructions, including tools to use.
8. Garnishes, if any. (See list of suggestions in Menu Planning, Chapter 5.)
9. Service ware, for example:

Serve in soup bowl.
Use a particular tray section.
Serve in a disposable 4 oz. portion cup

Let's be practical.....

Recipes that are frequently used get spilled on, dirty, torn and they have even been known to get lost or find a new home in some other kitchen. The ideal is to have your recipes on a word processor so you can easily make changes and run a new copy occasionally. Putting a recipe in plastic liners or covers is a way to extend its life. It is very important to keep a master copy of all your recipes in printed form somewhere away from the kitchen. The administrative office staff may gladly let you keep a file of recipes in their files. At least, you should have a set in back of your department files

where the general staff does not have access to them. Once you have gone to the work of standardizing a complete menu cycle of recipes protect them from being totally destroyed.

Production Assignments/Records

"THE GUIDE TO PRODUCTION IS PREDICTION." You need to know how many you will be serving before you plan your production needs/schedule. Depending upon your individual situation this may be easy or difficult. If you have no fluctuation in inmates or staff dining counts from day to day you have it easy. Some of you have ups and downs in inmate counts compounded by a staff that eats in one day and brings a lunch or goes out the next two. Once you have predicted your meal count, the key to good kitchen management is the daily production sheet. This form serves a variety of purposes:

1. Tells all of the cooks what is to be prepared that day and in what quantity.
2. Provides a record of what actually was prepared, how much was served and how much is leftover.
3. The record for a given day of the menu cycle can be used the next time that weekly cycle occurs for purposes of determining quantities to purchase and to prepare.

The best time to prepare production sheets is when you prepare the menu cycle. In this way you can analyze the menu for equipment use, complexity of recipes, and so forth before you implement the menu. The sheet is posted at the end of one day for the next day's production. The sheet should indicate what recipes are to be used, the quantity to prepare, and the size of the portion. As the cooks prepare an item they sign-off on that item, indicating the quantity actually prepared. Once the food is portioned and served, the leftovers are inventoried and entered on the sheet.

A sample of a Cook's Production Assignment/Record Sheet is presented as Exhibit VII - D for you to adapt to meet your needs.

EXHIBIT VII - D

PRODUCTION RECORD

DATE: _____

CYCLE: _____ DAY OF WEEK: _____

MEAL: _____

<u>ITEM</u>	<u>COOK ASSIGNED</u>	<u>RECIPE NUMBER</u>	<u>NUMBER OF PORTIONS</u>	<u>PORTION SIZE</u>	<u>SERVING UTENSIL</u>	<u>SPECIAL INSTRUCTIONS</u>

Controlled Ingredients Issue:

Controlled ingredients issue is a potential labor and food cost control system that has been adopted in some facilities. Basically the concept involves setting aside a space that is fully equipped for measuring the ingredients that are to be used in an entire day's production.

One competent, trained individual is given the production sheet for the next day. That person then proceeds to measure the exact amount of all ingredients that each cook/baker will need for each item they will be preparing

the next day. These ingredients are put together on carts and trays, carefully labeled and properly stored. The next day the cook assigned to make that product has everything weighed and assembled for immediate preparation start up.

The advantages are:

- * Only those staff members requiring access to the storeroom need be there.
- * If you use inmate labor, it minimizes the need for unsupervised inmate help in the storeroom.
- * Fewer errors in measurement. The individuals doing the measuring are not also stirring the sauce and watching the muffins. Their entire level of concentration is on measuring the ingredients.
- * When the cook/baker begins work they do not spend time gathering and measuring their ingredients. Consequently, these skilled staff members can be more productive.

The disadvantages are:

- * You need the space to set aside for this function and adequate storage for the measured ingredients.
- * One or two individuals need to be thoroughly trained and assigned to that task on a daily basis. It should be pointed out that in some instances this person is also the storeroom clerk, and the issues report for production is also the storeroom issue report.

Control and/or Use of Leftovers

The amount of leftovers can be controlled, but there is no way to avoid them entirely. You will always need to produce a certain quantity to assure that there is sufficient food for everyone without running short. The use of accurate production sheets and standardized recipes will help control the amount of leftovers you have on most days. The key, then, is how to creatively use the leftovers you do have.

First of all, you need to handle the food in a careful and sanitary manner, assuring that all food is held at the correct temperature. For example, if 30 portions of meat loaf are left over it should be thoroughly cooled, properly wrapped, labeled, dated and frozen. Some items simply do not hold well under any conditions. Salads are such an item.

Some ideas for the use of leftovers are presented below:

- * The best recommendation, if you serve your inmates in separate shifts or in their cell block/module, is to have an occasional "Cook's Choice" on the menu. When cook's choice is posted on the menu, you can then bring all those leftovers out of the freezer and serve them to the inmates. The key is to serve each cell block, shift or module the same food. Shift one might have leftover spaghetti, shift two might have turkey casserole.
- * If you group feed the bulk of your inmates you may want to serve the leftovers to those inmates who are isolated and do not have contact with the other inmates. This would include non-special diet medical patients, solitary confinement, and lock-up.
- * If your intake area requires a hot meal once a day or after the person has been confined 24 hours, you might want to use leftovers to meet this need.
- * Leftovers are also a means of supplementing the choice you offer to the staff. With staff you need not be concerned with serving the exact same thing to everyone. Putting out a selection of leftovers to chose from helps provide variety.
- * Leftovers need to be handled with care. They should be tightly wrapped and carefully labeled with the product name, amount, date of preparation and date they were frozen. You should keep a perpetual inventory of the foods in your freezer and be sure you are using them within the recommended holding times. Exhibit VII - E is a sample format for a perpetual inventory of leftovers.

EXHIBIT VII - E

PREPARED FOODS INVENTORY					
ITEM	DATE	BULK CASSEROLE PAN SIZE	COMPLETE PRE-PLATED MEALS	SHELF	COMMENTS

The quality as well as the safety of fresh and cooked food is dramatically affected by the length of time that it is held in the various types of storage at various temperatures. Exhibit VII - F is a chart of holding times for cooked food items.

EXHIBIT VII - F

<u>MAXIMUM FOOD HOLDING TIMES</u>	<u>MAXIMUM REFRIGERATION STORAGE PERIODS TO MAINTAIN QUALITY</u>
FRESH MEATS (BEEF, LAMB, PORK, VEAL)	
COOKED MEATS OR POULTRY	3-4 DAYS
COOKED FISH AND SHELLFISH	2-3 DAYS
IF IN BROTH OR SAUCE	1-2 DAYS
COMMERCIALY FROZEN FOODS:	
	<u>MONTHS</u>
COOKED MEAT ITEMS	3
COOKED CHICKEN AND TURKEY ITEMS:	
SLICE MEAT AND GRAVY	6
CHICKEN OR TURKEY PIES	6
FRIED CHICKEN	4
COOKED FISH AND SHELLFISH ITEMS	3
FOODS FROZEN IN-HOUSE (WRAPPED SECURELY IN FREEZER PAPER):	
COOKED MEATS	3-4
COOKED CHICKEN AND TURKEY	2-3

Portion Control:

Portion control is critical to an efficient operation. Recipes and production sheets should all be directed at producing the right amount of food for your predicted population. If you do not control the portions per person, however, your efforts will be in vain. Food cost and nutritional values will all be skewed by inaccurate portioning. If a recipe is designed to serve 100 persons a 1/2 c. portion, there is no way you will have enough food if the server uses a number 6 (2/3 c.) portion scoop. In addition, there is more caloric/nutritive value in the larger serving.

You will need to have a policy about second helpings if you are to keep portions under control. Some facilities simply set the caloric standards, portion accordingly, and do not allow any additional servings. Others allow everyone to get their basic portion then the seconds are doled out on a first come basis to those who have already eaten everything on their plates. Since this is an issue that affects inmate morale, you should consult your facility commander in setting the policy. Whatever your policy is, everyone from cooks/servers to inmates and officers should be told, and the policy should be strictly enforced. A little exception here and there leads to bigger exceptions and even bigger problems.

Here are some suggestions for controlling portions:

- * Indicate on all menus the size of portion to be given.
- * Be sure servers know the correct portion sizes.
- * Furnish portion-control tools and insist that they be used. Accurate use means leveled scoops, not heaping scoops.
- * Put chart of scoop and ladel sizes by the serving line.

EXHIBIT VII - G

SCOOP SIZES

<u>SCOOP NO.</u>	<u>MEASURE</u>	<u>EQUIVALENT OUNCES</u>
6	2/3 C. (10 T.)	6
8	1/2 C. (8 T.)	4
10	3/8 C. (6 T.)	3-4
12	1/3 C. (5+ T.)	2 1/2-3
16	1/4 C. (4 T.)	2-2 1/4
20	3 L/5 T.	1 3/4-2
24	2 2/3 T.	1 1/2-1 3/4
30	2 1/5 T.	1-1 1/2
40	1 3/5 T.	3/4-1

LADLE SIZES

<u>LADLES (OZ)</u>	<u>APPROXIMATE MEASURE (CUP)</u>
2	1/4
4	1/2
6	3/4
8	1

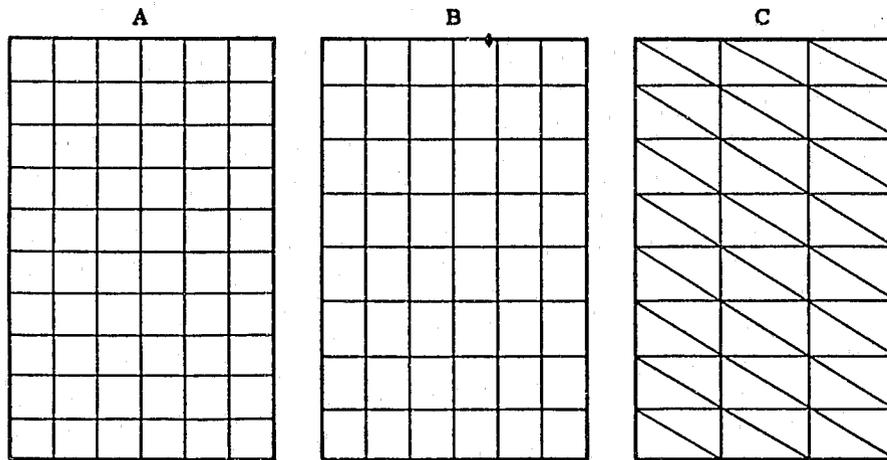
- * Set up a sample plate with the correct portions on them for the servers.
- * To be sure the quantity you prepare will serve the estimated number, we have included as Exhibit VII - H, a chart of pan capacity and portions for your reference.

EXHIBIT VII - H

PAN CAPACITY AND PORTION CHART						
SIZE PAN	DEPTH	CAPACITY			PORTION	
		QUARTS	CUPS	CUP	SCOOP #	PORTIONS
FULL SIZE, 12X20	2 1/4"	7 1/2	30	1/4	16	120
				1/3	12	90
				3/8	10	80
				1/2	8	60
FULL SIZE, 12X20	4	13	52	1/4	16	208
				1/3	12	156
				3/8	10	138
				1/2	8	104
FULL SIZE, 12X20	6	19 1/2	78	1/4	16	312
				1/3	12	234
				3/8	10	208
				1/2	8	156
				1	8 OZ. LADLE	78
HALF SIZE, 12X10	2 1/2	3 3/4	15	1/4	16	60
				1/3	12	45
				3/8	10	40
				1/2	8	30
HALF SIZE, 12X10	4	6 1/2	26	1/4	16	104
				1/3	12	78
				3/8	10	69
				1/2	8	52
HALF SIZE, 12X10	6	9 3/4	39	1/4	16	60
				1/3	12	45
				3/8	10	40
				1/2	8	30
				1	8 OZ. LADLE	39
THIRD SIZE, 12X10	2 1/2	2 2/3	9 3/8	1/8	2 TBSP.	76
				1/4	16	38
				1/3	12	28
				3/8	10	25
THIRD SIZE, 12X10	4	3 7/8	15 1/2	1/8	2 TBSP.	124
				1/4	16	62
				1/3	12	46
				3/8	10	41

* Be aware of the various ways of cutting items such as sheet cakes since the type of cut will influence the number of portions. In Exhibit VII - I below, an 18 x 26 sheet-pan cut 3 x 8 and then diagonally will yield 48 servings. The same sheet-pan cut 6 x 10 will yield 60 portions. Cut 6 x 8 it will also yield 48 servings of a different shape. The shape of the cut may be important to fitting the product onto the section of the plate or tray used for inmate meals.

EXHIBIT VII - I



WORK SIMPLIFICATION

Productivity can be improved substantially when attention is paid to simplifying the work to eliminate wasted effort and time. Working harder is not always working better. Working smarter is what you want to aim for in your operation. Quite simply, you want to eliminate the unnecessary. Most work routines are habits. It will be difficult to train yourself and your staff to use new routines to the point that they become new habits. The result will be increased productivity, lower labor costs, safer and better working conditions, less employee fatigue, and improved quality. If your staff is presently preparing 12 meals per labor hour you may be able to increase this

to 14 or even 16 meals per labor hour depending upon the labor intensity of your system.

MOTION ECONOMY

Some basic rules of Motion Economy are a good place to start in simplifying your work.

1. Use both hands at the same time whenever possible.
 - * Panning rolls - Pick up a roll in each hand and put them onto the pan.
 - * Racking dishes - Pick up a plate in each hand to put into the dish washing racks. Also use both hands to take dishes out of the racks and stack.
 - * Serving Food - Pick a plate up with one hand and bring it up mid-way to meet the food that has been dipped or picked up by the other hand. Put the fastest person at the beginning of the serving line to set the speed for the other workers.

2. Perform work in rhythmic patterns.
 - * Place the French knife point on the cutting board and with the other hand move the vegetable under the knife, rocking the knife up and down, cutting the vegetables and developing a rhythm.
 - * Stirring, racking dishes, panning biscuits, etc., can be done most effectively with natural rhythm.

3. Use smooth, continuous, curved motions when possible rather than straight-line motions with sharp changes in direction.
 - * When wiping tables use a wide arch-like motion rather than a straight-line one.
 - * Mop the floor in a circular motion from side-to-side. It is less tiring and easier than a push-pull, back-and-forth motion.
 - * Spread sandwich fillings on bread with a circular motion without lifting the tool.

4. Use the fewest, shortest, and simplest motions.
 - * Use the largest size tool practical to reduce the number of strokes. Use a wide pastry brush instead of a one-inch narrow brush for greasing pans, buttering bread, or putting mayonnaise on sandwiches.
 - * Use the largest measure practical, not multiples of a smaller one. For example, 1 cup instead of 16 tablespoons. Also use the correct portioning tool to avoid dipping or scooping more than once.
 - * Use the wire whip to its best advantage. Mixing flour and water or mixing eggs is easier this way than with a spoon.
5. Use the best available equipment for the job.
 - * Use the slicer instead of hand slicing.
 - * Use scales to measure rather than measuring by volume.
6. Combine operations and eliminate all unnecessary steps.
 - * Cook in serving pans whenever possible.
 - * Combine butter and spreads or peanut butter and jelly before spreading on bread for sandwiches.
 - * Roll biscuit dough in the pan, then cut into squares. 9 lbs. of dough in an 18 x 26 pan cut 6 x 16 yields 96 biscuits.
7. Locate tools, materials, and supplies close to the point of use and in a definite place.
 - * Serving tools - store serving tools near the serving line.
 - * Store spices used in the bake area in that area, those used by the cooks in the cooking areas. Duplicate spices as necessary.

- * Label drawers for ease in locating tools. This is especially helpful when you use constantly rotating inmate workers.
 - * Color-code scoop and ladle handles to differentiate sizes.
 - * Duplicate tools used in more than one locations. Measuring equipment, thermometers, spoons, etc.
8. Arrange work, tools and materials in sequence.
- * Avoid crisscrossing to equipment.
 - * Put food in the order of sequence on the line. Gravy after the potatoes and meat, etc.
9. Whenever possible improve optimum physical conditions for work.
- * Temperature at 75 degrees - 80 degrees.
 - * 50 - 60% humidity
 - * Good ventilation.
 - * Good lighting without glare.
 - * 35-37 inch high working surfaces.
 - * High-back stools that allow the worker to alternate between standing and sitting will decrease fatigue.
 - * Keep noise and distractions to a minimum. Top volume radios distract from production and increase errors.
10. Keep tools and equipment in good working condition.
- * Thermostats on ovens should be calibrated every 3-6 months depending on use.
 - * Sharpen knives on a regular basis.
 - * Remove dust buildup often from refrigeration coils with vacuums as needed.

11. Eliminate unnecessary walking and reaching, stretching and bending.
 - * Use carts and trays to carry supplies.
 - * Put large equipment on wheels so it can be brought easily to the point of use.
 - * Most people can reach 22-24 inches. Their optimum reach, however, is only 12 to 14 inches. Attempt to position things as close to the worker as possible.
12. Use the simplest way to perform a job.
 - * Oven-browning is often easier than using the tilt skillet, grill or stove top.
 - * Add oil to rice and pasta water to prevent it from boiling over.
 - * Put cold water over hard-cooked eggs immediately for ease of removing shell.
 - * Put oil rather than flour on stainless steel baker's table and rolling pin when rolling biscuits, pastry or rolls.
13. Schedule tasks to be done during slack times.
 - * Grate cheese and store in measured amounts in a labeled plastic bag.
 - * Grind bread crumbs and store in plastic bags.
14. Constantly question how all jobs are being done.

CHAPTER 8
SANITATION AND SAFETY

This chapter will assist you in complying with
Title 15 standard 1245.

There are two ways to look at the environmental health inspector.....as friend or foe. Unfortunately many consider that individual as a foe. Let us suggest that you consider this individual as one of the best resources you will ever have available to you.

Whose STAR will be dulled if there is a major outbreak of food poisoning in your facility and an inmate(s) takes the Corrections Department to court? Whose star will be "lack-luster" when the ACA turns your facility down for certification due to the unsanitary conditions in the kitchen?

BINGO!!!! Yours and yours alone. You may blame it on your staff but YOU are the STAR, YOU are the MANAGER, and believe it when they tell you the "Buck" stops at your desk.

SO!!!! Let's take another look at that terrific resource, the County Board of Health Representative and, for that matter, the whole issue of sanitation.

Federal, State and Local Health/Sanitation Codes/Standards

Most aspects of sanitation are carefully monitored by the various enforcement bodies. In addition to the requirements of the law and the annual inspection of your facilities, you will constantly need to be aware of the sanitation in your facility. Every facility should require that one of its food service management personnel obtain certification from a community college or from the National Institute of Foodservice (see resources Chapter 3). This is the best way to assure that someone on staff is knowledgeable about sanitation requirements and the means to correct potential hazards before they result in a food poisoning/illness incident.

The State of California provides for an annual inspection of all detention facilities. This evaluation is performed by the County Environmental Health Inspector under the authority of Section 459 of the Health and Safety Code. Most criteria for sanitation evaluations are contained in Title 15 of the California Administrative Code, and the Health and Safety Code, Division 22, Chapter 4, Articles 1-8, otherwise known as the "California Uniform Retail Food Facilities Law." The Board of Corrections receives a summary sheet (see Attachment A at the end of this chapter) and a full report from each individual county for all facilities within that county's jurisdiction. There is more than one survey form that can be used depending upon the type of facility. Attachment A also shows what aspects of food service will be inspected under the requirements of Title 15.

The State of California provides a basic sanitation audit form which can be adapted by each county. Each county, however, must meet the minimum requirements set forth by the State of California. The Food Services

Department will be accountable for portions of the Environmental Evaluation, Section 1, and all of the Nutrition Evaluation, Part II.

We recommend that each facility Food Services manager do unannounced internal self-evaluations on a regular basis to assure that the staff/facility is in compliance and that the staff is prepared for the Health Inspector's visit. There is a sample inspection form (Attachment B) in the back of this chapter which you can adapt to meet your needs.

All of your staff must obtain any required food handler permits/cards required by the county. The requirements vary from area to area. In some situations they will be required to pass a test, in others they will be given a T.B. tine test.

Sanitation can be broken down into several categories based upon the area of food service affected. Those categories are:

- * Serviceware, Cookware and Utensils
- * Equipment and Facilities
- * Personnel
- * Food Care (Handling and Storage)

SERVICeware, COOKWARE AND UTENSILS

Before we start this section, ask yourself the following questions:

QUESTION: Which is the most operationally critical and often the most expensive piece of equipment in an institutional kitchen?

QUESTION: Which very expensive piece of equipment is generally perceived as the least desirable work assignment?

QUESTION: Which very expensive piece of equipment usually has the least qualified and/or educated person assigned to operate it?

QUESTION: Which piece of equipment, if inoperable for a period of 3 days, would cripple your operation the most?

If you answered "The Dishwasher" to all of the above, give yourself an extra STAR. It is important that everyone in an institutional kitchen, from the manager to the dishwasher, understand the minimum requirements for washing and sanitizing serviceware (plates, cups, trays, flatware, etc.), cookware (pots, pans, mixing bowls, etc.) and utensils (scoops, spatulas, knives, etc.). These items can be washed and sanitized manually and/or by dishwasher.

The following are the minimum guidelines for service-ware washing:

- * The serviceware should be scraped.
- * The serviceware should be properly racked so that the food contact surfaces can be properly washed, rinsed and dried.
- * The serviceware should be pre-rinsed either manually or in a dishmachine with a pre-wash tank.
- * The serviceware should be washed in accordance with the manufacturer's and local health authority's specifications. The proper temperature sequence is:

Pre-wash	110 - 140 Degrees F.
Wash	140 - 180 Degrees F.
Pumped Rinse	160 - 180 Degrees F.
Final Rinse	170 - 180 Degrees F.
- * When chemicals are used for the approved low-temperature machines, the wash water must be a minimum of 120 Degrees F. and the rinse water 75 Degrees F. (assuming that there are a minimum of 50 parts chlorine to one million parts water.)
- * It is recommended that automatic soap, setting, sanitizing and drying agent dispensers be installed and carefully maintained. These units reduce the human error factor and help control costs.

- * Since all serviceware must be air-dried, sufficient drain-board space must be provided to permit all pieces to dry thoroughly.
- * All clean serviceware must be stored in or on clean surfaces away from possible sources of contamination.

The following are the minimum guidelines for the manual washing of cookware and utensils. Please note that these same guidelines would apply to the washing of serviceware if the dishwasher is out-of-order.

- * Scrape and /or pre-rinse all items to be washed.
- * A three-compartment sink is mandatory. (A fourth sink with a garbage disposal is recommended.) Drain-board space must be adequate to permit thorough air drying of all items.
- * Wash the items in 120 degrees F. water with the proper amount of detergent. This water should be changed frequently and the sink cleaned in order to get rid of grease and food particles.
- * Pre-rinse the items in the next sink which has clean, hot (120 degree F.) water. This sink should also be changed frequently and the sink cleaned between refilling.
- * Final-rinse the items either for 30 seconds in 170 degree F. water or for 60 seconds in 75 degree F. water with a chemical sanitizing solution. Use the amount of solution in proportion to water specified by the manufacturer of the sanitizing solution.
- * Air-dry all washed items and store away from possible sources of contamination.

EQUIPMENT AND FACILITIES

Use of Proper Cleaning Equipment and Supplies

The use of proper cleaning equipment and supplies is important to assure that the facility is properly cleaned and to assure the maximum life of the equipment. Using the wrong cleaner can cause damage to the surface of many materials as well as to the actual operation of that equipment. For reference purposes we have included a list of types of cleaning products and the surfaces they should be used on as follows:

DELIMITING PRODUCTS (Lime-away, L-S-R or Strip-away)

Stainless steel salad and vegetable sinks, shelving, counters and tables.
Steam-jacketed kettles and steam tables
Ice machines
Glass coffee makers and coffee urns.

ALL PURPOSE CLEANERS (Tetrox, Pan Dandy, O-Lite, Prime, etc.)

Coffee urns	Pots and pans
Refrigerators	Can openers
Iron skillets	Steam tables
Doughnut makers	Toaster
Slicers	Vertical cutter
Food chopper	Blender
Mixer	

DEGREASING PRODUCT (Regain, Grease Cutter, etc.)

Range hoods	Deep fryers
Kettles, pots and pans	Broilers
Ovens	Stove wells
Garbage cans	Grills and griddles
Iron skillets	

SANITIZER (Mikroklene, Iodet, Bleach, 5.25% Sodium-hypochlorite, etc.)

Doughnut maker	Food chopper
Vertical cutter/mixer	Garbage cans, buckets
Dry storage	Milk & juice dispensers
Stainless steel sinks, drain	
Food carts	

Boards, walls and counters
Vegetable bins
Manual can openers

Slicers
Serving trays

You should develop a cleaning/maintenance manual. This need not be as time-consuming as it may seem at first. A large, three-ring binder with pocket dividers can be used to catalog maintenance and cleaning instructions that come with each piece of equipment. You then only have to prepare specific cleaning directions for walls, windows, and any surfaces/equipment for which you do not have a manual.

There is a sample of a format for cleaning procedures (Exhibits VIII - A) which you may adapt to your needs. Not only does proper cleaning assure that the equipment is sanitary, it is a critical part of keeping the equipment in top-notch operating condition. This type of easy-to-read cleaning procedure does not take a great deal of time, but can save you hours of repeating instructions and down-time for non working equipment.

EXHIBIT VIII - A

SAMPLE CLEANING INSTRUCTIONS

MIXERS

SUPPLIES NEEDED:

PLASTIC PAIL
NYLON BRUSH
SPONGE

DETERGENT
CLEAN CLOTH

1. TURN POWER OFF.
2. TAKE ALL REMOVABLE PARTS (BOWLS, BEATERS, ETC.) TO POT SINK TO BE CLEANED THERE. REMOVE SPLASHGUARD FOR CLEANING, ALSO.
3. ADD ONE (1) TABLESPOON OF DETERGENT TO ONE (1) GALLON OF WATER. SCRUB ALL STATIONARY PARTS OF MIXER. USE A BRUSH TO SCRUB AT CORNERS, THE UNDERSIDE OF THE HEAD, ETC. USE A BRUSH TO GET IN CRACKS BELOW SPLASHGUARD IN BOTH UP AND DOWN POSITION. CLEAN CRADLE IN BOTH POSITIONS. (CRADLE MOVES BY LOCK ARM LEVER.)
4. RINSE PARTS WITH WARM WATER AND A SPONGE.
5. DRY STATIONARY PARTS WITH A CLEAN CLOTH.
6. REPLACE REMOVABLE PARTS.
7. TAKE CLEANING SUPPLIES BACK TO THEIR STORAGE CABINET.

PROCEDURE TO BE DONE DAILY.

CAN OPENER - TABLE MOUNTED

SUPPLIES NEEDED:

PLASTIC BUCKET
NYLON BRUSH
SPONGE

DETERGENT
SANITIZER

EXHIBIT VIII - A (Continued)

1. TAKE CAN OPENER TO POT SINK FOR WASHING AND SANITIZING. CAN OPENER SHOULD BE CLEANED AND SANITIZED AFTER EACH SHIFT.
 2. ADD ONE (1) TABLESPOON OF DETERGENT TO ONE (1) GALLON OF WATER.
 3. APPLY DETERGENT SOLUTION TO SHANK AND SUPPORT STAND OF CAN OPENER. SCRUB THESE PARTS WITH NYLON BRUSH.
 4. RINSE THESE AREAS WITH A CLEAN SPONGE DIPPED IN WARM WATER.
 5. APPLY SANITIZER TO THESE AREAS. USE ONE (1) TEASPOON OF MIKROKLENE TO ONE (1) GALLON OF WATER, OR USE EQUIVALENT SANITIZER.
 6. RETURN CLEAN AND SANITARY CAN OPENER TO ITS SHANK.
 7. RETURN CLEANING MATERIALS TO THEIR PROPER STORAGE.
- CLEAN SHANK ONE (1) TIME PER WEEK. CLEAN CAN OPENER AFTER EACH SHIFT.

STEAM-JACKETED KETTLES

SUPPLIES NEEDED:

LONG-HANDLED VAT BRUSH	VALVE BRUSH
NYLON HAND BRUSH	DETERGENT

1. TURN KETTLES OFF.
 2. EMPTY KETTLES, LEAVING DRAIN VALVE OPENED.
 3. RINSE BELLY OF KETTLE WITH WARM WATER. BRUSH FOOD LOOSE WITH LONG-HANDLED VAT BRUSH.
 4. CLOSE DRAIN VALVE.
 5. ADD TWO GALLONS OF WARM WATER WITH ONE OUNCE OF DETERGENT TO THE KETTLE.
 6. BRUSH DETERGENT SOLUTION OVER INSIDE OF KETTLE. INCLUDE FRAME AND PIPES.
 7. LIFT OUT DRAIN VALVE STOPPER AND CLEAN VALVE BODY WITH VALVE BRUSH AS DETERGENT SOLUTION DRAINS.
 8. CLOSE VALVE AFTER SOLUTION HAS DRAINED.
 9. ADD 3 GALLONS OF WARM WATER TO THE KETTLE.
 10. USE VAT BRUSH TO RINSE THE KETTLE. (RINSE OUTSIDE OF STEAM KETTLE.)
 11. LET THE RINSE WATER DRAIN OUT THROUGH THE VALVE. BRUSH THE VALVE WHILE THE WATER IS DRAINING.
 12. REPEAT THE WARM WATER RINSING PROCEDURE.
 13. LEAVE VALVE IN OPEN POSITION.
 14. LET KETTLE AIR DRY.
 15. TAKE CLEANING SUPPLIES TO THEIR PROPER STORAGE AREA.
- PROCEDURE TO BE DONE DAILY.

We recommend a schedule be posted to indicate which cleaning duties must be performed on each shift for a month. The staff on that shift must then complete the assigned tasks for each shift, and the individual(s) who performed the work sign off on the schedule. All the work for a given shift must be performed on that shift unless the manager on duty signs off that the particular duty was excused, why and by what specific date the work is to be completed. See Exhibit VIII - B.

EXHIBIT VIII - B

SAMPLE WEEKLY CLEANING SCHEDULE

WEEK OF _____

TASK ASSIGNED	SHIFT/JOB TITLE	SIGNATURE
CLEAN & SANITIZE PRODUCE COOLER	AFTERNOON PANTRY PERSON	
WIPE DOWN SPICE SHELVES IN BAKE STATION	BAKER'S HELPER	
EMPTY, CLEAN AND REFILL PANTRY UTENSIL DRAWER	MORNING PANTRY PERSON	
CLEAN COOLER # 2, (PREPARED FOODS)	MORNING DISHWASHER	
WIPE DOWN WALLS BEHIND COOK'S STATION	COOK'S HELPER, MORNING SHIFT	
WIPE DOWN PAN STORAGE RACKS WITH DETERGENT, RINSE & DRY	COOK'S HELPER, EVENING SHIFT	
POLISH STAINLESS SHELVES IN COOK STATION	COOK'S HELPER, EVENING SHIFT	

Use good judgement in assigning the work. Do not assign two major jobs on one day or even on consecutive days. You will defeat your purpose and create massive rebellion amongst the staff. Things like cleaning all the walk-in freezers and refrigerators on one day are justification for an uprising. Schedule the cleaning of cold storage on the day before, not the day after, a big produce or dairy delivery.

Pest Control

No matter how vigilant you, the STAR Food Service Manager, are with regard to facility cleanliness, pests can and will be an ongoing challenge. Flies, cockroaches, rats and mice cause millions of dollars of food loss annually. More importantly, they are major transmitters of disease.

Besides maintaining a clean facility, a STAR manager can do the following:

- * Separate garbage from trash. If possible, store the garbage in a refrigerated or cool room until it is picked up.
- * Keep all garbage and trash containers tightly covered.
- * Break down and remove from the kitchen all boxes, containers and crates as quickly as possible. Many pests arrive in your kitchen via produce and grocery delivery packaging.
- * Work with your facility maintenance people to make sure that all floor, wall and ceiling cracks and/or holes are repaired. Special attention should be paid to plumbing and drain areas.
- * Make sure that all windows and doors are properly screened.

When pests are in evidence you will need to take immediate action. It is risky to use pesticides yourself because there are too many things which can go wrong if they are not handled properly. It is recommended that an annual contract with a professional pest control company

be considered. The contract should provide for preventive and reactive maintenance. Reactive maintenance means that, if you spot a pest problem before the next regularly scheduled visit, the pest control company will respond immediately as part of the contract fee.

If you should decide to implement your own pest control program, be extremely careful to use the right product for your particular problem and to follow the manufacturer's direction exactly. This is the time to use one of your "expert resources", the County Environmental Health Department. They can assist you in selecting and using the right product.

PERSONNEL

The best way to teach sanitary personal and work habits to your staff is to set a good example. You should be neat, tidy, well-groomed and clean when you show up for work each day. Whenever you or your assistants are working in the kitchen you should practice all the rules you preach from hair restraints to frequent hand washing. There are a multitude of filmstrips available on the subject of sanitation. Most of these are available on a loan basis from either the Board of Health, the California Restaurant Association or nearby colleges.

Some of the basic work and personal habits you will want to teach are:

- * All food service employees should be clean and well-groomed, with clean, neat uniforms and aprons. If street clothes are permitted for wear by your institution, they should be washable fabrics. Appropriate hair restraints should be required for all persons entering the kitchen.

- * For a variety of reasons - sanitation, food control, and safety plus others - it is important that non-food service employees be restricted from entering the kitchen. When these persons do enter the kitchen, they should remain away from the food and should be required to wear hair restraints if their hair does not meet the basic requirements made of the cook staff.

- * Hands and fingernails should be thoroughly washed and cleaned before handling food. They should be washed again after using a handkerchief or tissue, smoking or handling any non-food items that might carry contamination from insects, other people and other sources.
- * Hands should be kept away from the face and mouth.
- * Smoking should be permitted only in designated smoking areas and never in the food storage, preparation or service areas.
- * Hands and fingers should be kept out of the food. Serving and eating utensils should be picked up by their handles. Food should not be handled without wearing plastic gloves.
- * Personal belongings should be kept out of the food preparation and service area.
- * Spoons or other utensils used in preparing and serving should not be used for tasting.
- * Employees and inmate labor should eat only in their designated dining areas.
- * Persons with open lesions, infected wounds, sore throats, or any communicable disease should not be permitted to work in food preparation or service areas.

Screening of Inmate Labor by Facility Medical Staff

All inmate labor must be screened by the medical staff before being assigned to food service. This screening should include a check for hepatitis, T.B., infectious sores/lesions, or any other contagious or potentially contagious factors that would preclude a person's being safe to work in food services. It is important that the medical department staff conduct periodic follow-up health checks of the inmate workers.

FOOD CARE

****DANGER DANGER DANGER DANGER DANGER DANGER****

The handling and storage of food in a sanitary manner is critical to the prevention of illnesses. The most important responsibility of operating a food service facility is to store food at proper temperatures. According to the United States Center for Disease Control, 90% of all food-borne disease outbreaks occur because food has been stored at improper temperatures. Perishable food must be stored below 45 degrees F. (7 degrees C.) or above 140 degrees F. (60 degrees C.). Foods considered perishable are foods that contain animal proteins that support the rapid growth of bacteria.

Storing perishable food in the danger zone between 45 F. and 140 degrees F. will allow bacteria, if present, to multiply. Storing food in this danger zone will also permit poison to form, and these poisons may cause illnesses. Bacteria need these three factors to grow rapidly:

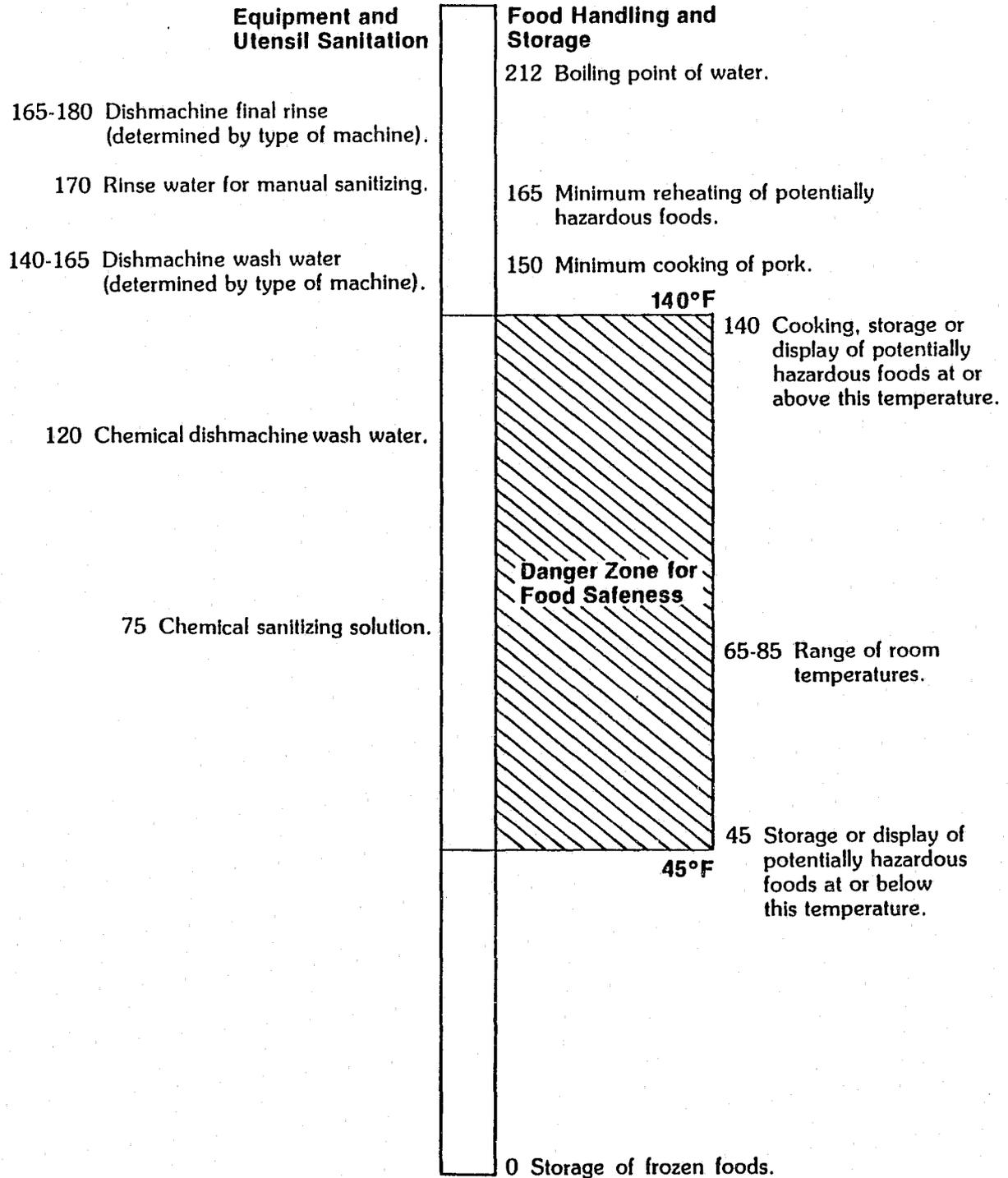
- * Food
- * Moisture
- * Proper temperature

The various food-borne illnesses are not something you need to remember in detail, so long as you are handling foods properly. In the event you need to know something about a particular illness, we have included a chart as Attachment C at the end of this chapter.

The growth of bacteria can be halted by controlling the temperature. YOU must be sure that food is kept out of the danger zone as much of the time as possible. EXHIBIT VIII - C depicts the various critical temperatures for food.

EXHIBIT VIII - C

CRITICAL TEMPERATURES FOR FOOD SERVICE OPERATIONS



Heating Refrigerated Foods:

If you are storing refrigerated food in a "warmer" or in a steam table, you must first rapidly heat it to at least 165 degrees F. This heating can be done in a microwave, steamer or oven or on the top of a stove or grill. Then the food may be transferred to the hot holding device which must maintain food temperatures at 140 degrees F. or more.

Cooling Hot Foods:

After cooking food which will be refrigerated, do not allow the food to cool to room temperature before storing it in a cooling unit. If the food was cooked in a large container, immediately transfer the food into shallow pans and refrigerate it. Food placed in shallow pans should not be more than two inches deep. Food must be stored in this manner until it reaches 45 degrees F. or less. Then the food may be transferred into a larger container for storage. As you will learn in chapters 15 and 16, there are methods for chilling food more rapidly. The equipment for this rapid chilling is expensive and is usually not purchased unless the entire program is a cook-chill program.

Defrosting Frozen Foods:

When defrosting food, make sure the frozen product is not set out at room temperature. By the time the center has thawed, the outside will have been too warm for too long. Instead, defrost frozen food under cold running water, under refrigeration or in a microwave. If frozen meat is defrosted in a refrigerator, place the meat in a container to prevent meat juice from dripping onto food below.

ME AND MY THER-MO-METER

You will need an accurate thermometer for measuring food temperatures. Consider it your badge of honor. A STAR Food Services Manager will always have and use a thermometer. A probe thermometer is recommended for this use. We recommend you buy several. The cooks and the head serving person(s) should have thermometers so they can check food in storage, during cooking and holding, and at the point of service. There are also some very accurate digital thermometers available which can take

readings quickly. They are, unfortunately, much more expensive than the standard probe models.

SELF-INSPECTION

Rather than get caught short, it is recommended that you do internal self-inspections on a monthly basis. You should do these inspections unannounced to the rest of your staff and at varied times throughout the day. It is no different than a fire drill. If you warn everyone, then the drill is ineffective. There will not be a warning when the local inspector arrives for an inspection.

A self-inspection on a periodic basis is a good management tool. It might be that you would ask another person in the facility's management to accompany you periodically on your quarterly self-inspection. The inspection should include:

- * Sanitation
- * Safety
- * Efficiency
- * State of equipment repairs and preventive maintenance.
- * Adherence to stated menu guidelines including:
 - Portion control
 - Use of production planning
 - Menu deviations
- * Any issues considered on a Title 15 or ACA inspection (see chapter 3).

There is a sample self-inspection form included as Attachment C at the end of this chapter.

SAFETY

Safety in the work place is a right guaranteed to every employee in private or public employ. On April 28, 1971 the Williams-Steiger Occupation Safety and Health Act of 1970 officially became a part of the National Labor Law. It created the Occupational Safety and Health

Administration (OSHA), an agency of the U. S. Department of Labor, to administer the act. The law provided for states to assume jurisdiction on the condition that they develop plans at least as effective as the Federal Program. California chose to assume state jurisdiction and developed its own CAL-OSHA plan.

There are some basic CAL-OSHA rules that you should be aware of in the Food Services Department. It is likely that you have been required to take some basic safety, first-aid and CAL-OSHA programs as a part of your job. Here are some things you should know:

- * CAL-OSHA has the right to inspect your facility without advance notice.

- * You may or may not receive any citations as a result of the inspection. The six types of violations/citations you might receive are:
 - a. Deminimis: A condition that has no direct or immediate relationship to job safety and health (i.e., an improper size or type of fire extinguisher).
 - b. Other violations: A violation that does have a direct relationship to job safety and health but probably would not cause death or serious physical harm (i.e., failure to keep safety records).
 - c. Serious violations: A violation where there is substantial probability that death or serious physical harm could result and that the employer knew, or should have known, of the hazard (i.e., no operational guards on food slicers).
 - d. Willful violations: An intentional and knowing violation by an employer or an awareness that a hazardous condition exists, and no reasonable effort is made to eliminate the condition.
 - e. Repeated violations: Additional violations of previously cited standards. They may result from inadvertent, accidental or negligent acts and need not be willful.

- f. Imminent danger: A condition where there is reasonable certainty that a hazard exists which can be expected to cause death or serious physical harm immediately or before the hazard can be eliminated through regular procedures.

There are set penalties and there is also an appeals process. The administrative person in charge of safety at your facility would be the person involved should you receive any citations. That person should have all the necessary data on hand for handling these details. Your job is to assure that your facility is a safe place in which to work and that you teach safe work habits to your employees.

The following safety standards and rules should help you in determining whether or not your facility is safe:

* Fire Extinguisher

- a. Your local fire department will assist you in determining the number and type of extinguishers that you will need in your facility.
- b. They must be properly maintained (recharged), conspicuously located, accessible, never obstructed from view and mounted on hangers or cabinets and below 5 feet off the floor.

* Fixed dry or CO2 hood system

- a. Semi-annual inspection by qualified professional and report of inspection on file.
- b. There should be caps or protection devices over nozzles to prevent plugging.

* Egress

- a. Exits clearly visible and the route clearly marked.
- b. Operable, illuminated exit signs should be in the dining and kitchen areas.

c. Exit routes should never be obstructed.

* Emergency phone numbers should be posted near every telephone.

* Electrical

a. Electrical switch box covers should be kept closed.

b. Electrical switches, circuit breakers and other control devices should clearly indicate equipment controlled by them.

c. Electrical receptacles should be tested annually for ground continuity.

d. Electrical cords should be in good condition. Cut and worn cords should be repaired or replaced.

e. All electrical appliances have three-wire grounded plugs unless marked as being double-insulated.

f. All live electrical parts must be enclosed with wall plates or covers.

g. Flexible cords should not run through holes in walls, ceilings and doors, or as a substitute for fixed wiring.

* Storage Areas

a. Heavy goods (over 30 lbs.) should not be stored over 5 feet above ground.

b. Stepladders should be kept in storeroom. They should be of sufficient height so top shelves can be reached without standing on top two steps of the ladder.

c. Heavy canned and packaged goods should be removed from cartons prior to storage.

d. Aisles should be kept open.

* Cold Storage

* Cold Storage

- a. Inside release devices function when the door is locked. These should be tested at least monthly.
- b. Storage shelves should be in good repair and secured.
- c. Floor should be free of slipping hazards such as food, water and ice.
- d. A fire axe must be installed near the door.
- e. A constantly-burning lamp controlled by switches inside the box which can be located in the dark.

* Food Preparation Area

- a. Floors should be clean with no food or grease build-up.
- b. Gas lines and valves should be marked for quick identification.
- c. No grease should be permitted to build up around grill, fryers or the stove.
- d. Vent hoods and screen should be cleaned regularly. All vent screens should be in place leaving no direct openings into the hood.
- e. Floor mats, where used, should be properly placed with no turned corners or other tripping hazards.
- f. Slicers, with blade protector in place, should be unplugged and set at zero when not in use.
- g. All safety devices should be in place on equipment.

* Dish Room

- a. The garbage disposal should have a protective cover over its opening.

- b. The floor mats must be properly placed with no potential tripping hazards from worn edges, and so forth.
- c. Non-slip material or strips should be installed where needed to prevent falls. There should be no standing water on the floor.
- d. Hoses and valves should not have water leaks.
- e. Final rinse temperature should be 180 degrees or an approved chemical disinfectant used.
- f. Exhaust fans should be working properly.
- g. Lighting should be adequate.
- h. Dishes should be stacked properly in carts or tables.

* General

- a. Separate containers should be used for disposal of broken glass.
- b. Ladders should be marked "Caution do not use around electrical equipment." All ladders should have safety feet and should be in good repair.
- c. All fans which have blades less than 7 feet above ground must have guards with openings no larger than 1/2 inch.
- d. "Wet Floor" signs should be used when mopping floors.

* Serving Lines

- a. Aisles should be free of debris, clutter or any obstructions.
- b. No sneeze guards should be broken or have missing glass.
- c. There should be no grease build-up on equipment or the floor.

- d. Swinging door should be easy to open and have a see-through panel.
- e. There should be a mirror overhead at door for blind spots.
- f. Spills should be cleaned up immediately.
- g. Plates and/or metal trays should not be stacked over 8 inches high on the counters.

* Safe Work Habits

- a. Spills are wiped up or swept up immediately.
- b. Proper lifting methods should be used.
- c. There should be no horseplay or distracting of fellow workers using hazardous machines or tools.
- d. Employees should be using all machine guards, plungers, and so forth when operating machines.
- e. Ladders should be used to perform tasks that require reaching.
- f. Employees should follow proper knife use and storage practices. (For security of knives see chapter 10 of this manual.) Use of the proper knife for each job is a critical aspect of knife safety.
- g. Employees should wear suitable low heeled shoes with no open toes. Employees doing serviceware, cookware and utensil washing should wear insulated rubber boots.
- h. Employees assigned to wash service ware, cookware and utensils should wear insulated rubber gloves and aprons.
- i. Employees should use carts, dollies, and bins to transport heavy loads. These items should be in good repair with proper casters.

Providing a safe facility and teaching safe work habits are two of the best ways to prevent accidents. However, both of these will not help if you are not adequately staffed and organized to assure that the work load goes smoothly and that there are not numerous occasions when the rush of last-minute details causes the staff to forget all the safe work habits they have been taught. In other words, good management throughout the operation is a significant factor in safety.

ADULT DETENTION FACILITY
SUMMARY OF EVALUATION FORM

Name of Facility _____ Date Inspected _____

Location _____
Street _____ City _____ County _____Person Interviewed _____
Name _____ Title _____ Phone _____

Facility Type: (Check one, see T15-1006 for definitions)

Type I _____ Type II _____ Type III _____ Type IV _____

Evaluator(s): _____ Title _____ Phone _____

_____ Title _____ Phone _____

_____ Title _____ Phone _____

Census This Date: Males _____ Females _____ Juveniles _____

SUMMARY OF EVALUATION:

(Check One)

		(Check One)	
		YES	NO
I.			Meets basic environmental regulations. (list reasons for non-compliance)
II.			Meets basic nutritional regulations. (list reasons for non-compliance)
III.			Meets basic medical/mental health care regulations. (list reasons for non-compliance)

I. ENVIRONMENTAL EVALUATION

FOOD SERVICE AREAS	Yes	No	N/A	Remarks
1. Food served in the facility is prepared in the facility. (If no, answer questions "a" and "b" below. If yes, go on to question No. 2.)				
a. Food is prepared at another city or county detention facility.				
b. Food is contracted through private vendor who has been inspected and complies with provisions of California Uniform Retail Food Facilities Law.				
2. a. Kitchen facilities, sanitation and food storage comply with Division 22, Chapter 4, Article 1-8 of the Health and Safety Code. (T15-1245)				
b. Facility would be licensed under the provisions of the California Uniform Retail Food Facilities Law (see attachment No. 1).				
3. Food is served only under the immediate supervision of a staff member. (T15-1246)				
CLOTHING				
4. a. A standard issue of climatically suitable clothing is provided each person held after arraignment (Type IV - WA). (T15-1260)				
b. The standard issue of clothing provided consists of clean socks and footwear, clean undergarments (personal undergarments and footwear may be used) and clean outer garments.				
5. Special clothing is provided for specialized work assignments; e.g., food service, medical, and farm, etc. (T15-1261)				

CLOTHING (continued)	Yes	No	N/A	Remarks
6. A written plan outlines scheduled exchange of clean clothing. (T15-1262)				
a. Unless more frequent exchange is dictated, outer garments, excepting footwear, are exchanged at least once each week.				
b. Undergarments and socks are exchanged at least twice each week, or two pairs of each are issued each week.				
7. An adequate supply of clothing, bedding, and linen is available for actual and replacement needs. (T15-1263)				
8. A written plan has been implemented for the control of contamination and/or spread of vermin in all inmates' personal clothing. Infested clothing is cleaned, disinfected, or stored in closed containers to stop the spread of vermin. (T15-1264)				
PERSONAL CARE	Yes	No	N/A	Remarks
9. A written plan covers issue of personal care items. (T15-1265)				
a. Persons in custody over 24 hours not able to supply themselves with personal care items have them issued.				
b. Personal care items issued are a toothbrush, dentifrice, soap, comb, and shaving instruments.				
c. Female inmates issued sanitary napkins and/or tampons as needed.				
d. Personal care items listed in Subsection "b" (except shaving instrument) are not required to be shared by inmates.				
e. Shaving implements shared by inmates are disinfected between individual uses by method approved by State Board of Barber Examiners to meet requirements of Section 6578(h) of the Business and Professions Code.				
10. A written plan has been implemented allowing each person the opportunity to shower upon assignment to a housing unit and at least every other day or more often if possible. (T15-1266)				

PERSONAL CARE (continued)	Yes	No	N/A	Remarks
11. Hair care services are available. (T15-1267)				
a. Except for court identification, inmates are allowed to shave daily and receive hair care services at least once per month.				
b. Equipment is disinfected before use per Section 6578(h) of the Business and Professional Code.				
BEDDING AND LINENS	Yes	No	N/A	Remarks
12. The standard issue of clean, suitable bedding and linen, for each inmate entering a living area, includes at least one serviceable mattress, one sheet or mattress cover, one towel, one freshly laundered or dry cleaned blanket. (T15-1270)				
13. There is a written schedule for exchange or freshly laundered and/or sanitized bedding and linen. (T15-1271)				
a. Washable items such as sheets, mattress covers and towels shall be exchanged at least once each week.				
b. Where a top sheet is not issued, blankets are laundered or dry cleaned at least once each month.				
14. All mattresses have an easily cleaned, non-absorbent ticking. (T15-1272)				
FACILITY SANITATION AND SAFETY	Yes	No	N/A	Remarks
15. Toilet bowls, wash basins, drinking fountains and showers are a. in good repair. b. clean. (Title 24, Uniform Plumbing Code)				
16. Floors, walls, windows, grillwork and ceilings clean and in good repair. (Title 24, Housing Code)				
17. There is a provision for a comfortable living environment in conformance with the heating, ventilating and air conditioning requirements of Parts 2 and 4, and the energy conservation requirements of Chapter 2-53, Title 24, California Administrative Code.				

FACILITY SANITATION AND SAFETY (cont'd)	Yes	No	N/A	Remarks
18. a. Floor drains are flushed at least weekly.				
b. Traps contain water to prevent escape of sewer gas.				
c. Grids/Grates present. (Title 24, Uniform Plumbing Code)				
19. Procedures in place to prevent highly perishable food from being stored in living areas. (California Uniform Retail Food Facilities Law)				
20. A written plan has been implemented for maintaining an acceptable level of cleanliness, repair and safety throughout the facility and there is a schedule of self inspections. Equipment, material, and facilities shall be fully operative, maintained, and in good repair. (T15-1280 and General Industry Safety Order T8-3362).				
21. Facility is free of structural or other safety hazards. (General Industry Safety Order T8)				
22. Entire facility free of vermin, or vermin signs, and general housekeeping is satisfactory.				

II. NUTRITIONAL EVALUATION

FREQUENCY OF SERVING	Yes	No	N/A	Remarks
1. Food is served three times in any 24-hour period. (T15-1240). (Type I, Type II, and Type III facilities and those Type IV facilities where food is served.				
a. At least two meals include hot food.				
b. Supplemental food served if more than 14 hours between any meal.				
c. Supplemental food served in less than 14 hours to inmates on medical diets.				
d. At least 15 minutes is allowed for actual consumption of meals.				
e. Additional time is allowed for meal consumption by inmates on medical diets when prescribed by the responsible physician.				
f. If a regularly scheduled meal is missed, a sandwich and beverage is provided in lieu.				
g. If a regularly scheduled meal is missed by an inmate on a medical diet a full meal is provided.				
MINIMUM DIET	Yes	No	N/A	Remarks
2. a. In Type I facilities, the minimum diet in any 24 hour period for persons held under 48 hours is one-half the servings specified from each of the four groups listed below: (T15-1241)				
b. If on a medical diet, or juvenile, pregnant or lactating, the full servings are provided to the inmate.				
c. If held over 48 hours, the full servings are provided.				

FOOD SERVICE	Yes	No	N/A	Remarks
4. Where kitchens are a part of the facility (Type II and III and those Type IV facilities where food is served) menus are planned at least one month in advance of use. (T15-1242)				
a. Any changes are noted on the menu.				
b. Menus including changes are evaluated by a dietitian at least annually.				
c. Cycle menus have been approved by a registered dietitian before use.				
5. a. In Type II and III facilities, where the facility has an average daily population of 100 or more, there is a trained, experienced food service manager available. (T15-1243)				
b. Facilities, other than those above, have a written food service plan.				
6. When a special disciplinary isolation diet is provided it is served twice in any 24-hour period. (T15-1247)				
a. Diet is sufficiently nutritious.				
b. Diet not continued longer than 72 hours without written approval of physician.				
7. a. Provision is made to comply with any special medical diet prescribed by a responsible physician. (T15-1248)				
b. A copy of the special diet manual used is available in the medical office and food service office.				
c. The diet manual has been approved by the responsible physician.				
d. A registered dietitian has reviewed the diet manual.				
8. There is an accounting system which provides cost per meal served. (T15-1249)				

MEDICAL AND SANITATION REGULATIONS
 APPLICABLE TO TYPES OF FACILITIES
 (Articles 10, 11, 12, and 13)

X = Applicable
 WA = When Applicable

ITEM	Court Holding	Tempor. Holding	Type I	Type II	Type III	Type IV
Responsibility for 1200 Health Care Servs.	X	X	X	X	X	
Health Care Servs. 1201 Type IV Facility						X
Medical/Mental Health 1202 Service Audits			X	X	X	WA
Health Care Staff 1203 Qualifications			X	X	X	WA
Health Care Staff 1204 Procedure			X	X	X	WA
1205 Medical Records			X	X	X	WA
Medical/Mental Health 1206 Procedures Manual			X	X	X	WA
1207 Receiving Screening		X	X	X	X	
1208 Access to Treatment			X	X	X	
Transfer to 1209 Treatment Facility		X	X	X	X	
Individualized 1210 Treatment Plan			WA	X	X	WA
1211 Sick Call			X	X	X	X
1212 Vermin Control		X	X	X	X	
1213 Detoxif. Treatment			X	X	X	
1214 Informed Consent	X	X	X	X	X	WA
1215 Dental Care			WA	X	X	WA
Administ. & Storing 1216 Legally Obtain. Drugs			X	X	X	WA
Psychotropic 1217 Medications			X	X	X	
1218 Prisoner Deaths	X	X	X	X	X	X
Suicide Prevention 1219 Program		X	X	X	X	
1220 First Aid Kit(s)	X	X	X	X	X	X
1230 Food Handlers			WA	X	X	WA

NOTE: THIS TABLE IS DESIGNED AS A QUICK REFERENCE FOR THE HEALTH OFFICER.

X = Applicable
WA = When Applicable

ITEM	Court Holding	Tempor. Holding	Type I	Type II	Type III	Type IV
1240 Frequency of Serving		X	X	X	X	WA
1241 Minimum Diet		X	X	X	X	WA
1242 Menus				X	X	WA
1243 Food Manager			X	X	X	X
1245 Kitchen Facilities		WA	X	X	X	WA
1246 Food Serving	X	X	X	X	X	WA
1247 Special Disciplinary Isolation Diet			X	X	X	
1248 Medical Diets			X	X	X	WA
1249 Food Cost Accounting System		X	X	X	X	WA
1260 Standard Institutional Clothing			X	X	X	WA
1261 Special Clothing			X	X	X	WA
1262 Clothing Exchange			X	X	X	WA
1263 Clothing Supply			X	X	X	WA
1264 Control of Vermin in Inmates Pers. Cloth.			X	X	X	WA
1265 Issue of Personal Care Items			X	X	X	WA
1266 Showering			X	X	X	X
1267 Hair Care Services			X	X	X	WA
1270 Standard Bedding & Linen Issue		X	X	X	X	X
1271 Bedding and Linen Exchange		WA	X	X	X	X
1272 Mattresses		X	X	X	X	X
1280 Facility Sanitation Safety & Maintenance	X	X	X	X	X	X
1051 Communicable Diseases	X	X	X	X	X	
1052 Mentally Disordered Inmates	X	X	X	X	X	

ATTACHMENT #1

The use of this attachment is optional to the Health Officer. It may be useful in determining the response to item #2 of the Environmental Evaluation.

Taken from the California Uniform Retail Food Facilities Law

FOOD SERVICE AREAS	Yes	No	N/A	Remarks
1. Floors are smooth, in good repair, and kept clean (27632).				
2. Walls and ceilings are light, smooth, in good repair, and clean (27632).				
3. Effective vermin control measures are being employed (27607).				
4. Adequate lighting provided (27635).				
5. Adequate ventilation is provided in kitchen, toilet, and other areas (27629).				
6. There is an adequate supply of hot and cold running water (27624).				
7. Toilet facilities are convenient, separate from food service areas, equipped with tight, self-closing doors, and are for use of food service personnel only (27626).				
8. Toilets and lavatories are clean. Lavatories are provided with hot and cold water, soap, paper or individual towels, and signs directing personnel to wash hands before resuming work (27605, 27626, 27627, 27611).				
9. The plumbing is adequate and so designed that it will prevent any back siphonage and has no cross connections (27625).				
10. Utensils and equipment in good repair, clean, and non-toxic (27611, 27623).				
11. Adequate facilities are provided for cleaning and sanitizing all utensils (27623).				
12. Adequate, protected space is provided for storage of all utensils and equipment. Single service items are properly stored and used only once (28564, 27623).				

ATTACHMENT #1 (continued)

FOOD SERVICE AREAS (continued)	Yes	No	N/A	Remarks
13. All waste and refuse are stored and disposed of in an acceptable manner (28565 - 28569, 27608).				
14. Adequate space is provided for storage of food and beverages (28570, 27621).				
15. All foods and beverages are from approved sources and are stored, transported in a sanitary manner, and protected from contamination (27591).				
16. All readily perishable foods and beverages are stored in refrigerated units at 45° or less until processed or served (27601).				
17. All refrigeration units are easily cleanable, contain a thermometer, and are functioning properly. Foods are covered or otherwise protected from contamination (287601, 27603).				
18. Frozen foods are frozen until ready for preparation or serving. Thawed foods will not be refrozen (27622).				
19. Readily perishable hot foods are maintained at 140° or above until served. An accurate thermometer is available (27601).				
20. Food previously served is not reserved (27604).				
21. Insecticide and poisonous substances stored away from food and plainly labeled (27606).				
22. No live animals, birds, or fowl allowed in food service areas (27641).				
23. Food service areas are kept clean and free of litter and rubbish (27608).				
24. Living and sleeping quarters are separate and distinct from food preparation, storage, and serving areas (27636).				
25. Soiled linens and clothing are kept in special containers and linen used for any other purpose subsequent to laundering is not used for wiping food preparation and dispensing equipment (27633).				

CALIFORNIA UNIFORM RETAIL FOOD FACILITIES LAW

ARTICLE 1 - 8

Senate Bill No. 775

CHAPTER 256

An act to add Chapter 4 (commencing with Section 27500) to, and to repeal Chapter 6 (commencing with Section 28190), Chapter 11 (commencing with Section 28520), and Chapter 14 (commencing with Section 28800) of Division 22 of, the Health and Safety Code, relating to food facilities.

[Approved by Governor June 26, 1984. Filed with Secretary of State June 27, 1984.]

LEGISLATIVE COUNSEL'S DIGEST

SB 775, Presley. Foods: California Uniform Retail Food Facilities Law.

(1) Existing law contains various provisions regulating restaurants, retail food production and marketing establishments, bakeries, itinerant restaurants, food vehicles, and other food establishments.

This bill would repeal these laws, and would instead enact the California Uniform Retail Food Facilities Law which consolidates and revises the existing laws regulating restaurants, retail food production and marketing establishments, bakeries, itinerant restaurants, food vehicles, and other food establishments.

Among other things, the bill would (1) require a person proposing to build or remodel a food facility, as defined, to submit complete plans and specifications to the local enforcement agency and to obtain a permit; and (2) impose a state-mandated local program by providing that a violation of this law, or regulations adopted pursuant to this law, would be a misdemeanor, punishable by a fine of \$25 to \$1,000, or by imprisonment in a county jail not to exceed 6 months, or both.

(2) Article XIII B of the California Constitution and Sections 2231 and 2234 of the Revenue and Taxation Code require the state to reimburse local agencies and school districts for certain costs mandated by the state. Other provisions require the Department of Finance to review statutes disclaiming these costs and provide, in certain cases, for making claims to the State Board of Control for reimbursement.

However, this bill would provide that no appropriation is made and no reimbursement is required by this act for a specified reason.

The people of the State of California do enact as follows:

SECTION 1. Chapter 4 (commencing with Section 27500) is added to Division 22 of the Health and Safety Code, to read:

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**CHAPTER 4. CALIFORNIA UNIFORM RETAIL FOOD FACILITIES
LAW.****Article 1. Declaration of Policy and General Provisions**

27500. This chapter shall be known and may be cited as the California Uniform Retail Food Facilities Law.

27501. The Legislature finds and declares that the public health interest requires that there be uniform statewide health and sanitation standards for retail food facilities to assure the people of this state that food will be pure, safe, and unadulterated. It is the intention of the Legislature to occupy the whole field of health and sanitation standards for these food facilities, and the standards set forth in this chapter and regulations adopted pursuant to its provisions shall be exclusive of all local health and sanitation standards relating to these facilities.

27502. The State Department of Health Services shall adopt regulations to implement and administer the provisions of this chapter.

27503. Nothing in this chapter shall prohibit a local governing body from adopting an evaluation or grading system for food facilities, from adopting an employee health certification or employee training program, from prohibiting any type of food facility, or from regulating food facilities, operations, construction, or the provision of patron toilet and handwashing facilities, not covered by this chapter.

27504. In all laws and regulations, references to Chapter 6 (commencing with Section 28190), Chapter 11 (commencing with Section 28520), and Chapter 14 (commencing with Section 28800), of Division 22 of the Health and Safety Code, or to the California Bakery Sanitation Law, the California Restaurant Act, and the Retail Food Production and Marketing Establishments Law, shall mean Chapter 4 (commencing with Section 27500) of Division 22 or the California Uniform Retail Food Facilities Law.

27505. Primary responsibility for enforcement of the provisions of this chapter shall be with local health agencies. Nothing in this chapter shall prevent the department from taking any necessary program or enforcement actions for the protection of the public health and safety.

Whenever the enforcement of the requirements of this chapter by any local enforcement agency is satisfactory to the department, the enforcement of the provisions of this chapter shall not be duplicated by the department. The department may investigate to determine satisfactory enforcement of this chapter by a local enforcement agency.

27506. Any construction, alteration, remodeling, or installation of a food establishment pursuant to this chapter shall be in accordance with applicable building codes.

Article 2. Definitions

27510. "Adulterated" means food which bears or contains any poisonous or deleterious substance which may render the food impure or injurious to health.

27511. "Approved" means acceptable to the department or health authority based on a determination of conformity with current public health principles, practices, and generally recognized industry standards.

27512. "Certified farmers' market" means a location certified by the county agricultural commissioner and operated as specified in Article 6.5 (commencing with Section 1392) of Title 3 of the California Administrative Code.

27513. "Commissary" means a food establishment in which food, containers, equipment, or supplies are stored or handled for use in vehicles, mobile food preparation units, food carts, or vending machines.

27515. "Employee" means any person working in a food facility covered by this chapter.

27516. "Enforcement agency" means the State Department of Health Services and all local health agencies.

27517. "Enforcement officer" means the director, agents, or sanitarians appointed by the Director of Health Services, and all local health officers, directors of environmental health, and their duly authorized registered sanitarians and assistant sanitarians.

27518. "Equipment" means all cooking units, hoods, cutting blocks, processing machines, tables, refrigerators, sinks, dish machines, steam tables, and other items used in a food facility.

27519. "Food" means any raw or processed substance, ice, beverage, or ingredient intended to be used as food, drink, confection, or condiment for human consumption.

27520. "Food establishment" means any room, building, or place, or portion thereof, maintained, used, or operated for the purpose of storing, preparing, serving, manufacturing, packaging, transporting, salvaging, or otherwise handling food at the retail level. "Food establishment" includes a grocery store as defined in Section 27523.5.

"Food establishment" does not include a commercial food processing establishment as defined in Section 28280.1, at the wholesale level, a vehicle, vending machine, satellite food distribution facility, temporary food facility, open-air barbecue, certified farmers' market, or mobile food preparation unit; a cooperative arrangement wherein no permanent facilities are used for storing or handling food; a private home; or a church, private club, or other nonprofit association which gives or sells food at occasional events defined in Section 27528.

27521. "Food facility" means food establishment, vehicle, vending machine, produce stand, temporary food facility, satellite food distribution facility, and mobile food preparation unit as defined

in Section 27526. Food facility also includes places used in conjunction with these operations, including, but not limited to, storage facilities for food-related utensils, equipment, and materials.

27522. "Food preparation" means packaging, processing, or any operation which changes the form, flavor, or consistency of food, but does not include trimming of produce.

27523. "Frozen food" means a food maintained at a temperature at which all moisture therein is in a solid state, not to exceed 0 degrees Celsius (32 degrees Fahrenheit).

27523.5. "Grocery store" means any room, building, or place, or portion thereof, maintained, used, or operated for, or in conjunction with, the retail sale of staple foodstocks, meats, and other foods, and household supplies, by a retail grocer.

27524. "Hot dog" means a whole cured, cooked sausage that is skinless or stuffed in a casing and which is also known as a frankfurter, frank, furter, wiener, red hot, vienna, bologna, garlic bologna, or knockwurst.

27525. "Impound" means the legal control exercised by the enforcement officer over the use, sale, disposal, or removal of any food or equipment.

27526. "Mobile food preparation unit" means any vehicle or portable food service unit upon which food is prepared for service, sale, or distribution at retail. Mobile food preparation unit shall not include vehicles from which prepackaged food or approved unpackaged food is sold or offered for sale as prescribed by Article 11 (commencing with Section 27670).

27527. "Multiservice utensil" means a utensil manufactured and approved for use more than one time by any person.

27528. "Occasional event" means an event which occurs not more than three days in any 90-day period.

27528.5. "Open-air barbecue facility" means an unenclosed facility for barbecuing food which is operated by a food establishment.

27529. "Permit" means a written authorization to operate issued by a local enforcement officer.

27530. "Person" means any individual, firm, partnership, joint venture, association, corporation, estate, trust, receiver, syndicate, city, county, or other political subdivision, or any other group or combination acting as a unit.

27531. "Potentially hazardous food" means food capable of supporting rapid and progressive growth of microorganisms that may cause food infections or intoxications. Potentially hazardous food does not include edible shell eggs.

27532. "Produce" means any fruit or vegetable in its raw or natural state.

27533. "Produce stand" means a food establishment which has one side open to the outside air during business hours and which sells, offers for sale, or gives away only produce or shell eggs, or both.

27534. "Refrigeration unit" means a mechanical unit which extracts heat from an area through liquification and evaporation of a fluid by a compressor, flame, or thermoelectric device. Refrigeration unit also includes a cold plate permanently connected to a compressor or any other unit approved by the department.

27535. "Remodeled" means construction, building, or repair to the food facility that requires a permit from the local building authority.

27536. "Retail" means the storing, preparing, serving, manufacturing, packaging, transporting, salvaging, or otherwise handling food for dispensing or sale directly to the consumer.

27536.5. "Satellite food distribution facility" means a location where only prepackaged, unit servings of food are distributed, which have been prepared or stored in an approved food facility operated by a school, governmental agency, or nonprofit organization.

27537. "Single service utensil" means a utensil which is manufactured and approved for use only once and which shall be discarded after use.

27538. "Temporary food facility" means a food facility operating out of temporary facilities approved by the enforcement officer at a fixed location for a period of time not to exceed 14 days in any 90-day period in conjunction with a single event or celebration.

27539. "Utensil" means any kitchenware, tableware, cutlery, glassware, container, implement, high chair tray, or other item with which food comes in contact during storage, transportation, display, preparation, serving, sale, or through use by an employee or consumer.

27540. "Vehicle" means any motorized or nonmotorized conveyance or portable food service unit upon which prepackaged food or approved unpackaged food is sold or offered for sale at retail. "Vehicle" does not include a mobile food preparation unit as defined in Section 27526.

27541. "Vending machine" means any self-service device which, upon insertion of money or tokens, dispenses food without the necessity of replenishing the device between each vending operation. "Vending machine" does not include any such device dispensing exclusively peanuts, nuts, popcorn, ballgum, or hard candy; prepackaged candy, cookies, crackers, or similar snacks and beverages which are not potentially hazardous as defined in Section 27531, and prepackaged ice.

Article 3. Plan Review and Permits

27550. A person proposing to build or remodel a food facility shall submit complete plans and specifications to the local enforcement agency for review and approval pursuant to the requirements of this chapter. The plans shall be approved or rejected within 20 working days after receipt by the local enforcement agency and the applicant

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shall be notified of the decision. Unless the plans are approved or rejected within 20 working days, they shall be deemed approved. The building department shall not issue a building permit for a food facility until after it has received plan approval by the local enforcement officer.

27551. Except as otherwise provided for in this section, a food facility shall not be open for business without a valid permit. A food facility which is in existence on January 1, 1985, that does not possess a valid permit on that date may be open for business without a valid permit, but shall apply for a permit on forms, and within a period not to exceed six months, prescribed by the local enforcement agency.

A permit shall be issued by the local enforcement agency when investigation has determined that the proposed facility and its method of operation will conform to the requirements of this chapter. A permit, once issued, is nontransferable. A permit shall be valid only for the person, location, type of food sales, or distribution activity approved and, unless suspended or revoked for cause, for the time period indicated.

Any fee for the permit and related services shall be determined by the local governing body. Fees shall be sufficient to cover the actual expenses of administering and enforcing this program. All moneys collected as fees shall be expended in carrying out the provisions of this chapter.

A permit shall be posted in a conspicuous place in the food facility or in the office of a vending machine business.

Article 4. Enforcement and Inspection

27560. Enforcement officers are charged with the enforcement of this chapter and all regulations adopted pursuant to it.

An enforcement officer may enter, inspect, issue citations, and secure any sample, photographs, or other evidence from any food facility, or any facility suspected of being a food facility, for the purpose of enforcing this chapter. A written report of the inspection shall be made and a copy shall be supplied or mailed to the owner, manager, or operator of the food facility.

27561. (a) Based upon inspection findings or other evidence, an enforcement officer may do any of the following:

(1) Impound any food which is found to be, or suspected of being, contaminated or adulterated.

(2) Impound equipment or utensils which are found to be unsanitary or in such disrepair that food, equipment, or utensils may become contaminated or adulterated. The enforcement officer may attach a tag to such food, equipment or utensils which shall be removed only by the enforcement officer following verification that the condition has been corrected.

(b) No food, equipment, or utensils impounded pursuant to subdivision (a) shall be used unless the impoundment has been,

released.

(c) Within 30 days the enforcement agency that has impounded the food, equipment, or utensils pursuant to subdivision (a) shall commence proceedings to release the impounded materials or to seek administrative or legal remedy for its disposition.

27562. Any person who violates any provision of this chapter or regulation adopted pursuant to this chapter is guilty of a misdemeanor. Each offense shall be punished by a fine of not less than twenty-five dollars (\$25) or more than one thousand dollars (\$1,000) or by imprisonment in the county jail for a term not exceeding six months, or by both such fine and imprisonment.

27563. The owner, manager, or operator of any food facility is responsible for any violation by an employee of any provision of this chapter. Each day the violation occurs shall be a separate and distinct offense.

27564. A violation of any provision of this chapter relating to facilities held in common or shared by more than one food facility shall be deemed a violation for which the owner or operator of each food facility is responsible.

Article 5. Permit Suspension or Revocation

27580. Any permit may be suspended or revoked by a local enforcement officer for a violation of this chapter. Any food facility for which the permit has been suspended shall close and remain closed until the permit has been reinstated. Any food facility for which the permit has been revoked shall close and remain closed until a new permit has been issued.

Whenever a local enforcement officer finds that a food facility is not in compliance with the requirements of this chapter, a written notice to comply shall be issued to the permittee. If the permittee fails to comply, the local enforcement officer shall issue to the permittee a notice setting forth the acts or omissions with which the permittee is charged, and informing him or her of a right to a hearing, if requested, to show cause why the permit should not be suspended or revoked. A written request for a hearing shall be made by the permittee within 15 calendar days after receipt of the notice. A failure to request a hearing within 15 calendar days after receipt of the notice shall be deemed a waiver of the right to a hearing. When circumstances warrant, the hearing officer may order a hearing at any reasonable time within this 15-day period to expedite the permit suspension or revocation process.

The hearing shall be held within 15 calendar days of the receipt of a request for a hearing. Upon written request of the permittee, the hearing officer may postpone any hearing date, if circumstances warrant such action.

27581. At the conclusion of the hearing, the hearing officer shall issue a written notice of decision to the permittee within five

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working days following the hearing. In the event of a suspension or revocation, the notice shall specify the acts or omissions with which the permittee is charged, and shall state the terms of the suspension or that the permit has been revoked.

27582. (a) If any immediate danger to the public health or safety is found, unless the danger is immediately corrected, an enforcement officer may temporarily suspend the permit and order the food facility immediately closed. Immediate danger to the public health and safety means any condition, based upon inspection findings or other evidence, that can cause food infection, food intoxication, disease transmission, or hazardous condition, including, but not limited to, unsafe food temperature, sewage contamination, nonpotable water supply, or an employee who is a carrier of a communicable disease.

(b) Whenever a permit is suspended as the result of an immediate danger to the public health or safety, the enforcement officer shall issue to the permittee a notice setting forth the acts or omissions with which the permittee is charged, specifying the pertinent code section, and informing the permittee of the right to a hearing.

(c) At any time within 15 calendar days after service of a notice pursuant to subdivision (b), the permittee may request in writing a hearing before a hearing officer to show cause why the permit suspension is not warranted. The hearing shall be held within 15 calendar days of the receipt of a request for a hearing. A failure to request a hearing within 15 calendar days shall be deemed a waiver of the right to such hearing.

27583. The enforcement agency may, after providing opportunity for a hearing, modify, suspend, or revoke a permit for serious or repeated violations of any of the requirements of this code or for interference in the performance of the duty of the enforcement officer.

27584. A permit may be reinstated or a new permit issued if the enforcement agency determines that conditions which prompted the suspension or revocation no longer exist.

Article 6. General Sanitation Requirements

27590. This article governs general sanitation requirements for food facilities as defined in this chapter:

27591. All food shall be manufactured, produced, prepared, compounded, packed, stored, transported, kept for sale, and served so as to be pure, free from contamination, adulteration, and spoilage; shall have been obtained from approved sources; shall otherwise be fully fit for human consumption; and shall conform to the applicable provisions of the Sherman Food, Drug, and Cosmetic Law (Division 21 (commencing with Section 26000)).

Article 7. Sanitation Requirements for Food Facilities

27600. This article governs sanitation requirements for food facilities as defined in this chapter.

27601. All potentially hazardous food shall be held at or below 7 degrees Celsius (45 degrees Fahrenheit) or shall be kept at or above 60 degrees Celsius (140 degrees Fahrenheit) at all times. A thermometer accurate to plus or minus 1 degree Celsius (2 degrees Fahrenheit) shall be provided for each refrigeration unit, shall be located to indicate the air temperature in the warmest part of the unit and, except for vending machines, shall be affixed to be readily visible. Containers of potentially hazardous food displayed for service may be placed in an ice bed or held by a similar means which maintains the food at or below 7 degrees Celsius (45 degrees Fahrenheit). Except for vending machines, an accurate easily readable metal probe thermometer suitable for measuring the temperature of food shall be readily available on the premises.

27602. Raw duck, which otherwise would be readily perishable, shall be exempt from the provisions of Section 27601 for a period not to exceed two hours, if the duck will subsequently be cooked at or above a temperature of 177 degrees Celsius (350 degrees Fahrenheit) for at least 60 minutes.

(a) Whole Chinese-style roast duck shall be exempted from Section 27601 for a period not to exceed four hours after the duck is prepared, since the methods used to prepare these foods inhibit the growth of microorganisms which can cause food infections or food intoxications.

Nothing in this section shall be construed to supersede any provision of this chapter except the provisions specified in this section.

(b) For the purpose of this section, "Chinese-style roast duck" shall include, but is not limited to, Chinese-style barbeque duck, dry hung duck, and Peking duck. Chinese-style roast duck means duck which is prepared as follows:

- (1) The abdominal cavity is cleaned.
- (2) The duck is marinated.
- (3) The cavity is closed prior to cooking.
- (4) The duck is roasted at a temperature of 177 degrees Celsius (350 degrees Fahrenheit) or more for at least 60 minutes.

27603. All food shall be prepared, stored, displayed, dispensed, placed, transported, sold, and served as to be protected from dirt, vermin, unnecessary handling, droplet contamination, overhead leakage, or other contamination.

27604. (a) No unpackaged food which has been served to any person or returned from any eating area shall be served again or used in the preparation of other food. No food prepared or stored in a private home shall be used, stored, served, offered for sale, sold, or given away in a food facility.

(b) Except as provided in subdivision (c) of Section 27621, every bakery product shall have a protective wrapping which shall bear a label which complies with the labeling requirements prescribed by the Sherman Food, Drug, and Cosmetic Law (Division 21 (commencing with Section 26000)). Bakery products sold directly to a restaurant, catering service, retail bakery, or sold over the counter directly to the consumer by the manufacturer or bakery distributor shall be exempt from the provisions of this subdivision. French style, hearth-baked, or hard-crust loaves and rolls shall be considered properly wrapped if contained in an open-end bag of sufficient size to enclose the loaves or rolls.

27605. All employees preparing, serving, or handling food or utensils shall wear clean, washable outer garments, or other clean uniforms, and shall keep their hands clean. All such employees shall wash their hands and arms with cleanser and warm water before commencing work, immediately after using toilet facilities, and at other times as are necessary to prevent contamination of food. Legible signs shall be posted in each toilet room directing attention to this requirement. All such employees shall wear hairnets, caps, or other suitable coverings to confine all hair when required to prevent the contamination of food or utensils. Employees serving food shall use tongs or other implements, rather than their hands. No employee shall expectorate or use tobacco in any form in any area where food is prepared or utensils are cleaned or stored. No employee shall commit any act which may result in contamination or adulteration of any food, food contact surface, or utensil. The employer shall post and maintain "No Smoking" signs in food preparation, food storage, utensil cleaning, and utensil storage areas.

When information as to the possibility of disease transmission is presented to an enforcement officer, he or she shall investigate conditions and take appropriate action. The enforcement officer may, after investigation and for reasonable cause, require any or all of the following measures to be taken:

(a) The immediate exclusion of any employee from the affected food facility.

(b) The immediate closing of the food facility until, in the opinion of the enforcement officer, no further danger of disease outbreak exists. Any appeal of the closure shall be made in writing within five days to the applicable enforcement agency.

(c) A medical examination of any employee, with such laboratory examination as may be indicated. Should a medical examination be refused by an employee, the enforcement officer may require the immediate exclusion of the refusing employee from that or any other food facility until an acceptable medical or laboratory examination shows that the employee is not affected with a disease in a communicable form.

27606. No insecticide, rodenticide, or other poisonous substance shall be stored in any food preparation area, except in a separate

enclosure provided for that purpose. All poisonous substances, detergents, bleaches, cleaning compounds, or any other injurious or poisonous material shall be specifically and plainly labeled as to contents and hazardous use and shall be stored only in their original, labeled container. No such product shall be used or stored in a manner as to cause contamination or adulteration of food, food contact surfaces, or utensils.

27607. A food facility shall at all times be so constructed, equipped, maintained, and operated as to prevent the entrance and harborage of animals, birds, and vermin, including, but not limited to, rodents and insects.

27608. Each food facility shall be provided with such facilities and equipment as are necessary to store or dispose of all waste material. All food waste and rubbish containing food waste shall be kept in leakproof and rodentproof containers covered with close-fitting lids, except that containers kept inside establishments need not be covered during periods of use. All food waste and rubbish shall be removed and disposed of in a sanitary manner as frequently as may be necessary to prevent the creation of a nuisance. Putrescible waste, when stored in waste receptacles commonly known as bins or dumpsters, shall first be placed in a disposable bag which is impervious to moisture and of a strength equal to or exceeding National Sanitation Foundation Standard Number 31 or 32, as applicable, and then sealed.

27609. The premises of each food facility shall be kept clean and free of litter, rubbish, and vermin.

27610. (a) Except as otherwise provided in subdivision (b), no live animal, bird, or fowl shall be kept or allowed in any food facility.

(b) Subdivision (a) shall not apply to dogs being used by the blind, signal dogs, service dogs, such dogs in training under proper supervision, or to dogs under the control of uniformed law enforcement officers or of uniformed employees of a private patrol service who are licensed pursuant to Chapter 11 (commencing with Section 7500) of Division 3 of the Business and Professions Code, while these employees are acting within the course and scope of their employment as private patrolmen. All such dogs shall be excluded from food preparation and utensil wash areas. Aquariums and aviaries shall be allowed if enclosed so as not to create a public health problem.

27611. All food facilities and all equipment, utensils, and facilities shall be kept clean, fully operative, and in good repair.

27612. Frozen food shall be kept frozen except as provided in Section 27622.

27613. (a) Manual sanitization shall be accomplished in the final sanitizing rinse by one of the following:

(1) Contact with a solution of 100 ppm available chlorine solution for 30 seconds.

(2) Contact with a solution of 25 ppm available iodine for one

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minute.

(3) Contact with a solution of 200 ppm quaternary ammonium for one minute.

(4) Contact with water of at least 80 degrees Celsius (180 degrees Fahrenheit) for 30 seconds.

(b) In-place sanitizing shall be as in paragraph (1), (2), (3), or (4) of subdivision (a).

(c) Other methods may be used if approved by the department.

(d) Testing equipment and materials shall be provided to adequately measure the applicable sanitization method.

27614. All new and replacement equipment shall meet or be equivalent to applicable National Sanitation Foundation (NSF) standards or, in the absence of applicable NSF standards, be approved by the enforcement officer.

27615. Each food facility wherein sulfiting agents are added to food to preserve natural appearance and freshness shall have conspicuously displayed and easily readable signs, labels, or menu statements to inform customers of that use. Sulfites shall not be added to potentially hazardous foods.

Article 8. Sanitation Requirements for Food Establishments

27620. This article governs sanitation requirements for food establishments, as defined in this chapter.

27621. (a) Adequate and suitable space shall be provided for the storage of food. Except for large or bulky food containers, all food shall be stored at least 15 centimeters (6 inches) off the floor or under such other conditions as are approved. Containers may be stored on dollies, racks, or pallets not meeting this height requirement, provided these items are easily movable. All cartons, boxes, or other materials used in the packaging of any food shall be protected at all times from dirt, vermin, and other forms of contamination or adulteration. All returned or damaged food products and food products from which the label has been removed shall be separated and stored in a separate area and in such a manner as to prevent adulteration of other foods and shall not contribute to a vermin problem. Bulk food not stored in original packaging shall be stored in containers identifying the food by common name.

(b) A display of unpackaged food shall be shielded so as to intercept a direct line between the customer's mouth and the food being displayed, or shall be in a self-service container which has a tight-fitting, securely attached lid. This subdivision shall not apply to produce sold or given away in retail grocery stores, produce stands, or commissaries.

(c) Unpackaged processed food, except potentially hazardous food as defined in Section 27531, may be displayed and sold in bulk in self-service containers in grocery stores, if all of the following conditions are satisfied:

(1) Each self-service container has a utensil with a handle for dispensing the product, or the food may be dispensed from approved mechanical dispensers.

(2) A label is conspicuously displayed in plain view of the customer and securely attached to each self-service container, or in clear relationship thereto, which contains all of the following:

(A) The common name of the product.

(B) A declaration of the ingredients used by their common or usual name in descending order of predominance by weight: This declaration shall be provided in writing to the food establishment by the manufacturer, packer, or distributor.

(3) Nonfood items shall be displayed and stored in an area separate from food.

(d) Unpackaged processed food may be displayed and sold in bulk in other than self-service containers if both of the following conditions are satisfied:

(1) The food is served by an employee of the food establishment directly to a consumer.

(2) The food is displayed in clean, sanitary, and covered or otherwise protected containers.

(e) If the director makes a specific finding that a disease is actually transmitted by the method of dispensing unpackaged processed foods, as prescribed by this section, the director may establish by regulation greater restrictions on the sale of such food than are required by this section. These regulations shall bear directly on the specific relationship between the disease actually transmitted and the dispensing methods permitted by this section.

27622. (a) All frozen food shall be kept at a temperature which will keep the food in the frozen state until ready for processing or preparation. No food which has been thawed shall be refrozen unless it has been cooked or processed.

(b) Potentially hazardous frozen foods shall be thawed only:

(1) In refrigeration units.

(2) Under potable running water of sufficient velocity to flush loose food particles into the sink drain.

(3) In a microwave oven.

(4) As part of the cooking process.

27623. (a) All utensils and equipment shall be scrapped, cleaned, or sanitized as circumstances require.

(b) All food establishments in which food is prepared or in which multiservice kitchen utensils are used shall have at least a two-compartment metal sink with two integral metal drainboards. The sink compartments and drainboards shall be large enough to accommodate the largest utensil used. A one-compartment utensil sink which is in use on January 1, 1985, may be continued in use until replaced.

(c) All food establishments in which multiservice consumer utensils are used shall clean such utensils in one of the following ways:

(1) Handwashing of utensils using a three-compartment metal sink with dual integral metal drainboards where the utensils are first washed by hot water and a cleanser until they are clean, then rinsed in clear, hot water before being immersed in a final warm solution meeting the requirements of Section 27613.

(2) Machine washing of utensils in machines using a hot water or chemical sanitizing rinse shall conform to National Sanitation Foundation (NSF) standards, and shall be installed and operated in accordance with those standards. The machines shall be of a type, and shall be installed and operated as approved by the department. The velocity, quantity, and distribution of the washwater, type and concentration of detergent used therein, and the time the utensils are exposed to the water, shall be such as to clean the utensils. The quantity and pressure of rinse water and the time of exposure shall be such as to provide bactericidal effectiveness equivalent to that provided by compliance with NSF standards, or more restrictive standards if approved by the department. All new spray-type dish machines designed for hot water sanitizing shall be equipped with a self-sealing temperature and pressure test plug. The test plug shall be located immediately upstream of the rinse manifold in a horizontal position and on the machine exterior.

(3) A two-compartment metal sink, having metal drainboards, equipped for hot water sanitization, which is in use on January 1, 1985, may be continued in use until replaced.

(4) Other methods may be used after approval by the department.

(d) Hot and cold water under pressure shall be provided through a mixing valve to each sink compartment in all food establishments constructed on or after January 1, 1985.

(e) All utensil washing equipment, except undercounter dish machines, shall be provided with two integral metal drainboards of adequate size and construction. One such drainboard shall be attached at the point of entry for soiled items and one shall be attached at the point of exit for cleaned and sanitized items. Where an undercounter dish machine is used, there shall be two metal drainboards, one for soiled utensils and one for clean utensils, located adjacent to the machine. The drainboards shall be sloped and drained to an approved waste receptor. This requirement may be satisfied by using the drainboards appurtenant to sinks as required in subdivision (b) and paragraph (1) of subdivision (c), if such facilities are located adjacent to the machine.

(f) The handling of cleaned and soiled utensils, equipment, and kitchenware shall be undertaken in such a manner as to preclude possible contamination of cleaned items with soiled items.

(g) All utensils, display cases, windows, counters, shelves, tables, refrigeration units, sinks, dishwashing machines, and other equipment or utensils used in the preparation, sale, service, and display of food shall be made of nontoxic, noncorrosive materials,

shall be constructed, installed, and maintained to be easily cleaned, and shall be kept clean and in good repair.

(h) Utensils and equipment shall be handled and stored so as to be protected from contamination. Single-service utensils shall be obtained only in sanitary containers or approved sanitary dispensers, stored in a clean, dry place until used, handled in a sanitary manner, and used once only.

27624. An adequate, protected, pressurized, potable supply of hot water, at least 47 degrees Celsius (120 degrees Fahrenheit), and cold water shall be provided. The water supply shall be from a water system approved by the health officer. Any hose used for conveying potable water shall be constructed of nontoxic materials, shall be used for no other purpose, and shall be clearly labeled as to its use. The hose shall be stored and used so as to be kept free of contamination.

27625. All plumbing and plumbing fixtures shall be installed in compliance with local plumbing ordinances, shall be maintained so as to prevent any contamination, and shall be kept clean, fully operative, and in good repair.

All liquid wastes shall be disposed of through the plumbing system which shall discharge into the public sewerage or into an approved private sewage disposal system.

All steam tables, ice machines and bins, food preparation sinks, display cases, and other similar equipment which discharge liquid waste shall have this waste conveyed by a closed system, such as by a tube or rigid pipe, to an approved sewer line and disposed therein by an indirect connection. Drainage from refrigeration units shall be conducted in a sanitary manner to a floor sink or other approved device by an indirect connection or to a properly installed and functioning evaporator. Indirect waste receptors shall be located to be readily accessible for inspection and cleaning. Dishwashing machines may be connected directly to the sewer immediately downstream from a floor drain or they may be drained through an approved indirect connection.

27626. In each food establishment constructed or extensively remodeled on or after January 1, 1985, there shall be provided clean toilet facilities in good repair for use by employees. The number of toilet facilities required shall be in accordance with local building and plumbing ordinances. Toilet facilities whose construction begins on or after January 1, 1985, and which are provided for use by patrons, shall be so situated that patrons do not pass through food preparation, food storage, or utensil washing areas. Toilet rooms shall be separated from other portions of the food establishment by well-fitting, self-closing doors or by other methods approved by the enforcement officer. Toilet rooms shall not be used for the storage of food, equipment, or supplies. Toilet tissue shall be provided in a permanently installed dispenser at each toilet.

27627. Handwashing facilities shall be provided within or

adjacent to toilet rooms and shall be equipped with an adequate supply of hot and cold running water under pressure. Facilities constructed on or after January 1, 1985, shall have such water provided from a combination faucet, or water from a premixing faucet which supplies warm water for a minimum of 10 seconds while both hands are free for washing. The number of handwashing facilities required shall be in accordance with local building and plumbing ordinances. Handwashing cleanser and single-use sanitary towels or hot-air blowers shall be provided in dispensers at, or adjacent to, handwashing facilities. Food establishments beginning construction or extensive remodeling on or after January 1, 1985, shall provide facilities exclusively for handwashing within, or adjacent to, each kitchen.

27627.3. Clean toilet facilities, in good repair, shall be provided for patrons, guests, or invitees on property used in connection with, or in, each grocery store with more than 20,000 square feet of floor space.

For the purposes of this section, the gas pump area of a service station which is maintained in conjunction with a grocery store shall not be considered as property used in connection with the grocery store or be considered in determining the square footage of floorspace of the grocery store.

There shall be at least one separate toilet facility for men and one separate toilet facility for women. Toilet rooms shall be separated by well-fitted, self-closing doors that prevent passage of flies, dust, or odors.

Handwashing facilities, in good repair, shall be provided for patrons, guests, or invitees within or adjacent to toilet rooms and shall be equipped with hot and cold running water. Handwashing detergent or soap and sanitary towels or hot-air blowers shall be provided at handwashing facilities in permanently installed dispensing devices. Notwithstanding any other provision of law, other than Section 27627.5, a violation of this section shall be an infraction.

27627.5. The requirements of Section 27627.3 for restroom facilities which are accessible to patrons, guests, or invitees on the property may be satisfied by permitting access by those persons to the toilet and handwashing facilities which are required by other provisions of this chapter.

However, if the requirements of Section 27627.3 are satisfied by permitting access by those persons to the toilet and handwashing facilities which are required by other provisions of this chapter, a violation of these provisions shall be a misdemeanor punishable pursuant to Section 27562.

27627.7. Sections 27627.3 and 27627.5 apply only to grocery stores as to which construction is commenced on or after July 1, 1984.

27628. A room, enclosure, or designated area, separated from toilets, food storage, food preparation areas, and utensil washing

areas, shall be provided where employees may change and store clothes. No employee shall store clothing or personal effects in any other area on the premises.

27629. Ventilation shall be provided to remove gases, odors, steam, heat, grease, vapors, or smoke from the food establishment.

All areas shall have sufficient ventilation to facilitate proper food storage and to provide a reasonable condition of comfort for any employee, consistent with the job performed by the employee. On or after January 1, 1985, there shall be provided mechanical exhaust ventilation at or above all newly installed cooking equipment as required in Article 10.4 (commencing with Section 13670) of Title 17 of, and Chapter 4-20 (commencing with Section 4-2000) of Part 4 of Title 24 of, the California Administrative Code.

The provisions of this section shall not apply to cooking equipment when such equipment has been submitted to the department for evaluation, and it has found that the equipment does not produce toxic gases, smoke, grease, vapors, and heat when operated under conditions recommended by the manufacturer.

Toilet rooms shall be vented to the outside air by means of an openable, screened window, an air shaft, or a light-switch-activated exhaust fan, consistent with the requirements of local building codes.

27630. Each food establishment, except produce stands, shall be fully enclosed in a building consisting of floors, walls, and overhead structure which meet the minimum standards prescribed by this chapter. Food establishments which are not fully enclosed on all sides and which are in operation on January 1, 1985, shall not be required to meet the requirement for a fully enclosed structure pursuant to this section. This section shall not be construed to require the enclosure of dining areas or open-air barbecue facilities.

27631. (a) Except in dining areas and as otherwise provided in subdivision (d), the floor surfaces in all areas in which food is prepared, packaged, or stored, where any utensil is washed, where refuse or garbage is stored, and where janitorial facilities are located, and in all toilet and handwashing areas, shall be smooth and of such durable construction and nonabsorbent material as to be easily cleaned.

These floor surfaces shall be coved at the juncture of the floor and wall with a 10 millimeter ($\frac{3}{8}$ inch) minimum radius coving and shall extend up the wall at least 15 centimeters (6 inches) except in areas where food is stored only in unopened bottles, cans, cartons, sacks, or other original shipping containers.

(b) Upon new construction or extensive remodeling on or after January 1, 1985, floor drains shall be installed as follows:

- (1) In floors that are water-flushed for cleaning.
- (2) In areas where pressure spray methods for cleaning equipment are used.

Floor surfaces in areas pursuant to this subdivision shall be sloped 1:50 to the floor drains.

(c) Upon new construction or extensive remodeling on or after January 1, 1985, floor sinks, funnel drains, or equivalent devices shall be installed to receive discharges of water or other fluid waste from equipment.

(d) Except for dining and serving areas, the use of sawdust, wood shavings, peanut hulls, or similar materials is prohibited.

(e) This section shall not prohibit the use of approved dust-arresting floor sweeping and cleaning compounds during floor cleaning operations or the use of approved anti-slip floor materials in areas where necessary for safety reasons.

(f) Food establishments which are in operation on January 1, 1985, and in which sawdust is used as an absorbent in meat holding units may continue this use until the floor is replaced.

27632. The walls and ceilings of all rooms, except for bars, rooms where food is stored in unopened containers, and dining areas, shall be of a durable, smooth, nonabsorbent, washable surface. Walls and ceilings of food preparation and utensil washing areas and interior surfaces of walk-in refrigeration units shall also be light-colored. Wall areas adjacent to bar sinks shall be smooth and easily cleanable. Acoustical paneling may be utilized providing it is installed not less than 1.8 meters (6 feet) above the floor. Any perforations shall not penetrate the entire depth of the panel, shall not be greater than 3 millimeters ($\frac{1}{8}$ inch) in any dimension, and shall not comprise more than 25 percent of the exposed panel surface. The paneling shall otherwise meet the requirements of this section.

Conduits of all types shall be installed within walls as practicable. When otherwise installed, they shall be mounted or enclosed so as to facilitate cleaning.

27633. Adequate and suitable space shall be provided for the storage of clean linens, including apparel, towels, and cleaning cloths.

Soiled linens, apparel, towels, tablecloths, and cleaning cloths shall be kept in cleanable containers provided only for this purpose and shall not be reused until they have been laundered.

27634. (a) A room, area, or cabinet separated from any food preparation or storage area, or utensil washing or storage area, shall be provided for the storage of cleaning equipment and supplies, such as mops, buckets, brooms, cleansers, and waxes.

(b) Any food establishment constructed or extensively remodeled on or after January 1, 1985, shall be equipped with at least one of the following to be used exclusively for general cleaning purposes and for the disposal of mop bucket wastes and other liquid wastes:

(1) A one-compartment, nonporous janitorial sink.

(2) A slab, basin, or floor constructed of concrete or equivalent material, curbed and sloped to a drain. Such facilities shall be connected to approved sewerage and provided with hot and cold running water through a mixing valve and protected with a backflow protection device.

27635. In every room and area in which any food is prepared,

manufactured, processed, or packaged, or in which utensils are cleaned, sufficient natural or artificial lighting shall be provided to produce an intensity of not less than 215 lux (20 footcandles) as measured 76 centimeters (30 inches) above the floor, except that the working surfaces on which alcoholic beverages are prepared or where utensils used in the preparation or service of alcoholic beverages are cleaned, shall be provided with at least 108 lux (10 footcandles) of light. Food and utensil storage rooms, refrigeration storage, and toilet and dressing rooms shall be provided with at least 108 lux (10 footcandles) of light. Light fixtures in areas where food is prepared or where open food is stored or where utensils are cleaned shall be of shatterproof construction or shall be protected with shatterproof shields and shall be readily cleanable.

During general cleanup activities, at least 215 lux (20 footcandles) of light, measured 76 centimeters (30 inches) above the floor, shall be provided in the area being cleaned, including, but not limited to, areas where alcoholic beverages are prepared or served.

27636. No sleeping accommodations shall be maintained or kept in any room where food is prepared, stored, or sold. All living and sleeping quarters shall be separated from the food establishment. No door or other opening shall be permitted in the partition which separates the food establishment from the living or sleeping quarters.

27637. (a) The department shall adopt and approve first aid instructions designed and intended for use in removing food which may become stuck in a person's throat. These instructions shall be limited to first aid techniques not involving the use of any physical instrument or device inserted into the victim's mouth or throat.

(b) The department shall supply to the proprietor of every on-site eating establishment adopted and approved instructions pursuant to subdivision (a). The proprietor shall post the instructions in a conspicuous place or places, which may include an employee notice board, in order that the instructions may be consulted by anyone attempting to provide relief to a victim in a choking emergency.

(c) In the absence of other evidence of noncompliance with this section, the fact that the instructions were not posted as required by this section at the time of a choking emergency shall not in and of itself subject the proprietor or his or her employees or independent contractors to liability in any civil action for damages for personal injuries or wrongful death arising from a choking emergency.

(d) Nothing in this section shall impose any obligation on any person to remove, assist in removing, or attempt to remove food which has become stuck in another person's throat. In any action for damages for personal injuries or wrongful death, neither the proprietor nor any person who removes, assists in removing, or attempts to remove such food in accordance with instructions adopted by the department shall be liable for any civil damages as a result of any acts or omissions by such person in rendering emergency assistance.

ILLNESSES OF LESS FREQUENT OR RARE OCCURRENCE

NAME OF ILLNESS	CAUSATIVE AGENT	FOODS USUALLY INVOLVED	HOW INTRODUCED INTO FOOD	PREVENTATIVE OR CORRECTIVE PROCEDURES
TYPHOID FEVER PARA-TYPHOID A	BACTERIAL INFECTION SALMONELLA; SALMONELLA PARA TYPHI A; TYPHI	MOIST FOODS, DAIRY PRODUCTS, SHELL FISH, RAW VEGETABLES AND WATER	BY FOOD HANDLERS AND OTHER CARRIERS	PROHIBIT CARRIERS FROM HANDLING FOOD; REQUIRE STRICT PERSONAL CLEANLINESS OF FOOD PREPARATION; ELIMINATE FLIES
STREPTOCOCCUS FOOD INFECTION (BETA TYPE SCARLET FEVER & STREP THROAT)	BACTERIAL INFECTION BETA HEMOLYTIC STREPTOCOCCI	FOODS CONTAMINATED WITH NASAL OR ORAL DISCHARGES FROM CARRIER	COUGHING, SNEEZING OR POOR FOOD HANDLING	EXCLUDE FOOD HANDLERS WITH KNOWN STREP INFECTIONS; THOROUGH COOKING OF FOOD; RAPID CHILLING OF FOOD
STREPTOCOCCUS INFECTION (ALPHA TYPE) (INTESTINAL)	BACTERIAL INFECTION ENTEROCOCCUS GROUP; PYOGENIC GROUP	FOODS CONTAMINATED WITH EXCRETA ON UNCLEAR HANDS	BY UNSANITARY FOOD HANDLING	EXCLUDE FOOD HANDLERS WITH KNOWN STREP INFECTIONS; THOROUGH COOKING OF FOOD; RAPID CHILLING OF FOOD
BACILLARY DYSENTERY SHIGELLOSIS	BACTERIAL INFECTION SHIGELLA	FOODS CONTAMINATED WITH EXCRETA ON UNCLEAR HANDS	BY UNSANITARY FOOD HANDLING	STRICT PERSONAL CLEANLINESS IN FOOD PREPARATION; REFRIGERATION OF MOIST FOODS; EXCLUDE CARRIER
AMOEBIC DYSENTERY	PARASITIC INFECTION ENDAMOEBA HISTOLYTICA	FOODS CONTAMINATED WITH EXCRETA ON UNCLEAR HANDS	BY UNSANITARY FOOD HANDLING	PROTECT WATER SUPPLIES; INSURE STRICT PERSONAL CLEANLINESS WITH FOOD HANDLERS; EXCLUDE CARRIER
TRICHINOSIS	PARASITIC INFECTION LARVA OF TRICHI- NELLA SPIRALIS	RAW OR INSUFFICIENTLY COOKED PORK OR PORK PRODUCTS	RAW PORK FROM HOGS FED UNCOOKED INFECTED GARBAGE	THOROUGHLY COOK PORK AND PORK PRODUCTS OVER 150 DEGREES F, PREFERABLY TO 160 DEGREES F.

ILLNESSES OF FREQUENT OCCURRENCE

NAME OF ILLNESS	CAUSATIVE AGENT	FOODS USUALLY INVOLVED	HOW INTRODUCED INTO FOOD	PREVENTATIVE OR CORRECTIVE PROCEDURES
STAPHYLOCOCCUS	BACTERIAL TOXIN STAPHYLOCOCCUS ENTERO TOXIN	COOKED HAM OR OTHER MEAT, CHOPPED OR DICED, CREAM-FILLED OR CUSTARD PASTRIES, OTHER DAIRY PRODUCTS, HOLLANDAISE SAUCE, BREAD PUDDING, POTATO SALAD, CHICKEN, FISH, AND OTHER MEAT SALADS, "WARMED OVER" FOOD	USUALLY FOOD HANDLERS THROUGH NASAL DISCHARGES, LOCAL SKIN INFECTIONS (ACNE, PIMPLES, BOILS, SCRATCHES AND CUTS)	REFRIGERATE MOIST FOODS DURING STORAGE PERIODS; MINIMIZE USE OF HANDS IN PREPARATION; EXCLUDE UNHEALTHY FOOD HANDLERS (HAVING OBVIOUS INFECTIONS)
PERFRINGENS	BACTERIAL TOXIN CLOSTRIDIUM PERFRINGENS	MEAT WHICH HAS BEEN BOILED, STEAMED, BRAISED, OR PARTIALLY ROASTED, ALLOWED TO COOL SEVERAL HOURS AND SUBSEQUENTLY SERVED EITHER COOLED OR RE-HEATED	NATURAL CONTAMINATE OF MEAT	COOL FOOD RAPIDLY; BREAK DOWN LARGE QUANTITIES OF FOOD INTO SMALLER CONTAINERS TO FACILITATE COOLING; ELIMINATE CROSS-CONTAMINATION
SALMONELLOSIS	BACTERIAL INFECTION OVER 800 TYPES OF SALMONELLA BACTERIA	MEAT AND POULTRY, DICED FOODS, EGG PRODUCTS, CUSTARDS, SHELL FISH, SOUPS, GRAVIES, SAUCES, "WARMED OVER" FOODS	FECAL CONTAMINATION BY FOOD HANDLERS; RAW CONTAMINATED MEAT AND POULTRY, EGGS AND UNPASTEURIZED MILK	BY GOOD PERSONAL HABITS OF FOOD HANDLERS; SUFFICIENT COOKING AND REFRIGERATION OF PERISHABLE FOODS; ELIMINATE RODENTS AND FLIES
BOTULISM	BACTERIAL TOXIN CLOSTRIDIUM BOTULINUM	IMPROPERLY PROCESSED OR UNREFRIGERATED FOODS OF LOW ACIDITY	SOIL & DIRT; SPORES NOT KILLED; INADEQUATELY HEATED FOODS	DO NOT USE "HOME-CANNED" FOODS; DISCARD ALL FOODS IN SWOLLEN UNOPENED CANS

Manager _____ FOOD SERVICES Area _____
 Unit No. _____ SANITATION/SAFETY Date _____
 Unit Name _____ Copies: _____

	Yes	No
<u>SANITATION PROCEDURES</u>		
1. Clean constitutes free of dirt, grime, dust, food particles, grease, film, bacteria, odors and other obvious debris	_____	_____
2. Sanitation Manual up-to-date and consulted once a month as to:		
Detergents	_____	_____
Soaps	_____	_____
Germicides	_____	_____
Fungicides	_____	_____
Abrasives	_____	_____
Degreasers	_____	_____
Descalers	_____	_____
Cleaning Tools	_____	_____
<u>FOOD STORAGE</u>		
3. Hot - 140	_____	_____
4. Cold - 40 or below	_____	_____
5. Frozen - 10 or below	_____	_____
6. Proper containers	_____	_____
7. Properly covered	_____	_____
<u>STORAGE AREAS</u>		
8. All storage areas clean & well organized	_____	_____
9. Free of rodent & insect infestation	_____	_____
<u>SERVING AREA</u>		
10. Clean, legible signing	_____	_____
11. Clean sneeze guards, shelves, tray slides	_____	_____
12. Clean floors	_____	_____
13. All serving stations clean (steam wells, ice beds, undercounter shelving)	_____	_____
<u>DINING ROOM</u>		
14. Clean tables, chairs, floors, windows, light fixtures	_____	_____
15. Clean bus carts & bus areas	_____	_____
16. Clean, covered trash containers	_____	_____
<u>GENERAL APPEARANCE</u>		
17. Employee restrooms & dressing areas clean & orderly	_____	_____
18. Office clean & orderly	_____	_____
19. Janitorial equipment clean & stored properly	_____	_____
20. Receiving areas clean & free of trash	_____	_____
21. All equipment to be cleaned is identified	_____	_____
22. Cleaning schedules in operation	_____	_____
23. Other: _____	_____	_____
<u>EQUIPMENT</u>		
24. Clean work tables, food preparation & serving areas	_____	_____
25. Clean heavy & light equipment	_____	_____

DISHWASHING MACHINES

- 26. Proper water temperatures:
 Washing - 140 _____
 Rinsing - 180 _____
- 27. Spray nozzles, screens, curtains,
 tanks, washing equipment &
 areas clean _____
- 28. Conveyor belt and/or dish return
 areas clean _____
- 29. Pot sinks using correct amount of
 detergent & clean rinse water with
 correct amount of germicide _____
- 30. Dishware & utensils clean & in
 good repair _____

WASTE DISPOSAL

- 31. Trash containers clean, covered
 & leak proof _____
- 32. Trash area free of trash & odor _____

PERSONAL HYGIENE

- 33. Clean & proper uniforms _____
- 34. Well-groomed & clean employees _____
- 35. Clean work habits _____
- 36. Handwashing procedures posted _____
- 37. Soap & hand towels provided _____

SAFETY, O.S.H.A.

- 38. Equipment in good repair _____
- 39. Personnel trained in correct use
 of all equipment _____
- 40. Safety guards in use _____
- 41. Safety decals in place _____
- 42. CO² cylinders secured with cable
 or chain _____
- 43. Hazardous equipment areas locked _____
- 44. Electrical equipment properly
 grounded _____
- 45. Tools stored properly/securely _____
- 46. Mats, floor stripping in good
 repair & in place _____
- 47. Structural hazards reported &
 documented, all doorways & aisles
 free of obstructions & properly
 lighted _____
- 48. Emergency procedures posted &
 accessible to all personnel _____
- 49. Fire extinguishers in place &
 properly tagged _____
- 50. Exits correctly identified _____
- 51. First aid kits available & properly
 stocked _____
- 52. Refrigeration intake fans clean of
 dust and dirt _____

Has an action program been initiated to correct
 deficiencies noted? If yes, please attach _____
 Has a copy of this report been shared with
 administrator? _____

Notes: _____

Signed: Manager _____

CHAPTER 9
RECORD KEEPING

This chapter will assist you in complying with
Title 15 Standards 1242 and 1243.

Fiscal responsibility and accountability are an important part of a STAR Manager's function in a correctional facility. There are many kinds of records that must be kept in any institution, especially in a correctional facility. Not only do you have to meet standards, you must be able to prove through adequate records that you have met those standards. The record keeping system you develop for your program should include those records and reports necessary for the timely documentation, evaluation and control of departmental activities and costs.

The primary reasons you will need to keep records are:

- * To provide an adequate financial and operational audit trail.
- * To provide "red flags" that warn you when something is wrong. With the proper records you will know when food costs are going up and will be able to take immediate action. Without adequate records, you may not know your true food cost until your supervisor gets an "actual" vs. "budget to date" statement, and by then you may wish you had decided to be a plumber, a doctor..... anything but a food service manager. Labor cost and all other controllable expenses can also be monitored with adequate record keeping.
- * To provide documentation necessary to meet the certification standards of Title 15, the ACA or any other accrediting group.
- * To provide the city/county with adequate documentation in the event of any legal suit brought with respect to the quality, and type of regular, religious and medical diets served to inmates.
- * To assist in the preparation of next year's operational budget.
- * To assist in maintaining your equipment in optimum condition and determining capital budget requirements for replacing or adding equipment.

FINANCIAL RECORD KEEPING

The old adage about not seeing the forest for the trees applies to financial record keeping. Often people throw up their hands in total frustration. The desk (Forest) is piled high with invoices, labor schedules, purchases orders, inventories, meal counts and so forth (Trees), and the Commander wants you to prepare a "PERIOD RECAP SHEET". In other words, you are to prepare a summary of such data as labor cost, food cost, meals served, overtime, and other pertinent financial information.

Rather than begin with all the details (Trees), let us take a different approach to tackling this cumbersome task. Before you plunge into generating unnecessary data, take a hard look at what it is you want to attain in the end. For purposes of this manual, we are presenting a format for a Period Recap Sheet as illustrated in Exhibit IX - A. You will have to adapt the format to be sure it contains the kind of data required by your facility commander.

Just what information do you need in order to complete the Period Recap Sheet?

- * Records of Meals Served.
- * Labor Cost.
- * Purchasing/Inventory Data.
- * Food Cost.
- * Commodity Charges.
- * Repairs and Maintenance Costs.

Let's take it one step at a time and determine how we will generate the data that we need to complete the Period Recap Sheet.

Month/Period May Fiscal Year 1986

PERIOD RECAP SHEET

Prepared by: G. Jones

Approved by: Lt. Smith

FOOD COST
COMPUTATION

	WEEK	TOTALS	SEAFOOD MEAT & POULTRY	GROCERIES	BAKERY	PRODUCE	DAIRY	DISPOS- ABLES	OTHER SUPPLIES	COMMODITY CHARGES	LAUNDRY	REPAIRS & MAINT.
Purchases	1	\$1500	\$ 650	\$ 450	\$ 200	\$ 100	\$ 100	\$	\$	\$ 200	\$ 125	\$ -0-
	2	1800	600	450	200	150	100	300			125	-0-
	3	1500	600	400	200	150	100		50		125	-0-
	4	1700	600	500	200	100	100	100	100		125	50
	5											
	TOTALS	\$6500	\$2450	\$1800	\$ 800	\$ 500	\$ 400	\$ 400	\$ 150	\$ 200	\$ 500	\$ 50
Add: Beg. Inventory		8500	3000	4000	250	150	150	900	50	600		
Sub: End Inventory		8000	2800	4100	100	100	100	700	100	600		
Totals: \$		\$7000	\$2650	\$1700	\$ 950	\$ 550	\$ 450	\$ 600	\$ 100	\$ 200	\$ 500	\$ 50
Totals: % of Total		100 %	38 %	24 %	14 %	8 %	6 %	9 %	1 %			

OPERATING STATISTICS

WEEK	TOTAL MEALS	TOTAL LABOR HOURS	COST	LABOR PER MEAL
1	11,270	544	\$ 3660	\$.32 %
2	11,250	528	\$ 3564	\$.32 %
3	11,260	552	\$ 3726	\$.33 %
4	11,250	528	\$ 3564	\$.32 %
5			\$	%

OPERATING SUMMARY

	ACTUAL	BUDGET
Meals Served	\$ 45,080	45,050
Food Cost	7,000	6,800
Labor Cost	14,514	14,500
Other Supplies Cost	100	50
Laundry Cost	500	500
Repairs & Maint.	50	400

COMMENTS:

IX - 4

EXHIBIT IX - A

REQUIRED DATA: Number of Meals Served

You need to record the number and type of meals served each day. This information should detail medical, religious, staff, visitor and inmate meals. In addition, you will need to keep the corresponding menu that was actually served. If it was necessary to substitute or entirely change the cycle menu for a meal or an entire day you should indicate those changes and keep the menu on file.

Exhibit IX - B shows a sample form that can be used to keep track of the total meals served for a week. The STAR manager will complete the appropriate column daily in order to avoid searching for the data at the end of the week/month. These totals are then transferred to the Period Recap Sheet.

EXHIBIT IX - B

WEEKLY SUMMARY OF MEALS SERVED

WEEK OF May 1-7

PREPARED BY Jones

	SU	MO	TU	WE	TH	FR	SA
INMATES:							
REGULAR	1550	1500	1500	1500	1500	1500	1550
SACK	-0-	50	50	50	50	50	-0-
MEDICAL	10	10	10	10	10	10	10
RELIGIOUS	-0-	-0-	-0-	-0-	-0-	-0-	-0-
STAFF	40	50	50	50	50	50	40
GUESTS	-0-	-0-	-0-	10	-0-	-0-	10
TOTALS	1600	1610	1610	1620	1610	1610	1610

TOTAL MEALS SERVED

INMATES	
REGULAR	<u>10,600</u>
SACK	<u>250</u>
MEDICAL	<u>70</u>
RELIGIOUS	<u>-0-</u>
STAFF	<u>330</u>
GUESTS	<u>20</u>
TOTAL MEALS	<u>11,270</u>

WEEK OF May 17

WEEKLY PAYROLL ANALYSIS

PREPARED BY G. Jones

CATEGORY	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY		TOTALS	
	HOURS	\$	HOURS	\$	HOURS	\$	HOURS	\$	HOURS	\$	HOURS	\$	HOURS	\$	HOURS	\$
REGULAR	72	486	72	486	80	540	76	513	80	513	68	459	64	432	512	3456
SUBS.	8	48	8	48	-0-		-0-		-0-		-0-		-0-		16	96
OVERTIME	-0-		-0-		-0-		-0-		-0-		-0-		-0-			
VACATION	-0-		-0-		-0-		-0-		-0-		-0-		-0-			
SICK PAY	8	54	8	54	-0-		-0-		-0-		-0-		-0-		16	108
HOLIDAY	-0-		-0-		-0-		-0-		-0-		-0-		-0-			
MEMORIAL	-0-		-0-		-0-		-0-		-0-		-0-		-0-			
OTHER	-0-		-0-		-0-		-0-		-0-		-0-		-0-			
TOTALS	88		88		80		76		80		68		64		544	3660

WEEKLY SUMMARY

CATEGORY	ACTUAL FOR THIS WEEK		BUDGET FOR THE WEEK	
	HOURS	\$	HOURS	\$
REGULAR	512	3456	528	3564
SUBSTITUTE	16	96	8	48
OVERTIME				
VACATION				
SICK PAY	16	108	8	54
HOLIDAY				
MEMORIAL				
OTHER				
TOTALS	544	3660	544	3666

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EXHIBIT IX - C

REQUIRED DATA: Labor Cost

Labor costs are such a large factor in the cost of meal service that it is important to have detailed records and control of those costs. Exhibit IX - C on the preceding page will serve as a guide for your payroll analysis. Benefits are generally figured as a percentage of gross wages. You need to ask someone in your payroll office what percentage figure is applied in your facility.

Once you have completed the weekly summary of your labor costs the figures can be transferred to the monthly Recap Sheet on page 4.

REQUIRED DATA: Food and Supply Costs

Purchasing is a cyclical function. You determine what you need, write purchase orders, order the food, receive it, store it, issue it, cook and serve it and start all over again with determining what you need. Keeping track of what happens to all of the food and supplies processed in a given day or week is a formidable task unless you have a good system in place. In order to arrive at your food and supply costs you need to know the following:

- | | |
|-----------------------|--|
| "Beginning Inventory" | (The dollar value of the food and supplies on hand at the beginning of the period.) |
| "Purchases" | (The dollar value of the food and supplies you purchased during the period.) |
| "Transfers In & Out" | (The dollar value of the food and supplies you transfer to or receive from other departments/facilities) |
| "Ending Inventory" | (The dollar value of the food and supplies on hand at the end of the period) |

Since the inventory is a key factor in the process, let's start with the steps in planning, organizing, processing, taking and utilizing the data from an inventory.

Inventory Requirements

Your inventory is a critical part of your entire financial record keeping program. It is critical in determining your food cost from one period to the next. There are two types of inventories, perpetual and physical. With a perpetual inventory each item is kept on a card or on a computer and checked out as it is needed. Every checked-out item requires an entry on its respective card or in the computer and when the item hits a certain predetermined level it is automatically ordered to bring it up to its predetermined par stock level. This is a process that requires daily attention if it is to be effective. Perpetual inventories are rarely effective for single operation storerooms.

Physical inventories are actual physical counts taken either weekly or monthly wherein a standard form is used and everything that is on hand is counted manually. Usually two people are involved with one person counting and the other one recording.

"The Custom-Designed Inventory Form"

It is important that you develop a form for your inventory and type in the items that you commonly have on hand. In this way you do not have to write out the entire list every time you take an inventory. Having the list also serves as a checkpoint. If you have an item on the list but cannot find it in the storeroom, you will want to check to determine exactly why you do not have that item on hand.

In order to assist you in designing an inventory form we have included one as Exhibit IX - D on page 11.

For your convenience there is a full-size blank inventory form (Attachment IX - A) at the back of this chapter for you to copy and type in your standard items. Here are the three easy steps to a Custom Inventory Form.

Step 1:

Gather up the following essentials:

- * Copies of the blank inventory form at the back of this chapter.
- * A copy of your last inventory.
- * The most recent invoices (preferably for the past menu cycle).
- * List of the available commodity items.

Step 2:

Take the blank form and list on it, by group (see below), all of the food and supply items you keep on hand. If this form is once typed and empty lines left at the end of each category to provide for occasional new items, it should not be necessary to retype the forms until major changes are made in the menu/supply list. Ideally, the products in your storeroom will be positioned by product group, in the same order as on the inventory form. This makes the job of taking inventory more efficient and more accurate.

The groups, along with a short definition of each, are presented as follows:

Group 1: Meat, Poultry and Fish

This group includes all beef (burgers, roasts, etc.), pork (ham, hot dogs, bacon, etc.) poultry (turkey and chicken) and seafood products whether fresh, frozen or canned.

Group 2. Groceries

This group includes purchased (NOT COMMODITY) canned and bottled items such as:

- +Soup - condensed and dry mixes
- +Beans - canned and dry
- +Condiments - catsup, mustard, mayonnaise, salad dressings, pickle relish, etc., including cans, bottles and individual packets.
- +Fruits - canned or frozen.
- +Vegetables - canned or frozen (including frozen hash browns, etc.
- +Spices & Seasonings - To include salt and pepper in bulk and individual packets.
- +Syrups - pancake, dessert toppings, etc.
- +Non-dairy Beverages: coffee, tea, juices, fruit drinks, etc.
- +Entree Items - frozen lasagna, burritos, taco shells, enchiladas, etc.
- +Cereals - breakfast.
- +Snack Foods - potato chips, corn chips, etc.
- +Staples - flour, baking soda, corn starch, etc.
- +Starches - pasta, rice.
- +Fats & Oils - salad oil, deep fat oil etc.

Group 3. Bakery

Breads - fresh and frozen	Buns
Sweet Rolls	Donuts
English Muffins	Pies
Cakes	Dinner Rolls
Cookies	French Rolls

Group 4. Produce:

All fresh products only.

Onions	Cabbage
Mushrooms	Mushrooms
Lettuce	Lettuce
Tomatoes	Tomatoes
Apples, Bananas, Oranges, Melons, etc.	

Group 5. Dairy

Butter
 Cream or Half and Half
 Sour Cream or IMO
 Yogurt

Cheese
 Eggs
 Ice Cream
 Milk

EXHIBIT IX - D

CORRECTION FOOD SERVICE
 INVENTORY

LOCATION Commissary

DATE 1/31/86
 (MONTH) (YEAR)

CLASSIFICATION/ITEM	PAR STOCK	UNIT PACK	ON HAND	UNIT PRICE	(INVENTORY) EXTENDED PRICE
GROUP 1 MEAT, ETC.					
Ground Beef	200 lbs.	10 lb.	250	.98	\$ 245.00
Veal patty, 4 oz.		Cs10 lb./40	10	12.90	129.00
Etc.					
GROUP 2: Groceries					
Cherrios	Case 5	Cs.	8	26.00	208.00
Puffed Wheat	Case 5	Cs.	3	24.00	72.00
Etc.					
GROUP 3: Bakery					
Etc.					
GROUP 4: Produce					
Etc.					
GROUP 5: Dairy					
Etc.					
GROUP 6: Disposables					
Etc.					
GROUP 7: Other					
ETC.					

Group 6. Disposables

Paper plates, disposable silverware, napkins, paper cups, tin foil, food wrap, sandwich wrap, paper bags, Styrofoam cups, containers, etc. (only those items directly connected to the preparation and/or service of food).

Group 7. Other Supplies

Cleaning supplies and miscellaneous items.

Group 8. Commodity charges

You do not pay for commodities outright but you undoubtedly pay shipping, handling and other related costs. These should be shown as a part of food cost.

Step 3:

We would recommend that you copy the hand written form and use it for one inventory period so that you can correct any errors or omission. After you have made corrections, have the form typed, leaving several blank lines at the end of each category in order to be able to write in any additional items.

The next issue that will need to be resolved is whether you will take a weekly or a monthly inventory. There are cases to be made for either one. Many food service contractors and institutions have gone to the weekly inventory for the following reasons:

- * They have greater control over the products and have a more accurate weekly food cost from which to work.
- * They have less product on hand, keeping their dollar volume tied up in the inventory to a minimum.
- * Less storage is required.

Depending upon the amount of storage that you have available and the frequency of deliveries from your suppliers this might be a good system for your facility. On the other hand, if you have a relatively small facility and have sufficient storage space, the monthly inventory may meet your needs effectively.

Once your form is ready and you have determined the frequency of your inventory, you can proceed to the next step.

Taking the Inventory

Using the prepared inventory form designed for your facility, one person should count the items and call the total out to the second person. This second person should verbally repeat the number to be sure that it is accurate.

Instructions for the actual inventorying of these groups are as follows: (Please note that we have attempted to answer all possible situations but realize that there may be special situations which will require clarification. The important thing for you to remember is to be consistent. If you put a given item in one group or count it a certain way on one month's inventory, it is important to do the same the next month.)

Group 1: Meat, Poultry and Seafood

Normally these items are sold by the pound and they should be inventoried in the same manner. Since meat is such a high cost item we recommend that you carefully inventory all meats in the freezer and the refrigerator(s). Do this all by the pound. For example, do not list six 4:1 hot dogs at \$1.50 #, rather enter it as: 1 1/2 # 4:1 hot dogs at \$1.50 # = \$2.25.

Group 2: Groceries

Inventory only unopened items. Once a can of catsup or spice has been opened, you no longer carry it on the inventory. You should, however, inventory unopened cans from broken cases. The same would be true for unopened boxes of frozen vegetables from a

broken case. Be sure to identify by the correct number of cans or pounds.

Group 3: Bakery

Inventory only unopened packages of bread, buns, etc., as well as whole pies, cakes, etc. Do not inventory miscellaneous cookies, sweet rolls, doughnuts.

Group 4: Produce

It is to be inventoried by whole crates, lugs only. If an item such as a cabbage or a stalk of celery is purchased in units rather than by the case and is priced in units, you may inventory them as long as they have not been used. (Do not count a half cabbage.)

Group 5: Dairy

Inventory only whole cases and/or units.

Group 6: Disposables

Inventory only unopened cases or unopened boxes from opened cases.

Group 7: Cleaning Supplies

Inventory only unopened cases, gallons, boxes, etc.

Group 8: Commodities

Commodities are inventoried on a separate form that can be presented to the state Office of Surplus Property.

"Completing the Inventory"

Step 1:

When the physical count is completed, write the latest price at which that item was purchased in the price column.

Step 2:

Extend the total values (multiply the amount you counted times the current price).

Step 3:

Total each food cost category on the adding machine and attach the adding machine tape to the page.

Step 4:

Total all the page totals and staple the entire inventory together with the final machine tape.

TAKE A BREAK - You Deserve it!

REQUIRED DATA: Amount of Food and Supplies Purchased.

Not only do you need to keep track of what you have on hand, you will also need to keep records of what you have ordered and received in a given time period. Exhibit IX - E can be adapted by you to keep track of your weekly purchases/invoices. The following instructions are written to correspond with the appropriately-numbered columns on the Weekly Purchase/Invoice Record.

Column

- (1) Supplier Name - Write in the name of the company from whom you have ordered supplies related to one or more of the eight food groups. It is o.k. to repeat names when you receive more than one delivery (breads, dairy and produce) per week.
- (2) Supplier Invoice No. - Write down the number of the invoice or delivery ticket received from the delivery person. If there is no invoice number, then write in the date stated on the form.
- (3) Invoice Total - After checking to make sure the invoice total is correct, write in the total amount. If you are currently receiving invoices

without prices, you will have to fill in the correct figures or have the supplier do it for you.

(4-9) Using the inventory forms and instructions as a guide, you must correctly "break out" the costs for all goods on the invoice. This situation will occur when you are purchasing from the larger suppliers. To make your job easier, you might want to establish a procedure whereby you order from the supplier in accordance with your eight groups. In many cases, they should be able to use their computer.

(10) Any products not belonging in one of the eight groups (such as dish machine soap or grill bricks) are to be listed in this column. It is very important that the amount for columns (4-10) equal the amount listed in the Invoice Total (3) column.

(11-13) List those expenses incurred for commodities, (use state-assigned wholesale value) laundry, and repairs and maintenance. Please note that columns (12 - 13) are not included in your food cost. You are using this form to summarize these expenses for the Recap Sheet.

It is highly recommended that as you are "breaking out" an invoice, you code each entry on the invoice with the number (4 - 11) under which it is listed. This way, you should be able to pick up all costs and strike a balance without having to repeat the process due to a missed item.

(16) Totals - At the end of each week, you are to run totals for all of the figures in the columns. Once you have completed the process, add the totals for columns (4 - 11) and make sure the result equals the weekly invoice total in column (3).

(17) Transfer - The weekly totals for columns (3-11) are to be correctly transferred to the line for that period on the Period Recap Sheet. You will transfer the totals from the other columns (12 - 13) to the sheet.

Food Cost Determination

Complete the Period Food Cost Summary (see Period Recap sheet on Page 4) as follows:

- * Fill in the last period-ending inventories by category and total as the beginning inventories for this period.
- * List all of the purchases by category for the period from the invoices and add in.
- * Subtract the ending inventory figures.
- * The resulting figures are your total dollar cost of food and supplies for the period. If you divide by the total number of meals served you will have an average per meal cost.....

THE QUESTION THEN, IS, ARE YOU MEETING
THE FIGURE YOU BASED YOUR BUDGET ON
FOR THE YEAR?????????????????

If the answer is no, then it is time to start investigating the reasons for the differenceBEFORE YOUR SUPERVISOR STARTS ASKING QUESTIONS, NOT AFTER. There may be some very reasonable answers to the problem. Food cost control is discussed extensively at the end of this chapter.

STOREROOM ISSUES

You should have some control over the items that are taken from the storeroom. There are several facility size/personnel issues that affect the way in which you operate your storeroom. Ideally the larger facilities will have sufficient work to justify a person who acts as receiving agent and storeroom clerk from 6-8 hours per day. That person checks in the supplies, properly stores them and is the only one besides management allowed

to issue supplies from the storeroom. Other facilities use one individual who is not only the receiving and storeroom clerk, but also functions as the ingredients person, spending 1-3 hours per day measuring out the items required for the next day's production.

Other facilities operate on the basis of the manager or assistant manager having the keys to the storeroom, and in this manner they issue the items needed. This has its obvious drawbacks in that someone is constantly being interrupted to issue supplies. If you use inmate labor you may have no choice but to operate this way. Still other facilities operate on the basis of an open storeroom. If you need something you simply get it. The door is left open during production hours. This alternative has obvious potential control problems.

Whichever alternative is chosen for operating your storeroom, it is important to remember that control is the key to a successful food cost. Whoever is issuing the supplies should be required to write down what was taken, how much and who took it. We have provided a sample form in Exhibit IX - F for use in signing out items taken from the storeroom.

Your storeroom issues record sheets should be reviewed daily and filed. In the event that food cost is creeping up they will serve as one of many source documents to determine where the "hole" in the system is located. The very fact that the staff knows that you are checking daily will help keep most of them honest. You would be looking for such things as someone checking out items that are not on the menu for a given day or checking out larger quantities than necessary for that menu.

is prepared by transferring the appropriate information from the Inventory and the Purchase Order/Invoice Sheet as follows:

- * Purchases - simply carry forward the totals for the food cost groups (columns 3-11) from your Weekly Purchase Invoice Record Sheets.
- * Add: Beginning Inventory - the beginning inventory is the ending inventory from the previous accounting period. Carefully transfer the numbers for each group from the last recap sheet.
- * Subtract: Ending Inventory - this will be the dollar amount for each of the food cost groups taken from your period ending inventory.
- * Total: \$ - represents the dollar total of all purchases plus beginning inventory less the ending inventory for each of the food cost groups.
- * Totals: \$ - represents the dollar total of the total dollar food cost broken down by the food cost groups. To calculate these figures, simply divide the dollar cost for each of the food cost groups by the total dollar food cost figure for that period.

FINANCIAL OR "PROFIT AND LOSS" STATEMENTS

Invariably someone will say, "WHAT PROFIT AND LOSS? THIS IS A JAIL NOT A RESTAURANT." It is still important to understand how well you are operating financially. Declaring all the costs in the format of a profit and loss statement is the only way to assess the true efficiency of the food service program. In Chapter 13 we will discuss the positive and negative aspects of contracted food services. Having accurate financial data is the only way you will be able to compare the costs of self-operation versus contracting.

Using all of the data generated in your other reports

you should be able to prepare a Financial Statement that looks somewhat like the one in Exhibit IX - G.

EXHIBIT IX - G

<u>PERIOD FINANCIAL STATEMENT</u>		
	THIS PERIOD	YEAR TO DATE
FOOD COST:		
BEGINNING INVENTORY \$ _____		
+ PURCHASES _____		
- FINAL INVENTORY _____		
= COST OF FOOD USED	\$ _____	\$ _____
LABOR COST:		
SALARIES AND WAGES _____		
BENEFITS _____		
OTHER CONTROLLABLE COSTS:		
SUPPLIES _____		
LAUNDRY _____		
MAINTENANCE AND REPAIRS _____		
ADMINISTRATIVE COSTS _____		
MISCELLANEOUS _____		
TOTAL CONTROLLABLE COSTS	\$ _____	\$ _____
TOTAL COST OF OPERATION	\$ _____	\$ _____
NUMBER OF MEALS SERVED _____		
COST PER PEAL SERVED _____		
PERSON HOURS WORKED _____		
MEALS SERVED PER PERSON HOUR _____		

If you house juveniles in any of your facilities you will be eligible for school lunch monies and also for additional commodities that are not generally available for the adults. Depending upon the number of juveniles, it may or may not be worth the effort to do the paperwork required to utilize these additional resources. Generally, the commodities available include many more meat/poultry and fruit items. The required paper work will be supplied to you when you apply for either of these programs.

PERSONNEL RECORDS

In addition to the payroll analysis, it is necessary to keep records on each individual employee with respect to their date of hire, training, performance evaluations and warnings. These might be maintained elsewhere in accordance with city/county policy. See Chapter 4 for details of the individual employee records you need to keep. In many instances your personnel officer within the department or elsewhere in the city/county will provide you with standard forms for personnel record keeping.

CAPITAL EQUIPMENT RECORDS

It is necessary to keep records on your capital equipment. The equipment in your facility represents substantial capital investment dollars. If equipment is not well-maintained and needs frequent repair/replacement, your job will be more difficult and your superior will not be pleased with your performance. We urge you to keep on top of preventive maintenance and repairs and to keep accurate records of that effort.

First of all, it is necessary to take an inventory of the capital equipment and the smallwares annually. The capital equipment includes all pieces of equipment costing more than a set amount, for example \$100 for a single item. This includes carts, racks, mixers, ovens, work tables, and so forth. Smallwares are those items such as rolling pins, knives, pots and pans, mixing bowls, and spatulas.

The annual inventory of this equipment is most beneficial if it is done prior to the planning of the annual budget for the next year. This enables you to have a more accurate idea of what dollars you will need to request for the replacement of smallwares and capital equipment within your operating budget. (See Exhibit IX - I.)

PREPARED BY _____ CAPITAL EQUIPMENT INVENTORY DATE _____ PAGE ____ OF _____

INITIAL INVENTORY				SUBSEQUENT INVENTORIES			
EQUIPMENT MANUFACTURER/DESCRIPTION	CONDI- TION	MODEL NO.	COST	MO./YR.	REMARKS	MO./YR.	REMARKS
		SERIAL NO.	DATE ACQUIRED				
1.			\$				
1.			\$				
1.			\$				
1.			\$				
1.			\$				
1.			\$				
1.			\$				

IX - 25

EXHIBIT IX - I

The other information records you will need to keep regarding equipment are records of the preventive maintenance and repairs on each piece of equipment. By reviewing these records you will be able to determine when a piece of equipment is beginning to cost more to repair than to replace it. At this point, it is better to budget for its replacement rather than have it completely quit on you in the middle of the year, and you have no funds available for replacing it. Exhibit IX - J is a sample form. You may want to have these records on 5 x 8 index cards filed alphabetically perhaps by year in which they were purchased.

EXHIBIT IX - J

FOOD SERVICE EQUIPMENT RECORD

ITEM _____ TRADE NAME _____

MANUFACTURER _____ MODEL NO. _____

SERIAL NO. _____ DESCRIPTION _____

CAPACITY _____ ATTACHMENTS _____

OPERATION: GAS STEAM HAND ELECTRIC
 IF ELECTRIC: VOLTAGE CYCLE PHASE

DEALER OR VENDOR _____ ADDRESS _____

PERSON TO CONTACT _____ PHONE NO. _____

DATE PURCHASED _____ WARRANTY PERIOD _____

PURCHASED PRICE _____ LIFE OF EQUIPMENT _____

REMARKS:

SERVICE AND REPAIRS

DATE	NATURE OF SERVICE	PARTS, ETC.	SERVICE CO.	COST

DATA PROCESSING

In this age of electronics we would be remiss not to discuss the use of computers/data processing equipment to generate the necessary reports and records for food service. Just a few of the uses you would have for this equipment are:

- * Inventory Control
- * Purchasing and Market Orders
- * Adjusting/Maintaining Recipes
- * Nutritional Analysis
- * Menu Planning
- * Payroll and Time Records
- * Profit and Loss Statements
- * Word Processing
- * Record of Meals Served
- * Food and Labor Cost Records

You may have the luxury of a small personal computer in your department or you may have access to one somewhere within the facility. Either way, you should maximize the potential use of the computer or word processor whenever possible. THIS MEANS GETTING PAST YOUR OWN PERSONAL COMPUTERPHOBIA. Too many people are still intimidated by the keyboard and have not learned the basics of operating one. It is virtually impossible to understand the possibilities and the limitations of a small computer unless you have some minimal first-hand experience operating one.

If you are but a couple of years from retirement, you may be able to escape this phenomenon; BUT, if you are planning to spend the next decade or more in the business and you want to be A STAR Manager, THEN jump on the keyboard and learn to take full advantage of this most important new resource.

USING THE DATA YOU GENERATE TO MANAGE YOUR OPERATION

There is no sense in generating reams of reports unless you know how to successfully analyze and react to the data. So, to make sure that our STAR Manager is

managing not being managed by paperwork, let's talk about how to use the information produced in your weekly, monthly, quarterly and annual reports.

BUDGET PREPARATION:

You will be required to prepare the following two budgets each year:

Operating Budget:

The operating budget is a plan by which to operate food service and a yardstick for measuring department performance. It lists all of the estimated costs for operating the food service department for the coming year. When the actual performance exceeds the "budget", management must react.

Capital Expenditures Budget:

This budget is the money set aside to purchase additional or replacement equipment. Usually anything over a set dollar value such as \$250.00 is considered a capital expenditure.

Historical data is usually the most reliable basis on which to plan your budget. However, it is not the only basis. For example, if food cost has been 65% of the meal cost in the past, perhaps that is too high and some effective changes in the menu, purchasing and controls might reduce food cost. We will discuss food cost control in detail later in this chapter. The point here is that one reason it is critical for you to keep accurate records each year is that those records serve as a basis for planning the next year's budget. Some of the data you will need to prepare your budgets are:

Operating Budget:

- * Records of meals served in order to forecast meals to be served in the next year.
- * Personnel/labor cost records:

- a. Wages, salaries and fringe benefits.
- b. Previous staffing hours.
- * Food cost per meal
- * Supply costs
- * Direct and/or allocated expenses:
 - a. Support services (dieticians).
 - b. Administrative costs.
 - c. Repairs and maintenance costs.

Capital Expenditures Budget:

- * Repair status and age of equipment.
- * Plans for any new or increased menu items/service requiring new equipment.

Where do you get all of the above data? YOU'VE ALREADY GOT IT. All of the above record keeping will provide you with the data you need for preparation of your budgets.

COST CONTROLS:

What do you do when your STAR is dulled by food and labor costs that are out of control when compared to the annual budget? The best known solution, assuming you have a good record keeping system and know that there is a problem, is to start looking for the problem. The following pages will provide you with some questions and possible reasons for food and/or labor control problems.

Food Cost Control

Your STAR shines brightest when food cost is within a point or two of the food cost figure you projected in your budget. Usually the problem is that food cost is too high, but sometimes it may be under your goal. If

your food cost is much less than what you budgeted, it may be a result of good management or it may mean you have a problem. Here are some questions to ask yourself:

- * Are we shorting the portions to the inmates? If so, our nutritional goals are not being met nor are we meeting the directives of the facility's commander to provide a set number of calories per inmate per day.
- * Are we using a much more inferior quality of raw ingredient than we planned on? Will this jeopardize inmate morale? Nutritional value?
- * Did we simply budget wrong for the menu we had planned? If so, we need to look hard at the process for projecting the budget for next year.
- * Are more commodities available than we originally planned for in our budgeting?
- * Have we been able to take advantage of some seasonal buys and some decreases in overall food prices in the market place? (Usually, only if you are on formula base bidding will you be able to see these decreases.)

Excessive food costs can be the result of one or a combination of several factors such as:

1. Failure to follow well-planned menus. Frequent changes in even the best of menus often result in higher food costs.
2. Poor purchasing practices. Such things as:
 - * Failure to purchase from wholesale vendors.
 - * Purchasing "bargains" that really do not fit your needs.
 - * Excessive use of convenience foods without a corresponding decrease in labor cost. Sometimes you need to have a certain level of staffing for service of the food. If the staff needs to be there or if inmate labor is available, convenience foods are

sometimes simply not a cost savings in any manner.

- * Purchasing food out of season. If tomatoes are high in price in the winter, make your tossed salad with radishes and carrots for color and skip the tomatoes until the summer, when prices are lower.
- * Failure to purchase the grade of product best-suited to the recipe. Purchasing ground round instead of ground beef or buying choice stew meat instead of standard are some examples. Standard is cheaper and if properly cooked results in a very acceptable product.
- * Purchasing "distressed" merchandise that is either spoiled or too damaged to use. Generally speaking, this type of purchase is not recommended unless you have some guarantee that the items are wholesome.

3. Failure to check deliveries.

- * If you pre-costed based on ten-to-one franks but eight-to-ones were delivered, food cost will be greater.
- * Shortages, substitutions or overcharging occurs when deliveries are not checked carefully.
- * Poor-quality product spoils faster. If the lettuce is accepted already wilting, much more will need to be thrown away, and the yield is therefore less.

4. Lack of accounting for food purchased and prepared.

- * Is food disappearing out of the storeroom?
- * Are employees carrying leftovers home that might have been used in the system? This is not a recommended practice. NO EMPLOYEE, MANAGEMENT OR HOURLY, SHOULD GO HOME WITH ANY FOOD - LEFTOVERS OR OTHERWISE.

- * Are too many non-qualified individuals receiving free meals? You should have a list of the persons/job classifications eligible to receive free meals. All others should pay the stated rate for guest meals.
5. Failure to use standardized recipes.
- * Recipe failures and uncontrolled quantities will cause food cost to increase.
6. No portion controls.
- * Are the recipes yielding the correct number of portions?
 - * Are the correct portion tools being used?
 - * Are servers being heavy-handed instead of leveling the food in the portion tools?
 - * Are "seconds" being given in spite of policy?
 - * For further discussion of portion control see Chapter 7.
7. Excessive/unused leftovers.
- * First of all, if there are excessive leftovers you will need to review your production planning.
 - * If leftovers are not being properly used food cost will increase. See Chapter 7 for further information.
8. Waste.
- * Over-cooking or cooking at high temperatures results in food shrinkage.
 - * Excessive trimming of produce.
 - * Excessive spilling and dropping due to carelessness.

- * Food being thrown out due to spoilage because of improper storage practices or over-purchasing (no matter how cheap the lettuce is, a three-week supply will not keep well enough to result in a savings on food cost.)

9. Failure to use USDA donated foods.

- * Some facilities treat commodities as free food to be used in addition to other foods which results in no cost savings to the institution.
- * Whenever possible commodities should be substituted in the menu for purchased foods.
- * Failure to use commodities because they "require more work"; i.e., using full purchase price canned kidney beans in chili instead of dry commodity beans that need to be cooked first. There is little labor saved by using the canned beans but tremendous cost savings in using the commodity beans, especially over a full year.

10. Pilferage.

- * It would be nice to live and work with a philosophy that says "I believe that people are basically honest." HOWEVER, pilferage is a common occurrence everywhere in the work place. Trust, without the systems in place to assure us that pilferage is controlled, is akin to being blind to human frailties. The best policy might be "I believe most people are basically honest, especially if they think that they might be caught in a given act of dishonesty. To "ASSIST" my employees' consciences in keeping them honest I will install and monitor safeguards and controls within my operation."

In summary, food cost control is an on-going process of installing and monitoring systems. Many of our employees are good-hearted but are simply not accustomed to economizing, especially with someone else's money. As managers we need to set the example by following all the rules and by economizing wherever possible. A clever gimmick used in another public food service facility might apply to your situation. Periodically the STAR Manager marked the cases in the store room as follows: Your taxes paid \$. 00 for this case of food. Remember, whether intentional or unintentional, you and your employees behavior/work habits are the key to food cost control. BEWARE AND BE ON GUARD.

LABOR CONTROLS

Labor cost control is more difficult in some situations than food cost control. First of all, it is important to understand exactly what causes high labor cost.

- * Is the operation simply over-staffed?
- * Are there a large number of long-term employees who have built up several weeks of paid vacation and other benefits in addition to being at the top of the pay scale?
- * The reverse of the above is too high a rate of turnover causing lower productivity during constant training of new employees.
- * Are substitutes being called in frequently due to a high number of sick days?
- * Is employee time being used efficiently?
- * Are there an excessive number of overtime hours being logged?

Once the cause is determined, you might be able to address it and reduce the cost to a certain extent. Here are some ways of reducing labor cost and increasing productivity.

- * Scheduling employees for the actual times they are needed. If someone is not really needed

until 10:00 A.M., do not schedule them at 9:00 A.M. If you need to cover lunch and dinner with more employees, bring people in from 11:00 A.M. until 7:00 P.M. They can do the prep work in the afternoon for the next day.

- * Carefully assessing your menu for labor intensity, especially with regard to having one day very labor intensive and another very light. Try to balance out the program. Substitute macaroni salad for potato salad. The nutritive value is similar, but the labor required for potato salad is much more intensive.
- * Rearranging your kitchen to save steps and motions.

Some simple rules are:

Store at point of first use.

Duplicate inexpensive tools that are used in more than one location.

Store heavy items at or below waist level.

Keep most-frequently used items at easy access points.

- * Training and motivating employees to work efficiently and effectively.
- * Comparing the cost of using more prepared foods over made-from-scratch items.
- * Purchasing or using existing equipment more wisely. The author is reminded of the cook who always sliced meats by hand to save the time of cleaning the slicer. Better judgement told me that the individual simply did not like the job of using and cleaning the slicer. Also, one must beware of the employee who will dream away the hours doing a task by hand in order to avoid some other unattractive work assignment. When confronted they simply say, "I could not get to cleaning the walk-in because I was busy slicing the cheese".
- * Using work simplification principles (See Chapter 7).

SAMPLE

DAILY STOREROOM REPORT

Stores on Hand	_____
Plus Stores Received	+ _____
Total Stores Available	= _____
Stores issued by department	
Kitchen Food	_____
Kitchen non-food	_____
Officers' Dining Room	_____
Minus total issues	_____
STORES ON HAND	=====

Date _____ Prepared by: _____

CHAPTER 10

SECURITY

"In Corrections, It's the Name of the Game"

Security takes on a two-fold meaning when applied to corrections food services. The first and primary concern of everyone in the facility is to provide a safe, orderly environment for the staff. The STAR Manager realizes that good security procedures prevent incidents and injuries to innocent people. The STAR Manager is also concerned with the security of the food service department in preventing staff and/or inmates from pilfering food, supplies, and equipment/utensils.

Whether or not you use inmate labor in the kitchen, and the location of your kitchen within the facility are two key factors in how difficult it will be to maintain security. Kitchens with direct access to the outside

may be convenient for incoming deliveries of necessary food and supplies but unfortunately they are also convenient for incoming contraband. The same doorways are also potential exits for inmates as well as food and supplies.

The written security policies for the facility will usually include procedures for the food services department. You will be required to work closely with the corrections staff to write and enforce these policies. It should be understood that in all security matters, the corrections staff requirements take priority. Those policies will address such issues as:

- * The use of inmate labor, including limitations on their job assignments and their movement within the food service department.
- * Staff movement throughout the food service department, including kitchen, storage areas and dining areas.
- * Regulation of food service staff arrival/departure.
- * Regulations for the delivery and check-in of food and supplies.
- * Dining rules and regulations for both the staff and the inmates.
- * Key Control.
- * Control of potentially hazardous supplies.
- * Control of potentially hazardous equipment/utensils.
- * Chain of staff command with regard to matter of security.
- * Regulations concerning illegal contact/communication, etc., with inmates.

It is important that the rules for security and for the custody of the inmates be understood by all of the

staff. The kitchen staff needs to know exactly where the line of command is with regard to security.

The use of inmate labor, including limitations on their job assignments and their movement within the food service department.

Whether or not to use inmate labor is a decision many facilities debate over and over again. So many questions come up with regard to the issue, and there are no definitive answers to those questions. A decision must be made for each individual facility.

The decision is usually made at a higher level than the Food Service Manager. If your commanding officer or city/county board has determined that you will use inmate labor, then you must be prepared to do so. It is not our function to discuss the pros and cons of your supervisor's decision but to deal with the reality of using this labor. Here are some of the points with regard to procedures in the food service facility that you will need to consider:

- * Where will the inmate labor be used?

In the kitchen?

Inmate labor should be prohibited, if possible, from entering areas like the storeroom unless accompanied by a staff person. The best use of inmate labor is assisting in the preparation of food for cooking. The actual mixing of ingredients, in most cases, should be left to the staff.

In the serving area?

If inmate labor is used to portion foods it should be under the constant supervision of both a corrections officer and a kitchen staff person. Will inmate workers be face-to-face with diners as they portion food or will the food be portioned in the kitchen for remote service?

Both areas?

- * What are the provisions for security within the areas that inmate labor is assigned? Is there direct access to the outside from the kitchen? How are deliveries handled? Is there potential for inmate escape during the process of receiving products?

Inmate Census Counts. The inmates must be counted regularly. If inmate labor is present in the kitchen, a staff corrections person should be present for the count which should be conducted in the same fashion each time. The inmates should be gathered in one place and required to step forward or move to another space to be counted. Verbal responses to a roll call are not sufficient.

Shakedowns and searches are standard procedure in corrections facilities. When inmate labor is used in a given facility, there will need to be daily shakedowns. The inmates will be searched when they leave the kitchen to return to their housing units. It will also be necessary to search the garbage cans, laundry containers and any other items leaving the kitchen.

- * Is there a corrections officer on duty at all times or will the paid cooking staff be responsible for security? If there is not a corrections officer assigned to the kitchen, then it might be advisable to designate a specific staff person to supervise inmate labor.

Staff movement throughout the food service department, including kitchen, storage areas and dining areas.

Generally speaking, there should be no one in the kitchen, receiving, storage areas except those persons who work in the food service department. This would include paid kitchen staff, inmate labor and any corrections staff assigned to supervise inmates. The remainder of the corrections and administrative/ support/clerical staff should not be in the kitchen unless on specific official business.

Regulation of food service staff.

Your facility will have a securities/records check procedure for all persons who are employed in the facility in any capacity. You will need the potential employees' permission to check their records. A sample form is included as Exhibit IV - D, of Chapter 4, page 10.

The employees' handbook should clearly spell out the manner in which the employee is to enter and leave the facility. It should be clear to the employee that breach of the policy is just cause for termination.

Food Service staff should be required to notify the kitchen manager when they are related to or personally know any inmate admitted to the facility. There should be a written procedure for documenting the fact that an employee acknowledged his/her acquaintance/relationship to the inmate. Specific precautions will depend upon the extent of the relationship. It may require that the specific inmate be excluded from work in the kitchen/dining room or perhaps the employee is excluded from serving in the module dining room where the inmate is housed. The type of facility and layout will be determinants in the restrictions imposed.

Regulations for the delivery of food and supplies.

Deliveries should be carefully restricted to specific time-periods during the day. Deliveries should be checked in by a staff person and put into the appropriate storage area under the direct supervision of the staff.

Sales persons should not be allowed to call on the kitchen staff except perhaps during the preparation of the bid requests/menu planning for a budget year. Such meetings should be initiated by the food service manager and should be held in a non-secured area of the facility or another designated space.

Dining rules and regulations for both the staff and the inmates.

Behavior in the dining room by inmates and staff and hours of service for staff should be specifically outlined in writing and the policy strictly enforced.

Key control.

Unless the facility is electronically controlled, the kitchen manager will need keys to access the kitchen and dining room facilities. In addition, the storeroom(s), refrigerators, walk-in coolers, freezer(s) and some equipment drawers should have locks.

Keys for the kitchen and storage areas should never be permitted to leave the facility. They should be turned in to the designated control officer/room prior to leaving for the day and picked up in the morning. There should be a policy that the keys be signed for when they are picked up and returned.

Inmates should never be given the keys to any lock. Keys should be kept securely fastened to the designated manager and should not be transferred to inmates or staff except to the designated manager at the change of the shifts. Preferably keys will out of visual sight of the inmates whenever possible.

Control of potentially hazardous supplies.

There are some items in the kitchen that are potentially dangerous or "HOT". These items should be kept under lock and key in a secured box that is bolted or anchored to the walls or floor of the facility. A detailed log should be kept of the issue of these particular supply items to paid staff only. The log should include the item, date, time, amount issued, amount remaining, intended use and person to whom the item was issued.

Among these "Hot" items are yeast, syrup, molasses, nutmeg, and mace. Since yeast spoils at room temperature, the storage box should best be contained in the walk-in cooler. A complete shakedown of the facility would include an inventory to determine how much of each item is on hand compared to the actual amount on record.

Control of potentially hazardous equipment and tools.

Knives and other potentially hazardous tools should be kept in a locked cabinet with a shadowboard. These instruments should be clearly marked and should be returned to the cabinet between uses. A log should be maintained to monitor each item, the time it is checked out and

checked back in, to whom it was issued and for what purpose.

All of the items in the locked cabinet should be inventoried at the beginning and the end of each day and each inmate shift. Any missing item should be immediately reported to the designated corrections staff person(s). At that point all inmate labor who had access to the kitchen from the time of the last complete inventory of the items shall be subject to search.

A written report of the incident shall be submitted to the facility command office within 24 (or whatever time is specified in your facility) hours. This report should include where and with whom the tool/ knife was located.

Some facilities do not allow inmate labor to use knives, others designate only specific inmates for work assignments that involve knives. Whatever your policy is, the inmate working with a knife, or other sharp object, should be under constant supervision.

Chain of staff command with regard to matters of security.

It is important that the kitchen employees understand that they are under the work supervision of the food service manager for all work performed in relation to food services. HOWEVER, in the event of emergencies or security matters they are subject to the direction/control of the corrections officers in charge.

CHAPTER 11

POLICIES AND PROCEDURES MANUAL

If you will recall, in Chapter 1 there was discussion of the "Indispensible Manager" syndrome. It is critical that the policies and procedures for food service be in written form so that anyone who had to step in on a short term or permanent basis could refer to this manual and run food services according to the same rules as the previous manager. There is a trite but very true old saying that the sign of a STAR Manager is when the department runs as well without as it does with the manager present. This kind of management occurs in part when the manager has provided written back-up for the others to use when that manager is called away, taken sick or moves on to a larger facility.

A policies and procedures manual is not as difficult an assignment as it might seem. All of the work that is done in the ordinary management of the food services department, from the "PLAN" to the security policies,

should be set in writing and preferably maintained in a large, three-ring binder. The best way to develop your manual is to insert the different aspects of managing the department as you develop them. This document should be constantly updated as you make changes in the department. For example, you will want to have all of your security procedures listed. If a new policy is written regarding the use of inmate labor in the kitchen, it should be inserted in the notebook.

Organization of the Manual

The manual should contain the following information/chapters:

- * The Plan (see Chapter 1)
- * Security Policies (see Chapter 10)
- * Sanitation and Safety Policies/Requirements (see Chapter 8)
- * Emergency Plans (see Chapter 12)
- * Financial Record Keeping Requirements (see Chapter 9)
- * Purchasing Policies/Requirements (see Chapter 6)
- * Menu Planning Guidelines and Policies (see Chapter 5)

Nutritional standards and review process
Caloric standards
Length of cycle
Service
Use of sugar, salt, pepper, and
other food items.

- * Personnel Policies (Include the Personnel handbook) (see Chapter 4)

CHAPTER 12

EMERGENCY/DISASTER PLANS

The primary concern in any disaster or emergency is first of all for the safety and security of the staff and inmates. This will include the ability of the food service staff to assure that the food supply is sanitary and to prepare meals for the staff and inmates. Any food stuffs that are contaminated in the course of any disaster or emergency must be destroyed.

No matter what the emergency, one thing separates a corrections facility from many other institutions: Security and control of the inmates. As many have observed, if the power is out we simply cannot send everyone out to McDonald's for burgers.

The various types of emergencies that might occur are:

Electrical Power Outage

Sanitation Procedures:

Keeping foods at the right temperature is critical in a power outage. This refers to both refrigerated as well as frozen foods. Here are some guidelines:

- * All personnel must stay out of walk-in coolers and refrigerator/freezers except when absolutely necessary to retrieve food items. Every time the doors are opened the temperature will increase. A well-insulated cooler may hold proper temperatures for up to 12 hours depending upon the weather/external temperatures.
- * Fresh fruits and vegetables may be used after they are thoroughly washed. If they are soft you may want to use them in soups, stews, pies or other cooked recipes.
- * High-protein foods are a potential hazard. They are salvageable for immediate use when their internal temperatures have not gone higher than 55 degrees. They should not be refrigerated again for use at a later time.
- * Leftovers are considered potentially hazardous in that they have already been cooked once. They should be discarded if the internal temperature exceeds 45 degrees. An exception would be blast-chilled leftovers which may be used even if they reach 55 degrees, provided that they are reheated to a temperature of 165 degrees before serving.
- * Any items with eggs or mayonnaise should be discarded if their internal temperature is above 45 degrees.
- * Frozen food loses quality when it is defrosted and refrozen. Vegetables, fruit, fish and ice cream should be discarded. Meat items can be refrozen if they did not reach a temperature of 45 degrees.

Water Shortage/Service Disruption

Water may be in short supply due to contamination from sewage back-ups, floods, and so forth.

Sewer back-ups:

- * In the event of a sewer back-up, the water supply should be checked for contamination.
- * After the sewage back-up is repaired, the entire area should be cleaned with an approved sanitizer such as those discussed in Chapter 8.
- * If the sewage back-up reached any food storage areas including ice bins, the food/ice must be discarded and the entire inside of the equipment/area cleaned and sanitized.

Earthquakes

These will usually result in water contamination and power outages and should be treated as above.

Fire

A fire will result in contamination of the food and water supply. Any food stuffs in contact with the chemicals, water and smoke must be discarded. A large fire will contaminate every food in the area. Even items in the refrigerators which may not have had direct contact will become contaminated from the air once their doors are opened. The Health Department should be consulted in the event of a large fire.

Inmate Conflict

In the event of an inmate conflict the kitchen shall immediately be put under the direct supervision of the corrections/security staff. Inmates will be locked down and meals will have to be transported to the housing units and served.

In the event of any of the above emergencies, the kitchen should have plans and provisions to provide meals for

the number of days designated by the facilities commander. We recommend the following:

Emergency Menu - No Electricity

Should provide for use of disposable service ware.

Should provide for two days' menus.

Emergency Menu - No water

Should include supplies on hand for service on all disposable ware.

Should provide for delivery of water from a local water supplier if at all possible.

Menu should be written for two days.

Emergency Menu - Inmate Conflict

There should be a minimum of three days' menus and supply of food on hand in the event of an inmate conflict or other interruption of food deliveries. These menus should require minimum staff to prepare and serve.

MASTER LIST OF EMERGENCY SUPPLIES TO HAVE ON HAND AT ALL TIMES.

The following is simply a guide to the supplies you may want to have on hand at any given time. Each facility, depending upon its location, storage capacity, population and operating philosophy, will have to determine the amount of each food type it will want to have on hand.

<u>FOOD CATEGORY</u>	<u>AMOUNT TO HAVE ON HAND</u>
Frozen vegetables	4 - 7 day supply
Meat and frozen entrees	4 - 7 day supply
Fresh fruits and vegetables	2 - 3 day supply
Assorted milk and dairy items	2 day supply
Bread and rolls	2 day supply
Canned products	7 day supply
Dry staples	7 - 10 day supply

There are sample emergency menus presented below:

EMERGENCY MENU - NO ELECTRICITY

Breakfast	Lunch	Dinner
Canned Juice	Cheese Sandwich	Roast Meat
Cold Cereal	Potato Chips	Sandwich
Milk *	Vegetable Sticks	Tossed Salad
Bread & Butter	Fresh or Canned Fruit	w/Dressing
	Milk *	Canned Pudding
		Cookies
		Milk *

EMERGENCY MENU - NO WATER OR POWER

Breakfast	Lunch	Dinner
Canned Juice	Cold-cut Sandwich	Roast Meat
Cold Cereal	Canned Fruit	& Cheese
Milk *	Canned Pudding	Canned Fruit
	Fruit Juice	Bread and
	Milk *	Butter
		Fresh Orange
		Fruit Juice
		Cookies

* Milk should be served as long as it remains fresh. Once its temperature has risen, then another beverage must be substituted.

In addition to the standard emergency considerations, it is important to plan for the event that weather conditions might restrict staff from reaching the facility. Provision should be made for keeping some staff on a 24-hour basis until such time as travel to and from their home residences is feasible.

OUTSIDE SUPPORT PLAN

If all else fails, you will want to have made provision in advance for emergency meals from an outside source. Waiting until the need arises is not the way to perform as a STAR Manager. You should research your immediate area to locate a hospital, school or other institutional facility that could, on a short-term emergency basis, provide you with a limited menu. The details of your Outside Support Plan should include how you will transport and serve the meals from the designated source.

CHAPTER 13

CRITERIA FOR CONTRACTING OUT FOOD SERVICES

Advantages Versus Disadvantages

There are many arguments for and against contracting out corrections food service. A whole manual can be written on how to contract out if the decision is made to do so. The purpose of this chapter is simply to present the most common advantages and disadvantages of contracting for your consideration.

Perhaps one of the best ways to analyze the issue of contract food services is to look at the reasons why some facilities have chosen to go to contract food service in recent years.

- * The present program is mismanaged.

Generally speaking, if the existing program is efficiently managed with few staffing problems and the facility is in good working order, facility administrators do not consider contracting out their food services. Contracting is usually considered when a trained food service administrator is not available or current management has failed, or possibly when the size of the facility makes self-operation costs prohibitive.

- * The new "state-of-the-art" kitchen that was just built takes more sophisticated management skills than are available.

Another issue that has brought contract feeding to the forefront is that of new food service systems and facilities. Once upon a time, a food service manager simply had to know how to order the food, cook it and clean up in time to get the next meal ready. As many institutions install advanced, more sophisticated kitchens with unique preparation and delivery systems they find that the previous cook-and-serve manager simply does not have the skills to manage the new system. It is precisely for that reason we believe that you need to keep abreast of what is new in the industry. Do not become so entrenched in the old ways that you cannot change. Change will come no matter what you do to fight it.....you will be the one left behind.

- * The cost of food service has become more than the city/county is willing/able to fund.

Some of the built-in costs of self-operation have made contract feeders' fees look very attractive in light of all the efforts to decrease budgets/taxes. A contractor with its purchasing power, well-developed training programs, and existing accounting and control systems can provide the meals for less money than the city/county, even if the city/county food service manager is doing a STAR-quality management job.

- * The city/county needs some new equipment and cannot afford the capital budget expense in any given year.

The contract feeder may be willing to purchase the necessary equipment for the city/county and amortize it over a given period of years, at the end of which time the equipment belongs to the city or county.

- * The STAR Manager is retiring and there is no one who appears to be qualified to take that individual's place.

Sometimes a very efficient/effective program simply falls to pieces when the "Indispensible Manager" retires. Even though that manager leaves everything in writing, there sometimes simply isn't anyone who is interested in doing a STAR Manager's quality of work. Sometimes, especially in isolated locations, this situation is simply unavoidable. The really good STARS chose to take positions in the larger metropolitan or scenic areas.

YES,.....BUT.....

"If profit is the only motive for the contract feeder, they won't give the inmates or staff a decent meal."

"Nutrition will be thrown out the window."

"Contractors cannot provide the service as cheaply as we have since they cannot use inmate labor or commodities."

Some of the arguments against contract feeding that many use but which simply do not hold water should be aired right now.

The truth of the matter is, food management companies are interested in the bottom line.....so is government these days, as if you needed to be reminded. There is nothing wrong with profit...it is the taxes on profits that pay for corrections and other government services. How good a meal the staff and inmates get under a contract feeder is quite simply a function of how good a contract you write with them.

Most contract feeders have Registered Dieticians on staff who write and evaluate the menus. Again, if you write the specifications in detail and monitor the contractor's adherence to those standards you will get the nutrition standards you require.

In 1978 the USDA rewrote the restrictions on the use of commodities to allow contract feeders to use commodities as long as they follow the rules and regulations set for that institutional use. This program is closely monitored by the state agency responsible for commodities. There is also no reason that inmate labor cannot be used in a kitchen run by a contract management company.

The list of arguments could go on and on, most of them unfounded. The real heart of the matter is, who can operate the food services at a given facility more efficiently and cost effectively. Most people would agree that good, efficient, cost effective self-operation is the most desirable. The message is quite clear... ..if you are doing a STAR Manager's job, keeping on top of the trends in the industry, your facility's administration will probably not want to consider contract service. If there are problems and you are lagging behind the times, the chances increase that the facility will need to look at contract feeding as an option. Obviously, many factors determine what each individual facility will do.

One thing is certain, contract feeding does not mean that the facility need never be concerned with food service again. The contract is only as good as the way in which it is administered. An entire manual can be written on the decision to contract, selection of a contractor, execution of the contract and administering the contract over its duration.

Most facilities will assign one administrative person who will need to become knowledgeable enough to monitor the contractor's performance. This person will be required to do operational audits, review and process contractor billings, handle inmate and staff complaints and so forth. The chart on the following page shows the primary advantages and disadvantages of contracting.

ADVANTAGES

The facility administration is relieved of the responsibility for day-to-day management of food service operations.

When there is a shortage of trained management staff the management company, not corrections, is responsible for locating and training people.

Food service is the number one business of the management company. They do it on a large scale and have all of the systems, policy manuals, procedures, and so forth on hand to be adapted to your facility.

Food service personnel within the government agency have higher wages and benefits than those in private industry, raising the cost of providing meals.

The food service management company has better purchasing power due to the large volume of purchasing it does, not only in other corrections facilities but in schools, hospitals, and industrial contract feeding programs.

If capital and smallwares budgets are tight, the contractor will often be willing to supply its own smallwares or special equipment at no cost to the agency in return for a longer contract term.

DISADVANTAGES

The facility administration loses some control over the day-to-day operation of food services.

The existing employees of the city/county will either lose their jobs, be transferred to another department or probably have to take less in the way of salary and benefits if they elect to stay on with a contractor.

The State of California charges the sales tax on contracted meals.

There are still administrative costs involved in managing the contract food service provider.

CHAPTER 14

PLANNING NEW OR REMODELED FOOD SERVICE FACILITIES

The purpose of these last three chapters is to tackle that nightmare situation we mentioned in the introduction to this manual. There may just come the time when you are involved in the planning and design of a new or remodeled food service facility. There are constant changes in the systems and equipment available for providing food in a corrections facility. Rather than be left out of the process because of a lack of up-to-date information, a STAR Food Service Manager will be prepared to assist management in planning the best system(s) for the needs of the facility.

Today's STAR Food Service Manager must be knowledgeable about some of the newer systems. When a new facility is built or an old one remodeled, designers will be hired to make recommendations about ways to economize, to streamline the labor and food cost for the feeding of inmates

and innumerable other items. The hard point for many corrections and other institutional food service managers is that they do not climb on the band wagon so when decisions are being made they are not sufficiently knowledgeable to make and support recommendations regarding the food service system. The administrators who make the decisions rely on the designers, and suddenly the poor kitchen managers find themselves faced with the awesome task of managing a new system with no one to help sort out the problems.

GOOD NEWS

The voters have voted sufficient bond revenues to increase jail capacity by 100%.

BAD NEWS

You have been asked to have all your food service design concerns on the Sheriff's desk, in writing, by the end of next week.

* DO NOT PANIC.

Take a deep breath and remember you are a STAR Food Service Manager and you have "THE PLAN"

- * Take out that well-worn notebook containing THE PLAN and quietly read through it. If there is ever a critical time to review THE PLAN, it is before, not after, the remodel or new construction of a facility.

Ask yourself a few critical questions:

QUESTION: Are there some changes I would like to make but have been unable to do in the past because of design constraints?

QUESTION: Will my present systems work with twice the population or is it time to try a more sophisticated system of preparing and/or serving the food?

- * Gather "The Plan" team members together to start answering a few critical questions:

QUESTION: Will there be any major changes in the operation of the corrections facility as a result of the new/remodeled facility?

QUESTION: Are they anticipating a complete new food service facility or a remodel of the existing one?

- * You will be faced with many decisions throughout the design of any new or remodeled facility. Architects, food facilities designers and a host of others will be "assuming" that you are the expert. AND, if you read on, you will be. No one will fool a STAR Manager with any tricky words or phrases like "rethermalization", "cook-chill-cook" or "pellets".

A STAR Manager should have an understanding of the various production, delivery and rethermalization systems. This is not to say that you are to be an expert. The industry is changing too rapidly for any operational person to do that. Besides, there are expert management and facilities design consultants available to assist in the actual selection and implementation of these systems.

The next two chapters give an overview of the various approaches/systems currently available. Many of the systems/components on the market today may not have application to a correctional feeding situation due to cost or security concerns. It is critical that the persons responsible for selecting a new system thoroughly understand how the various elements must work together.

A food production/preparation system cannot be selected without first addressing the types of delivery and, if applicable, rethermalization systems to be utilized. You cannot choose one element without understanding how the other parts will interact with it. This point cannot be stressed enough! More than one manager has discovered

this fact too late. Mistakes in the planning process can prove to be very expensive.

One way to avoid such mistakes is to construct an operational model of the new system. This model will allow you the opportunity to project how a particular system will work in a given situation. You will need to consider the following:

- * Staffing requirements
- * Job profile/description changes
- * Equipment and space requirements
- * Production scheduling changes
- * Delivery system changes
- * Security

This list is only representative. You will need to expand or contract it as appropriate to your situation.

DESIGN CONCERNS FOR CORRECTIONS FOOD SERVICES

Knowing what you want and your ability to communicate those "wants" to a food service design consultant are the primary concerns for a STAR Manager. The planning of a functionally sound correctional kitchen depends on the menu, type of service, number of daily meals and numerous other variables. The information in this chapter is not intended to make a designer out of you, but simply to assist you in working with the design team which will include the architect/engineer and food facilities designer.

There is a lot of information that the design team will need before they can begin to work on a plan for your new or remodeled kitchen/dining facility. Much of the information you will have on hand and some of it will require the assistance of the designer to make the right decisions. You will want to assure that the kitchen planner provides equipment which has both the capacity

and flexibility to be as operationally efficient as possible. At the end of this chapter you will find attachments that include information useful in the pre-design phase of a project. These attachments include:

- * ATTACHMENT XIV - A: Kitchen Planning Questionnaire
- * ATTACHMENT XIV - B: Space Planning Criteria
- * ATTACHMENT XIV - C: Equipment Planning Checklist

It is understood that not all of the questions can be answered for any specific situation. The important thing to realize is that the information you provide the kitchen designer and architect is what they will use to design your facility. If you either do not define your needs or provide inaccurate data, your chances of having adequate equipment and space to do an efficient job are very slim.

ATTACHMENT XIV - A

KITCHEN PLANNING QUESTIONNAIRE

Prepared By: The Marshall Associates
Burlingame, California

Project Name and Location: _____

1. How many inmates will be housed at the facility? _____

2. Please give the percentage of male and female inmates. Male _____
Female _____

3. Please list the approximate number of inmates in each of the following security classifications.
Maximum Security _____
Medium Security _____
Minimum Security _____

4. How will inmates be fed?
Central Dining Facility _____
Decentralized Dining _____
Facilities in Housing Units _____

If combination of these, please explain: _____

5. Will inmates eat noon meals at classroom, workshop or court sites? Yes _____ No _____

If yes, how will food service be provided and at how many locations?

6. How many paid staff members will there be on duty for the following meals?

Breakfast _____
Lunch _____
Dinner _____

7. How will the staff be fed?

Separate Cafeteria/dining facility _____
Same facility as inmates _____
Other (Please explain): _____

8. Will inmate menus be:

Choice _____ No Choice _____

9. If a choice is offered, please check the items where there is a choice.

Entree _____
Vegetable _____
Beverage _____
Dessert _____

10. Will staff have the same menu as the inmates?

Yes _____ No _____

If not, please explain the differences in menu:

11. What is the length of the meal period for each group? (i.e., how long will each group be in the serving/eating area?)

Breakfast _____

Lunch _____

Dinner _____

12. How many food service personnel will there be on duty for each meal?

Supervisors

Workers

Breakfast _____

Lunch _____

Dinner _____

13. What percentage of the workers are inmates? _____

14. What security requirements are you specifically concerned about with respect to inmate labor security in the kitchen?

Sally ports _____

Shadow Boards _____

Closed Work Area _____

Wide Aisles _____

Other: _____

15. Is a formal food service training program provided by the County for inmate workers? Yes _____ No _____

16. If "Yes" - is training conducted at:

Work Stations _____

In Classroom: _____ What Size _____

Combination of both? _____ (Please explain)

17. How many days' supplies are required to be stored in the following areas?

Dry Storage - (food) _____ (non-food) _____

Frozen Foods _____

Refrigerated Foods:

Meat _____

Produce _____

Dairy _____

18. Does the food service facility need the following units?

Butcher Shop _____

Bakery _____

Other: _____

19. Are there any potential lock-up situation requiring special food holding facilities?

20. How is food handled for inmates in the Infirmary?

21. Is a commissary provided for supplemental inmate feeding? If so, who orders and supplies the food?

22. If the new food service facility will be equipped with both new and existing equipment, list the manufacturer and model number of potentially reusable equipment.

MANUFACTURER	MODEL NO.	APPROX. AGE
_____	_____	_____
_____	_____	_____

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

23. Do you have any manufacturers of food service equipment that you prefer because of good local servicing, special equipment features, etc?

FACILITY BUILDING DATA

1. Seating Capacity. List all dining rooms and their seating capacity.

2. Building Area. (Refer to Appendix D.)

a. Kitchen	_____	Sq.Ft.
b. Dining Room	_____	Sq.Ft.
c. Dry Storage	_____	Sq.Ft.
d. Freezer Storage	_____	Sq.Ft.
e. Refrigerated Storage	_____	Sq.Ft.
f. Dock	_____	Sq.Ft.
g. Administration	_____	Sq.Ft.
h. Trash	_____	Sq.Ft.
i. Utensil/Tray Storage	_____	Sq.Ft.
j. Employee Facilities	_____	Sq.Ft.
k. Janitorial	_____	Sq.Ft.
l. Receiving	_____	Sq.Ft.

m. Circulation _____ Sq. Ft.

n. Other _____ Sq. Ft.

3. Available Utilities (Please Check):

Natural Gas: _____ Propane: _____

Electric: _____ 120 volts _____ 208/240 volts _____ 460/480 volts

Steam: _____ Treated _____ Untreated

Other: _____

Water: Hardness _____ Max Temperature _____ Deg. F.

Capacity _____ GPM

4. Employee Areas

Location _____

Locker Facilities _____

Toilet Facilities: Men _____ Women _____

Dining Room Seats _____

5. Garbage/Refuse Disposal

Food Grinder Permitted _____ Yes _____ No

Trash Compactor _____

Garbage Refrigerator _____

Garbage Bins/Cans _____

Location of Trash/Garbage Storage _____

How Often Are Pick-ups _____

Dumpster Size _____

Air Screen Required At Exit Doors _____

- _____ Plastic
- _____ Paper
- _____ Stainless Steel Ware
- _____ Glassware
- _____ Other

2. Food Purchasing

	Type (describe in full)	% of Total	Deliveries
Meat	Carcass _____	_____	_____
	Cut _____	_____	_____
	Portioned _____	_____	_____
	Ground _____	_____	_____
	Frozen _____	_____	_____
Poultry	Whole _____	_____	_____
	Portioned _____	_____	_____
	Frozen _____	_____	_____
Fish	Fresh _____	_____	_____
	Frozen _____	_____	_____
	Other _____	_____	_____
Produce	Fresh _____	_____	_____
	Canned _____	_____	_____
	Frozen _____	_____	_____
	Other _____	_____	_____

3. Staffing

Number of Employees

Management

Cooks

Bakers

Servers

Security Officers

SPACE PLANNING CRITERIA

PREPARED BY: THE MARSHALL ASSOCIATES
BURLINGAME, CALIFORNIA

YOU SHOULD HAVE A GENERAL IDEA OF THE SPACE REQUIRED FOR INCREMENTAL NUMBERS OF MEALS TO BE SERVED. THE SPACE REQUIRED FOR SERVING FACILITIES IS DETERMINED FROM THE FOLLOWING TABLE BASED ON THE PLANNED PEAK NUMBER OF MEALS TO BE SERVED IN EACH AREA AT ONE MEAL PERIOD.

1. CAFETERIA

RULE OF THUMB

EVERY 250 SQUARE FEET PRESUMES A SERVING LINE FOR 150 SEATS, THAT TURN OVER TWO (2) TIMES.

CAFETERIA
PLANNED PEAK MEALS SERVED AT
ONE MEAL PERIOD -

NET SQUARE FEET

0	-	150	250 (1 SERVING LINE)
151	-	300	250
301	-	450	500 (2 SERVING LINES)
451	-	600	500
601	-	750	750 (3 SERVING LINES)
751	-	900	750

2. PRE-TRAY SERVICE LINE

EACH FACILITY HAS THE OPTION OF SELECTING THE TYPE OF SERVICE TO BE USED (I.E., SINGLE COMPARTMENTALIZED TRAYS TRANSPORTED IN CONTROLLED TEMPERATURE CARTS, OR INSULATED COMPARTMENTALIZED TRAYS, BULK HOT FOOD CARTS AND BULK CHILLED FOODS CARTS.) THE SPACE REQUIRED IS DETERMINED FROM THE FOLLOWING TABLE BASED ON THE PEAK NUMBER OF MEALS TO BE SERVED BY THE TRAY SERVICE, CONVEYOR MAKE-UP LINE AND THEN ADDING THE SPACE FOR FOOD CART STORAGE.

TRAY SERVICE
 PLANNED PEAK MEALS SERVED AT
 ONE MEAL PERIOD -

NET SQUARE FEET

LESS THAN 45	200
46 - 75	270
76 - 105	325
106 - 280	360
281 - 420	450
421 - 600	540
600 - 1200	+540

ADD SPACE FOR FOOD CART STORAGE BASED ON THE FOLLOWING 20 TRAY
 COMPARTMENTALIZED FOOD CARTS:

<u>TYPE OF CART</u>	<u>SQUARE FEET PER CART</u>
COMPARTMENTALIZED TRAYS 20 PER CART	10
STACKING, INSULATED COMPART- MENTALIZED TRAYS, 40 PER CART	15
BULK HOT/COLD CARTS, 100 PER CART	6

3. SANITATION SPACE REQUIREMENTS

THE SPACE REQUIRED FOR SANITATION FACILITIES IS THE SUM OF THE APPROPRIATE FIGURES SELECTED FROM THE FOLLOWING TABLES. WHERE POSSIBLE AND ECONOMICALLY FEASIBLE, ALL DISHWASHING WILL BE PERFORMED IN A SINGLE CENTRALIZED AREA. THE DISHWASHING PERIOD SHOULD NOT EXCEED THREE HOURS FOR ANY MEAL. THE TABLES ARE BASED ON THE GRAND TOTAL OF THE PEAK MEALS SERVED AT ONE MEAL PERIOD.

- A. DISHWASHING, DISH COLLECTION (SOILED AND CLEAN), CLEAN DISH STORAGE AND POT WASHING IN THE SAME ROOM:

<u>PEAK MEALS SERVED AT ONE MEAL PERIOD</u>	<u>NET SQUARE FEET</u>
0 - 170	322
171 - 275	433

- B. DISH WASHING, DISH COLLECTION (SOILED AND CLEAN), AND CLEAN DISH STORAGE SEPARATE FROM POT WASHING:

<u>PEAK MEALS SERVED AT ONE MEAL PERIOD</u>	<u>NET SQUARE FEET</u>
276 - 405	480
406 - 880	1100*
881 - 1620	1360*
1621 - 2300	1900*

* INCLUDES CENTRAL DETERGENT DISPENSING ROOM

- C. POT WASHING CENTER SEPARATE FROM DISHWASHING:

<u>PEAK MEALS SERVED AT ONE MEAL PERIOD</u>	<u>NET SQUARE FEET</u>
276 - 405	370*
406 - 880	420*
881 - 1620	580*
1621 - 2300	780*

*INCLUDES POT/PAN STORAGE AREA

- D. CART WASH CENTER

<u>FOOD CARTS</u>	<u>NET SQUARE FEET</u>
LESS THAN THREE	170
4 - 5	170'
6 - 8	170
9 - 12	340
13 - 24	340
25 - 36	370

E. TRASH COLLECTING:

<u>PEAK MEALS SERVED AT ONE MEAL PERIOD</u>	<u>NET SQUARE FEET</u>
LESS THEN 406	110
406 - 880	160
881 - 2300	220

4. FOOD PROCESSING AND PREPARATION

CRITERIA ARE BASED ON DESIGNS WHICH MAXIMIZE USE OF OPEN AREAS AND MINIMIZE THE USE OF WALL AND PARTITION TO PROVIDE FLEXIBILITY AND ECONOMY. ADDITIONAL SPACE WOULD BE REQUIRED TO ACCOMMODATE SOME SECURITY REQUIREMENTS. THE SPACE IS BASED ON PEAK MEAL LOAD SERVED AT ONE MEAL PERIOD.

SPACE REQUIRED PER MEAL PERIOD

	<u>PEAK MEALS PER MEAL PERIOD</u>					
	<u>110- 170</u>	<u>171- 275</u>	<u>276- 405</u>	<u>406- 880</u>	<u>881- 1620</u>	<u>1621 2300</u>
MEAT PROCESSING	190	190	190	380	490	540
PASTRY OPERATION	170	170	330	590	760	1470
STEAM CENTER	225	225	190	270	390	420
FRY CENTER	50	50	50	70	125	155
GRILL/BROIL CTR.	90	90	90	150	200	310
BAKE/ROAST CTR.	110	110	110	230	260	350
MIXING CTR.	-0-	30	30	30	60	80
FRESH FRUIT/VEG. PROCESSING CTR.	125	130	180	235	265	265
SALAD PREP/PORT. CTR.	110	120	170	250	365	410
DESSERT PREP. PORT. CTR.	-0-	-0-	-0-	170	200	270
INGREDIENT ROOM	80	100	130	130	150	175

5. RECEIVING AND STORAGE:

STORAGE IS PROVIDED FOR A MINIMUM OF 15 DAYS' CONSUMPTION. THIS WILL ALLOW FOR CASE-LOT PURCHASES AND FOR THE STORAGE OF A 30 DAY SUPPLY OF SOME DRY ITEMS, AND ALSO PROVIDE SOME FLEXIBILITY IN ADAPTING TO VARIOUS FEDERAL COMMODITIES. THE STORAGE SPACE IS THE SUM OF THE COMPUTATIONS FROM THE FOLLOWING TABLES WHICH ARE BASED ON THE AVERAGE DAILY MEALS SERVED.

SPACE PROVIDED IN THE TABLE FOR REFRIGERATED AND FROZEN STORAGE MAY BE DIVIDED AS APPROPRIATE BUT IN MOST CASES APPROXIMATELY 35% OF THE SPACE SHOULD BE DESIGNED TO MAINTAIN TEMPERATURES OF -10 DEGREES TO 0 DEGREE F AND THE BALANCE OF THE SPACE SHOULD MAINTAIN TEMPERATURES OF 34 DEGREES TO 40 DEGREES F.

A. STOREKEEPER AND RECEIVING

<u>TOTAL INMATES</u>	<u>NET SQUARE FEET</u>
0- 125	160
126- 190	160
191- 255	240
256- 465	360
466- 740	360
741-1200	560

B. STORAGE, DRY FOOD

<u>TOTAL INMATES</u>	<u>NET SQUARE FEET</u>
0- 125	250
126- 190	300
191- 255	300 +1.6 SQ.' PER INMATE OVER 191
256- 465	400 +1.6 SQ.' PER INMATE OVER 256
466- 740	735 +1.6 SQ.' PER INMATE OVER 466
741-1200	1700 +1.6 SQ.' PER INMATE OVER 741

C. STORAGE, NON-FOOD

<u>TOTAL INMATES</u>	<u>NET SQUARE FEET</u>
0- 125	340
126- 190	470
191- 255	470 +1.7 SQ.' PER INMATE OVER 190
256- 465	515 +1.7 SQ.' PER INMATE OVER 256
466- 740	1225 +1.7 SQ.' PER INMATE OVER 466
741-1200	1940 +1.7 SQ.' PER INMATE OVER 740

D. STORAGE, REFRIGERATOR/FREEZER

<u>TOTAL INMATES</u>	<u>NET SQUARE FEET</u>
0- 125	250
126- 190	350
191- 255	380 +2 SQ.' PER INMATE OVER 190
256- 465	512 +2 SQ.' PER INMATE OVER 255
466- 740	930 +2 SQ.' PER INMATE OVER 465
741-1200	1384 +2 SQ.' PER INMATE OVER 740

E. REFRIGERATION EQUIPMENT ROOM

<u>TOTAL INMATES</u>	<u>NET SQUARE FEET</u>
0- 125	135
126- 190	170
191- 255	170
256- 465	200
466- 740	240
741-1200	300

6. DINING ROOM

THE SPACE TO BE PROVIDED FOR DINING ROOMS WILL BE COMPUTED BY MULTIPLYING THE NUMBER OF SEATS REQUIRED IN THE DINING ROOM BY 15 NET SQUARE FEET PER SEAT. THE TYPICAL NUMBER OF SEATS PER SERVING LINE IS 150.

THE NUMBER OF SEATS REQUIRED IN A DINING ROOM EQUALS THE TOTAL NUMBER OF INMATES TO BE SERVED IN THE DINING ROOMS DIVIDED BY THE NUMBER OF SITTINGS. SQUARE FOOTAGE IN THE DINING ROOM FOR VARIOUS INMATE LEVELS IS AS FOLLOWS:

<u>INMATES TO BE SERVED</u>	<u>NUMBER OF SITTINGS</u>	<u>NET SQ. FT.</u>
0 - 125	- 2	938
126 - 200	- 2	1500
201 - 300	- 2	2250
301 - 600	- 2	4500
601 - 1200	- 2	9000

7. ADMINISTRATION:

OFFICE SPACE FOR FOOD SERVICE ADMINISTRATIVE ACTIVITIES WILL BE DETERMINED BY APPLYING THE APPROPRIATE SPACE FACTORS LISTED IN THIS SECTION TO THE NUMBER OF POSITIONS REQUIRING DESK SPACE INCLUDED IN THE PROJECTED STAFFING REQUIREMENT FOR FOOD SERVICE.

<u>JOB POSITION</u>	<u>NUMBER OF INMATES</u>	<u>NET SQ. FT.</u>
STAR MANAGER	0 -175	100

8. STAFF FACILITIES:

LOCKERS: 4 SQ. FT. PER EMPLOYEE.

WATER CLOSETS AND LAVATORIES:

1 PER 20 MEN OR FRACTION THEREOF.

1 PER 15 WOMEN OR FRACTION THEREOF.

URINALS: 1 PER 40 MEN OR FRACTION THEREOF.

IF YOU USE INMATE LABOR YOU MAY WANT TO ALLOCATE ONE WATER CLOSET AND LAVATORY IN A SEPARATE ROOM FOR INMATES ONLY.

EQUIPMENT PLANNING CHECKLIST
 PREPARED BY: THE MARSHALL ASSOCIATES
 BURLINGAME, CALIFORNIA

RECEIVING

SCALE
 LANDING TABLE
 DESK
 FILE CABINET

DRY STORAGE,
NON-FOOD STORAGE

SHELVING UNITS
 BINS
 DESK
 FILE CABINET
 SECURITY STORAGE SHELVING
 CAN RACK DISPENSER
 SCALE

VEGETABLE/SALAD PREPARATION

2-COMPARTMENT STAINLESS
 STEEL SINK WITH DRAIN
 BOARDS
 DISPOSER
 CUTTER/DICER/GRATER
 WORK TABLE, STAINLESS STEEL
 REACH-IN REFRIGERATOR
 SLICER
 MOBILE UNIVERSAL ANGLE
 RACKS
 HAND SINK
 VERTICAL CUTTER/MIXER
 CUTTING BOARD
 MOBILE TABLE
 MIXER(S) 20 QT., 30 QT.,
 60 QT., 80 QT.
 MIXER ATTACHMENT RACK
 POT RACK
 CAN OPENER

BAKERY

BAKE OVEN (REVOLVING OR
 ROLL-IN RACK TYPE)
 CONVECTION OVEN
 PROOFING CABINET
 PASTRY STOVE
 TILTING KETTLE
 STEAM INJECTOR
 EXHAUST HOOD

ICE PRODUCTION

ICE MAKER
 (CUBER, FLAKER)
 WATER FILTER

STORAGE REFRIGERATION/
FREEZER

WALK-IN REFRIG. 42 F
 (SIZE _____)
 WALK-IN FREEZER 0 F
 (SIZE _____)
 SHELVING UNITS ON CASTERS

MEAT PREPARATION

DIGITAL SCALES
 WORK TABLE
 TENDERIZER
 SLICER
 SINK
 MEAT CHOPPER/GRINDER
 MEAT AND POULTRY SAW
 PATTY MAKER
 MOBILE TABLE
 HAND SINK
 MOBILE TRASH
 CONTAINER
 LOCKED KNIFE CABINET
 PAN RACK
 MOBILE HOT WATER/
 DETERGENT CLEANER

PRODUCTION COOKING

OPEN BURNER RANGE (OVEN)
 HOT TOP RANGE (OVEN)
 GRIDDLE TOP RANGE
 CHAR-BROILER
 STACK/UPRIGHT
 INFRA-RED BROILER
 SALAMANDER BROILER
 DEEP-FAT FRYER
 FIRE PROTECTION SYSTEM
 MIXER, VERTICAL OR
 HORIZONTAL
 SCALE (PORTION)
 PROOFING RACK

PAN RACKS
 COOLING RACKS
 BOWL DOLLY
 DOUGH DIVIDER/ROUNDER
 SEMI OR AUTOMATIC
 DOUGH RETARDER
 (REFRIGERATOR)
 DOUGH SHEETER
 (REVERSIBLE)
 SINK WITH DRAINBOARDS
 WORK TABLES, MAPLE TOP
 SPICE BINS
 INGREDIENT BINS
 REACH-IN REFRIGERATOR
 REACH-IN FREEZER
 DOUGHNUT FRYER
 BREAD SLICER
 WRAPPING EQUIPMENT
 MOBILE TRASH CONTAINER
 HAND SINK
 HOSE STATION

SERVING LINE COOKING

DEEP FAT FRYERS
 FAT FILTER
 GRIDDLE
 MICROWAVE OVEN
 OPEN BURNERS OR HOT PLATES
 REACH-IN REFRIGERATOR
 REACH-IN FREEZER
 FOOD WARMERS
 CONVECTION STEAMER
 EXHAUST HOOD
 FIRE PROTECTION SYSTEM
 FRY STAND WITH OR WITHOUT
 REFRIGERATOR
 HAND SINK
 TOASTER (CONVEYOR OR
 REGULAR)
 WORK TABLE
 FAT FILTER
 CONVECTION OVEN
 COOK/HOLD OVEN
 BAKE/ROAST OVEN
 MICROWAVE OVEN
 STEAM KETTLES (TILTING,
 STATIONARY OR WALL MOUNT)

SERVING LINE (CONT.)

REACH-IN REFRIGERATOR
 REACH-IN FREEZER
 MOBILE TRASH BIN
 CAN OPENER
 REVOLVING OVEN, ROLL-IN
 RACK OVEN

HIGH PRESSURE STEAMER
 LOW PRESSURE STEAMER
 (CONVECTION STEAMER)
 TILTING SKILLET
 EXHAUST HOOD
 FIRE PROTECTION SYSTEM
 WORK TABLES
 MOBILE POT AND PAN RACK
 SINK
 SLICER
 MIXER - 20, 30, 60, 80 QT.
 HAND SINK
 INGREDIENT BINS (MOBILE)
 CONDIMENT SHELF
 OVERHEAD POT/PAN RACK
 CUTTING BOARDS
 MOBILE STEAM/DETERGENT CLEANER

HOT FOOD SERVING

UTILITY SINK
 STEAM TABLE WITH ELECTRIC
 FOOD WELLS
 FOOD WARMERS (HOLDING)
 SOUP WELLS
 TRAY STORAGE
 HEAT LAMPS
 SNEEZE GUARD
 HEATED FOOD DRAWERS
 TRAY RAIL
 HAND SINK
 MOBILE HEATED FOOD
 PAN CABINET
 SLICER
 MOBILE TRASH CONTAINER
 SINK
 CUTTING BOARD

CAFETERIA SERVICE

MOBILE TRAY DISPENSER
 (W/SILVERWARE AND
 NAPKIN DISPENSER)
 SILVERWARE DISPENSER
 NAPKIN DISPENSER
 CONDIMENT/TRAY DISPENSER
 SALAD DRESSING DISPENSER
 CAFETERIA COUNTER
 W/SNEEZE GUARD
 TRAY RAIL

POT/PAN WASHING

3-COMPARTMENT STAINLESS
 STEEL SINK W/DRAINBOARDS
 DISPOSER
 UTENSIL RACK (WALL MOUNTED)

AUTOMATIC POT/PAN WASHING
 BOOSTER HEATER
 SOILED DISHTABLE W/POT
 SCRUBBER SINK
 CLEAN DISH TABLE
 SCRAP BLOCK
 MOBILE TRASH BIN
 MOBILE POT/PAN RACK
 SHELVING

SILVERWARE SORTING TABLE
 CUP RACK DOLLY
 TRAY CARTS
 DISH-RACK CARTS
 DETERGENT STORAGE
 HOSE STATION
 MOP SINK
 HAND SINK
 MOBILE TRASH CONTAINER

PERMANENT SALAD BAR

ICE PAN
 REFRIGERATED PAN
 SALAD BOWL LOWERATOR
 SINGLE SIDED SERVICE
 DOUBLE SIDED SERVICE
 STORAGE, REFRIGERATOR BELOW

COLD FOOD SERVING

PLATE STORAGE
 REFRIGERATED DRAWERS
 REFRIGERATED COLD PAN
 ICE BED

BEVERAGE SERVICE

COFFEE URN
 COFFEE MAKER
 COFFEE WARMER
 MILK DISPENSER
 REFRIGERATED LOWERATOR
 FOR CARTON MILK, ETC.
 JUICE DISPENSER
 COFFEE CUP STORAGE (LOWER
 ATORS)
 TRAY RAIL
 WATER DISPENSER
 CAFETERIA COUNTER
 W/SNEEZE GUARD

WAREWASHING

SOILED DISHTABLE
 WATER DISPOSAL TROUGH
 DISPOSER
 PRE-RINSE SINK & SPRAY
 CONVEYOR SYSTEM FROM
 DINING ROOM
 MOBILE SILVERWARE
 SOAK SINKS
 SHELVING, TRAY STORAGE
 DISHWASHER
 BOOSTER HEATER
 VENT DUCTS
 CLEAN DISHTABLE
 TRAY RACK STORAGE SHELVES

SANITATION

COMPACTOR
 DUMPSTERS
 TRASH BIN HOSE DOWN
 DOCK AREA W/DRAIN
 JANITOR ROOM/STORAGE
 JANITOR SINK
 HOSE STATION
 MOBILE STEAM/DETERGENT
 CLEANER

EMPLOYEE FACILITIES

RESTROOMS
 LOCKERS
 BULLETIN BOARD
 DRINKING FOUNTAIN

CHAPTER 15

BASIC FOOD PRODUCTION SYSTEMS/ALTERNATIVES **"The STAR Manager's Guide to New-Fangled Cooking Systems"**

Whatever happened to the good old days when all one had to do was cook the food, serve it, clean up and start over again for the next meal? This process is referred to as the Conventional Cook and Serve method. There are two newer, more sophisticated and more complex systems that, if operated correctly, can be of tremendous financial and operational benefit to an institution. These systems are "Cook-Chill-Cook" and "Cook-Freeze-Cook".

Conventional Cook and Serve

Briefly, the conventional system consists of traditional quantity food production. After the cooking process, hot items are stored by hot-holding between production and service. Hot holding can be in any heated storage equipment such as a steam table or warming cabinet, or even holding on the stove. Foods to be served cold are

held in refrigerated carts or in walk-in coolers or some type of refrigerated holding equipment on the service line. This is the system understood by most cooks who were trained "on-the-job" in military, educational, medical or other institutional settings. Food is prepared in the same basic way as it is in the home, only using larger quantities and larger, somewhat more sophisticated equipment.

Obviously there are some definite advantages to conventional cook and serve. It is a system that has met the needs of institutions for many years. Some of the major advantages are:

- * Almost all cooks and food service managers have worked the system and are able to come on the job and immediately understand what needs to be done.
- * There are abundant recipes available that fit the system.
- * Traditional kitchen equipment is adequate to prepare food in this manner.

Like an old shoe, it is a comfortable system and many traditional managers are unwilling to discard something old and comfortable for something that is new and requires learning new skills. In some instances where the equipment is traditional, the numbers are small and labor is inexpensive, there is definite merit to retaining this type of system.

Cook-Chill-Cook

A cook-chill-cook system involves cooking food to the proper temperature, quick-chilling to below 45 degrees F. and storing it in refrigerators for about two-three days. Food is then rethermalized for service via one of many alternatives to be discussed later. The key element in the success of this system is the ability to quickly chill the food from the cooking temperature to the refrigerated temperature. If the food is allowed to cool slowly in a traditional refrigerator it may take up to 12-15 hours for a pan of food to reach an internal temper-

ature of 45 degrees or less. During this time bacteria can multiply and there is an increased chance of food poisoning or food infection, a definite problem for any institution.

This quick-chilling process is the key to the system and is usually done in a blast chiller, a refrigerator-like cabinet that blows freezing air around the food and reduces its temperature in about one to three hours, depending on the type of food, depth of the food in the pans and the starting temperature.

Quick-chilling can also be done by placing food in Kry-o-vac (a plastic-like material) bags that are sealed and then tumbled in a large vat filled with ice-cold water to a temperature below 45 degrees. The bags are then transferred to refrigeration for storage.

Cook-Freeze-Cook

This system is somewhat similar to the cook-chill-cook system except that food is blast-frozen to a temperature of -40 degrees F. This process takes about 3 hours, after which the food is wrapped in a clinging polyolefin shrink film, labeled and stored in a freezer.

If food is done in bulk, this process requires a refrigerated thawing period of usually 12 hours in a quick or rapid-thaw roll-in compartment. If the food is portioned before it is frozen then it can be placed immediately into a rethermalization unit. This is similar to the frozen dinners one can purchase on the retail market for home consumption. Obviously, food can be held for a much longer period of time in a frozen state.

Convenience Food Products

Convenience food products are those foods which are purchased already cooked and are available to rethermalize and serve. Some of these products (such as hot dogs) are held under refrigeration, but the majority of them are frozen items. The frozen items can range from fully-cooked entrees to desserts, soups, sauces and other products that require no additional mixing or cooking other than the rethermalization necessary to serve them.

CHAPTER 16

DINING AND DELIVERY SYSTEMS "How and Where to Serve the Food"

The architects/kitchen designers are bound to ask you what dining system you prefer to use and how you want to deliver the food. (The truth is, they may not ask; BUT you do not want to be left out of these critical decisions. If they do not ask, YOU bring it up, either with the people in charge of your facility or with the designers.) Your supervisors will be impressed with your questions/knowledge in the planning stages. They will definitely not be impressed if you say nothing until the design is completed or construction begins and then begin complaining about the disastrous facility and how in the world are you going to manage it.

DINING ALTERNATIVES

The two basic "choices" on the menu for the actual "dining" or feeding of the inmates are:

- * Centralized
- * Decentralized

Traditionally, facilities were designed with the larger dining hall and inmates were brought to the dining room for each meal. The designs of many newer facilities, however, are based upon the philosophy that the fewer times one must move the inmates, particularly in groups, the less opportunity there is for security problems. As a result, the inmates are housed in modules or pods wherein there is a cluster of rooms around a common core area that is used for recreation and dining. Some older units have elected to adopt decentralized dining as well.

What do you have to consider in order to make a wise decision whether to centralize or decentralize dining at your facility? There may be other factors unique to your situation but here is a list to get you started thinking:

Considerations Regarding Centralized Dining

- * There is one central location where food is prepared and consumed, and that must be governed by the health codes with respect to food.
- * There is very little labor involved in the service of the food since usually it is dished up cafeteria-style as the inmates proceed along a line.
- * Portion control is more difficult since food is dished up on the line in front of the inmates. Intimidation becomes a factor if the server is an inmate. In the same manner, inmates doing the serving may choose to "punish" certain other inmates by decreasing their food portions.

- * There is greater chance for food riots as well as inmate conflict whenever the inmates are brought into a group situation. It also requires staff time to move the inmates to and from the dining room(s).

Considerations Regarding Decentralized Dining

- * The decentralized dining situation requires that there be a space within each housing area for the purpose of dining. This area requires tables, chairs and ideally, but not necessarily, some sort of secure storage area and running water.
- * The food must either be kept hot or rethermalized once it arrives at the service area. There are many options available for this process which are discussed later in this chapter.
- * There is movement of carts to and from the cell areas three times per day, creating traffic, and, depending upon the layout of the facility, elevator usage.
- * There is no need to move the inmates in groups. Also, one housing group or module can be served different food on occasion from another group, permitting the use of leftovers.
- * Depending upon the system in place, the food can be pre-portioned in the kitchen, eliminating many problems of intimidation with regard to portions.

DELIVERY SYSTEMS

In addition to the topic of dining alternatives, you will need to be up-to-date on the ways in which food can be served. All food must be portioned and served at some point. Regardless of whether the hot food is cook-

serve, cook-chill, cook-freeze, or convenience, it will need to be brought to a serving temperature (usually about 160 degrees fahrenheit) before it is served. The methods by which this can be accomplished and the point at which it is accomplished are numerous.

Cafeteria Service

This traditional type of service requires portioning the food from permanent or portable steam tables or warming devices as the inmate goes through the line. In some systems all of the food is portioned by the servers; in others, some of the food is pre-portioned onto plates and picked up by the person going through the line. All of us are indoctrinated into this type of system from the time we start school, if not before.

Hot Retention Systems

There are a number of hot retention systems available for use in an institutional system. Some of these systems are not considered suitable for a correctional facility since they are either too cumbersome or pose a security risk. You are cautioned to carefully consider any system which utilizes china, glassware or plasticware that will break or shatter and can be used as a missile or other weapon. Other questions to ask relative to selection of hot retention systems are as follows:

- * What are the optimum or practical holding times for maintaining hot and cold foods at their proper temperatures?
- * Are the elevators, hallways and door openings of sufficient size and number to allow for the effective movement of carts to the service points?
- * If electric carts are to be used, will there be outlets capable of handling them at the service points?
- * What kind of maintenance talent and spare parts (if any) will be required for the system?

Brief descriptions of the basic systems are presented as follows:

* Pellet System

The pellet system involves use of a heated metal disk, usually stainless steel, with a built-in high-energy reservoir. The disk is placed in a plastic holder with a china plate containing the food placed on top. Finally a dome top is placed over the plate. This set-up, along with the cold food, is assembled on trays which are placed in insulated carts for transport to the point of service.

There is a variation of the pellet system which uses insulated components for temperature retention. A preheated entree dish is placed on an insulated bottom liner and covered with an insulated dome.

* Heat Support Carts

There are heated mobile carts which can be plugged in at the service point. The heat points are designed to focus on the hot foods while leaving the cold foods alone. There are also specifically-designed carts which utilize split trays for hot food on the heated side and cold on the refrigerated side.

* Non-heat Supported Carts

The food is pre-portioned onto trays which are held in insulated carts. The carts are then sent to the dining area for tray distribution.

* Bulk Food Carts

With this system bulk hot and cold food is sent to the dining areas in closed carts where it is set up for tray service. It is then

held in hot and cold service carts permanently located there. In some instances, portable hot and cold service carts are loaded and sent from the kitchen for each meal. The inmates either walk down the line or inmate workers deliver the trays to them.

* **Insulated Trays**

This method involves the portioning of the food in the kitchen onto special insulated trays which generally have specifically designated hot and cold food compartments. The trays are stacked and then strapped together and transported to the service points.

If the system is cook-chill or cook-freeze then the hot food must be rethermalized before it is served to the inmates.

Rethermalization of Foods

In the case of cook-chill or cook-freeze or convenience foods, it will be necessary to reheat foods prior to service to the inmates. This can be done in the kitchen or it can be done at the point of service, depending upon the type of service in a given institution.

The food can be rethermalized in bulk or it can be rethermalized in individual portions. Before we discuss the issue of rethermalization of the food, therefore, it is important to discuss several portioning factors.

* **Should food be portioned while it is hot or cold?**

Food can be portioned while it is hot before it is either chilled or frozen as part of a cook-chill or cook-freeze system. In this way, it is ready for immediate rethermalization and service directly from the refrigerator or from the freezer, or, if bulk-frozen, directly from the thawing unit.

Food can be portioned cold, from the refrigerator or from the thawing unit. It is also possible to rethermalize the food in bulk and portion it hot from a steam table or on a tray assembly line. The options begin to multiply rapidly with the newer systems. In some multi-location institutions, food is prepared in a commissary and shipped to a variety of units in the chilled state for rethermalization on site.

This type of system allows meals to be prepared and shipped for holding and service at a later date. The key is to maintain food at the system's proper temperature for no more than the recommended number of days for that given system. As mentioned above, frozen foods facilitate a much longer holding period.

* Where will the food be portioned?

Does the system require shipping the food to another location before it is portioned and rethermalized, or will it be portioned before it is shipped? Some of this decision will be based upon the space and facilities at the service point and upon who will be doing the portioning and serving.

* Who will portion the food?

Will inmate workers or staff portion the food onto plates on a traditional cafeteria serving line, or will the food be dished up onto plates or trays in the kitchen and served from those trays? If food is portioned in the kitchen, inmate workers are not confronted with the intimidation or favoritism issues that they face if they are portioning food in front of their fellow inmates on a cafeteria or service line.

These decisions regarding the portioning of the food are related to the method of rethermalization. There are small convection ovens (similar to those used on the airlines) as well as microwave and infrared ovens that will rethermalize individual portions of food quickly and efficiently. If the food is to be rethermalized in

bulk, standard convection ovens might be used. The basic methods by which food can be rethermalized are described as follows:

* Microwave Ovens

This method is very rapid and can be used for on-demand feeding in situations where meals are needed at a variety of times. It has several drawbacks in that not very many meals can be done at any one time and food quality is difficult to control in some ovens because food may not rethermalize evenly, leaving hot and cold spots. Maintenance on microwave ovens can be a significant cost factor when they are used by a variety of semi-trained staff or inmate workers.

* Convection Ovens

A convection oven, of any size, is simply a standard oven with a fan system that circulates the heat around the oven to provide for even cooking when several racks are filled with pans simultaneously. The standard oven, without a fan system, heats from the bottom. When several racks of food are in the oven at one time, the food on the bottom gets very hot, the pan deflecting much of the heat away from the food on the upper racks, resulting in unevenly cooked foods. Generally, due to the circulating hot air, food in a convection oven cooks faster necessitating lowering the temperature or decreasing the cooking time (or both) for many items.

Convection ovens are designed to accommodate multiple meals at a time, thus allowing greater efficiency in the rethermalization process than is possible with microwave ovens. The standard convection oven is relatively trouble-free and easy to operate compared to some other rethermalization systems. The ovens are capable of being used for a variety of cooking, baking and rethermalization functions. The smaller ovens used by the airlines and for some institutions are not as flexible in their uses as are the standard ovens. The standard convection oven can be stacked in a kitchen or service area to conserve space.

* Convection Steamers

When food is cooked and chilled in Kry-o-vac it is often rethermalized in a convection steamer. The bags of food are simply taken from the refrigerator, placed in pans and then into a convection steamer for the time necessary to bring the food to the proper temperature.

* Infrared Ovens

Infrared ovens become extremely hot and most of this heat is transferred to the dishes and covers. They accommodate 16-24 meals at a time and are faster than conventional ovens. Energy costs are comparatively high for infrared equipment. Some infrared equipment does not accommodate soups.

Due to the nature of the infrared oven design and the subsequent potential for injury due to burns many corrections facilities have declined to install the system. There is always the chance that in the future the units will be redesigned to eliminate this problem.

* Integral Heat Ovens and Carts

This system uses an integrally heated dish that is actually a small, electronic impulse-resistant oven. Here, plates with contactors and wiring embedded in the plate bottom receive and distribute heat evenly throughout the dish. The impulse action of the timing mechanism of the oven helps eliminate scorching during the rethermalization process. The system allows 24 meals to be rethermalized simultaneously. This system is expensive in that the wired dishes are the only ones that can be used and are expensive to replace. The dish is also a potential weapon. It is important to know about this system if only to be able to reject it should it be suggested by any food facilities designer. It is not a system that would be efficient or safe for corrections use. It is primarily used by hospitals and other health care facilities.

* Contact Plate Heater

This system involves portioning food onto dishes that exactly fit holes or cutouts in a tray. The position of the dish determines whether or not a food item will subsequently be rethermalized when a cart containing multiple trays is placed in a rethermalization cabinet that resembles a roll-in refrigerator. Physical contact between the plate heater in the rethermalization cabinet and the bottom food container accomplishes heat transfer. The primary advantage of this system is that hot and cold food are efficiently held in the same delivery cart, which minimizes the tray assembly at the service point.

This is a revolutionary system that has not been thoroughly tested and would certainly not be acceptable for corrections use unless the dish material could be controlled to assure it was not a potential weapon. A major negative aspect of this system is that it will not permit reheating food from the frozen state, only from the chilled state.

Summary

Although there are a variety of methods available to rethermalize foods, to date two of them have proven to be most effective in corrections facilities: the microwave oven and the convection oven. While the other three systems have been used in health care facilities with varying degrees of success, their application to corrections has yet to be successfully tested. One must be careful to remember that there are many manufacturers of all of these systems and hence the quality, specific use and durability of the various pieces of equipment will differ. For our purposes in this manual, we are not concerned with the various manufacturers but rather with providing STAR Food Service Managers the basic knowledge of the various systems available.

When purchasing equipment of any type, it is always important to ask for references from facilities similar in size and nature to yours that are using the same equipment being considered for installation. It is critical that the references be of the same type. What works for

a hospital or even for a high-rise city corrections facility of 500 beds may not work for a rural, single level work-release facility housing 150. The future will probably bring even newer, more sophisticated equipment, particularly with regard to the delivery and reheating of meals.

A FINAL WORD OF ADVICE

So you have finished reading this manual and are ready to tackle the job of becoming a STAR Food Service Manager. If only it was as easy as simply reading a manual. You have lots of work ahead of you and every time you think you have things in order a change in technology, corrections policy, budget allocations or some other area will require you to adapt your program. It is our fervent hope that with this manual you will be able to develop a system and of course, THE PLAN, that will enable you to adjust your program to changes that occur over the years.

The best advice we could give to any STAR Food Service Manager is to stay in tune with the industry. Attend the trade shows and professional meetings, visit other facilities (even non-corrections facilities) with unique systems and read the trade magazines and journals. It is all part of keeping your STAR polished.

THANK YOU FOR TAKING THE TIME TO READ THIS MANUAL

AND

GOOD LUCK!

RESOURCES

The following is a list of some additional resources that might be helpful in managing your food service program. The list is by no means comprehensive. However, if the resources listed cannot be of direct assistance they should be able to refer you to another source of information.

Amendola, Joseph, The Baker's Manual for Quantity Baking and Pastry Making (Revised Edition). Ahrens Book Company 50 Essex Street, Rochelle Park, NJ 07662.

American Correctional Association (ACA), 4321 Hartwick Road, Suite L 208, College Park, MD 20740.

American Correctional Food Service Association (ACFSA), 277 East 6100 South, Salt Lake City, UT 84107.

American Medical Association (AMA), 535 N. Dearborn, Chicago, IL 60610.

American Public Health Association, 1015 Fifteenth Street, N. W., Washington, D.C. 20005

Applied Foodservice Sanitation, National Institute for the Foodservice Industry, 120 Riverside Plaza, Chicago, IL 60606.

Buying Guide for Fresh Fruits, Vegetables, Herbs and Nuts, Educational Department, Blue Goose, Inc., Post Office 6 Box 1118, Hagerstown, MD 21740.

California Restaurant Association, 3780 Wilshire Blvd., #600, Los Angeles, CA 90010.

California State Board of Corrections, 600 Bercut Drive, Sacramento, CA 95814.

Center for Disease Control, U.S. Department of Health and Human Services, Atlanta, GA 30333.

FDA Consumer, Superintendent of Documents, Government Printing Office, Washington, D.C. 20402

Food and Drug Administration, Division of Retail Food Protection HFF -340, 200 "C" Street, S.W., Washington, D.C. 20204.

Fowler, S.F., B.B. West, and G.S. Shugart, Food For Fifty, John Wiley and Sons, 605 3rd Avenue, New York, NY 10016.

Haines, Robert G., Food Preparation for Hotels, Restaurants and Cafeterias, American Technical Society, Norwood Technical School, Norwood, OH 45212.

Hospital Patient Feeding Systems, National Academy Press, 2101 Constitution Avenue N. W., Washington, D.C. 20148.

Iowa Dietetic Association, Simplified Diet Manual with Meal Patterns, Fifth Edition, The Iowa State University Press, Ames, IA 50010.

Kotschevar, Lendal H., Quantity Food Purchasing, John Wiley & Sons, Inc., 605 3rd Avenue, New York, NY 10016.

Longree, Karla, and Blaker, Gertrude, Sanitary Techniques in Food Service, Robert E. Krieger Publishing Company, 645 New York Avenue, Huntington, NY 11743.

Longree, Karla, Quantity Food Sanitation, John A. Wiley & Sons, 605 3rd Avenue, New York, NY 10016.

National Academy of Sciences, Food and Nutrition Board,
National Research Council. Recommended Daily Dietary
Allowances, 1980. 2101 Constitution Avenue, Washington,
D.C. 20418.

National Association of Meat Purveyors, Meat Buyer's Guide
8365-B Greensboro Drive, McLean, VA 22102.

National Institute for the Foodservice Industry (NIFI),
20 North Wacker Drive, Chicago, IL 60606.

National Institute of Corrections (NIC), NIC Jail Center
1790 30th Street, Suite 140, Boulder, CO 80301.

National Restaurant Association, 311 First Street, N. W.,
Washington, D.C. 20001.

Office of Surplus Property, 721 Capitol Mall, Sacramento,
CA 95814.

Pederson, Raymond, Arthur Avery, Ruth Richard, James
Osenton, Harry Pope, Increasing Productivity in Foodser-
vice, Cahners Books, 89 Franklin Street, Boston, MA 02110.

Terrell, Margaret, Large Quantity Recipes, J. B. Lippincott
Company, E. Washington Square, Philadelphia, PA 19105.

U.S. Department of Agriculture, Government Printing Office,
Washington, D.C. 20401.