

SAFE Salad Bars in Schools

A Guide for School Food Service

Washington State Department of Agriculture • Washington State Department of Health
Office of Superintendent of Public Instruction • Washington State University School of Food Science

This document clarifies food safety standards for salad bars in schools in Washington State, including use of locally grown foods and school garden harvest.

Introduction

Academic research and experience in schools across the country have shown that students significantly increase their consumption of fruits and vegetables when they are given a variety of choices in a school fruit and vegetable salad bar where they can build their own plate. In addition, salad bars assist schools in meeting the new nutrition standards set forth in the Healthy, Hunger-Free Kids Act, increase student participation, and may help lower plate waste in school meal programs. Salad bars also provide flexibility to successfully showcase farm to school items and school garden harvest.

SAFE (Safe and Fun to Eat) Salad Bars in Schools is a statewide effort to provide guidance to encourage schools to offer salad bars that feature produce from local farms and school gardens, and to minimize the risk of foodborne illnesses. Many salad bar items are prepared and served fresh with no cooking involved, and safe food handling is critical. The partner agencies on this project developed this document to consolidate

messages and present clear guidance to school district staff and decision makers, using state-level knowledge and expertise and consulting national sources. Local health jurisdictions (LHJs) may have different or additional rules, so school districts should always consult with them directly when adding or changing salad bar service. With this document, the SAFE Salad Bars in Schools team aims to promote safe and healthy salad bars in schools.

ABCs of Salad Bars

Requirements

U.S. Department of Agriculture (USDA) encourages the use of salad bars in the school meal programs and allows schools to purchase produce from school gardens run by other school organizations, such as Future Farmers of America (FFA).

Salad bar offerings can be part of a reimbursable meal for schools participating in the National School Lunch and Breakfast Programs. The salad bar may be used to provide all of the meal components, or selected components such as the fruit and/or vegetable. If the salad bar is only serving part of the reimbursable meal, the remaining components should then be served elsewhere in the cafeteria line.

Properly operated, any school can have a self-service salad bar. Schools should develop a food safety plan that takes into account the staffing and equipment availability, and check with their LHJ for standards that apply to elementary school salad bars. USDA has said that elementary schools are allowed to provide self-service salad bars, but it is recommended that they use bars designed specifically for small children. These salad bars should have a plastic barrier (food shield or sneeze guard) positioned at the appropriate height for

This document provides an introduction on how to provide safer foods on school salad bars. Food safety is governed by multiple agencies and this document was developed with input from several of those agencies. Please refer to the one of the agencies listed below for more information:

- Your local health department – find your contact at the link below:
<http://www.doh.wa.gov/CommunityandEnvironment/Food/LocalFoodSafetyContacts.aspx>
- Washington State Department of Health, Food Safety Program: 1-877-485-7316 (toll-free) or 360-236-3385
- Office of Superintendent of Public Instruction, Child Nutrition Services: 1-866-328-6325 (toll-free) or 360-725-6200
- Washington State Department of Agriculture, Office of Compliance and Outreach: 206-256-6150 or Email: farmtoschool@agr.wa.gov

small children, and have a lower serving surface than full-sized salad bars. Some LHJs may require that food for younger children be pre-packaged or served by a trained food service employee.

Salad bars must be smooth, durable, non-absorbent, easily cleaned, and able to maintain food at proper temperature. Some LHJs may require food equipment that is certified for sanitation by an American National Standards Institute or National Sanitation Foundation (ANSI/NSF)-accredited certification program.

Salad bar planning

Schools should include in their food safety program a written plan based on Hazard Analysis & Critical Control Points (HACCP) principles that covers their salad bar operations (including one for central kitchen and/or for separate kitchens, as applicable). Such procedures should include guidelines for purchasing, receiving, storing, rinsing, processing, holding, temperature logging, and serving of fresh produce. See sample HACCP-Based Standard Operating Procedures (SOPs) [Resources 1 A-G on page 8].

When adding a new food process, equipment, or menu line, schools are required to involve state or local health inspectors. The inspector can help assess food safety risks and identify practices to reduce those risks. When new time and temperature sensitive foods are added to the menu, schools must update their standard procedures for safe food handling, including HACCP plan revisions, as necessary.

The food safety SOPs should address public health concerns such as periods of very high number of gastrointestinal illnesses, colds, or flu-like symptoms. A temporary operation plan could include offering pre-packaged raw foods instead of bulk salad bar items or discontinuing self-service during that period of time. Practices to enhance food safety related to prevention of contamination are outlined in the sections below.

Food allergens are another important consideration when developing procedures for safe salad bars. Schools should follow their established procedures or SOPs for handling potentially allergenic foods. SOPs should include monitoring ingredient lists for potential allergens. Schools should consider posting possible allergens when holding special events serving families or the school community. USDA Food and Nutrition Services provides a list of resources for special needs

on their website [2], including National Food Service Management Institute's *Meeting Children's Special Food and Nutrition Needs in Child Nutrition Programs* [3], among others.

The salad bar recipes should be based on historical usage of salad bar items and developed based on a typical day. OSPI Child Nutrition provides *Fruit and Vegetable Bar Planner* and *Sample Fruit and Vegetable Bar Production Record* to assist in developing recipes [4, 5].

To plan salad bar menus and showcase farm to school items and school garden harvest, schools are encouraged to use resources such as *Fruits & Vegetables Galore: Helping Kids Eat More* [6] and Washington State Department of Agriculture's (WSDA) *Washington Grown Produce Seasonality Charts* [7] for tips on appetizing presentation, produce specification, seasonality, and guidance for recordkeeping.

Procurement & Traceability

Source, Selection, and Delivery

Good food safety practices begin by selecting vendors that not only provide quality food at fair prices but also deliver fresh fruits and vegetables that are safely handled, and properly dated, labeled, packaged, and transported. Schools may be buying produce from one vendor or a combination of vendors.

Farm to School: There are major advantages to buying local produce, including potential cost savings and taste benefits of serving fruits and vegetables in season, serving fresh produce close to harvest date, and keeping local dollars in the community. Local farmers may be able to appear in-person for education and promotion. Farm to school special events provide opportunities for the school to come together to celebrate the seasons and the efforts of school garden projects. When schools embrace farm to school principles in their food service, they are committing to provide education about food, farming, health, and the environment, whether through specific educational tie-ins or through sharing basic information about the seasonality and sources of foods served. *A School's Guide to Purchasing Washington-Grown Food* [8] provides information on proper procurement procedures and food safety, as well as sample documents, templates, and tips.

Schools may wish to identify and provide small farm vendors and school gardeners with reference materials, guidance, and technical support to meet expected standards to sell produce to schools. Small farm vendors may need information to develop an active, well-documented food safety plan prior to successfully selling produce to schools. This is especially true if they typically market directly to consumers. See *Verifying on-Farm Food Safety* [9] and *WSDA Farm to School Toolkit's School Food* page for more information and sample check lists [10].

Safe Food Practices for Produce Receiving and Storing

Whether foods are purchased from local farms, food distributors, or school gardens, all sources should be treated as a vendor and all produce should be handled in the same way, according to food safety standards. All the requirements for ensuring produce safety should be followed, regardless of the source of the product.

Food service employees must carefully examine deliveries of fresh produce and be prepared to reject food that is old, over-ripe, bruised, or damaged. After receipt, produce should be stored immediately in cold storage unless the particular item is normally and safely held at room temperature (e.g. potatoes, onions). Ideal storage temperatures vary depending on the type of produce. Specific storage temperatures and ethylene sensitivity information can be found in *Washington Grown Produce Basics Chart* and *Fresh Produce Storage Tips* [11, 12]. Federal and State Retail Food Rules require cold holding at or below 41°F for temperature controlled for safety (TCS) foods/potentially hazardous foods (PHF). These are foods that can grow foodborne illness germs if not temperature controlled [TCS/PHF will be discussed in more detail on page 5.]

There are several storage practices that are important to safe handling of fresh produce items. Some of these include:

- Store fresh produce immediately in dry or cold storage to avoid gaps in appropriate temperature.
- Keep food in original packaging and/or label clearly and consistently to identify its source and date of receipt.
- Keep produce and other food items separate in dry food storage. Chemical product storage should be separate from food items.

- Store produce above or away from raw meat, poultry, and eggs in refrigerators or walk-in coolers.
- Store unwashed produce below and away from washed produce and other ready-to-eat foods.
- Store produce at least six inches off the floor, below the ceiling and away from walls to prevent contact with these surfaces.

Safe Food Handling

The top three food safety defenses in food service operations are: (1) food service employees consistently practicing good personal hygiene; (2) prevention of cross contamination; and (3) food held at or cooked to correct temperature. In salad bar operations where TCS/PHF foods are frequently offered, these food safety defenses are critical in the prevention of foodborne illnesses. Practices to enhance food safety related to these topics are outlined in the sections below.

Food Service Employee Health, Handwashing and Glove Use

Food service employees must understand that they can be a source of contamination if they are suffering from a contagious or foodborne illness. Also, hand hygiene and proper food handling practices are important to prevent cross-contamination. Consistent communication with food service employees regarding these topics is an important component to reduce the risk of produce contamination.

Proper practices of employee hygiene include:

- Do NOT work with food when sick with symptoms like nausea, vomiting or diarrhea.
- Wash hands the right way and at the right time to prevent contamination, and keep fingernails trimmed. [See Handwashing section below]
- Prevent bare hand contact with ready-to-eat foods (those that will not receive a cooking step before service), by using single-use gloves and clean utensils (tongs, spoons, forks, picks) when handling these foods.
- Prevent reuse or abuse of single-use gloves.

Training and frequent re-training of food service employees on the requirement of illness reporting and logging is important. Managers must make sure that

food service employees do not work while ill, and stay away from the kitchen for 24 hours (72 hours is recommended by DOH) after their last episode of vomiting or diarrhea.

Elementary school students are a highly susceptible population because their immune systems are not fully developed, and the health of school foodservice employees should be carefully monitored. Food service employees may not work with food if they have: diarrhea, vomiting, or jaundice; been diagnosed with an infection that can be spread through foods, such as *Salmonella*, *Shigella*, *E. coli*, hepatitis A; or have a sore throat with fever. Because they are serving a highly susceptible population, those with infected, uncovered wounds, and/or continual sneezing, coughing, or runny nose should also be excluded from working. Sick food service employees must leave work.

Handwashing and Glove Use

Basic handwashing and glove use rules for anyone involved in food handling include:

- Wash hands thoroughly with soap and warm water after using the restroom or changing tasks.
- Wash hands for **at least 20 seconds** from start to finish each time.
- Hand sanitizers/antiseptics are NOT a substitute for handwashing with soap and water. Hand sanitizers can be effective when utilized after proper handwashing.
- Wash hands before handling or cutting fresh produce.
- Use single-use gloves or a clean utensil to touch ready-to-eat produce.
- Wash hands before putting on single-use gloves and change them when contaminated and in-between tasks. Changing tasks can include moving from handling raw meat to handling raw produce, moving from handling trash containers or rotten foods to preparing fresh produce, moving from cleaning surfaces to preparing fresh produce, or moving from handling raw foods to cooked food.

Continually reminding food service employees the requirement to wear and change single-use gloves is also critical to limit contamination.

Students selecting foods from salad bars: It is recommended that a universal handwashing policy be established and communicated before a salad bar program begins in schools. All students should come to breakfast and lunch with properly washed hands. Students should be encouraged to safely select salad bar items using utensils and prevented from directly touching food at the salad bar. Salad bar use should be monitored to ensure students follow safe practices.

Avoiding Cross-contamination

In the kitchen: Fresh produce (including fresh herbs) may become cross-contaminated easily from many surfaces including equipment, storage containers, hands, and even single-use gloves. It is important for those handling food to think carefully about their activities to ensure that direct contamination or cross-contamination is minimized. Food service employees should organize their work space and be mindful of how often they are changing tasks that would require handwashing or glove changes.

The following practices promote safe food handling:

- Clean and sanitize surfaces before and after each use.
- Always separate raw foods from ready-to-eat and cooked foods.
- Store and prepare each produce item separately.
- Document the date, type, and source of all produce served.
- Use cleaned and sanitized cutting boards and utensils (e.g., knives, tongs, spoons) for each food.
- Wash, rinse, sanitize, and air-dry kitchen tools, utensils, cutting boards, as well as other surfaces and containers that come into contact with produce immediately after using them.

Educational signage is encouraged to help remind food service employees of safe food handling and to enforce proper food handling. See sample educational poster *Produce/Salad Area* [13].

At the salad bars: School food service employees are expected to:

- Consider using child sized, longer handled utensils, especially for younger students.
- Use separate utensils for each container.
- Change out utensils:
 - after each meal period, or

- if the food contact area of the utensil has been touched by people or potential contaminants, or
- if the utensil has been dropped or placed in the wrong container, and
- whenever the food containers are changed out.
- Provide a clean plate for students returning to the salad bar for seconds.

A trained food service employee must be assigned to actively monitor the salad bar and self-service line to make sure the students are not touching food with their hands, tasting food while in line, putting their heads under the sneeze guard, or returning food items. Reminder signs – with more pictures than words – can be used to help students learn and remember salad bar manners. As a part of SAFE Salad Bars in Schools, Seattle Food Empowerment Education and Sustainability Team (FEEST) students designed and developed posters to remind students of proper salad bar etiquettes [14].

Freshly prepared food should never be added to food already on salad bars. Food containers should be replaced when low in product, empty, or contaminated. Spills should be cleaned up promptly, and surfaces wiped with a sanitizer cloth during and between meal periods. Wiping cloths should be stored in sanitizing solution between uses and laundered daily.

After meal service: Food should be removed immediately after the last meal period. Any food that has been served on the salad bar must be discarded, except for whole, raw fruits and vegetables that are not damaged and are intended for hulling, peeling, or washing before being consumed. Planned excess or

food items that are not served on the salad bar must be covered, labeled, dated, and refrigerated if they will be served at a later time. The entire salad bar must be cleaned and sanitized at the end of each day’s meal service per the school’s food safety plan and manufacturers’ directions.

Cold Holding vs. Time as a Public Health Control

Food Safety Tips

Some foods are considered more risky than others and are specifically identified for certain food safety practices to reduce the potential for foodborne illness germs to grow. These foods are called temperature controlled for safety (TCS)/potentially hazardous foods (PHF). Some produce items, like **cut leafy greens, cut tomatoes and cut melons** are considered TCS/PHF foods. Other examples are **meat, seafood, poultry, tofu, dairy products, and cooked pasta, beans and potatoes.**

Food service employees have up to 2 hours of active preparation at room temperature to assemble TCS/PHF salad bar items. Following preparation, these items must be put back into refrigeration and cooled to 41°F or below within 4 hours before they can be placed on the salad bar. Food temperatures must be taken to verify this. This re-chilling step is always required for a salad bar or self-service line, and the necessary time should be included in food preparation schedules.

If these food items have been left out at room temperature, or food service employees do not know how long they have been in the danger zone (41°F - 140°F), they must throw the food away as it is considered unsafe to eat.

Staff should keep time and temperature logs for all TCS/PHF on any salad bar. The salad bar or self-service line should be set up as close to mealtime as possible to reduce the time that produce sits out. Cold TCS/PHF must be kept cold in a refrigerator and add to the salad bar at the last minute.

Refrigerated salad bars should be turned on in advance and fully chilled before adding food. When ice is used to keep food cold, the ice must surround the container to the top level of the food. Staff should verify that the temperature of equipment is at or below 41°F before use. Cold food must be kept 41°F or lower.

Reminder note for kitchen staff

- Use clean and sanitized utensils for each different task.
- Use separate cutting boards for raw meats and vegetables. (Consider color-coding boards.)
- Clean and sanitize slicers, choppers, and other equipment before and after each use. (Pay attention to hard-to-clean areas of the equipment and disassemble when possible based on equipment design.)
- Clean and sanitize work surfaces before and after each use.

Using School Garden Produce in Your School Meal Program

School nutrition programs are encouraged to partner with school garden programs to serve garden-harvested produce in school meals. Those participating in the National School Lunch Program and School Breakfast Program can even use federal reimbursable dollars from school meals to purchase certain supplies for school garden programs. Many school garden programs donate produce for use in school snacks or meals, but they can also sell the garden produce they grow to their school cafeterias. It is important for school districts to follow simple food safety protocol to ensure the safety of the school garden produce.

Food Safety Practices in the School Garden

Before using any produce from a school garden, food service employees should visit the garden and ask the lead gardener about growing practices, including:

- Location of the school garden (On campus? At community site/pea patch? At volunteers' properties?).
- History of the land use and neighboring influence especially related to livestock activities.
- Irrigation and post-harvest water sources, and sampling results of water testing.
- Soil amendment use, especially related to raw or composted animal manures and sampling results;
- Use of fertilizers and pesticides.
- Harvesting and post-harvest handling; and
- Garden worker hygiene (both facilities and those who work in the garden).

Schools should provide the lead gardener with information and resources about food safety in school gardens. A checklist can be useful for foodservice to ask gardeners to verify their garden food safety practices. See *WSDA Farm to School Toolkit's School Garden* page for information on food safety in school gardens and sample checklists [15].

Harvesting and Handling of School Garden Products

Students, staff, parents or volunteers involved in harvesting must wash hands thoroughly in warm soapy water for **at least 20 seconds** prior to harvesting. Anyone with open cuts or wounds on their hands/arms should not participate in harvest until they have healed. And as with food workers, anyone with symptoms of nausea, vomiting or diarrhea should not help at all.

Handling of School Garden Produce

Produce harvested from a school garden and delivered for use in a school cafeteria should be received and inspected by food service personnel upon delivery with the same system used to receive and inspect all other incoming products. School garden produce should be accepted only when food service employees are present to receive it. Produce dropped off or left when staff are not present should not be used in the school meal programs. Only produce that meets school nutrition program quality standards should be accepted.

School garden produce (including fresh herbs) should be rinsed and prepared according to the same standards that are in place for all produce. Produce that has been noticeably contaminated by animals or insects should NOT be used. Only food service employees with valid Washington State Food Worker Cards should supervise students, parents, or staff who participate in any food preparation.

To maintain traceability:

- Do not mix produce from school gardens with produce from other sources during storage, preparation, and service.
- Label harvested items clearly as being from school garden.
- Document service of school garden produce on the menu management/food production record. (See *Ensuring Traceability of Fresh Produce* [16] for more information.)

It is the school district's responsibility to determine liability. Talk to your business officer and/or procurement specialist to be sure produce grown in school gardens are covered by district insurance in the event of a foodborne illness.

If the school does not have equipment to cold hold TCS/PHFs at or below 41°F, a salad bar may be provided using **Time as a Public Health Control** [Figure I]. *A written plan is required before using this practice*, and it must be followed every day. The plan should include:

- Specific TCS/PHF foods for which Time as a Public Health Control will be used.
- Personnel responsible for checking and logging the food temperatures before serving.
- Procedure for ensuring that all TCS/PHF is below 41°F before adding to the salad bar.
- Timeline, including:
 - Display TCS/PHF on the salad bar for a maximum of 4 hours.
 - Discard any TCS/PHF that has been on the salad bar before the end of 4 hours.

Food that has been mixed with other foods, or touched with bare hands must be discarded. Leftover food from salad bar **may NOT** be saved. If it is planned excess or backup food inside refrigeration and has not been put out, then it can be used the next day if the proper temperature has been maintained and recorded on the time and temperature log. Refrigerated backup food items that were not served on the salad bar must be kept covered and stored. Containers must be marked

with the date they were prepared. The food can be held for three to four days, including the day it was prepared, provided the TCS/PHF has been maintained at or below 41°F. Backup foods should never be combined with a new batch of the same food. Backup food must be put out alone and used up before any new product is introduced.

Education

Basic practices training can help prevent foodborne illness from food items served on salad bars. These basic practices include:

- Proper receiving, inspection, storage, and preparation of the produce from local farms or school gardens.
- Excluding ill food handlers.
- Effective handwashing procedures.
- Elimination of bare hand contact with ready-to-eat foods.
- Rinsing all fruits and vegetables before preparation or serving.

School food service employees and other approved, trained helpers (e.g., students handling foods intended for service on salad bars) should perform all of these practices. Equally important in avoiding outbreaks is to re-train maintenance staff on the correct way to

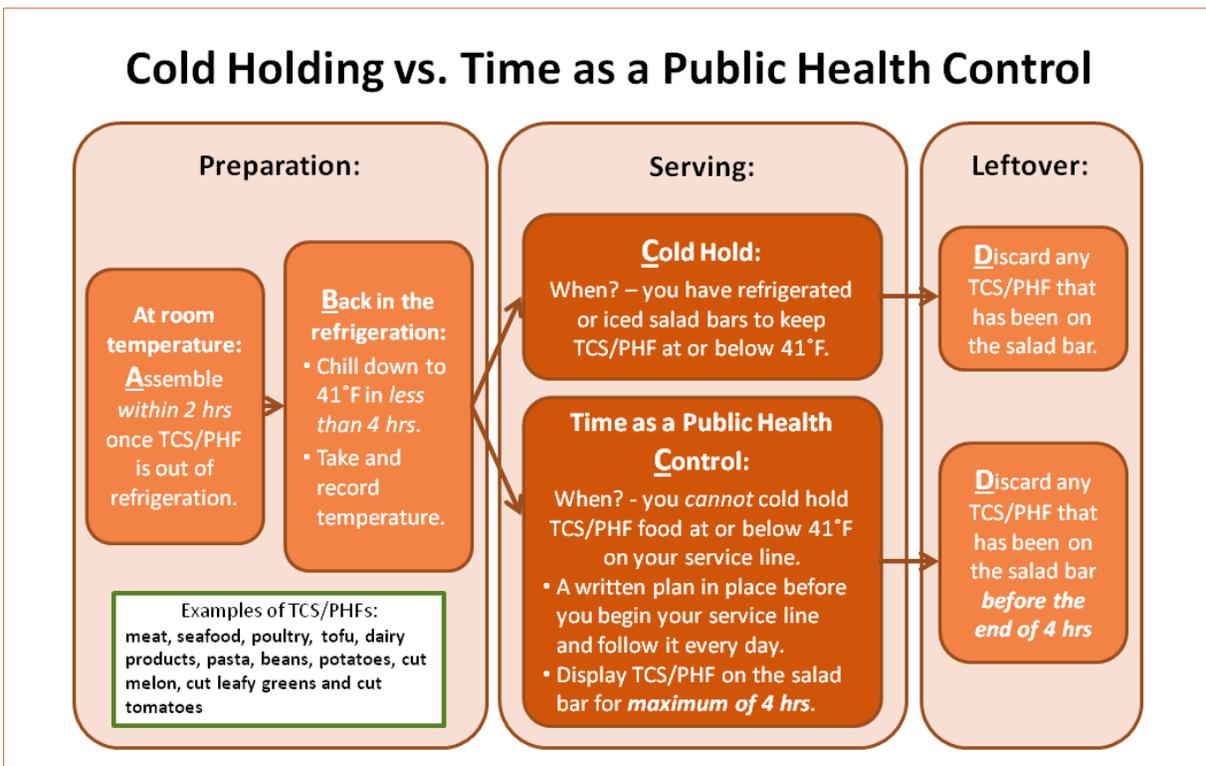


Figure I “ABC’s” of TCS/PHFs: How and When to Use Cold Holding and Time as a Public Health Control

clean-up after accidents involving body fluids (blood, urine, feces, and vomit).

This guide and other resources can be used for staff training on these topics. See *Health and Personal Hygiene Guide for School Nutrition Managers and Directors* and *for School Nutrition Employees* [17, 18] for more detailed guide on training food service employees.

Salad Bar Education for Students, Lunchroom Supervisors, and Volunteers

Lunchroom supervisors, volunteers and teachers can serve as role models of salad bar etiquette for students. Especially when they serve younger children (or themselves) or monitor the salad bar during meal time, it is important to provide such adults with education on proper food handling at a salad bar. If a school serves meals to children in early and middle grades using a full-sized salad bar, and an adult is serving students, that adult should receive appropriate training.

Students: Students should be taught proper handwashing techniques and how to control transmission of harmful organisms by using tongs and staying above the sneeze guard. Student handwashing needs to be promoted, monitored, and reinforced by all staff.

Inclusive Educational Activities about

Handwashing: Promoting proper handwashing to a broad group of individuals emphasizes the importance of handwashing and increases communication with students about proper handwashing in several settings. Remember, hand sanitizers are NOT a substitute for handwashing with soap and water. Handwashing education should be included as part of any salad bar education and information campaign for families, staff, students, teachers, and volunteers. Handwashing education that includes family members will help reinforce good hygiene behaviors taught at school. Some schools feature farm to school items on the salad bar at Back-to-School family night events when students, their families, and teachers all learn or revisit universal handwashing policy, proper handwashing process, and salad bar etiquette.

Salad bars offer so many benefits to students – healthy foods, variety and choice, and opportunities for farm to school and nutrition education. Careful consideration

of food safety is critical to successful, healthy use of salad bars in schools.

As a part of SAFE Salad Bars in Schools, Seattle FEEST students designed and developed an educational video, “Salad Warz,” that promotes salad bars and provides a tutorial on salad bar etiquette for their peers. The students also created posters and a game to bring the topic to their peers in the cafeteria. To view the video and materials, go to “Coordinated School Health in Washington State” website:

<http://healthyschools.ospi.k12.wa.us/waschool/>

Resources

1. National Food Service Management Institute. Sample HACCP-Based Standard Operating Procedures:
 - A. *Receiving Deliveries*. Available at <http://sop.nfsmi.org/HACCPBasedSOPs/ReceivingDeliveries.pdf>
 - B. *Washing Fruits and Vegetables*. Available at <http://sop.nfsmi.org/HACCPBasedSOPs/WashingFruitsandVegetables.pdf>
 - C. *Controlling Time and Temperature During Preparation*. Available at <http://sop.nfsmi.org/HACCPBasedSOPs/ControllingTimeTempDuringPrep.pdf>
 - D. *Date Marking Ready-to-Eat, Potentially Hazardous Food*. Available at <http://sop.nfsmi.org/HACCPBasedSOPs/DateMarkingRTEPHF.pdf>
 - E. *Using Suitable Utensils when Handling Ready-to-Eat Foods*. Available at <http://sop.nfsmi.org/HACCPBasedSOPs/UsingSuitableUtensilsWhenHandlingRTE.pdf>
 - F. *Holding Hot and Cold Potentially Hazardous Foods*. Available at <http://nfsmi.org/documentlibraryfiles/PDF/20080213010741.pdf>
 - G. *Preventing Contamination at Food Bars*. Available at <http://sop.nfsmi.org/HACCPBasedSOPs/PreventingContaminationatFoodBars.pdf>
2. U.S. Department of Agriculture, Food and Nutrition Services. School Meals Guidance & Resources – Special Needs. Available at www.fns.usda.gov/cnd/guidance/default.htm
3. National Food Service Management Institute. *Meeting Children's Special Food and Nutrition Needs in Child Nutrition Programs*. Available at <http://nfsmi-web01.nfsmi.olemiss.edu/ResourceOverview.aspx?ID=89>
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7. Washington State Department of Agriculture. *Washington Grown Produce Seasonality Charts*. Available at www.wafarmtoschool.org/Page/56/Schoolstart (Listed under “Documents” at the bottom of the page.)

8. Washington State Department of Agriculture. *A School's Guide to Purchasing Washington-Grown Food*. Available at: www.wafarmtoschool.org/Page/74/procurement-guide
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13. U.S. Department of Agriculture Food and Nutrition Services and National Food Service Management Institute. *Produce/Salad Area*. Available at: <http://nfsmi.org/documentlibraryfiles/PDF/20080212101351.pdf>
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15. Washington State Department of Agriculture. *WSDA Farm to School Toolkit, School Gardens – Food Safety in the Garden*. Available at www.wafarmtoschool.org/Page/7/school-garden--food-cafeteria-lunch
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- U.S. Department of Agriculture Food and Nutrition Services. *Nutrient Analysis Protocols: How to Analyze Menus for USDA's School Meals Programs*. Chapter 7. p.22 *Creating a Theme Bar Recipe*. Available at: www.fns.usda.gov/tn/resources/nutrientanalysis.html
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