

keys to excellence



# Keys Classic



**Administration**



**Communications and Marketing**



**Nutrition and Nutrition Education**



**Operations**



**Glossary**

**SNF**  
SCHOOL  
NUTRITION  
FOUNDATION  
*Education, Research and Scholarship*





**KEY AREA**

## School Food and Nutrition Program Organization

**KEY ACHIEVEMENT**

**A1** *The school food and nutrition program’s goals and sound business practices provide the basis for planning.*

**BEST PRACTICE**

**A1.1** **The school food and nutrition program has written short- and long-term goals that are communicated and evaluated annually.**

**INDICATORS**

- A1.1.1 School food and nutrition program goals are consistent with the goals of the school district and the mission/vision of the school food and nutrition program.
- A1.1.2 School food and nutrition personnel communicate short- and long-range goals, along with progress, to administrators at least annually.
- A1.1.3 Progress in achieving short- and long-range goals is evaluated at least annually.

**BEST PRACTICE**

**A1.2** **Written policies and procedures cover key areas, are implemented, kept up to date, and communicated to the school community.**

**INDICATORS**

- A1.2.1 Written policies and procedures encompass key areas of operations, such as: nutrition, nutrition education, food safety and security, financial management, production and service, receiving and storage, and procurement.
- A1.2.2 Written policies and procedures are reviewed annually and revised as needed.
- A1.2.3 Current policies and procedures are communicated, and available to the school community.
- A1.2.4 Current operational policies and procedures are put into practice.

KEY AREA

## Financial Management

KEY ACHIEVEMENT

**A2** *The school food and nutrition program uses sound financial and accounting practices.*

BEST PRACTICE

**A2.1 The school food and nutrition budget includes input from school food and nutrition management staff.**

INDICATORS

A2.1.1 School food and nutrition management staff is involved in the budget preparation and review process.

A2.1.2 A copy of the budget is on file.

A2.1.3 Income and expenditure projections are evaluated regularly and the budget is amended as needed.

BEST PRACTICE

**A2.2 Financial and management practices are reviewed on an ongoing basis.**

INDICATORS

A2.2.1 Meals per labor hour or other established indicators of productivity are analyzed monthly and benchmarked internally and externally.

A2.2.2 Meal and à la carte prices are determined based on established criteria that recover costs and promote affordable, healthy choices.

A2.2.3 Financial records are submitted regularly to district administration and are cross-referenced against program records.

A2.2.4 A profit and loss statement categorizes income and expense data by district and school sites and compares expenditures to revenue.

A2.2.5 Percent participation is analyzed monthly and benchmarked internally and externally.

BEST PRACTICE

**A2.3 Internal controls assure financial accountability.**

INDICATORS

A2.3.1 Written policies and procedures for handling cash and credit are well-defined and properly implemented.

A2.3.2 Individuals other than those authorized to handle cash monitor accounting and control procedures.

A2.3.3 Cash handling procedures are limited to authorized personnel and are monitored by independent review.

KEY AREA

## Human Resources

KEY ACHIEVEMENT

**A3** *School food and nutrition personnel are qualified to implement the goals of the school food and nutrition program.*

BEST PRACTICE

**A3.1** **Procedures ensure that qualified staff are recruited and hired following local, state, and federal requirements.**

INDICATORS

- A3.1.1 Written policies and procedures for recruiting and hiring qualified personnel are implemented.
- A3.1.2 The recruiting and hiring procedure is reviewed and revised periodically.
- A3.1.3 The procedures support the recruitment and hiring of personnel who reflect the cultural diversity of the school district.

BEST PRACTICE

**A3.2** **Staffing is planned and allocated according to operational needs.**

INDICATORS

- A3.2.1 Staffing procedures are based on factors such as delivery system, participation, school facilities, program trends, preparation method, and employee capabilities.
- A3.2.2 Labor hours are reviewed and adjusted periodically.

BEST PRACTICE

**A3.3** **The school food and nutrition program offers employees wage, salary, and fringe benefits that are competitive and equitable.**

INDICATORS

- A3.3.1 Wage and salary scales are compared to area rates.
- A3.3.2 Wage and salary scales are reviewed at least annually and this information is made available to all personnel.
- A3.3.3 Salary increases are consistent with job responsibilities.
- A3.3.4 Compensation incentives are provided to employees with SNA certification and credentialing.
- A3.3.5 Wage and salary scales are equitably applied across positions.

BEST PRACTICE

**A3.4** **Training and employee orientation are available to school food and nutrition personnel, and the training responds to the district's goals and workers' needs.**

INDICATORS

- A3.4.1 Training and staff development opportunities are provided based on a personnel needs assessment survey, regulations, program and nutrition trends, and local issues.

- A3.4.2 School food and nutrition personnel are included in training opportunities offered to other school district personnel as needed.
- A3.4.3 Nutrition update training is provided regularly for teaching staff and school food and nutrition personnel.
- A3.4.4 Opportunities to attend educational programs and professional meetings are available to all personnel.
- A3.4.5 Education materials, trade publications, and professional journals are available to school food and nutrition personnel.
- A3.4.6 Written policies and procedures for employee orientation are implemented.

#### BEST PRACTICE

#### A3.5 **Internal communications among school food and nutrition personnel are open and ongoing.**

#### INDICATORS

- A3.5.1 Meetings and/or other open channels of communication are established regularly with personnel to discuss issues and encourage suggestions.
- A3.5.2 A variety of communication vehicles is used to communicate to and among school food and nutrition personnel (such as bulletin boards, email, newsletters, handbooks, etc.).

#### BEST PRACTICE

#### A3.6 **Performance standards and a formal evaluation system are clear and followed.**

#### INDICATORS

- A3.6.1 Written policies and procedures encompassing key areas such as evaluation, grievance, and discipline, are implemented, communicated, reviewed regularly, and revised as needed.
- A3.6.2 Written job descriptions, which include education and experience requirements, are available to all personnel.
- A3.6.3 Individual employee records are maintained to provide information for use in evaluation, promotion, counseling, and termination and are kept confidential.
- A3.6.4 All personnel are evaluated in writing at least annually.
- A3.6.5 Personnel who conduct evaluations are trained in the evaluation process.
- A3.6.6 Personnel are recognized for outstanding performance.
- A3.6.7 A written disciplinary procedure is implemented.
- A3.6.8 The completion of state and/or School Nutrition Association certification and/or credentialing is identified as a positive factor in promotion.

**BEST PRACTICE**

**A3.7 School food and nutrition personnel are encouraged to join and participate in professional associations.**

**INDICATORS**

- A3.7.1 Personnel are encouraged to become active members of local, state, and national school food and nutrition associations.
- A3.7.2 Personnel are encouraged to assume leadership roles in professional associations.

**KEY AREA**

## District Organization

**KEY ACHIEVEMENT**

**A4 *The school food and nutrition program works in concert with the school community to maintain a healthy school environment.***

**BEST PRACTICE**

**A4.1 The school food and nutrition program meets Child Nutrition Program regulations.**

**INDICATORS**

- A4.1.1 All federal, state and local financial audit requirements have been met and all significant findings have been corrected.
- A4.1.2 The most current Coordinated Review Effort (CRE) indicates compliance with federal regulations and all problem areas have been addressed.
- A4.1.3 The most current School Meals Initiative (SMI) review indicates compliance with federal regulations and all problem areas have been addressed.

**BEST PRACTICE**

**A4.2 The school district's strategic plan or mission statement reflects that the school food and nutrition program plays an integral role in the learning readiness of children.**

**INDICATORS**

- A4.2.1 The school district's mission statement includes reference to the health and learning readiness of children.
- A4.2.2 The school food and nutrition program has a written strategic plan consistent with the school district's mission statement and strategic plan.

**BEST PRACTICE**

**A4.3 The local board of education has adopted a written policy that commits to student health, including nutrition and physical activity.**

**INDICATORS**

- A4.3.1 The policy reflects the content of the SNA Nutrition Integrity definition.

- A4.3.2 The policy promotes the school food and nutrition program as the sole provider of foods and beverages prepared, served, and sold during mealtimes at the school location.
- A4.3.3 The policy addresses food safety in the total school environment.
- A4.3.4 The school community is informed of this policy.
- A4.3.5 The policy is implemented and promotes consistent, accurate nutrition messages throughout the school district.
- A4.3.6 The policy is reviewed regularly for effectiveness and revised as needed.

#### BEST PRACTICE

#### A4.4 **School food and nutrition personnel are accepted as partners in the education of children.**

#### INDICATORS

- A4.4.1 School food and nutrition personnel are represented on comprehensive school health and/or other health or nutrition related committees/activities.
- A4.4.2 The organization chart for the district and/or school includes school food and nutrition personnel.
- A4.4.3 School food and nutrition program services are marketed at district events.
- A4.4.4 School food and nutrition personnel are included in district and/or school staff meetings.
- A4.4.5 Site administrators (school principals) take an active role in promoting school meals.
- A4.4.6 School food and nutrition personnel are recognized as a nutrition resource by the school staff.
- A4.4.7 School food and nutrition personnel are included in district in-service and other training programs.
- A4.4.8 The school is a designated USDA Team Nutrition School and the school food and nutrition personnel participate in Team Nutrition activities.
- A4.4.9 Written policies and procedures to meet students' special nutritional needs are implemented.

#### BEST PRACTICE

#### A4.5 **The school food and nutrition program provides consistent and reliable nutrition information to all grades.**

#### INDICATORS

- A4.5.1 Age-appropriate, accurate, and reliable nutrition education materials are readily accessible.
- A4.5.2 Teachers are provided training and encouraged to integrate nutrition into school curricula.

A4.5.3 Resource lists of nutrition education materials are available, including: web sites, newsletters, videos, teaching kits, etc.

**BEST PRACTICE**

**A4.6 School food and nutrition personnel work with policymakers to establish nutrition standards for all foods and beverages sold on campus.**

**INDICATORS**

A4.6.1 Access to foods and beverages of minimal nutritional value are restricted.

A4.6.2 Sites outside the school cafeteria, such as vending machines, school stores, concession stands, fundraising efforts, and school-sponsored events, are encouraged to offer appealing, healthy food choices.

A4.6.3 Nutrition information is available for all food and beverage products sold throughout the school.

**BEST PRACTICE**

**A4.7 Facility design, meal schedules, and operational procedures are planned to meet the food, nutrition, health, and social needs of students.**

**INDICATORS**

A4.7.1 Students have a minimum of 10 minutes to eat breakfast after receiving their food.

A4.7.2 Students have a minimum of 20 minutes to eat lunch after receiving their food.

A4.7.3 School schedules allow all students access to school meals.

A4.7.4 Non-traditional service methods (such as meals in the classroom or kiosks) are considered and used as appropriate.

A4.7.5 School food and nutrition personnel meet annually with administrators to review meal schedules.

A4.7.6 School food and nutrition personnel are actively involved on planning teams for new buildings and renovations.

A4.7.7 Serving and dining areas meet state, local, and OSHA regulations.

A4.7.8 Tables and seating arrangements encourage conversation among students.

A4.7.9 Hand washing/sanitizing areas are in close proximity to the serving and dining area.

**BEST PRACTICE**

**A4.8 Administrators work with the school food and nutrition program to create a positive dining environment that includes adults as role models.**

**INDICATORS**

A4.8.1 School food and nutrition personnel encourage school community involvement as appropriate.

- A4.8.2 Conversation at normal voice level is encouraged.
- A4.8.3 The school food and nutrition program provides training opportunities for adults involved in the supervision of students in the dining area.

**BEST PRACTICE**

**A4.9 The school food and nutrition programs use information technology to enhance its services.**

**INDICATORS**

- A4.9.1 School food and nutrition personnel are involved with information technology planning.
- A4.9.2 Information technology personnel provide assistance in the evaluation and procurement of software and hardware for the school food and nutrition program.
- A4.9.3 Information technology personnel provide training and technical support for the school food and nutrition program's software and hardware.
- A4.9.4 The school food and nutrition program has a designated liaison to the information technology department.

**BEST PRACTICE**

**A4.10 The school food and nutrition program's district office and school sites coordinate efforts.**

**INDICATORS**

- A4.10.1 Tools and procedures assure timely communication and guidance from the district office to the school site.
- A4.10.2 Tools and procedures assure data retrieval from the school site to the district food and nutrition office.
- A4.10.3 Management reports are developed, benchmarked, and analyzed to improve operations.



# COMMUNICATIONS AND MARKETING



## KEY AREA

## Marketing

## KEY ACHIEVEMENT

**B1** *A comprehensive marketing plan promotes a positive image of the school food and nutrition program.*

## BEST PRACTICE

**B1.1** **School food and nutrition management staff works with the school community to increase participation.**

## INDICATORS

- B1.1.1 Barriers to participation in the school food and nutrition program are identified.
- B1.1.2 A marketing plan for the school food and nutrition program, that includes strategies to reduce barriers to participation, is developed, implemented, and updated annually.
- B1.1.3 Program information is translated to meet the diversity of the community.

## BEST PRACTICE

**B1.2** **Reimbursable meals are promoted as the meal of choice.**

## INDICATORS

- B1.2.1 The nutritional and economic advantages of school meals are promoted to the school community through a variety of channels.
- B1.2.2 Reimbursable meals are more economically priced than à la carte selections.
- B1.2.3 Food is merchandized and served efficiently to encourage the selection of reimbursable meals.

## BEST PRACTICE

**B1.3** **School food and nutrition management staff acts as advocates inside and outside the school.**

## INDICATORS

- B1.3.1 School food and nutrition management staff promotes program goals and activities within the school community.
- B1.3.2 School food and nutrition personnel participate in communications and marketing training.
- B1.3.3 The district public information officer or other official spokesperson consults with school food and nutrition management staff to develop press releases and written communications about the school foodservice program.

- B1.3.4 School food and nutrition personnel work with advisory groups that may include administrators, teachers, staff, students, and community members.
- B1.3.5 At least one member of the school food and nutrition program participates in spokesperson training.
- B1.3.6 School food and nutrition personnel plan and promote activities for state and/or National School Lunch Week, School Breakfast Week, Child Nutrition Employee Appreciation Week, and other recognized appropriate celebrations.

**KEY ACHIEVEMENT**

**B2** *The school food and nutrition program is a resource for meeting the community’s food and nutrition needs.*

**BEST PRACTICE**

**B2.1** **School food and nutrition management staff develops opportunities to extended programs to meet school and community needs.**

**INDICATORS**

- B2.1.1 School food and nutrition management staff evaluates the needs for providing additional nutrition services such as breakfast programs, after school snack program, summer foodservice, elderly foodservice, contract services, catering services, and/or nutrition education and consulting.
- B2.1.2 School food and nutrition management staff develops plans for additional services and seek approval from appropriate authorities.
- B2.1.3 School food and nutrition management staff evaluates and modifies the additional services.

**KEY AREA**

**Communications**

**KEY ACHIEVEMENT**

**B3** *School food and nutrition personnel work with the school community and allied organizations to promote nutritious food and nutrition education.*

**BEST PRACTICE**

**B3.1** **School food and nutrition program management staff works with groups allied with schools, higher education institutions and the community to promote good nutrition.**

**INDICATORS**

- B3.1.1 School food and nutrition program management staff provides information about the programs to groups allied with schools, higher education institutions, and local community organizations, such as, parent teacher organizations, dietetic internship programs, local dietetic associations, and cooperative extension service.

- B3.1.2 School food and nutrition program management staff requests information from groups allied with schools, higher education institutions, and local community organizations concerning their mission, goals, and resources to encourage cooperative activities.
- B3.1.3 School food and nutrition program management staff participates in activities of groups allied with schools, higher education institutions, and local community organizations.

#### BEST PRACTICE

- B3.2 **School food and nutrition program management staff work to develop partnerships with industry and commercial and non-profit food service operations to support and promote the program.**

#### INDICATORS

- B3.2.1 School food and nutrition program management staff engages in an ongoing dialogue with industry and commercial and non-profit food service operations to share information about the program.
- B3.2.2 School food and nutrition program management staff provides input to the foodservice industry on the development of products and services.
- B3.2.3 School food and nutrition program management staff invites industry representatives to visit schools, in accordance with district and/or school policy, to observe the program in operation.
- B3.2.4 School food and nutrition management staff keeps abreast of trends in commercial foodservice restaurants and nonprofit foodservice operations.

#### KEY ACHIEVEMENT

- B4 ***School food and nutrition personnel assist in developing policies to support nutrition integrity.***

#### BEST PRACTICE

- B4.1 **School food and nutrition program management staff advocates for public policy that is beneficial to the health and education of children.**

#### INDICATORS

- B4.1.1 School food and nutrition program management staff is trained on how to review legislative proposals and assess their effects on the school foodservice program.
- B4.1.2 School food and nutrition program management staff communicates with legislative personnel and government agencies.
- B4.1.3 School food and nutrition program management staff provides written information on program goals and objectives to legislative personnel and government agencies.
- B4.1.4 Elected officials are invited to visit the school and participate in activities to observe the contribution of school food and nutrition programs to the health and education of children.



# NUTRITION AND NUTRITION EDUCATION



## KEY AREA

## Nutrition

## KEY ACHIEVEMENT

**C1** *School meals/snacks and à la carte foods contribute to healthy eating habits.*

## BEST PRACTICE

**C1.1** **School meals and snacks meet the nutritional needs of all students.**

## INDICATORS

- C1.1.1 School meal menus are analyzed for nutrient composition with up-to-date nutrition information, and menus are revised and adjusted accordingly to meet nutrient standards.
- C1.1.2 Planned menus are followed and menu substitutions are appropriate.
- C1.1.3 Students are provided a choice of low fat and/or skim, flavored or unflavored milk.
- C1.1.4 Snacks are planned to offer healthy food choices, especially fruits, vegetables (fresh when available) and grains.
- C1.1.5 Low fat or skim milk is included several times per week as a snack component.
- C1.1.6 The ingredients in all prepared and purchased food and beverage items are known.
- C1.1.7 A registered dietitian or other qualified health and nutrition professional is consulted as needed to modify special diets.

## BEST PRACTICE

**C1.2** **The school food and nutrition program identifies and addresses competitive food activities.**

## INDICATORS

- C1.2.1 School food and nutrition personnel communicate state and federal competitive food rules to school administrators.
- C1.2.2 The school food and nutrition program develops partnerships with fund-raising and/or student groups to reduce or eliminate competition.
- C1.2.3 School food and nutrition personnel report to the district foodservice office the sale of competitive foods from sources other than the school food and nutrition program.
- C1.2.4 School food and nutrition personnel promote classroom parties and events by designing menus that meet nutritional goals and are fun and unique.

**BEST PRACTICE**

C1.3 **Standards have been established that provide an appealing and healthy variety of foods and beverages in the school food and nutrition program, à la carte, and vending machine sales.**

**INDICATORS**

C1.3.1 The school food and nutrition program has developed nutrition standards for à la carte and vended food items.

C1.3.2 Healthy food item options outnumber less healthy food options.

**KEY AREA**

## Nutrition Education

**KEY ACHIEVEMENT**

**C2 *School food and nutrition personnel are actively involved in nutrition education at the school level.***

**BEST PRACTICE**

C2.1 **School food and nutrition personnel provide opportunities to reinforce classroom nutrition education.**

**INDICATORS**

C2.1.1 The school food and nutrition program recommends and promotes current, science-based nutrition and nutrition education materials.

C2.1.2 Nutrition education materials such as posters, table tents, and bulletin boards are used in the cafeteria and on campus.

C2.1.3 Meals and other foods and beverages served in the school cafeteria reinforce the *Dietary Guidelines for Americans* and other accurate nutrition messages.

C2.1.4 The school food and nutrition program serves as a resource for nutrition activities through kitchen tours, food demonstrations, tasting parties, and/or participating in classroom nutrition education activities.

C2.1.5 Messages about the *Dietary Guidelines for Americans* and the *MyPyramid* are communicated to parents through various avenues such as presentations at parent meetings, on the school Web site and/or cable TV, and communications printed on take home menus or other school media (newsletters, etc).

C2.1.6 School food service employees participate in wellness activities.



**KEY AREA**

## Menu Planning

**KEY ACHIEVEMENT**

**D1** *Menus are planned to ensure a balance between optimal nutrition and student acceptance.*

**BEST PRACTICE**

**D1.1** **Planned menus and standardized recipes direct school food and nutrition operations.**

**INDICATORS**

- D1.1.1 Menus are planned at least one month in advance.
- D1.1.2 Commodity foods are incorporated into menus when feasible.
- D1.1.3 Standardized recipes with critical control points are used.

**BEST PRACTICE**

**D1.2** **Student preferences are considered when planning menus.**

**INDICATORS**

- D1.2.1 School food and nutrition personnel are trained to observe student choices and ask for comments on product acceptability.
- D1.2.2 School food and nutrition personnel are trained to monitor plate waste.
- D1.2.3 Students are included in panels and/or committees used to select products and/or plan menus.
- D1.2.4 Menu choices take into account lifestyle (such as vegetarian), ethnic, and religious preferences of students.
- D1.2.5 The offer vs. serve option is available for students at all grade levels.

**BEST PRACTICE**

**D1.3** **Recipes are selected or modified to achieve appropriate levels of fat, sodium, sugar, and fiber while considering palatability.**

**INDICATORS**

- D1.3.1 Standardized recipes are analyzed for nutrient content.
- D1.3.2 Modified recipes are tested and evaluated by school food and nutrition personnel and students.
- D1.3.3 Information about the nutrient content of meals and food is communicated to the school community.

KEY AREA

## Procurement

KEY ACHIEVEMENT

**D2** *Ethical purchasing practices ensure the use of high quality and safe ingredients and products.*

BEST PRACTICE

**D2.1** **Purchasing practices for foods and beverages include written specifications that reflect quality, safety, nutritional value, customer acceptance, and cost.**

INDICATORS

D2.1.1 Specifications and conditions are developed and used for all purchasing.

D2.1.2 Vendors are evaluated and selected based on use of Hazard Analysis Critical Control Points (HACCP) and/or Good Manufacturing Practices (GMPs) and compliance with bid specifications.

D2.1.3 Specifications and conditions are reviewed and updated at least annually.

BEST PRACTICE

**D2.2** **Purchasing practices for equipment, supplies, and services include a written description that reflects quality, safety, costs, and needs of the program.**

INDICATORS

D2.2.1 Specifications and conditions are developed and used for all purchasing.

D2.2.2 Vendors are evaluated and selected based on ability to comply with bid specifications and with industry standards, such as National Sanitation Foundation (NSF) approval.

D2.2.3 Specifications and conditions are reviewed and updated at least annually.

BEST PRACTICE

**D2.3** **Purchasing decisions are made after an objective evaluation of quality, safety, conditions, service, and cost.**

INDICATORS

D2.3.1 Specifications and conditions are written to encourage maximum competition among qualified vendors.

D2.3.2 Vendors are given equal opportunity to provide service.

D2.3.3 The bid analysis process considers all factors – specifications, service, conditions, and cost – and is verified by more than one person.

## KEY AREA

# Receiving and Storage

## KEY ACHIEVEMENT

**D3** *Appropriate receiving and storage practices are followed to ensure quality, quantity, and safety of all food and non-food products.*

## BEST PRACTICE

**D3.1** **Policies and practices ensure that products are checked for safety and specifications when received.**

## INDICATORS

**D3.1.1** Written policies and procedures ensure that products received meet specifications, cost, quantities, and delivery instructions.

**D3.1.2** Policies and procedures are regularly reviewed and updated as needed.

**D3.1.3** Temperatures of potentially hazardous foods (PHFs) are taken and recorded upon receipt.

## BEST PRACTICE

**D3.2** **A system is in place that assures an accurate inventory is tracked and maintained.**

## INDICATORS

**D3.2.1** Written policies and procedures for storage and inventory control are written and implemented.

**D3.2.2** Policies and procedures are regularly reviewed and updated as needed.

**D3.2.3** Food in storage is accurately labeled and dated.

**D3.2.4** First-in, first-out (FIFO) inventory rotation is used.

**D3.2.5** A physical inventory of all food and supplies is taken at least monthly.

## KEY AREA

# Production and Service

## KEY ACHIEVEMENT

**D4** *Management procedures assure the production and service of high quality and safe foods to all students.*

## BEST PRACTICE

**D4.1** **Daily operations for food production and service are planned in advance.**

## INDICATORS

**D4.1.1** Work flow and the flow of food (steps from procurement through service) are used in production planning.

**D4.1.2** Work schedules, including cleaning schedules, are developed, posted, and implemented.

- D4.1.3 Work schedules are reviewed and revised periodically.
- D4.1.4 A long-range facility and equipment plan, which includes records of equipment repair, is developed and implemented.

**BEST PRACTICE**

**D4.2 Standardized procedures for food preparation and handling are implemented and monitored and school food and nutrition personnel are trained in food production, service, and safety.**

**INDICATORS**

- D4.2.1 School food and nutrition personnel are regularly trained in food production, service, and safety.
- D4.2.2 A master file (hard copy or electronic) of standardized recipes is maintained and used.
- D4.2.3 Batch cooking is used whenever possible.
- D4.2.4 End-point cooking temperatures are taken and recorded.
- D4.2.5 Food temperatures are taken and recorded at time of service and periodically during service.
- D4.2.6 Food production records are maintained daily.
- D4.2.7 Appropriate portion control procedures are in place.
- D4.2.8 An on-going training program for food production and service personnel is implemented, documented, and revised as needed.
- D4.2.9 A procedure for the proper handling of leftovers is implemented and monitored.

**KEY ACHIEVEMENT**

**D5 *A student-centered environment, conducive to healthy eating habits and social interaction, is provided.***

**BEST PRACTICE**

**D5.1 The dining and serving areas are clean and attractive.**

**INDICATORS**

- D5.1.1 Policies and procedures are followed to ensure clean and sanitary dining and serving areas.
- D5.1.2 Serving and dining area decorations are neat, attractive, and changed regularly.
- D5.1.3 Students are involved in the selection of decorations, colors, music, etc. for the dining area.

**BEST PRACTICE**

**D5.2 Food set up and service options are provided that encourage healthy choices and minimize the time students wait to be service.**

## INDICATORS

- D5.2.1 Concepts such as self service, food courts, kiosks, food bars, and scramble system serving stations are used where appropriate.
- D5.2.2 Individual portions, point of sale marketing, self-serve, and student education activities are planned to reduce the time it takes to serve students.

## BEST PRACTICE

- D5.3 **School food and nutrition personnel make an effort to show concern and interest in students.**

## INDICATORS

- D5.3.1 Customer service training is provided at least annually.
- D5.3.2 School food and nutrition program develops and implements a plan for student recognition, such as student of the month, special achievements, birthdays, and/or addressing students by name.
- D5.3.3 School food and nutrition program personnel work with the school community to address individual student needs.

## KEY AREA

### Safety and Security

## KEY ACHIEVEMENT

- D6 *An environment for safe and secure food and worker safety is maintained.*

## BEST PRACTICE

- D6.1 **School food and nutrition program staff follows food safety and health regulations.**

## INDICATORS

- D6.1.1 A copy of the state and local regulations is on file in the district office.
- D6.1.2 A written Hazard Analysis of Critical Control Points (HACCP) plan is implemented with appropriate documentation procedures.
- D6.1.3 Inspection reports, along with corrective actions, are available for review.
- D6.1.4 School food and nutrition program staff attends training to update knowledge of safe food handling practices.
- D6.1.5 The onsite manager is certified in food safety through a recognized training program.
- D6.1.6 School food and nutrition program staff is encouraged to participate in food safety certification programs.
- D6.1.7 School food and nutrition program staff works with school/district teams that address food safety and security.
- D6.1.8 A foodborne illness outbreak crisis management plan is developed, maintained, reviewed, and updated regularly.

- D6.1.9 A food recall plan is developed, maintained, reviewed, and updated regularly.
- D6.1.10 A food security plan is developed, maintained, reviewed, and updated regularly.

#### BEST PRACTICE

**D6.2 Procedures are in place and accessible to school food and nutrition program personnel to ensure a safe working environment.**

#### INDICATORS

- D6.2.1 Instructions for equipment operation and cleaning are accessible to school food and nutrition program personnel.
- D6.2.2 A procedure for reporting, investigating, and correcting the causes of accidents is developed, implemented, and updated regularly.
- D6.2.3 School food and nutrition program personnel are trained in kitchen and equipment safety.
- D6.2.4 School food and nutrition program personnel participate in school fire, emergency, and disaster plans.
- D6.2.5 School food and nutrition program personnel are trained in the basic principles of first aid and how to prevent the transfer of body fluid pathogens.
- D6.2.6 A first aid kit is readily accessible to all school food and nutrition program personnel.
- D6.2.7 Material safety data sheets (MSDS) are readily accessible and employees are trained to use them.

#### KEY AREA

## Environmental Resources

#### KEY ACHIEVEMENT

**D7 *A commitment to responsible waste management and water and energy conservation practices exists in the school food and nutrition program.***

#### BEST PRACTICE

**D7.1 School food and nutrition program personnel work to improve waste management and water and energy conservations practices.**

#### INDICATORS

- D7.1.1 School food and nutrition program personnel work cooperatively with the school community and industry to improve systems of waste management.
- D7.1.2 School food and nutrition program personnel work cooperatively with the school community and industry to engage in water and energy conservation.



# GLOSSARY



## **À la Carte Foods**

Foods sold separately from reimbursable meals served in Federal child nutrition programs.



## **Batch Cooking**

Cooking in small quantities (e.g., an amount that can be served in 15 minutes) on a continuous basis during serving periods to maintain fresh, safe, and nutritious products.

## **Benchmark**

The collection, analysis, and monitoring of program data that are used for program review and planning.

## **Best Practices**

Actions within the school environment, including the food and nutrition program, that measure key achievements found in Keys to Excellence.

## **Budget**

A financial planning and management tool that projects revenues and expenses for a specific time period and/or activity.



## **Catering Services**

Food and beverage services provided by the school food and nutrition department for special functions not directly associated with Federal food programs.

## **Certification Program (SNA)**

SNA professional development program with established standards for academic education, specialized training, and work experience as conditions of being awarded certification. Certification is renewable every three years upon successful completion of continuing education hours.

## **Certification in Food Safety**

Provided by a local health agency or national professional organization that verifies that the holder has successfully completed a course in food safety/sanitation.

### **Child Nutrition Employee Appreciation Week**

One designated week a year for directors, managers, parents, teachers, and school administrators to acknowledge that child nutrition employees work hard year round.

### **Competitive Foods**

Any foods and beverages sold in competition with the National School Lunch Program and School Breakfast Program to students in food service areas during meal periods.

### **Contract Services**

Services provided through contractual agreements with independent suppliers and consultants.

### **Corrective Action**

Action taken by the school or school district to correct a deficiency in the administration, management, or operation of the school food and nutrition program.

### **Credentialing Program ( SNA)**

An SNA professional development program that awards the School Food and Nutrition Specialist (SFNS) credential to individuals who meet professional requirements including successfully passing a standardized examination designed to assess professional competence against established criteria for school food and nutrition programs. The SFNS credential is renewable every three years upon successful completion of continuing education hours.

### **Control Point**

A practice, preparation step, or procedure where a preventive or control measure can be applied that would prevent, eliminate, or reduce the risk of a hazard.



### **Dietary Guidelines for Americans**

A publication issued jointly every five years by the U.S. Department of Agriculture and the U.S. Department of Health and Human Services, which contains nutritional and dietary information and guidelines for the general public and is based on scientific and medical knowledge current at the time of publication. The guidelines place emphasis on choosing a variety of foods each day that limit fat, sugar, and salt, and increase complex carbohydrates and dietary fiber; and on increasing exercise.



### **FIFO**

First in, first out method of inventory rotation, which means that the oldest products held in inventory are the first to be used.

### **Foodborne Illness**

A disease carried or transmitted to people by foods or beverages (commonly referred to as food poisoning).

### **Food Recall**

An order issued by USDA, food manufacturers, or other suppliers to stop usage of a food believed to be unsafe for consumption, which also includes instructions for handling the food in question.

### **Food Safety**

Food and beverage handling procedures, such as HACCP, that prevent, control, and minimize food safety hazards and foodborne illness.

### **Food Security**

Assurance that foods and beverages are safe from chemical, biological, and other sources of contamination that pose hazards to the health and well being of consumers.

### **Food Specifications and Conditions**

A written description of a desired item that provides procurement information, such as USDA grade standard (if appropriate), container size, number of containers (units) per case, number of cases ordered, and net drained weights (if appropriate). Conditions include delivery location, procedures, and schedules, and procedures for overages, shortages, outages, refunds, and returns.

### **Foods of Minimal Nutritional Value**

A food that provides less than 5% of the Reference Daily Intakes for each of 8 specified nutrients per 100 calories or serving.



### **Good Manufacturing Practices (GMPs)**

Regulations that describe the methods, equipment, facilities, and controls required for producing processed foods, human and veterinary products, and medical devices.

### **Goals**

A broad statement of results sought; what will happen as a result of what is done over the course of 3–5 years.



### **Hazard Analysis of Critical Control Points (HACCP)**

A food safety system designed to keep food safe throughout the production and service in an establishment. HACCP is based on the idea that if hazards are identified at specific points in the flow of a food, the hazards will be prevented, eliminated or reduced to safe levels.



### **Information Technology (IT)**

Computer systems and other technology that enhance operational efficiency by accessing, processing, and transmitting information.

### **Inspection Report**

Written report prepared by local health departments or other authorized persons that identifies the food safety status of foodservice facilities and provides recommendations and timelines for remedial actions, if needed.



### **Job Description**

A detailed list of the work requirements and responsibilities to perform a certain task.



### **Marketing Plan**

A predetermined plan to increase participation in a Child Nutrition Program.

### **Meals per Labor Hour (MPLH)**

A common measure of productivity in school foodservice; calculated by dividing the number of meals and meal equivalents produced and served in a day by the number of labor hours used.

### **Mission Statement**

A succinct statement as to the purpose of the organization; its reason for existence (usually 20 words or less).

### **Modified Recipes**

Recipes that have been altered to accommodate a change in one or more nutrients or ingredients.



### **National Sanitation Foundation (NSF)**

A widely respected and globally recognized provider of safety standards for food products, manufacturing procedures, and food preparation and serving equipment. The NSF seal represents compliance with established health and safety standards.

### **National School Breakfast Week**

By Presidential proclamation, a week of observance in March of each year that commemorates the contribution of the School Breakfast Program to the health and education of children.

### **National School Lunch Week**

By Presidential proclamation, a week of observance in October of each year that commemorates the contribution of the National School Lunch Program to the health and education of children.

### **Nutrition Education**

A comprehensive nutrition information program that coordinates classroom instruction with the school food and nutrition program and school community, with emphasis on making healthful food choices.

### **Nutrition Integrity Statement (SNA)**

A level of performance that assures all foods and beverages available in schools are consistent with the Dietary Guidelines for Americans, and, when combined with nutrition education, physical activity, and a healthy school environment, contributes to enhanced learning and the development of lifelong, healthy eating habits.



### **Percent Participation**

The calculation of the number of students who might take part in a child nutrition program (breakfast, lunch, snack, summer feeding) divided by the number of students who do participate.

### **Physical Inventory**

An actual count of goods in stock. This count should be taken at least once a month.

### **Point of Sale**

The location in a foodservice operation where sales transactions take place.

### **Portion Control**

A specific quantity of food to be served as indicated on a standardized recipe.

### **Potentially Hazardous Foods (PHF)**

Foods that deteriorate rapidly in quality if not subjected to sufficient heat or cold to prevent the rapid reproduction of pathogens that might cause foodborne illness.

### **Production Record**

A form used to provide essential information recorded at the school kitchen that lists food items, recipe numbers, amounts prepared, portion sizes, and leftovers for the reimbursable meals served. It is used for determining if the appropriate level of nutrients and calories were offered for a reimbursable meal.

### **Profit and Loss Statement**

A statement that shows the financial results at the end of an accounting period—usually the end of the month. The statement includes: the cost of goods and services used, income or revenue generated, and profit (gain) or deficit (loss).



### **Registered Dietitian (RD)**

A food and nutrition professional who meets the educational and practical experience established by the American Dietetic Association (ADA), has passed an ADA registration exam, and successfully maintains continuing education requirements.

### **Reimbursable Meal**

Student meal that meets Federal food and nutrition requirements and is paid for, partially or totally, by USDA.



### **School Community**

Includes principals, teachers, administrators, school support staff, parents, school foodservice personnel, and students who make up and support the educational process in the schools.

### **School Food and Nutrition Program**

The operations within a school or school district, authorized by the local governing board, that provide students with food and nutrition services and nutrition education.

### **School Food and Nutrition Personnel**

The employees of the school foodservice and nutrition department who work in the schools and central office to provide healthy meals to students, provide nutrition education support to students and faculty, and promote the school food and nutrition program.

### **School Nutrition Association (SNA)**

Founded in 1946, the 55,000 members of SNA (formally ASFSA) represent the full spectrum of school foodservice and child nutrition personnel including: directors of school foodservice programs in school districts, state agency program directors, managers of individual kitchens, foodservice employees responsible for food preparation and service, child and adult care food program employees, and industry representatives.

### **Standardized Recipe**

A written formula that has been tested and produces a consistent quality and yield of a food or beverage. It provides a list of ingredients, the required quantity of each ingredient, and specific instructions for preparation and service, including portion size, yield, and nutrient composition.

### **Strategic Planning**

A roadmap to work toward a vision and goals.



### **Team Nutrition**

A nationwide school-based program designed to help implement USDA's School Meals Initiative (SMI) for Healthy Children by providing technical assistance and training to enable school foodservice personnel to prepare and serve meals that meet the SMI requirements and by providing nutrition education materials for encouraging children to choose these healthier meals.



### **United States Department of Agriculture (USDA)**

The Federal department responsible for administration of the nation's child nutrition and commodity distribution programs.



### **Vended Foods**

Foods sold from vending machines.

### **Vision**

A statement that defines what an organization seeks to become. It provides personnel with a destination by which they can measure progress and feel a sense of accomplishment as they work toward reaching that vision.



### **Waste Management**

A clearly stated and implemented plan that identifies and reduces waste in all areas of the food service operation, including employee training for safe and efficient waste handling procedures.

### **Work Flow**

The efficient organization of work in the kitchen that naturally and logically follows the flow of food from receiving to storage, preparation, service, and clean up.

### **Work Schedule**

A written assignment for each employee that specifies duties and responsibilities to be carried out at specific times and on a daily, weekly, monthly, or yearly basis.