



WHITE
PONY
EXPRESS



Mesa Redonda **Operations Handbook**

This operations handbook was developed,
designed, and customized by **White Pony Express**
and supported by **Women Forward International**.

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Mission

Mesa Redonda makes plant-based options accessible to the general public, replacing the use of animals to achieve balance with the Earth, the health of our bodies and an ethical interaction with other living beings with which we share the planet.

We offer practical solutions to the urgent and defining crisis we live as humanity: products and services that transform our way of life from unsustainable to regenerative and harmonious.

Mesa Redonda provides aid to the most vulnerable communities of our society through a sustainable food distribution model.



- Share stories of how food distributions positively impact families and individuals. It makes an impact when donors know their surplus food is going to the people who need it most.

Soliciting Food Donations

Identify potential food donors by researching different food producers and distributors within an hour's driving distance. Businesses with the most surplus inventory are ideal targets when seeking food donations.

- It is helpful to create a pitch template to use when cold-calling or cold-emailing potential donors. Include food waste and recovery facts, food insecurity numbers in your community, and the solutions Mesa Redonda will offer.
- When speaking with potential donors, lead with a brief background on Mesa Redonda. Explain the mission and how and where the organization operates, pounds of food rescued from landfills, and who receives the donated food.
- Let potential donors know that Mesa Redonda can safely and dependably pick up their food donations and get it where it's needed.
- Volunteers are ambassadors for the organization and its strongest advocates. Through face-to-face interactions with potential donors, they can communicate the benefits of partnering with Mesa Redonda and share first-hand stories of the impacts to the lives of recipients.

Recipients

The key to getting food donations to those in need is working with other non-profits that have established relationships with food insecure communities. The process is similar to that of seeking food donors. Find out what their needs are and share Mesa Redonda's mission and vision.

How We Work

Mesa Redonda picks up surplus, plant-based food from distributors, wholesalers, markets, manufacturers, and restaurants. We sort through the donations to ensure that only high-quality, fresh, healthy, culturally appropriate food is delivered to organizations that serve those in need.

Raising Awareness

Benefits to Food Donors

Offers a food donation partnership as a solution to food producers that will benefit their business.

- Include an appeal to their eco-conscious side as well as their cost-conscious side. For example, by donating surplus food they will reduce their food waste and landfill input, which will result in a reduction in trash-hauling fees and the release of toxic greenhouse gases.
- Assure potential donors that their food donations will go directly back to the communities to feed friends and neighbors with the greatest needs.



- Identify the resources available to the food insecure. Lean toward non-profits who have a trusted relationship and a network of partners within the community.
- Set up an initial meeting to discover what their needs are and introduce them to your organization to determine if a partnership will further both missions.
- Ask for referrals or introductions to other non-profits that may benefit from a partnership with Mesa Redonda.

Volunteer Outreach

Volunteers are the life source of Mesa Redonda and the means to ending global hunger. With enough of us taking care of each other, we can collectively ensure that no one goes hungry. Finding people whose values are aligned with the Mesa Redonda mission is critical. The following are places where those with a similar ideology may be found:

- Information booths and career centers on university campuses.
- Student organizations (local and international).
- Information booths at health food and vegan events, stores, and restaurants.
- Business organizations and businesses that encourage employees to volunteer.
- Churches and youth organizations.
- Chambers of Commerce, municipalities, and local governments.
- Service organizations like Kiwanis or Rotary clubs.
- Senior and retiree organizations.

Documentation and Testimonials

Documenting the work Mesa Redonda does is vital to spreading awareness and establishing the legitimacy and intent of its mission and goals. Tools such as the Mesa Redonda brief will guide your team with talking points to describe the organization to those unfamiliar with it.

Volunteers are ambassadors and Mesa Redonda's strongest advocates. Their regular interaction with donors and recipient partners provide opportunities to collect stories and images that illustrate the impact Mesa Redonda has on the communities it serves. Ask volunteers if they are willing to help document and share the critical work the organization is doing.

Logistics

There are many components to executing the work of Mesa Redonda. Activities will not always go as planned.

Food donations fluctuate, vehicles break down, volunteers cancel. This section of the handbook provides a logistical framework that will help Mesa Redonda be successful and responsive to unexpected challenges.

VOLUNTEERS – Mesa Redonda volunteers will use their personal vehicles to pick up and deliver food. They will need:

- A reliable vehicle.
- Ice chest or cold storage containers with ice packs or frozen water bottles.
- Smartphone with mapping capabilities or GPS system.
- Mount for cell phone if driving alone.
- Willingness and ability to communicate with donors, recipients, and Mesa Redonda coordinators.
- A clear process for communication between volunteers and the coordinator. Determine how changes to their route will be communicated and how they will communicate changes in availability to the coordinator.

SCHEDULING – Communication is the key to successful pickups, deliveries, and lasting positive relationships with donors, recipients, and volunteers!

Donor To-Do's

- Dictate their donation schedules.
- Establish the pickup schedule (on-demand, weekly, daily).
- Request pickup window of between 30 minutes to 1 hour to allow time for unexpected events.
- Create an understanding about how changes to the schedule will be communicated.

Recipient To-Do's

- Establish the types of food they need.
- Provide specifics regarding delivery (indigenous people, no street names/addresses, name/description of point of contact).
- Provide summary of organization for volunteers (who is served, how many served, food preferences, etc.)
- Establish a delivery schedule (as food is available, weekly, or daily).
- Determine a delivery window of at least 1 hour.
- Create an understanding about how changes to the schedule will be communicated.

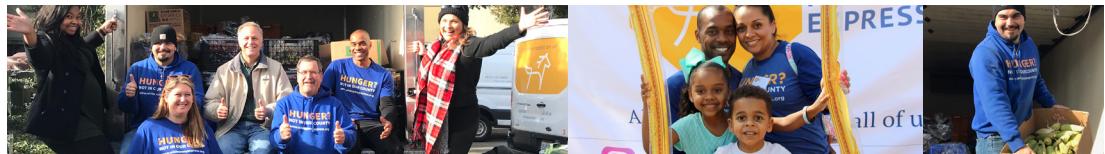




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Appendix

Please feel welcome to take these
White Pony Express operations
documents and make them your own!



OUR MISSION

White Pony Express (WPE) is a non-profit organization based in Contra Costa County, CA. We are on a mission to help eliminate hunger and poverty by delivering the abundance all around us to those in need **with love**.

THE WHY BEHIND OUR WORK

Dr. Carol Weyland Conner founded WPE in 2013. She was troubled by the fact that in a county of tremendous abundance, thousands of people went hungry each day and many more suffered from inadequate, unhealthy diets. At the same time, grocery stores, retailers, food manufacturers, farms, and restaurants were discarding thousands of pounds of high-quality fresh food. The organization matured by harnessing this abundance through our dedicated local volunteer base. Being a caring 'neighbor' is an idea that's fundamental to our organization, and is one of our most effective safeguards against hunger and poverty. By exercising compassion and love toward the community, WPE aims to cultivate a sense of unity, actualizing our motto, **all of us taking care of all of us**.

WHO WE SERVE

Our 100+ regular recipient agencies serve a wide variety of demographics and include shelters, community centers, senior living facilities, foster youth programs, homes for people with disabilities, low-income schools, and more.

By providing **free food and clothing** to these agencies, they are able to focus their limited budgets and energy on the services they specialize in, creating an omni-win for everyone!

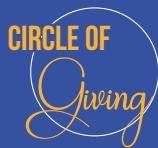
IMPACT

In just **7 years**, a small but mighty team of **20 staff**, dedicated volunteers, and **11 vehicles** have rescued and delivered **15 million pounds of fresh, high-quality food** – enough for more than 10.5 million meals! We have distributed **650,000+ items of clothing, shoes, books & toys**. Through our partners, and powered by **400+ volunteers**, our growing circle of giving serves **125,000+ people** in our community.



OUR APPROACH

Our "circle of giving" model is anchored by three core principles outlined by WPE's Founder:



SHARING ABUNDANCE

The "surplus-to-need" template is not linear, it is a circle. Filling gaps with surplus creates more surplus: energy is generated, money is saved, the environment benefits, families heal, and spirits are lifted. We believe the "circle model" is a highly replicable one.



HARNESSING THE POWER OF VOLUNTEERISM

Volunteering is giving from the heart, and we build community through service. When people join in service there is a spark, a natural inclination to share in the joy of giving.



DELIVERING WITH LOVE AND DIGNITY

We treat others as if they are members of our close family and only offer food and goods we would share with a loved one. We provide choices that nurture respect and dignity. The power of CHOICE gives recipients a feeling of agency and empowerment. We use food and clothing as vehicles for spreading love.

All of us taking care of all of us

3380 Vincent Road #107 Pleasant Hill, CA 94523 • www.whiteponyexpress.org

SERVICE PROGRAMS

White Pony Express operates three programs to meet our mission:



FOOD RESCUE

Our Food Rescue program meets the challenge that food markets face – what to do with surplus fresh food – to solve the problem of hunger. We pick up high-quality surplus food and deliver it to over 70 organizations serving those in need, 7 days a week. Our WPE School Pantry Program currently serves 11 low-income schools, and our goal is to serve every qualifying school in Contra Costa County. During the COVID-19 pandemic, we've expanded to meet the spike in community need plus the doubling and tripling of food donations from an average of 7,000 lbs./day to 15,000-37,000 lbs./day. New projects in 2021 include **(1) The USDA Farmers to Families Food Box Program**, where WPE was selected as a recipient by both Vesta FoodService and CDS Distributing; and **(2) WPE Pantry "Drive Throughs"** where we're serving school children, seniors and other isolated neighbors via temporary "drive-through" distribution and drop-off points.



WHITE PONY GENERAL STORE (WPGS)

Our General Store program distributes new and like-new clothing, shoes, toys, and books. We have brought 60 unique pop-up "Mobile Boutiques" to neighborhoods in need, offering a personalized and joyful shopping experience. In winter, our Cold Weather Program provides life-saving warm clothing, backpacks, and supplies. In 2021, we are focused on three initiatives:

- (1) Direct Distributions** like our **Baby Backpack + Diaper** project for new parents;
- (2) Care Closets** set up and fully-stocked at select partner agencies; and
- (3) Targeted Mobile Boutiques** that serve specific demographics like veterans and foster children.



THE WHITE PONY INN (WPI)

WPI is not a structure made of bricks and mortar but refers to a small group of volunteers who flexibly use their skills to assist Inn "guests" at the individual and family level. The Inn is a pilot project that provides counseling, medical advice, and loving aid to help people regain balance in their lives. With this assistance, many of our guests have become self-sufficient.

WAYS TO HELP

2021 is a big year for WPE as our annual budget has grown to **\$2.5M to meet our community's growing needs**. To learn about ways you can help visit our website at www.whiteponyexpress.org or call us at (925) 932-6400.



DONATE

Online, by check, via stock, or through our Legacy Giving program.



VOLUNTEER

Visit our Volunteer Page or email volunteer@whiteponyexpress.org



FUNDRAISE

Email Lauren Militello at laurenmilitello@whiteponyexpress.org

CONTACT

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Steveh@whiteponyexpress.org

FOLLOW US ON SOCIAL MEDIA:



White Pony Express
3380 Vincent Road
Pleasant Hill, CA 94595

Office Use Only
ST _____
LT _____
CT _____
Driver _____

VOLUNTEER WAIVER, RELEASE, AND INDEMNITY AGREEMENT

Between White Pony Express and

(hereinafter "the volunteer")

This document sets forth the responsibilities and understandings of the volunteer and of White Pony Express regarding the volunteer's participation in volunteer programs partially or wholly coordinated by White Pony Express.

The volunteer and White Pony Express agree as follows:

- 1.** The volunteer performs the service of the volunteer's own free will, without promise, expectation, or receipt of remuneration. The volunteer is not an employee or agent of White Pony Express for any purpose.
- 2.** That participation as a volunteer may require periods of standing, walking, bending and stooping for an hour or more as well as lifting up to 40 pounds. These activities will require the exercise of reasonable care to avoid injury. The volunteer should avoid activities beyond his or her capability and agrees to ask for assistance if needed. The volunteer is participating in this activity with knowledge of the hazards and potential dangers involved, and agrees to accept any and all risks of personal injury and property damage.
- 3.** Participation as a volunteer may also include driving personally owned vehicles or vehicles owned by White Pony Express to pick up donations of food or clothing. Volunteers who drive as part of their work for White Pony Express must sign the Personal Vehicle Use Policy and the White Pony Express vehicle policy.
- 4.** If the volunteer is under the age of 18, the volunteer may only participate in volunteer service with the express written consent of the volunteer's parent or guardian.
- 5.** The volunteer understands and agrees that it is possible that the volunteer may be injured or otherwise harmed during volunteer service due to accidents, acts of nature, the volunteer's negligent or intentional acts, or the negligent or intentional acts of others; that White Pony Express has no control over most risks, and, thus, cannot and does not guarantee nor take any responsibility for the safety of the volunteer or the volunteer's property while the volunteer is engaged in volunteer service; and that the volunteer must take full responsibility for himself or herself and assume the risk of harm or damage while serving by taking all necessary and reasonable precautions and acting in a manner that will help protect himself or herself and his or her property.
- 6.** The volunteer agrees and understands that injuries or losses to others, such as co-workers or the person(s) being helped, may occur as a result of the volunteer's negligent or intentional acts during volunteer service, and that to avoid such harm, the volunteer must exercise care and act responsibly in serving others.
- 7.** If any injury or loss to another does occur due to the volunteer's intentional actions or due to the volunteer's negligent actions arising outside of the scope of the volunteer's activities, the volunteer accepts the liability for the harm done.
- 8.** White Pony Express is not providing the volunteer with insurance coverage for any injuries, conditions, or losses to the volunteer arising out of volunteer activities, except that White Pony Express carries insurance on all White Pony Express vehicles used during service projects.



- 9.** The volunteer represents that he or she has primary medical insurance and the volunteer's own automobile liability insurance when driving a non-White Pony Express vehicle to cover potential medical and other costs related to the volunteer service.
- 10.** All costs for injury or loss above the coverage provided by the volunteer's insurance are the volunteer's personal responsibility.
- 11.** Since volunteers are not White Pony Express employees, White Pony Express does not provide workers' compensation coverage for injuries or illnesses to the volunteer arising out of volunteer activities.
- 12.** The volunteer understands that the materials and tools provided by White Pony Express are and remain the property of White Pony Express, and agrees to return these tools and any remaining materials to White Pony Express at the end of the volunteer service.

As consideration for volunteering for White Pony Express, I hereby agree that I, and my assignees, heirs, guardians, and legal representatives, will not make a claim against or sue White Pony Express or its employees, agents or contractors for injury or damage resulting from the negligence, whether active or passive, or other acts, however caused, by any of its officers, employees, agents, or contractors of White Pony Express as a result of my volunteering. I HEREBY RELEASE AND DISCHARGE White Pony Express AND ITS OFFICERS, EMPLOYEES, AGENTS AND CONTRACTORS FROM ALL ACTIONS, CLAIMS, OR DEMANDS THAT I, MY HEIRS, GUARDIANS, AND LEGAL REPRESENTATIVES NOW HAVE, OR MAY HAVE IN THE FUTURE, FOR INJURY OR DAMAGE RESULTING FROM MY PARTICIPATION IN THE PROJECT.

By signing below, I confirm that I have carefully read and fully understand its contents. I am aware that this is a release of liability and signed of my own free will.

Volunteer Signature

Printed Name

Date

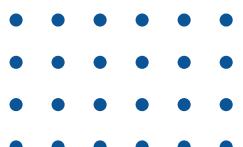
If the volunteer is under 18 years of age, a parent or guardian must read and sign the following:

This release, its significance, and assumption of risk have been explained to and are understood by the minor.

Date

Parent or Guardian Signature

Printed Name



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PHOTO and VIDEO RELEASE

I authorize the White Pony Express to publish photos or videos taken of the children or adults listed below during activities or events sponsored by the White Pony Express.

I release the White Pony Express from liability for any claims by me or any third party in connection with the publication of photos or videos of the designated minor children or of me and any expectation of confidentiality for the photos or videos. I state that I am the parent or legal guardian of the children listed below and I have the authority to authorize use of their photos or videos.

I acknowledge that having my own or my child's photo or video included in a publication or website is voluntary and that neither the children nor I will receive any financial compensation.

Adult signature _____ **Date** _____

Parent/Guardian signature _____ **Date** _____
(on behalf of child)

Contact phone number _____

Names of minor children:

Child's name: _____

Child's name _____

Child's name: _____



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AUTORIZACIÓN PARA FOTO y VIDEO

Autorizo al White Pony Express para publicar fotos o videos de los niños o adultos que se enlistan a continuación, tomados durante las actividades o eventos realizados por el White Pony Express.

Libero al White Pony Express de responsabilidad por cualquier reclamación hecha por mí o terceras personas, en relación con la publicación de fotos o videos de los menores de edad mencionados o de mí, renunciando a cualquier expectativa de confidencialidad por dichas fotos o videos. Declaro ser el padre/madre o tutor legal de los niños enlistados abajo y tener la autoridad para permitir el uso de sus fotos o videos.

Reconozco que incluir fotos o videos míos o de mi(s) hijo/a(s) en una publicación o sitio web es un acto voluntario y que ni los niños ni yo recibiremos compensación financiera alguna.

Firma del adulto _____ **Fecha** _____

Firma del parent o tutor _____ **Fecha** _____
(en representación del menor)

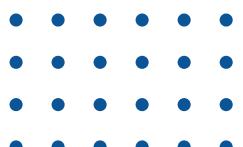
Teléfono de contacto _____

Nombres de los menores de edad:

Nombre del menor: _____

Nombre del menor: _____

Nombre del menor: _____



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IN GRATITUDE OF PARTNERSHIP

White Pony Express appreciates our community partner:

You are an instrumental part of the White Pony Express circle of giving.
Thank you for helping to uplift the lives of our neighbors in need!

ALL OF US TAKING CARE OF ALL OF US



White Pony Express (WPE)

Driver Safety Policy

Reviewed: June 2017 • **Next Review date:** January 2021



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Employee/Volunteer Drivers Policy and Procedure

Like any other volunteer organization, White Pony Express has a duty to follow the Health and Safety laws outlined by the Occupational Safety and Health Administration (OSHA) to ensure an environment that promotes the protection of our staff, volunteers, passengers, and the community we serve.

White Pony Express has the same legal responsibilities toward our volunteers as to the paid staff. This responsibility applies regardless of whether White Pony Express owns the vehicle or if a driver uses a personal car to provide products or services for the organization.

A critical aspect of accomplishing our primary mission involves driving. As a member of our organization, we want to make working here not only pleasurable, but also a safe experience.

Before you assist White Pony Express in serving our community, you must read, understand and be willing to adhere to the policies and procedures outlined in this document. All volunteers must:

- Be legally entitled to drive the vehicle they are using for White Pony Express business
- Only use a vehicle that is road-safe and legal
- Complete all mandated vehicle training
- Drive White Pony Express vehicles only for White Pony Express business

After initially becoming a volunteer for WPE and at various times thereafter, applicants will be required to provide the following documentation:

- A valid driver's license
- Appropriate vehicle insurance
- Signed health validation statement
- Up-to-date service documents of personal vehicle (as requested)

Upon completion of the paperwork outlined above, an authorized manager at White Pony Express will set up a vehicle training program for the volunteer. Once mandated training is completed and the policy is reviewed and signed, management will outline the next steps.

A qualified White Pony Express driver will accompany all applicants on a scheduled behind-the-wheel journey before the volunteer performs any formal work. Once management has determined that a new volunteer member is ready to drive, White Pony Express will issue a written letter of authorization.

Ongoing Monitoring of Road Safety

White Pony's policies for all drivers during their shift

It is expected that volunteers:

- Are healthy whenever they drive for WPE
- Refrain from using any alcohol or drugs that may affect the ability to drive safely
- Abstain from medications that affect mental or physical alertness or coordination
- Will not drive if impaired by an illness
- Avoid driving when too tired or sleepy
Initials _____

All drivers will be asked to acknowledge our policies by placing their initials next to the information provided above. It is within our discretion to ask fellow passengers in a vehicle used for White Pony Express about a driver's performance or to advise management if they suspect a volunteer was in breach of our policy agreement.

Monitoring Offenses, Accidents, & Near Misses

Any motor vehicle offense (including warnings, summons, tickets, etc.), regardless of who is at fault, shall be reported to White Pony Express management immediately –



whether the offense occurred during volunteer hours or on personal time. Events of this nature will be recorded in the company's incident log at the corporate headquarters in Pleasant Hill, California, and will be subject to review by appropriate parties.

White Pony Express does not cover vehicle insurance for personal automobiles. Any volunteer using his/her personal vehicle for the benefit of the organization must maintain current insurance and provide proof thereof annually. Please refer to the Personal Vehicle Use Waiver for details.

Driver Safety

If you are asked to transport a member of the **WPE** team with whom you are uncomfortable, please contact **Isa Campbell** with the reason for your concern(s). The matter will be addressed confidentially before your next date of work.

White Pony Express requires that all volunteer drivers commit to the agreed-upon time shift. Management understands that, at times, critical personal events may supersede your ability to work, however **WPE** requests you make every effort to find a substitute and inform management as soon as you know of an impending absence.

Safety Considerations

Any health issues or personal circumstances that may affect your driving must be reported to management. Additionally, it is a requirement of the California Department of Motor Vehicles that certain medical conditions be reported. It is your responsibility to make sure those requirements are met.

Journey Planning

Drivers should:

- Plan their journey strategically before getting on the road, including the use of GPS-type devices; this may include having a passenger direct you to your destination.
- Avoid driving in poor road conditions. If you have any concerns due to weather, contact **the coordinator of the**

day as soon as possible so an alternate plan or person can be arranged.

- Take a 15-minute break for every two hours of driving.

Eyesight

The minimum legal eyesight standard for driving is being able to read a current license plate number (e.g. AB 123 ABC) at a distance of approximately 65 feet (or 20 meters); if it is an older style license plate (A 123 ABC), the distance standard is 67 feet (or 20.5 meters).

If you have less than 20/20 vision and/or you must use glasses to achieve this legal requirement, prescription glasses must be worn when driving. WPE recommends that you have your eyesight checked regularly – at least every two years or as prescribed by your optician.

Alcohol

Abstain from drinking alcohol before your shift. Since it takes several hours for alcohol to be eliminated from the body, depending on how much one consumes, avoid any beverages that could jeopardize your faculties. WPE expects all drivers' blood alcohol content (BAC) to register 0.0% during their volunteer driving shift.

Alcohol impairs judgment, making drivers over-confident and likely to take unnecessary risks. Additionally, it slows a person's ability to react, their vision, their ability to regulate the vehicle's speed and gauge stopping distances. **WPE has a zero-tolerance policy** for alcohol since even a small amount can seriously affect one's ability to drive safely.

Drugs

Abstain from the use of illegal drugs (including marijuana) before your shift. Illicit drugs can affect a person's discernment while driving, as well as one's physical and mental condition, including the ability to react or use good judgment. **WPE has a zero-tolerance policy** with regard to illegal drugs, which includes marijuana. In the event of a vehicle incident/accident, it is up to the discretion of the WPE team to request that you complete a drug test. If a volunteer refuses, management will decide whether that person will continue serving as a volunteer driver.



Medicines

It is your responsibility to ask your doctor or pharmacist whether any over-the-counter or prescribed medicine(s) you are taking cause drowsiness or will affect your ability to drive safely. If any medication you are taking has physical side effects, avoid driving or look for an alternative.

Always check drug labels and patient information (leaflets) for possible side effects and warnings. If a label indicates certain physical consequences, assume the worst-case scenario (that they will occur).

Management requests to be informed of any prescription medications that could impair your ability to drive and may request that you sign an affidavit that you are not currently taking anything that may impair your ability to operate a motor vehicle.

Illness

Sometimes illness can affect one's ability to drive, therefore management requests to be notified of any illness. WPE would want an alternate driver to take your shift if your condition is too severe to perform that day.

Fatigue

Fatigue can often cause drowsiness or make one feel sleepy. Exhausted drivers are prone to more crashes, especially on monotonous journeys or in the early hours of the morning. Also, those who drive after a particularly busy day or a full-day's work are prone to greater fatigue. Any driver experiencing these symptoms should report them immediately to management so appropriate measures or accommodations can be made.

Speed Limits

White Pony Express expects drivers to stay within the mandated speed limits, including variable and temporary speed limits.

The speed limit set by law has a legal maximum for each road, however there may be certain circumstances when it isn't safe to drive the full speed limit. Drivers should slow

down around schools, on narrow or rural roads, and in chaotic or impacted conditions.

Drivers are responsible for knowing the speed limit on routes used. Urban area speeds can vary widely from 25 to 70 miles per hour (mph). Also, when driving on local streets, assume the speed limit is 30 mph unless otherwise indicated by a sign.

Driver Distractions

Driving requires your full concentration at all times. Doing anything other than driving (eating, drinking, smoking, tuning the radio) is distracting and could delay or slow your reactions, increasing your risk of an accident. White Pony Express has zero tolerance for distracted driving. **Review Policy below.**

Mobile Phones/Wireless Devices

A substantial amount of research shows that regardless of how a person uses a mobile phone or any wireless device while driving (even hands-free), it can cause a significant risk of driving distraction. References to these devices include all handheld electronic equipment, such as two-way radios (e.g. Nextel Direct Connect), telephones, hand-held cell phones, personal digital assistants (PDAs) and other electronic devices that require a driver to use one or both hands to operate.

Policy

The mobile phone/wireless device policy applies to all employees and/or volunteers at White Pony Express.

All employees/volunteers must adhere to all federal, state, and local rules and regulations regarding the use of wireless devices while driving. All drivers over the age of 18 must use a hands-free wireless device while driving. Also, employees/volunteers are prohibited from using a wireless device to write, send, or read text-based communications while driving.

California law mandates that it is illegal to use a hand-held mobile device while driving (this includes any activity that involves holding a phone to dial a number or write a text



message or email). Also, drivers are not allowed to hold a cellular phone at a stop light/sign.

Depending upon the circumstances, drivers - even those with hands-free phones - could face a range of charges from failing to have proper control of their vehicle, to careless or dangerous driving.

The best practice is not to use a wireless device while driving unless it is an emergency and you are unable to safely pull off the road. Even with the hands-free functionality, use of a wireless device while driving can cause unnecessary distractions and pose safety risks. Employees/Volunteers who must use a wireless device to perform their daily work are expected to follow the guidelines below:

1. Driving is your priority. Obey all traffic signs, signals, and stay within the speed limit. It is your responsibility to drive safely to protect our community, including other drivers on the road, pedestrians, passengers, and yourself.
2. Do not engage in behavior that diverts your attention from driving such as: taking notes, reading, or anything else other than driving. Pull off to the side of the road if the matter is urgent and requires your immediate attention.
3. Only place calls when the vehicle is stopped or to coincide with red stop lights. Never dial a call while the vehicle is in motion; pull over to the side of the road if necessary.
4. Be informed of how to use your wireless device; we encourage you to read the user's manual to learn of its capabilities.
5. If available, use memory dialing by pre-programming frequently used numbers or use voice recognition dialing.
6. Position the wireless device within easy reach and as close to eye-level as possible to avoid looking away from the road.
7. If appropriate, let the person you are speaking to know that you are driving.
8. Suspend conversations during hazardous situations, including areas with many pedestrians, congested traffic and/or severe weather conditions.

9. Do not engage in stressful or emotional conversations that may divert your attention from the road.
10. Keep any necessary conversations brief.
11. Allow voicemail to handle receiving unnecessary calls, return them when it is safe and convenient.
12. Compensate for a potential distraction (created by using a wireless device) by moving to slower travel lanes; increase your following distance, and frequently check your mirrors to assess the driving landscape.
Initials _____

Other Equipment

An increasing number of vehicles are being fitted with various devices designed to help the driver; SATNAV (GPS) is the most common. These devices can be helpful if used properly and reduce the risk of crashes. However, there is a possibility of an increased risk of distractions.

If you have a vehicle with any technology (such as a GPS), you should not adjust or operate the device(s) while you are driving. Program all routes (assisted through technology) before beginning the journey. Any necessary adjustment must be made when the vehicle is stopped and in a safe place.

Seat Belts

California general seat belt laws, with a few exceptions, require that drivers and most passengers must wear a seat belt and any violation could be subject to a fine. Drivers must be familiar with the law; any violations that occur during volunteer hours are the responsibility of the employee/volunteer worker.

Seat belts are the most effective way to protect people in a vehicle. White Pony Express wants every occupant to always wear a seat belt, on every journey, no matter how short the trip. A crash at 30 mph can thrust an unrestrained person forward with a force 30 to 60 times their body weight. One can be severely thrown, ejected from the vehicle and possibly injure not only themselves, but seriously injure other people inside the vehicle.



Driving a Safe Vehicle

While vehicle defects are only involved in a small portion of crashes, the type of vehicle has a major influence on the likelihood and/or severity of a collision. Any vehicle that is or suspected to be unsafe (or in illegal condition), should not be used until all necessary repairs have been completed.

WPE *expects that, as a driver, you are responsible for ensuring that the vehicle you are driving is safe.* Before driving a vehicle for WPE complete the *Driver Pre-Trip/Post-Trip Inspection Checklist.* See Appendix 7.

A vehicle inspection will be completed by the driver before each shift. All vehicle inspections indicating a problem will be submitted to the fleet management team.

Driving Position

Drivers are expected to be able to see and reach all controls comfortably with an all-around unobstructed view from within the vehicle. Ensure that the pillars between the front and side windows and the space taken up by the mirrors on the door do not inhibit your ability to look forward (without moving your head). Also make sure your view is free from any objects such as stickers or devices (GPS). In particular, be sure that any devices within the vehicle are properly located away from a potentially hazardous spot (e.g., too close to an airbag).

Accidents or Breakdowns

Below is the White Pony Express written procedure for emergencies due to accidents or breakdowns. It is essential that you are familiar with, and follow, these procedures in the event of an emergency. Management also recommends that you carry a fully-charged mobile phone to summon help, if necessary; however, only use your mobile phone when the vehicle is stopped completely.

Any breakdown and associated cost to an employee's/volunteer's personal vehicle will be the responsibility of the car owner and not WPE.

Each company vehicle has the following:

- Instructions in case of an emergency

- Contact details
- Emergency reference numbers

In the event of an accident, you, as the driver:

- Will use hazard-warning lights, switch off the engine and put out safety triangles.
- Will not move any injured passengers unless they are in immediate danger of further harm (e.g., from another vehicle, possible fire, or explosion).
- Will call 911/emergency services immediately. Provide the operator with pertinent details about the situation, including location, any special harmful circumstances at the scene (e.g., if you are carrying potential explosive items like oxygen bottles) and if any person at the scene has special needs.
- Will advise an appropriate adult to attend to any children at the scene.
- Will remain at accident location until emergency support arrives and allows you to leave.
- Will secure the name, address(es) and phone number(s) of all independent witnesses (if possible).
- Will ensure the vehicle is roadworthy before driving again.
- Will report the accident to the police as soon as possible (within 24 hours) if there was an injury or the names of affected parties were not exchanged.
- After the incident/accident, you must report the event by submitting an accident report to Isa Campbell at White Pony Express who will enter it into the accident book.

It is essential the policies in this document be honored at all times.

Signature:

Date:





Driver Pre-Trip/Post-Trip Inspection Checklist

Date: _____ Start Time: _____ AM PM

Year: _____ Make: _____ Model: _____

Keep in vehicle on clipboard if no defects noted

Bring to office if defect found

Check any item that needs attention and include the details under "comments."

Start engine and test the following:

	Ok	Needs Attention	Smells	Ok	Needs Attention
Noises	<input type="checkbox"/>	<input type="checkbox"/>	Inside Cab	<input type="checkbox"/>	<input type="checkbox"/>
Gauges	Ok	Needs Attention	Inside Cargo Area	<input type="checkbox"/>	<input type="checkbox"/>
Fuel	<input type="checkbox"/>	<input type="checkbox"/>	Outside Vehicle	<input type="checkbox"/>	<input type="checkbox"/>
Temperature	<input type="checkbox"/>	<input type="checkbox"/>	Refrigeration	Ok	Needs Attention
Dashboard Warning	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Light			Comments: _____ _____ _____ _____ _____		
Lights	Ok	Needs Attention			
Headlights	<input type="checkbox"/>	<input type="checkbox"/>			
Brake Lights	<input type="checkbox"/>	<input type="checkbox"/>			
Turn Signals	<input type="checkbox"/>	<input type="checkbox"/>			
Hazard Lights	<input type="checkbox"/>	<input type="checkbox"/>			
Other	Ok	Needs Attention			
Windshield Wipers	<input type="checkbox"/>	<input type="checkbox"/>			
Fans & Defroster	<input type="checkbox"/>	<input type="checkbox"/>			
Brakes & Pkg. Brake	<input type="checkbox"/>	<input type="checkbox"/>			
Mirrors	<input type="checkbox"/>	<input type="checkbox"/>			
Horn	<input type="checkbox"/>	<input type="checkbox"/>			
Air Conditioning	<input type="checkbox"/>	<input type="checkbox"/>	Post-Run Incident Report		
Tires	Ok	Needs Attention	Incident occurred during run (explain) <input type="checkbox"/> Yes <input type="checkbox"/> No		
Check for Inflation	<input type="checkbox"/>	<input type="checkbox"/>			

Vehicle Condition Following Driver's Inspection

Acceptable: Vehicle can be driven without further inspection.

Requires Attention: Vehicle can be driven, but should be inspected by a mechanic in the next 7 days.

Requires Immediate Attention: Vehicle should not be driven until it has been inspected by our mechanic.

Driver Signature: _____ Date: _____

Driver Signature: _____ Date: _____

Driver Signature: _____ Date: _____



Starbucks Food Donation Guide

Strategies to manage costs and effectively create a food donation program

April 2021

This presentation is based on our experience in setting up a food donation program. Nothing in it should be taken as legal advice.

©2021 Starbucks Coffee Company

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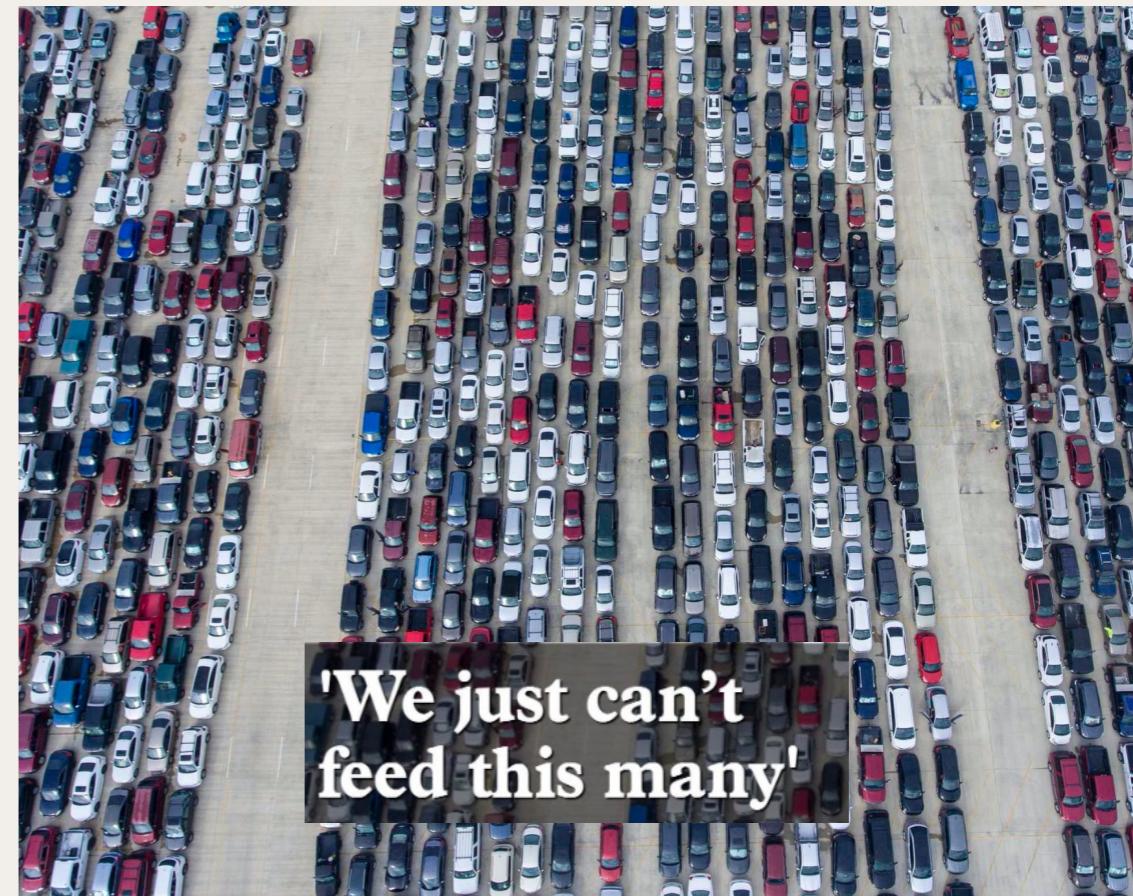
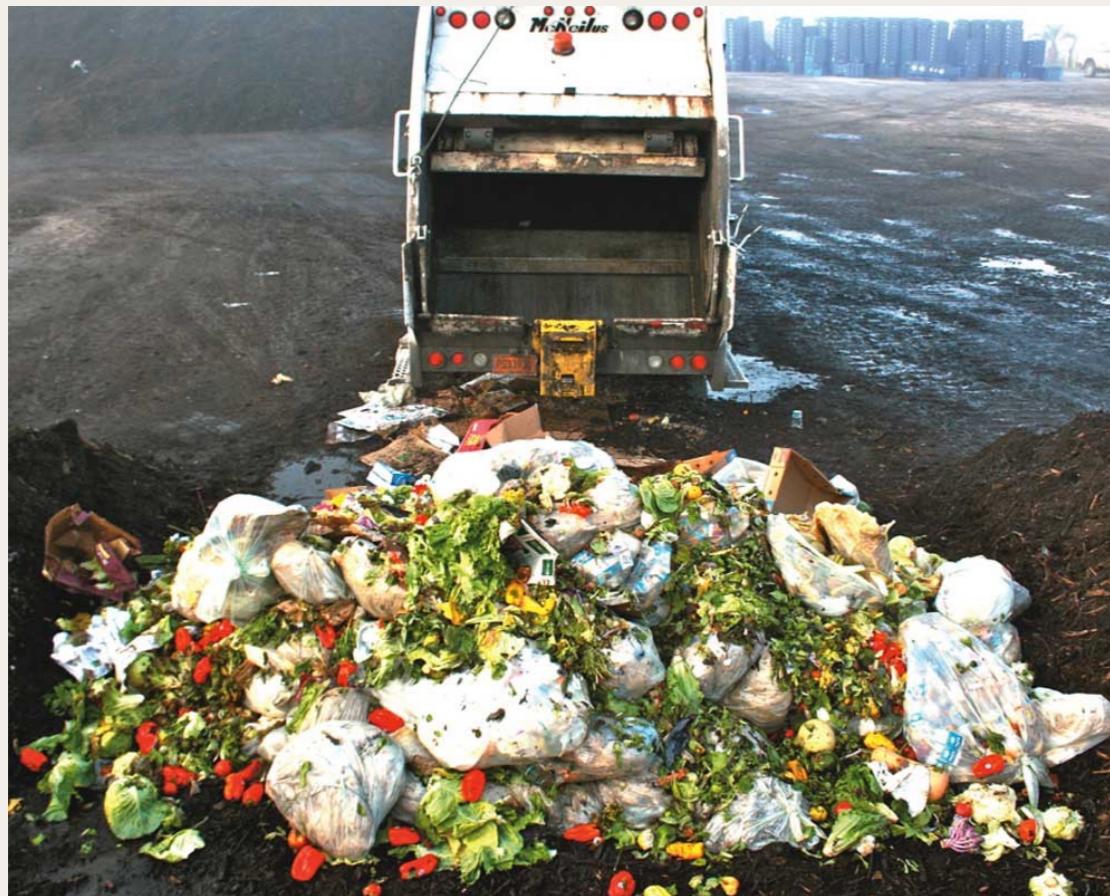
Food Donation Guide Objectives

- ❖ Create an open-source learning platform to share Starbucks food donation best practices
- ❖ Increase the efficiency of food donation for the food service industry through a cost-neutral model
- ❖ Reduce the burden of rescuing food for food banks and food agencies
- ❖ Rescue more food to support people struggling with hunger
- ❖ Divert food from landfills to reduce the environmental strain caused by food waste

HUNGER, FOOD RESCUE AND HOW YOU CAN HELP

Hunger Is a Logistics Issue that You Can Help Solve

These images portray two troubling crises that are closely linked:



Food Waste and Food Insecurity

Why Food Donation Is Right for Your Company



FINANCIALLY SELF-SUSTAINING

- This program has the potential to fund itself through a **U.S. federal tax deduction enhancement⁽¹⁾**
- Liability for donations donated in good faith are protected under the **Good Samaritan Act⁽²⁾**



GOOD FOR THE PLANET

- Food donation can **reduce garbage fees** and provide a solution to the growing number of municipal composting laws
- Food waste accounts for **21% of landfill volume** and **21% of all fresh water⁽³⁾**



MAKES EMPLOYEES PROUD

- Allows employees to be part of **making positive change every day**
- Food Donation ranked **1 of top 3 positive changes** Starbucks employees wanted to see in their workday



EXCITES CUSTOMERS & STRENGTHENS YOUR BRAND

- **7 in 10 people** say it's important to buy from socially and environmentally conscious brands⁽⁴⁾

(1) <https://www.feedingamerica.org/about-us/partners/become-a-product-partner/tax-benefits-for-your-company>

(2) <https://www.feedingamerica.org/about-us/partners/become-a-product-partner/food-partners>

(3) <https://www.supermarketnews.com/sustainability/consumers-desire-will-help-retailers-cut-food-waste>

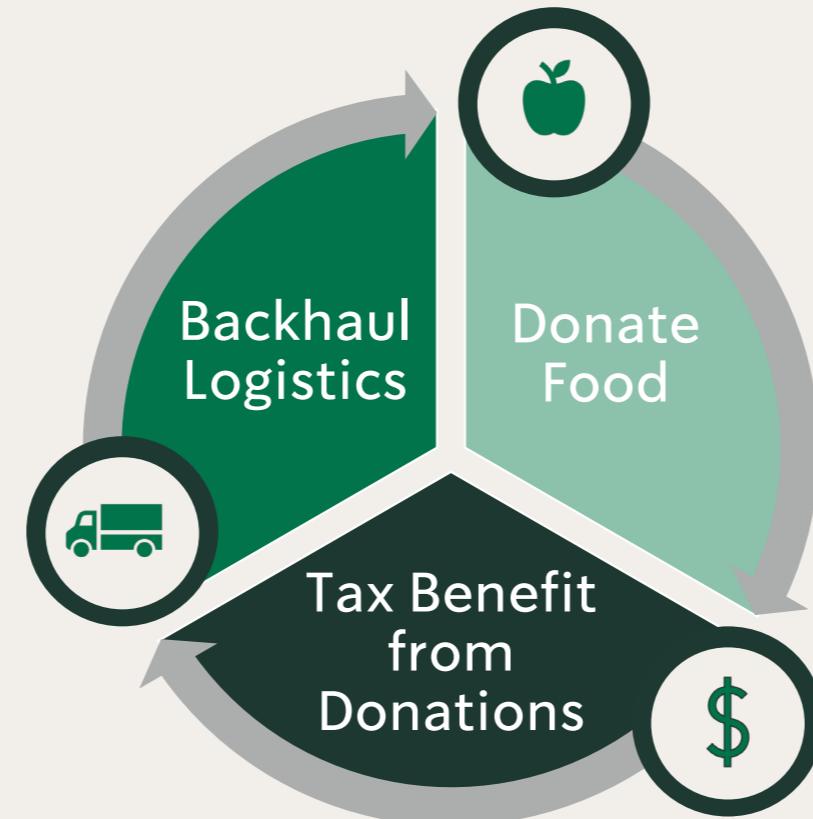
(4) <https://www.businesswire.com/news/home/2019100205697/en/Consumers-Expect-the-Brands-they-Support-to-be-Socially-Responsible>

Backhaul Logistics + Tax Benefit = Cost-effective Food Rescue



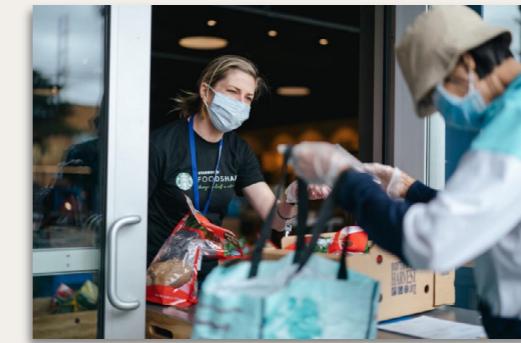
BACKHAUL LOGISTICS

Utilizing existing delivery trucks and routes to pickup food donations and return to a central site for consolidation unlocks consistent and efficient food rescue



TAX BENEFIT

Per the U.S. Enhanced Tax Deduction, companies receive a financial benefit for pounds of food donated, which can be used to fund backhaul logistics for food rescue. More details and example calculation on slide 17.



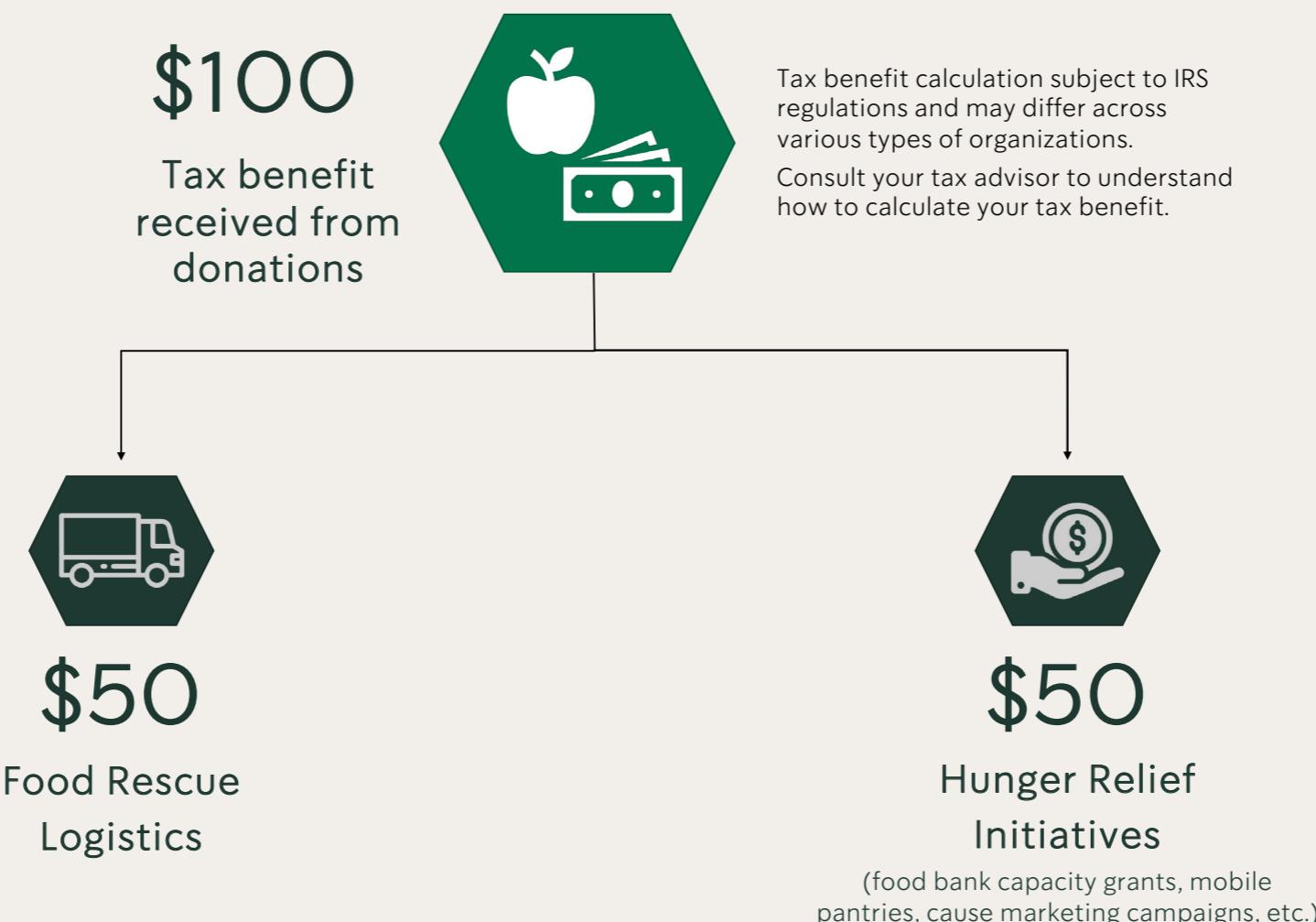
DONATE FOOD

Instead of being thrown away, unsold food is rescued and donated to the Feeding America network of food banks and agencies to get into the hands of those who need it most.

Starbucks Uses the Tax Benefit to Fund Hunger Relief Efforts

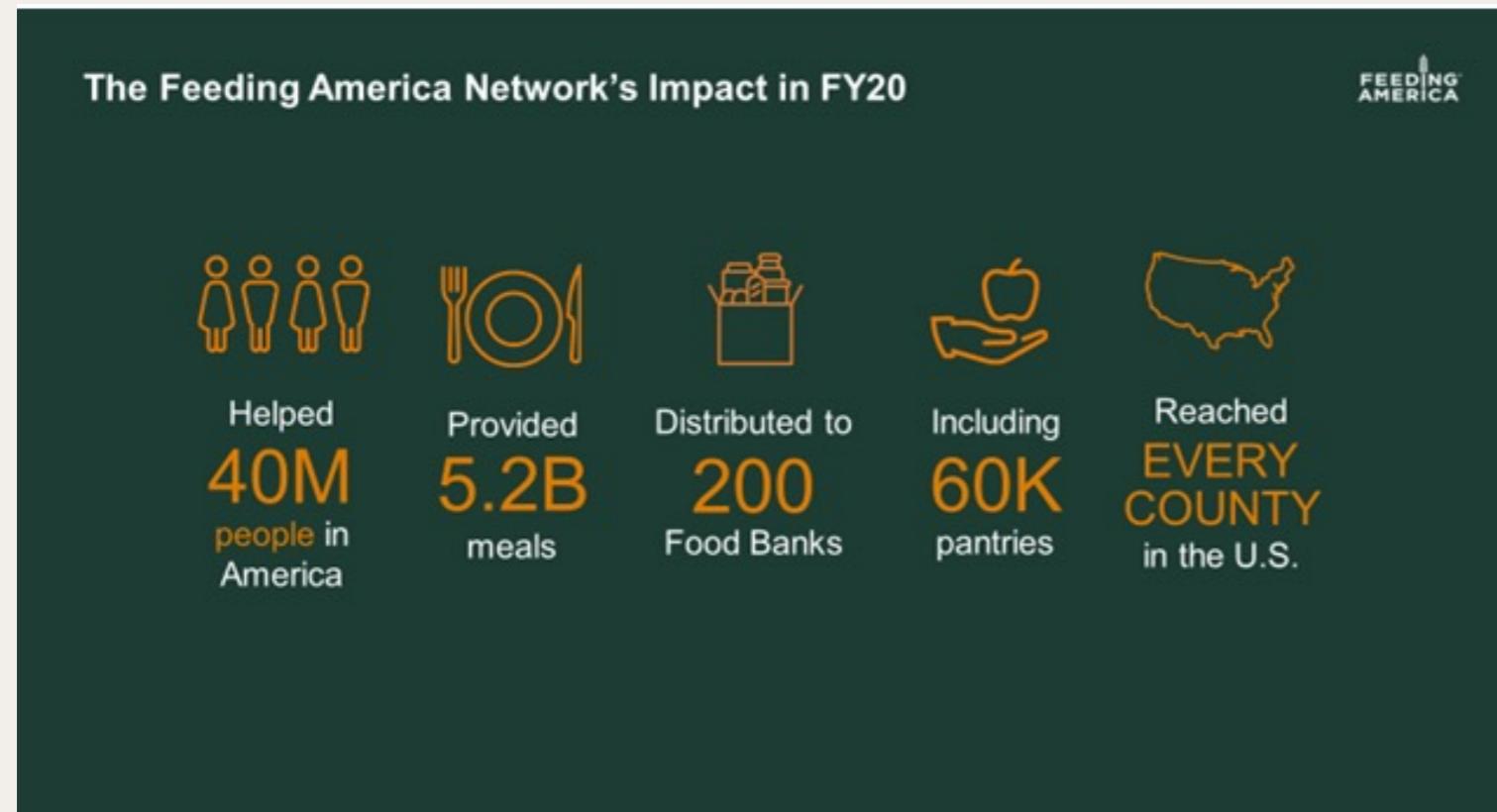
Starbucks receives the U.S. federal tax benefit for every pound of food donated and those funds help keep the program **self-funded** by covering food rescue logistics costs and investments into food banks and other hunger relief initiatives.

Let's look at an example:



Feeding America: Your Food Donation Partner

With a network of over 200 food banks across the U.S., Feeding America is the strategic partner to ensure that food is rescued from going to the landfill and instead feeding those impacted by food insecurity.



[Watch this video to see how Feeding America works >](#)

ROAD TO PROGRAM CREATION

The Starbucks Food Donation Story



HOW WE GOT HERE

Starbucks Partners (employees) who live the Starbucks Mission and Values daily in our stores expressed concern about the food that was being thrown away each night.

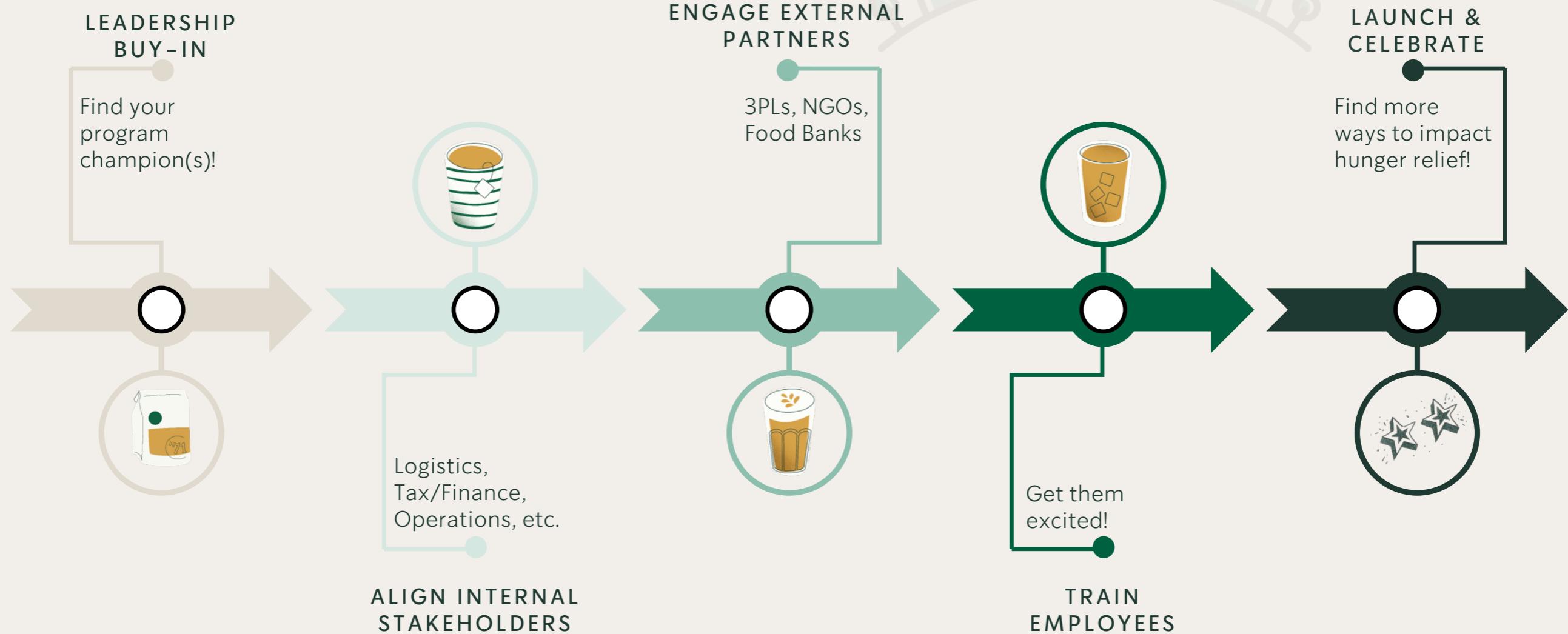
Driven by this concern, Starbucks teamed up with Feeding America in 2016 to develop the FoodShare program to donate all unsold food available to donate from stores to local Feeding America food banks and agencies. Five years later, we are donating unsold food from 100% of our U.S. company-owned Starbucks stores.

As a company deeply concerned with the issue of hunger, we have created this Guide to humbly share what we've learned in hopes to grow food donation in the food service industry so that together we can end hunger.

Vision: Rescue 100% of food available to donate from all U.S. company-operated stores.



Road to Program Creation



Program Creation | Achieving Leadership Buy-In

- To successfully launch a food donation program, you need a champion who will help drive leadership alignment across the stakeholders who will support the program.
- Work with your tax and finance teams to create a business case to help your leadership understand the brand and financial benefits to donating unsold food from your organization.



Program Creation | Align Key Internal Stakeholders



TAX & FINANCE

Ensure finance has the correct information to capture the food donation tax benefit available in the United States



OPERATIONS

Create launch and training guides for employees executing the program



LEGAL

Develop contract agreements with non-profit organizations and 3PL providers



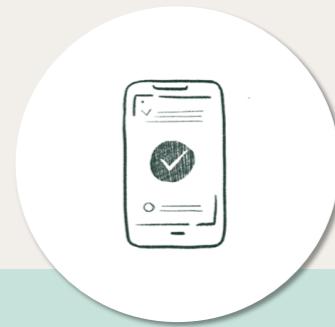
QUALITY ASSURANCE

Quality and safety testing to determine donatable goods and shelf-life after donation



TRANSPORTATION/LOGISTICS

Partner with transportation to create the donation logistics model right for your org



SOURCING

Source & distribute the materials needed in stores to execute the program

USE THE TAX BENEFIT TO FUND YOUR PROGRAM BUDGET

- Build a business case to understand the potential donation volume
- Consult your tax advisor to understand the correct tax benefit calculation for your organizational structure
- The CARES act may allow you to receive a higher tax benefit
- Use that tax savings to help cover the costs of this program, which include logistics and some materials

KEY STARBUCKS LEARNING:



Food banks also have to pay for logistics. Consider offsetting the food bank's costs of distributing your donations by sharing any excess tax benefit after paying for programmatic costs.

Tax benefit example calculation from ReFED.org

Example:

A grocery store donates potatoes with a fair market value of \$100. The basis value of these potatoes was \$30. The expected profit margin is the fair market value minus the basis value (\$100-\$30), which is \$70. Under the enhanced deduction, the grocery store is eligible to deduct the smaller of:

$$1) \text{ Basis Value} \times 2 = \$30 \times 2 = \$60$$

or

$$2) \text{ Basis Value} + (\text{expected profit margin}/2) = \$30 + (\$70/2) = \$65$$

The enhanced deduction would be \$60, which is substantially higher than the general deduction (the \$30 basis value).

Example taken from ReFED.org. More details on this calculation and the policy guiding it can be found at ReFED's website:
<https://www.refed.com/tools/food-waste-policy-finder/federal-policy/federal-tax-incentives>

Align Key Internal Stakeholders | Quality Assurance

CHOOSE TO DONATE FOOD THAT IS SAFE AND PROVIDES A DIGNIFIED EXPERIENCE

Your Quality Assurance team should assess all products potentially available for donation:

- All food donated in good faith is protected by the U.S. Federal Good Samaritan Act
- Test product shelf-life to understand how long it is good after it leaves the store
- Food should be tested for safety and dignity of recipient; work with your QA team to determine the appropriate shelf-life for donation and distribution
- The Starbucks QA team selected a food safe bag for food donation storage

KEY STARBUCKS LEARNING:



From food bank interviews, we have found the highest value items are protein-based. We have also found that they have an overabundance of breads and sweets and do not need more.

Learn more about food donation regulation in U.S.

Visit [Feeding America's "Become a partner" webpage](#) to learn more about the U.S. Bill Emerson Good Samaritan Food Donation Act.



Align Key Internal Stakeholders | Operations

MAKE FOOD DONATION PART OF THE CLOSING PROCESS

Your Operations team is key to helping you:

- Create the right program structure
- Build training materials
- Identify resources your employees may need
- Pilot / Test out your program with employees who will be responsible for executing your program on a daily basis
- Simplicity is key: try not to create barriers to existing business processes

KEY STARBUCKS LEARNING:



Consistent execution by both employees preparing donations and those picking up donations is key to success.

Store materials to support execution

The screenshot shows a Starbucks Partner Hub post titled "Your Store is Launching FoodShare!" dated 12/27/2020. It includes a photo of a cardboard box labeled "FoodShare" and a photo of a yellow food donation bag tied at the top.

This guide provides instructions for preparing food donations. It includes sections on marking bags, placing donations in orange bags, and storing items in refrigerators. It also lists items that can and cannot be donated.

This guide outlines steps for launching FoodShare, including verifying supplies, setting up a BOH (Back of House) area, and training staff. It also provides information on food safety and donation procedures.

A large graphic titled "THE HUNGER SOLUTION STARTS HERE" featuring a delivery truck and the text "FOOD FROM THIS STORE SUPPORTS [STICKER HERE]". It also includes a QR code and a link to starbucks.com/responsibility/community/foodshare.

Align Key Internal Stakeholders | Transportation/Logistics

USE EXISTING STORE DELIVERY TRUCKS TO BACKHAUL DONATIONS FOR CONSOLIDATION AT WAREHOUSE

- Backhauling donations on existing food delivery trucks may require third-party logistics engagement (see External Stakeholder section)
- Food can be segregated on truck to ensure donated product does not mix with product being delivered into stores
- Leadership alignment is especially important for this group if you have a national program

KEY STARBUCKS LEARNING:



The reverse logistics food donation backhaul model is the most consistent and cost-effective donation model of the 3 models we have executed. (See Appendix slide 27 for model comparison.)

Reverse logistics process



Align Key Internal Stakeholders | Sourcing

ENGAGE SOURCING TO PURCHASE ANY PROGRAM MATERIALS

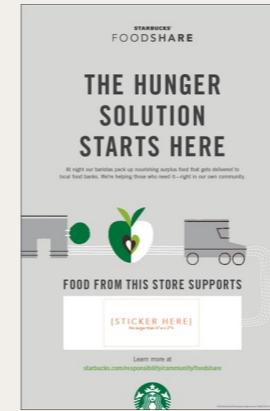
- Sticker used to identify fridge where donations are stored
- Food safe bags to store donations
- Test whatever food storage solution you identify to ensure it does not crush the product

KEY STARBUCKS LEARNING:



If you use donation bags, it helps if they have handles for tying the bag closed. It also helps to print fill lines and allergen statements on the bag.

Example program materials



Align Key Internal Stakeholders | Legal

CREATE LEGAL DOCUMENTS WITH ANY EXTERNAL PARTNERS

Considerations:

- Outline parameters/requirements of relationship (financial, logistical, reporting, food safety, etc.)
- Include language that prohibits re-sale of food donations
- Align on marketing strategies
- Review contracts regularly and negotiate revisions as necessary
- Reach out to NGO or transportation partner to see if they have an existing contract template that can be utilized

KEY STARBUCKS LEARNING:

 Legal contracts are a great way to formalize food safety requirements as well as document agreed-upon logistical details.



Program Creation | Engage External Stakeholders



Community & social impact opportunity for 3PLS

Unburdens food banks from the logistics of rescuing food

OPPORTUNITY FOR BUSINESS EXPANSION



Program guidance & relationship building

Single program contract

Umbrella reporting for tax

SINGLE PROGRAM CONTRACT



Food banks need protein, not sugar

Food banks require financial support

Organize employee volunteer events

GIVE TO A FOOD BANK – GIVE TO A COMMUNITY

Feeding America Relationship

Train Employees | Employees are Key to Program Success

Food donation makes employees proud! Get them excited!

- Employee engagement is key to success. Consider a celebration event at stores when you launch to increase awareness and excitement
- Starbucks provides FoodShare T-shirts for all partners at stores active on FoodShare

Restaurant/store employees will be responsible for executing the program on a consistent basis.

- Ideally, food donation does not require extensive labor or time, but is a simple part of the employee's closing routine
- Employees are primarily responsible for making sure donations are prepared in time for nightly delivery driver in a food safe manner



Launch | Kick Off Program, Celebrate and Measure

- Celebrate an amazing program launch!
- Volunteer as a team at a local food bank
- Collaborate with local food bank to amplify your program and create awareness for the issue of hunger
- Track key metrics to find opportunities for efficiency
- Utilize your Public Affairs team to amplify program in local communities and inform local stakeholders
- Explore how your company can do more to impact hunger relief



APPENDIX

Food Donation Model Comparison

Starbucks has run three versions of the FoodShare program: **internal backhaul and delivery**, **nighttime pickups by food bank** and **daytime pickups by food bank**. We have found the **backhaul model** to be the most efficient and effective overall; however, it does require more internal buy-in.

In certain situations, where backhaul logistics cannot take place daily and food shelf-life is a concern, the food bank daytime pick-up model may be the most effective option.



Food Bank & Donation Considerations

FOOD BANK/AGENCY CONSIDERATIONS

- Space capacity to accept/store donation volume
- Temp-controlled storage (if applicable)
- Unloading ability (dock doors, ability to unload tractor-trailer vs box truck, etc.)
- Receiving hours/days (including holidays)
- Reporting ability (BOLs, weighing of donations, etc.)

FOOD DONATION CONSIDERATIONS

- Packaged, Ready-to-Eat food
 - Examples:*
 - Packaged salads, sandwiches, etc.
 - Packaged dairy (jugs of milk, etc.)
 - Produce
 - Nutritious food is preferred
 - Labeling (containing ingredients/allergens)
 - Multi-day shelf-life that will allow for distribution from food bank → agencies → clients

Definitions

Starbucks Partner: Starbucks term for employee.

Food Bank: Centralized distribution center (warehouse) for a region's food donations. Do not typically serve individuals directly. Instead, they provide food to the agencies that serve clients.

Food Agency: Localized organization providing food directly to individuals struggling with hunger.

Meal Program: Typically provides some form of a hot meal service. This could be a “soup kitchen” at a church, a homeless shelter or a variety of other programs.

Meal Pantry: The meal or food pantries provide food items that clients can take and cook at home. This could look like a pre-kitted box or a grocery-store style shopping experience.

Third-Party Logistics (3PL): Contracted trucking companies that manage delivery and transportation on a company's behalf (e.g., Penske, QCD, etc.).



Thank you.

FIVE KEYS TO SAFER FOOD MANUAL



DEPARTMENT OF FOOD SAFETY, ZOONOSES AND FOODBORNE DISEASES

FIVE KEYS TO SAFER FOOD MANUAL



DEPARTMENT OF FOOD SAFETY, ZOONOSES AND FOODBORNE DISEASES

Five keys to safer food manual.

1.Food handling - methods. 2.Food contamination - prevention and control. 3.Manuals. I.World Health Organization.

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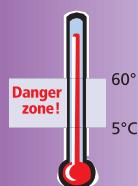
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Food safety is a significant public health issue

Unsafe food has been a human health problem since history was first recorded, and many food safety problems encountered today are not new. Although governments all over the world are doing their best to improve the safety of the food supply, the occurrence of foodborne disease remains a significant health issue in both developed and developing countries.

It has been estimated that each year 1.8 million people die as a result of diarrhoeal diseases and most of these cases can be attributed to contaminated food or water. Proper food preparation can prevent most foodborne diseases.

More than 200 known diseases are transmitted through food.¹

The World Health Organization (WHO) has long been aware of the need to educate food handlers about their responsibilities for food safety. In the early 1990s, WHO developed the *Ten Golden Rules for Safe Food Preparation*, which were widely translated and reproduced. However, it became obvious that something simpler and more generally applicable was needed. After nearly a year of consultation with food safety experts and risk communicators, WHO introduced the Five Keys to Safer Food poster in 2001. The Five Keys to Safer Food poster incorporates all the messages of the *Ten Golden Rules for Safe Food Preparation* under simpler headings that are more easily remembered and also provides more details on the reasoning behind the suggested measures.

The Five Keys to Safer Food Poster

The core messages of the Five Keys to Safer Food are: (1) keep clean; (2) separate raw and cooked; (3) cook thoroughly; (4) keep food at safe temperatures; and (5) use safe water and raw materials. The poster has been translated into more than 40 languages and is being used to spread WHO's food hygiene message throughout the world.

¹ Mead, P.S., et al, *Food-Related Illness and Death in the United States* Emerging Infectious Diseases, Vol 5, No. 5, 1999.

The Five Keys to Safer Food Manual

The Five Keys to Safer Food Manual is divided into two sections. Section One is Background Material and Section Two is the Five Keys to Safer Food. Section Two elaborates the core food safety information provided in the WHO Five Keys to Safer Food poster and suggests how to communicate these messages. When presenting the material on the Five Keys to Safer Food it is important that this core information and rational (i.e. why) remain the same as that presented in the poster.

The information in Section One: Background Material is not meant to be presented in its current format. The trainer has flexibility on how and when to discuss the points provided in this section. The trainer should identify points within this section that are applicable to the audience and integrate these points into the presentation of the material in section two.

In both sections information is divided into two columns. The first column contains basic information that should be presented to all audiences. The second column contains additional information which is not designed to be presented to the audience, but is designed to aid the trainer in answering questions. For some sections, the manual also presents "Considerations and suggestions for the trainer", i.e. ways to adapt the material for different audiences and different locations.

When adapting the manual to prepare a training session, the following points and questions should be considered.

- ◆ Who is the audience (e.g. school children, young adults, home food handlers, food workers)?
- ◆ Will the audience understand the level of language used?
- ◆ Have enough visual cues been incorporated to accommodate those who might not understand the language?
- ◆ Is the material of an appropriate length to capture and hold the audience's attention?
- ◆ Are instructions clear, concise and easy to follow?
- ◆ Is the material presented in an interesting way that is easy to remember and understand?
- ◆ Does the material reinforce the core information?
- ◆ Have examples of local foods been incorporated?
- ◆ Are local food practices discussed?
- ◆ Does the material reflect local facilities (i.e., running water, refrigerators, etc.)?

Although the information provided in the Five Keys to Safer Food Manual will be adapted for each audience, the concepts of the core information should remain the same as that in the WHO Five Keys to Safer Food poster.

Evaluation

All aspects of the Five Keys to Safer Food training material should be evaluated. Included in the manual are two evaluation forms: one for the organizer and/or trainer and one for the participant. The evaluation form for the organizer and/or trainer evaluates the demographics of the audience and the suitability of the adaptation process and whether or not the training session achieved its goal. The evaluation form for the participants evaluates the impact of the training session on food safety knowledge, attitude and behaviours. It is recommended that the participants complete one evaluation form before the training session and one evaluation form after the training session.

Glossary

A glossary of terms used in the manual is provided for reference.

Resources

This section contains additional information for the organizer, trainer and participants. In addition to this manual, WHO intends to develop supplemental materials targeted to different audiences including school children and women as well as other supplemental materials on different food safety topics. When developed this information will be available at the web site: www.who.int/foodsafety/consumer/5keys/en/index.html

WHO aims to improve the exchange and reapplication of practical food safety knowledge among Member States by having them exchange experiences and tested solutions. A section of the WHO Food Safety web site was designed to enable countries and partners to access the different tools produced in different parts of the world. One can actively contribute to the success of delivering the Five Keys to Safer Food public health message and prevent foodborne disease by exchanging ideas, materials and experiences on this web site.

Section One: Background Material

What is the problem?	Additional information
<p>Every day people all over the world get sick from the food they eat. This sickness is called foodborne disease and is caused by dangerous microorganisms and/or toxic chemicals.</p> <p>Most foodborne disease is preventable with proper food handling.</p>	<p>Foodborne Disease:</p> <ul style="list-style-type: none">◆ Is a problem in both developing and developed countries;◆ Is a strain on health care systems;◆ Severely affects infants, young children, elderly and the sick;◆ Creates a vicious cycle of diarrhoea and malnutrition; and◆ Hurts the national economy and development and international trade.
<p>Considerations and suggestions for the trainer</p> <p>For simpler language, use the terms "germ" for microorganisms and "poisons" for toxic chemicals.</p>	
What are microorganisms?	Additional information
<p>Microorganisms are very small living things, so small that they cannot be seen with the naked eye. There are three different types of microorganisms: the good, the bad and the dangerous.</p> <p>Good microorganisms are useful. They:</p> <ul style="list-style-type: none">◆ Make food and drinks (e.g. cheese, yoghurt, beer and wine);◆ Make medicine (e.g. penicillin); and◆ Help digest food in the gut. <p>Bad microorganisms, or spoilage microorganisms, do not usually make people sick, but they cause our food to smell bad, taste horrible and look disgusting.</p> <p>Dangerous microorganisms make people sick and can even kill. These are called "pathogens". Most of these microorganisms do not change the appearance of the food.</p>	<p>Microorganisms are so small that it takes 1 million to cover the head of a pin.</p> <p>Bacteria, viruses, yeasts, moulds and parasites are all microorganisms.</p> <p>The smell, taste and appearance of food are not good indicators of whether the food will make you sick. Some spoilage microorganisms do change the appearance of food and are dangerous. An example is the green mould on bread which can produce toxins.</p> <p>Examples of common dangerous foodborne microorganisms include:</p> <ul style="list-style-type: none">◆ Bacteria - <i>Salmonella</i>, <i>Shigella</i>, <i>Campylobacter</i> and <i>E. coli</i>;◆ Parasites - <i>Giardia</i>, <i>Trichinella</i>; and◆ Viruses – Hepatitis A, Norovirus.
<p>Considerations and suggestions for the trainer</p> <ul style="list-style-type: none">◆ Become familiar with dangerous microorganisms in your region.◆ It may be appropriate to change the example showing the relative size of a microorganism. For example, 10 000 bacteria side by side would occupy one centimetre of space.◆ Providing pictures or actual examples of mouldy fruit may add interest, but it must be stressed that dangerous bacteria may not always make the food smell, taste or look bad.	

Where do microorganisms live?	Additional information
<p>Microorganisms are everywhere, but are mostly found in:</p> <ul style="list-style-type: none"> ◆ Faeces; ◆ Soil and water; ◆ Rats, mice, insects and pests; ◆ Domestic, marine and farm animals (e.g. dogs, fish, cows, chickens and pigs); and ◆ People (bowel, mouth, nose, intestines, hands, fingernails and skin). 	<p>Human and animal faeces contain disease-causing microorganisms.</p> <p>A single teaspoon of soil contains more than 1 billion microorganisms. All living things have microorganisms associated with them.</p> <p>Animals carry microorganisms on their feet, in their mouths and on their skin.</p> <p>An average 100 000 bacteria can be found on each square centimetre of human skin.</p>
Considerations and suggestions for the trainer	How do microorganisms move?
<p>How do microorganisms move?</p> <p>Microorganisms rely on someone or something to move them around. The transfer of microorganisms from one surface to another is called "contamination".</p> <p>Hands are one of the most common means of moving microorganisms from one place to another.</p> <p>Microorganisms can be spread through contaminated food and water.</p> <p>Pets and domestic animals can also be a source of contamination.</p>	<p>If a food handler is infected with a virus and continues to prepare food, some viruses may be passed on to the consumer via the food. Hepatitis A and Norovirus are examples of viruses which can be transmitted in this way.</p> <p>Zoonoses are communicable diseases caused by microorganisms transmitted from animals to humans. Avian influenza and infections with <i>E. coli</i> 0157 are examples of zoonoses. Avian influenza can be transmitted to humans through direct contact with an infected bird or objects contaminated by their faeces.</p>

How do microorganisms grow?	Additional information
<p>Most microorganisms "grow" by multiplication. To multiply, microorganisms need:</p> <ul style="list-style-type: none"> ◆ Food; ◆ Water; ◆ Time; and ◆ Warmth. <p>Meat, seafood, cooked rice, cooked pasta, milk, cheese and eggs are foods that provide ideal conditions for microorganisms to grow.</p>	<p>One bacterium can become 2 in just 15 minutes. This means that within 6 hours, 1 bacterium can multiply to over 16 million.</p> <p>To be harmful, some bacteria need to grow to high levels. Other bacteria can cause illness when they are present in very low numbers.</p> <p>Viruses are many times smaller than bacteria. They do not grow in food or water, but these are vehicles for transmission.</p>
Considerations and suggestions for the trainer <ul style="list-style-type: none"> ◆ Discuss local foods that do and do not provide the ideal conditions for growth of microorganisms. ◆ Dried beans, pebbles or other objects can be used to demonstrate bacterial growth. As an example of quick growth start with one object, in 15 seconds make it two objects, in another 15 seconds make it 4 objects and in another 15 seconds make it 8 objects, etc. (double the number of objects you have every 15 seconds). Please note that 15 seconds is used instead of 15 minutes so that it is possible to show how bacteria grow during a training session. 	
What are the symptoms of foodborne disease?	Additional information
<p>Every year, billions of people experience one or more episodes of foodborne disease, without ever knowing that their illness was caused by food.</p> <p>The most common symptoms of foodborne disease are:</p> <ul style="list-style-type: none"> ◆ Stomach pains; ◆ Vomiting; and ◆ Diarrhoea. <p>The symptoms depend on the cause of the disease. Symptoms may occur very quickly after eating the food, or may take days or even weeks to appear. For most foodborne diseases, symptoms occur 24 -72 hours after the food has been eaten.</p> <p>Foodborne disease can lead to long-term health problems. Very severe diseases, including cancer, arthritis and neurological disorders can be caused by contaminated food.</p>	<p>For infants, the sick, pregnant women and the elderly, the consequences of foodborne disease are usually more severe and more often fatal.</p> <p>Drinking plenty of fluids will maintain hydration during diarrhoea.</p> <p>It is estimated that 3% of cases of foodborne disease can lead to long-term health problems.</p> <p>Mouth masks are recommended for people who may cough or sneeze while handling food. Gloves can be used to cover any cuts or lesions and should be changed frequently.</p> <p>Advice on treatment of foodborne illness differs between countries and should be adapted to the local region. However, one should seek medical advice when bowel movements are very frequent, very watery or contain blood, or last beyond 3 days.</p>

<p>What to do if you get sick</p> <p>Try not to handle or prepare food while you are sick and for 48 hours after your symptoms stop. However, if this cannot be avoided, wash your hands with soap and water first and frequently during food preparation.</p> <p>When symptoms are severe seek medical advice immediately.</p>	<p>Some foodborne diseases can be transferred from person to person. Caregivers can become sick from patients with a foodborne illness.</p>
<p>Considerations and suggestions for the trainer</p> <ul style="list-style-type: none"> ◆ Food industry workers need to notify their employers of the following: Hepatitis A, diarrhoea, vomiting, fever, sore throat, skin rash, other skin lesions (e.g. boils, cuts, etc.) or discharge from ears, eyes or nose. ◆ High risk activities such as slaughtering and preparing ready to eat foods may require special personal protective equipment. Contact the local government authority for more information. 	
<p>Chemicals should not be forgotten</p> <p>Microorganisms are not the only cause of foodborne illness. People also get sick from poisonous chemicals, which include:</p> <ul style="list-style-type: none"> ◆ Natural toxins; ◆ Metals and environmental pollutants; ◆ Chemicals used for treating animals; ◆ Improperly used pesticides; ◆ Chemicals used for cleaning; and ◆ Improperly used food additives. <p>Simple measures such as washing and peeling may reduce the risk from chemicals that are found on the surface of foods.</p> <p>Appropriate storage can avoid or reduce the formation of some natural toxins.</p>	<p>Additional information</p> <p>"Poisoning" is a term used to describe sickness resulting from chemical contamination.</p> <p>Some "natural" toxins (e.g. aflatoxin) are caused by moulds growing on the food.</p> <p>Ingesting aflatoxins may have harmful effects on the liver that can lead to cancer.</p>
<p>Considerations and suggestions for the trainer</p> <ul style="list-style-type: none"> ◆ It may be useful to elaborate on some of the chemicals that are a threat to specific populations (e.g. methylmercury, arsenic). ◆ Discuss the importance of reading and understanding instructions on the labels of chemicals used for cleaning. ◆ Using cookware and utensils glazed with materials containing heavy metals (e.g. lead, cadmium) can result in chemical poisoning. Discuss appropriate cookware. 	

You can make a difference!

Stop microorganisms from making you and other people sick by following the Five Keys to Safer Food:

1. Keep clean;
2. Separate raw and cooked;
3. Cook thoroughly;
4. Keep food at safe temperatures; and
5. Use safe water and raw materials.

Additional information

It is very important to follow the Five Keys to Safer Food because proper food handling is key to foodborne disease prevention.

These messages are core information and should be presented to all audiences.

In some countries, it may be necessary to address the use of safe water and raw materials before presenting the Five Keys to Safer Food.

Five keys to safer food

Keep clean

- ✓ Wash your hands before handling food and often during food preparation
- ✓ Wash your hands after going to the toilet
- ✓ Wash and sanitize all surfaces and equipment used for food preparation
- ✓ Protect kitchen areas and food from insects, pests and other animals

Why?

While most microorganisms do not cause disease, dangerous microorganisms are widely found in soil, water, animals and people. These microorganisms can be carried on hands, wiping cloths and utensils, especially cutting boards and the slightest contact can transfer them to food and cause foodborne disease.

Separate raw and cooked

- ✓ Separate raw meat, poultry and seafood from other foods
- ✓ Use separate equipment and utensils such as knives and cutting boards for handling raw foods
- ✓ Store food in containers to avoid contact between raw and prepared foods

Why?

Raw food, especially meat, poultry and seafood, and their juices, can contain dangerous microorganisms which may be transferred onto other foods during food preparation and storage.

Cook thoroughly

- ✓ Cook food thoroughly, especially meat, poultry, eggs and seafood
- ✓ Bring foods like soups and stews to boiling to make sure that they have reached 70°C. For meat and poultry, make sure that juices are clear, not pink. Ideally, use a thermometer
- ✓ Reheat cooked food thoroughly

Why?

Proper cooking kills almost all dangerous microorganisms. Studies have shown that cooking food to a temperature of 70°C can help ensure it is safe for consumption. Foods that require special attention include minced meats, rolled meats, large joints of meat and whole poultry.

Keep food at safe temperatures

- ✓ Do not leave cooked food at room temperature for more than 2 hours
- ✓ Refrigerate promptly all cooked and perishable food (preferably below 5°C)
- ✓ Keep cooked food piping hot (more than 60°C) prior to serving
- ✓ Do not store food too long even in the refrigerator
- ✓ Do not thaw frozen food at room temperature

Why?

Microorganisms can multiply very quickly if food is stored at room temperature. By heating at temperatures below 5°C or above 60°C, the growth of microorganisms is slowed down or stopped. Some dangerous microorganisms still grow below 1°C.

Use safe water and raw materials

- ✓ Use safe water or treat it to make it safe
- ✓ Select fresh and wholesome foods
- ✓ Choose foods processed for safety, such as pasteurized milk
- ✓ Wash fruits and vegetables, especially if eaten raw
- ✓ Do not use food beyond its expiry date

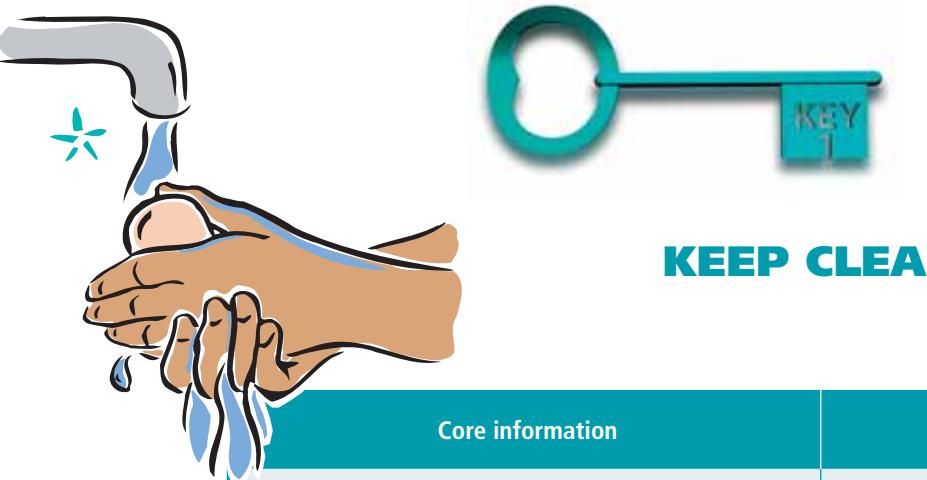
Why?

Raw materials, including water and ice, may be contaminated with dangerous microorganisms and chemicals. Toxic chemicals may be formed in damaged and mouldy foods. Care in selection of raw materials and simple measures such as washing and peeling may reduce the risk.

Knowledge = Prevention

Food Safety
World Health Organization

Section Two: Five Keys to Safer Food



KEEP CLEAN

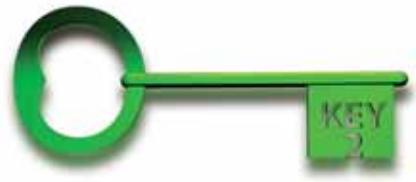
Core information	Why?
<ul style="list-style-type: none">◆ Wash your hands before handling food and often during food preparation◆ Wash your hands after going to the toilet◆ Wash and sanitize all surfaces and equipment used for food preparation◆ Protect kitchen areas and food from insects, pests and other animals	<p>While most microorganisms do not cause disease, dangerous microorganisms are widely found in soil, water, animals and people. These microorganisms are carried on hands, wiping cloths and utensils, especially cutting boards, and the slightest contact can transfer them to food and cause foodborne diseases.</p>
<p>Considerations and suggestions for the trainer</p> <p>Just because something looks clean does not mean that it is. It takes over 2.5 billion bacteria to make 250 ml of water look cloudy, but in some cases it takes only 15-20 pathogenic bacteria to make one sick.</p> <p>If slaughtering of animals at home is practised in your region, the following information is very important.</p> <ul style="list-style-type: none">◆ Keep the area clean and separate from food preparation areas.◆ Change clothes and wash hands and equipment after slaughtering.◆ Do not slaughter sick animals.◆ Be aware of on-going diseases in your area such as Avian influenza. Human health risks from these diseases may require additional controls such as using personal protective gear. Contact the local government authority for further information.◆ Remove faeces from the home and keep it separate from food growing, preparation and storage areas.◆ Wash hands to prevent contamination with faecal material.◆ Keep domestic and other live animals away from the food growing, preparation and storage areas (e.g. pets, poultry, animals raised in the home).	



How to keep yourself clean: hand-washing	Additional Information
<p>Hands frequently transport microorganisms from one place to another, so hand-washing is very important.</p> <p>You should wash your hands:</p> <ul style="list-style-type: none">◆ Before handling food and often during food preparation;◆ Before eating;◆ After going to the toilet;◆ After handling raw meat or poultry;◆ After changing a baby's nappy (diaper);◆ After blowing your nose;◆ After handling rubbish;◆ After handling chemicals (including those used to clean);◆ After playing with pet animals; and◆ After smoking. <p>To wash your hands you should:</p> <ul style="list-style-type: none">◆ Wet hands under running water;◆ Rub hands together for at least 20 seconds with soap;◆ Rinse hands under running water; and◆ Dry hands thoroughly with a clean dry towel, preferably a paper towel.	<p>In the food industry, it is important to discuss personal hygiene. This discussion should include topics such as wearing gloves, keeping fingernails trimmed and wearing clean clothes. If gloves are used, they should be changed often.</p> <p>"Toilet" could be understood as defecation only, if urination is not also mentioned.</p> <p>Many people wash their hands improperly. They do not use soap or wash only part of their hands. When washing hands, pay attention to finger tips, fingernails, thumbs, wrists and in between fingers.</p> <p>The combination of hot water and soap helps remove grease, bacteria and dirt. A bucket with a tap or a bucket and a pitcher can be used to wash hands when no running water is available.</p> <p>It is best to wash hands with warm water, but in many areas warm water is not available. Cold or lukewarm water for washing is acceptable when used with soap.</p>
<p>Considerations and suggestions for the trainer</p> <ul style="list-style-type: none">◆ While washing with soap and water is ideal, many people do not have access to soap or detergent. Coal ash is commonly used as a substitute for soap. This method for hand-washing is acceptable.	



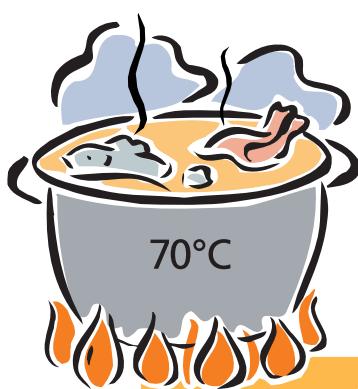
How to clean plates and utensils	Additional Information
<p>In general, one should:</p> <ul style="list-style-type: none">◆ Clean while preparing food, so microorganisms do not have a chance to grow;◆ Pay special attention to eating, drinking and cooking utensils that touch raw food or the mouth;◆ Sanitize cutting boards and utensils after they have been in contact with raw meat or seafood; and◆ Don't forget to clean and dry the cleaning equipment, as microorganisms grow fast in damp places. <p>For cleaning after the meal, one should:</p> <ul style="list-style-type: none">◆ Scrape excess food into a rubbish bin;◆ Wash in hot water with detergent, using a clean cloth or brush to remove left-over food and grease;◆ Rinse in clean hot water;◆ Sanitize utensils with boiling water or with a sanitizing solution; and◆ Leave dishes and cooking utensils to air-dry, or wipe with a clean dry cloth.	<p>It is important to distinguish between "cleaning" and "sanitizing". "Cleaning" is the process of physically removing dirt and crumbs of food. "Sanitizing" is the process of disinfecting or killing germs.</p> <p>Cloths, towels and other cleaning utensils need to be kept clean and changed daily. Sponges are not recommended. Use separate cloths for cleaning dishes and surfaces to prevent the spread of microorganisms.</p> <p>To make a sanitizing solution: mix 5 ml of household bleach in 750 ml of water. Use for utensils, surfaces and wiping cloths.</p> <p>Boiling water can also be used to sanitize utensils, but be careful to avoid burns!</p>
How to protect food preparation areas from pests	Additional Information
<p>Pests are rats, mice, birds, cockroaches, flies and other insects. Pet animals (dogs, cats, birds, etc.) carry microorganisms and pests (fleas, ticks, etc.) on their feet, fur and feathers.</p> <p>To keep food safe from pests, one should:</p> <ul style="list-style-type: none">◆ Keep food covered or in closed containers;◆ Keep rubbish bins covered and remove the rubbish regularly;◆ Keep food preparation areas in good condition (repair wall cracks or holes);◆ Use baits or insecticides to kill pests (taking care not to contaminate food); and◆ Keep domestic animals away from food preparation areas.	<p>Pests can transfer harmful microorganisms onto food and kitchen surfaces.</p> <p>Change the example of common pests depending on the prevalent pest within the chosen target area.</p> <p>Discuss ways to eliminate pests from food preparation and storage areas.</p> <p>In some countries, it may be impossible to ensure that the kitchen is totally pest-free. In this case, clean and sanitize surfaces and utensils before cooking.</p> <p>Cats carry a parasite that can contaminate food and cause serious disease in unborn babies. Keep cats away from food preparation and storage areas.</p>



SEPARATE RAW AND COOKED



Core information	Why?
<ul style="list-style-type: none"> ◆ Separate raw meat, poultry and seafood from other foods ◆ Use separate equipment and utensils such as knives and cutting boards for handling raw foods ◆ Store food in containers to avoid contact between raw and prepared foods 	<p>Raw food, especially meat, poultry and seafood and their juices, can contain dangerous microorganisms which may be transferred onto other foods during food preparation and storage.</p>
Considerations and suggestions for the trainer <ul style="list-style-type: none"> ◆ Keeping raw and prepared food separate prevents the transfer of microorganisms. ◆ "Cross-contamination" is a term used to describe the transfer of microorganisms from raw to cooked food. ◆ Discuss local food handling and preparation habits to identify factors that may lead to contamination. 	
How to keep raw and prepared food separate	Additional Information
<ul style="list-style-type: none"> ◆ While shopping, keep raw meat, poultry and seafood separate from other foods. ◆ In the refrigerator, store raw meat, seafood and poultry below cooked or ready to eat foods to avoid cross-contamination. ◆ Store food in containers with lids to avoid contact between raw and prepared foods. ◆ Wash plates used for raw food. Use a clean plate for cooked foods. 	<p>Emphasize that separation must occur not only when cooking, but during all phases of food preparation including slaughtering processes.</p> <p>Liquids used for marinating raw meat should not be poured over the meat when it is cooked and ready to eat.</p>



COOK THOROUGHLY

Core information

- ◆ Cook food thoroughly, especially meat, poultry, eggs and seafood
- ◆ Bring foods like soups and stews to boiling to make sure that they have reached 70 °C. For meat and poultry, make sure that juices are clear, not pink. Ideally, use a thermometer
- ◆ Reheat cooked food thoroughly

Why?

Proper cooking can kill almost all dangerous microorganisms. Studies have shown that cooking food to a temperature of 70 °C can help ensure it is safe for consumption. Foods that require special attention include minced meats, rolled roasts, large joints of meat and whole poultry.

Considerations and suggestions for the trainer

- ◆ Provide examples of foods and/or dishes eaten by the audience. Use these foods and/or dishes along with the usual technique of cooking to emphasize how to ensure that the food is cooked thoroughly.
- ◆ If the audience does not have access to a thermometer, emphasize the use of colour as an indicator that the food is cooked thoroughly.

Cooking safely in the microwave oven

- ◆ Microwave ovens can cook unevenly and leave cold spots where dangerous bacteria can survive. Make sure that food cooked in a microwave oven is at a safe temperature throughout.
- ◆ Some plastic containers release toxic chemicals upon heating and should not be used in the microwave to heat food.



How to cook food thoroughly	Additional Information
<p>Food must reach a temperature of 70 °C in order to ensure it is safe to eat. A temperature of 70 °C kills even high concentrations of microorganisms within 30 seconds.</p> <p>Use a thermometer to check that foods reach 70 °C.</p> <p>Some audiences will need to be taught how to use a thermometer. Instructions for use are as follows.</p> <ul style="list-style-type: none">◆ Place the thermometer in the centre of the thickest part of the meat.◆ Make sure the thermometer is not touching a bone or the side of the container.◆ Make sure the thermometer is cleaned and sanitized between each use to avoid cross-contamination between raw and cooked food. <p>If a thermometer is not available:</p> <ul style="list-style-type: none">◆ Cook poultry until the juices are clear and the inside is no longer pink;◆ Cook eggs and seafood until piping hot throughout; and◆ Bring liquid based foods such as soups and stews to a boil and continue to boil for at least 1 minute.	<p>The centre of an intact piece of meat is often sterile. Most bacteria are on the outer surface. Eating intact pieces of meat (e.g. roast beef) with red centres is usually not dangerous. However, in minced meat, rolled roasts or poultry, bacteria can be found both outside and in the centre.</p> <p>Lower cooking temperatures can be used to kill microorganisms in certain foods. With lower temperatures, more cooking time is required.</p> <p>Reheat cooked food until it is piping hot throughout.</p>

KEEP FOOD AT SAFE TEMPERATURES

Core information	Why?
<ul style="list-style-type: none"> ◆ Do not leave cooked food at room temperature for more than 2 hours ◆ Refrigerate promptly all cooked and perishable food (preferably below 5 °C) ◆ Keep cooked food piping hot (more than 60 °C) prior to serving ◆ Do not store food too long even in the refrigerator ◆ Do not thaw frozen food at room temperature 	<p>Microorganisms can multiply very quickly if food is stored at room temperature. By holding at temperatures below 5 °C or above 60 °C, the growth of microorganisms is slowed down or stopped. Some dangerous microorganisms still grow below 5 °C.</p>
<p>Considerations and suggestions for the trainer</p> <ul style="list-style-type: none"> ◆ Storage practices vary greatly. Become familiar with food storage practices in the area and discuss safe storage practices. ◆ Provide storage times for refrigerated foods common to the area. ◆ Explore options other than refrigeration to lower temperature (dig a hole, use cold water, etc.). ◆ If safe storage is not feasible, discuss the possibility of obtaining fresh food and using it immediately. ◆ Directions will need to be converted into Fahrenheit for some audiences. 70 °C is about 160 °F and can be used as common reference temperatures for cooking. ◆ Discuss how to safely thaw large pieces of meat (e.g. turkeys, roasts, etc). 	
<p><i>Thawing Food Safely in the Microwave</i></p> <p>Microwave ovens can be used to thaw food, but can leave warm spots where microorganisms can grow. Food thawed in the microwave oven should be cooked promptly.</p>	



What are safe temperatures for food?	Additional Information
<p>The danger zone is the temperature range of 5 °C to 60 °C in which microorganisms multiply very fast.</p> <p>Refrigeration slows bacterial growth. However, even when food is stored in the refrigerator or freezer, microorganisms can grow.</p>	<p>Microorganisms cannot multiply if it is too hot or too cold. Cooling or freezing food does not kill microorganisms but limits growth.</p> <p>Normally microorganisms multiply faster at higher temperatures. But once temperatures reach 50 °C, most microorganisms do not multiply.</p>
How to keep food at safe temperatures	Additional Information
<ul style="list-style-type: none">◆ Promptly cool and store leftovers.◆ Prepare food in small amounts to reduce the amount of leftovers.◆ Leftover food should not be stored in the refrigerator for longer than 3 days and should not be reheated more than once.◆ Thaw food in the refrigerator or other cool location.	<p>Left-over food can be cooled quickly by: putting the food onto open trays; slicing large pieces of meat into smaller pieces; placing food in a cool, clean container; or stirring regularly for soups.</p> <p>Label leftovers to indicate how long they have been stored.</p>



USE SAFE WATER AND RAW MATERIALS

Core information	Why?
<ul style="list-style-type: none">◆ Use safe water or treat it to make it safe◆ Select fresh and wholesome foods◆ Choose foods processed for safety, such as pasteurized milk◆ Wash fruits and vegetables, especially if eaten raw◆ Do not use food beyond its expiry date	Raw materials, including water and ice, may be contaminated with dangerous microorganisms and chemicals. Toxic chemicals may be formed in damaged and mouldy foods. Care in selection of raw materials and simple measures such as washing and peeling may reduce risk.
Considerations and suggestions for the trainer <ul style="list-style-type: none">◆ "Safe" means that water and food is free from dangerous microorganisms and toxic chemicals at levels that could cause illness and/or disease.	
What is safe water?	Additional Information
<p>Untreated water from rivers and canals contain parasites and pathogens which can cause diarrhoea, typhoid or dysentery. Untreated water from rivers and canals is not safe!</p> <p>Rainwater collected in clean tanks is safe as long as the tanks are protected from contamination from birds or other animals.</p> <p>Safe water is needed to:</p> <ul style="list-style-type: none">◆ Wash fruits and vegetables;◆ Add to food;◆ Make up drinks;◆ Make ice,◆ Clean cooking and eating utensils; and◆ Wash hands.	<p>Boiling, chlorination and filtration are important means to inactivate microbial pathogens, but do not remove harmful chemicals.</p> <p>To disinfect water:</p> <ul style="list-style-type: none">◆ Bring to a rolling boil;◆ Add 3 - 5 drops of chlorine to 1 litre of water; or◆ Physically remove pathogens with appropriate filter. <p>Covering tanks and other receptacles with netting prevents the breeding of dengue mosquito vectors.</p>



How to select safe raw materials.	Additional Information
<p>When buying or using food:</p> <ul style="list-style-type: none">◆ Select fresh and wholesome food;◆ Avoid food that is damaged or rotting;◆ Choose foods processed for safety such as pasteurized milk or irradiated meat;◆ Wash fruits and vegetables with safe water, especially if eaten raw;◆ Do not use food after its expiry date;◆ Throw away smashed, swollen or oxidized cans; and◆ Choose ready to eat, cooked or perishable foods that are stored correctly (either hot or cold, but not in the danger zone).	<p>Bacteria can grow in can goods that are not properly prepared.</p> <p>Fresh fruit and vegetables have been identified as a significant source of pathogens and chemical contaminants. Therefore it is critical to wash all fruits and vegetables with clean and safe water before eating.</p> <p>Cut away damaged or bruised areas of fruits or vegetables - bacteria can thrive in these places.</p> <p>Pay attention to the expiry date on food items and throw away food when the date has passed.</p>

EVALUATION FORMS

I: For the organizer and/or trainer

This form evaluates the demographics of the audience, the suitability of the adaptation process and whether or not the training session achieved its goal.

Demographics of the Audience

1. Who was the audience? _____

2. What was the age range of the audience? _____

3. What was the general educational level of the audience?

No education Low education High education

4. What was the average literacy level of the audience?

Cannot read Can read a little Can read

5. What was the living environment of the audience?

Rural Urban

6. Were there any cultural practices that compromised food safety?

Yes No

If yes, please describe these practices _____

7. What resources are available to the participants? (tick all appropriate boxes and add any sources that are not listed)

<input type="checkbox"/> Safe water	<input type="checkbox"/> Thermometer
<input type="checkbox"/> Running water	<input type="checkbox"/> Oven
<input type="checkbox"/> Refrigerator	<input type="checkbox"/> Human waste disposal
<input type="checkbox"/> Electricity	<input type="checkbox"/> Other _____

Adaptation of the Five Keys to Safer Food Manual

8. Do you think the level of language in the Five Keys to Safer Food poster was appropriate?

- Yes
 No

9. Do you think the manual presents the Five Keys to Safer Food information clearly?

- Yes No

If no, please explain _____

10. How did you adapt Key 1 (*Keep clean*)? _____

11. How did you adapt Key 2 (*Separate raw and cooked*)? _____

12. How did you adapt Key 3 (*Cook thoroughly*)? _____

13. How did you adapt Key 4 (*Keep food at safe temperatures*)? _____

14. How did you adapt Key 5 (*Safe water and raw materials*)? _____

15. Was there a general adaptation made for the audience? _____

16. Please provide feedback on audience participation, concerns and accomplishments. _____

17. Please provide recommendations for changes to the manual (e.g., inclusions, deletions, edits). _____

II: For the participants

This form evaluates the food safety knowledge, attitude and behaviour of the participants. Participants should complete the form before and after training.

Knowledge

Key 1 – Keep clean

- 1a.** It is important to wash hands before handling food. True False
1b. Wiping cloths can spread microorganisms. True False

Key 2 – Separate raw and cooked

- 2a.** The same cutting board can be used for raw and cooked foods provided it looks clean. True False
2b. Raw food needs to be stored separately from cooked food. True False

Key 3 – Cook thoroughly

- 3a.** Cooked foods do not need to be thoroughly reheated. True False
3b. Proper cooking includes meat cooked to 40 °C. True False

Key 4 – Keep food at safe temperatures

- 4a.** Cooked meat can be left at room temperature overnight to cool before refrigerating. True False
4b. Cooked food should be kept very hot before serving. True False
4c. Refrigerating food only slows bacterial growth. True False

Key 5 – Use safe water and raw materials

- 5a.** Safe water can be identified by the way it looks. True False
5b. Wash fruit and vegetables. True False

Answers: p. 26

Attitude

Key 1 – Keep clean

1a. Frequent hand-washing during food preparation is worth the extra time.

Agree Not sure Disagree

1b. Keeping kitchen surfaces clean reduces the risk of illness.

Agree Not sure Disagree

Key 2 – Separate raw and cooked

2a. Keeping raw and cooked food separate helps to prevent illness.

Agree Not sure Disagree

2b. Using different knives and cutting boards for raw and cooked foods is worth the extra effort.

Agree Not sure Disagree

Key 3 – Cook thoroughly

3a. Meat thermometers are useful for ensuring food is cooked thoroughly.

Agree Not sure Disagree

3b. Soups and stews should always be boiled to ensure safety.

Agree Not sure Disagree

Key 4 – Keep food at safe temperatures

4a. Thawing food in a cool place is safer.

Agree Not sure Disagree

4b. I think it is unsafe to leave cooked food out of the refrigerator for more than two hours.

Agree Not sure Disagree

Key 5 – Use safe water and raw materials

5a. Inspecting food for freshness and wholesomeness is valuable.

Agree Not sure Disagree

5b. I think it is important to throw away foods that have reached their expiry date.

Agree Not sure Disagree

Answers: p. 26

Self-reported behaviour

Key 1 – Keep clean

1a. I wash my hands before and during food preparation.

Always Most times Sometimes Not often Never

1b. I clean surfaces and equipment used for food preparation before re-using on other food.

Always Most times Sometimes Not often Never

Key 2 – Separate raw and cooked

2a. I use separate utensils and cutting-boards when preparing raw and cooked food.

Always Most times Sometimes Not often Never

2b. I separate raw and cooked food during storage.

Always Most times Sometimes Not often Never

Key 3 – Cook thoroughly

3a. I check that meats are cooked thoroughly by ensuring that the juices are clear or by using a thermometer.

Always Most times Sometimes Not often Never

3b. I reheat cooked food until it is piping hot throughout.

Always Most times Sometimes Not often Never

Key 4 – Keep food at safe temperatures

4a. I thaw frozen food in the refrigerator or other cool place.

Always Most times Sometimes Not often Never

4b. After I have cooked a meal I store any left-overs in a cool place within two hours.

Always Most times Sometimes Not often Never

Key 5 – Use safe water and raw materials

5a. I check and throw away food beyond its expiry date.

Always Most times Sometimes Not often Never

5b. I wash fruit and vegetables with safe water before eating them.

Always Most times Sometimes Not often Never

Knowledge		Attitude					Self-reported behaviour					ANSWERS				
1a)	True, 1b) False	Agree	Agree	Agree	Agree	Agree	Always	Always	Always	Always	Always	Agree, 4b) Agree	Agree	Agree	Agree	Agree
2a)	False, 2b) True	Agree	Agree	Agree	Agree	Agree	Always	Always	Always	Always	Always	Agree, 4b) Agree	Agree	Agree	Agree	Agree
3a)	False, 3b) False	Agree	Agree	Agree	Agree	Agree	Always	Always	Always	Always	Always	Agree, 4b) Agree	Agree	Agree	Agree	Agree
4a)	False, 4b) True	Agree	Agree	Agree	Agree	Agree	Always	Always	Always	Always	Always	Agree, 4b) Agree	Agree	Agree	Agree	Agree
5a)	False, 5b) True	Agree	Agree	Agree	Agree	Agree	Always	Always	Always	Always	Always	Agree, 5b) Agree	Agree	Agree	Agree	Agree

GLOSSARY

Bacteria	A microscopic organism which may be found in the environment, in foods and on animals.
Bleach (chlorine)	A strong smelling liquid containing chlorine that is used for disinfecting food contact surfaces and sanitizing plates and utensils.
Contaminant	Any biological or chemical agent, foreign matter or other substances not intentionally added to food that may compromise food safety or suitability.
Cross-contamination	The introduction of microorganisms or disease agents from raw food into ready-to-eat food making it unsafe.
Danger zone	The temperature range 5 °C to 60 °C, in which microorganisms grow and multiply very fast.
Diarrhoea	A disorder of the intestine marked by abnormally frequent and fluid evacuation of the bowels.
Disinfection	The reduction by means of chemical agents and/or physical methods, of the number of microorganisms in the environment, to a level that does not compromise food safety or suitability.
Equipment	All stoves, hot-plates, cutting boards, tables and kitchen surfaces/counters, refrigerators and freezers, sinks, dishwashers and similar items (other than utensils) used in food processing and food service establishments.
Faeces	Waste matter or excrement eliminated from humans and animals.
Food	Any plant or animal product prepared or sold for human consumption. Includes drink and chewing substances and any ingredient, food additive or other substance that enters into or is used in the preparation of food. Does not include substances used as a drug or medicine.
Foodborne disease	A general term used to describe any disease or illness caused by eating contaminated food or drink. Traditionally referred to as "food poisoning".
Food contact surfaces	Surfaces of equipment and utensils normally in contact with food.
Food handler	Any person who directly handles packaged or unpacked food, food equipment and utensils or food contact surfaces, and is therefore expected to comply with food hygiene requirements.
Food hygiene	All conditions and measures necessary to ensure the safety and suitability of food at all stages of the food-chain.
Food preparation	The manipulation of food intended for human consumption by processes such as washing, slicing, peeling, shelling, mixing, cooking and portioning.
Food safety	All measures to ensure that food will not cause harm to the consumer when it is prepared and/or eaten according to its intended use.
Microorganisms	Microscopic organisms such as bacteria, moulds, viruses and parasites, which may be found in the environment, in foods and on animals.
Pathogen	Any disease-causing microorganism such as a bacterium, virus or parasite. Often referred to as a "germ" or "bug".
Perishable food	Food that spoils within a short amount of time.
Pest control	The reduction or elimination of pests such as flies, cockroaches, mice and rats and other animals that can infest food products.
Risk	Is the severity and likelihood of harm resulting from exposure to a hazard.
Ready to eat	Food that is consumed without any further preparation, such as cooking, from the consumer.
Toxic	Harmful or poisonous
Utensils	Objects such as pots, pans, ladles, scoops, plates, bowls, forks, spoons, knives, cutting boards or food containers used in the preparation, storage, transport or serving of food.
Virus	A non-cellular, microscopic infectious agent that relies upon a host cell to reproduce.

RESOURCES

More information regarding the Five Keys to Safer Food is available at:

www.who.int/foodsafety/consumer/5keys/en/index.html

Electronic copies of the poster in various languages are available at:

www.who.int/foodsafety/publications/consumer/5keys/en/index.html

The adaptation of the Five Keys to Healthy Food Markets settings is available at:

www.who.int/foodsafety/capacity/healthy_marktplaces/en/index.html

Implementation of the Five Keys to Safer Food in countries:

WHO Regional Advisors and WHO country representatives play a crucial role in creating and promoting WHO policies and practices at the regional and national levels. They may be contacted directly for assistance and advice in the implementation of the Five Keys to Safer Food. Contact details can be found at:

www.who.int/foodsafety/consumer/5keys/en/index4.html



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Five keys to safer food



Keep clean

- ✓ Wash your hands before handling food and often during food preparation
- ✓ Wash your hands after going to the toilet
- ✓ Wash and sanitize all surfaces and equipment used for food preparation
- ✓ Protect kitchen areas and food from insects, pests and other animals

Why?

While most microorganisms do not cause disease, dangerous microorganisms are widely found in soil, water, animals and people. These microorganisms are carried on hands, wiping cloths and utensils, especially cutting boards and the slightest contact can transfer them to food and cause foodborne diseases.



Separate raw and cooked

- ✓ Separate raw meat, poultry and seafood from other foods
- ✓ Use separate equipment and utensils such as knives and cutting boards for handling raw foods
- ✓ Store food in containers to avoid contact between raw and prepared foods

Why?

Raw food, especially meat, poultry and seafood, and their juices, can contain dangerous microorganisms which may be transferred onto other foods during food preparation and storage.

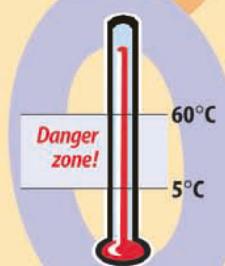


Cook thoroughly

- ✓ Cook food thoroughly, especially meat, poultry, eggs and seafood
- ✓ Bring foods like soups and stews to boiling to make sure that they have reached 70°C. For meat and poultry, make sure that juices are clear, not pink. Ideally, use a thermometer
- ✓ Reheat cooked food thoroughly

Why?

Proper cooking kills almost all dangerous microorganisms. Studies have shown that cooking food to a temperature of 70°C can help ensure it is safe for consumption. Foods that require special attention include minced meats, rolled roasts, large joints of meat and whole poultry.



Keep food at safe temperatures

- ✓ Do not leave cooked food at room temperature for more than 2 hours
- ✓ Refrigerate promptly all cooked and perishable food (preferably below 5°C)
- ✓ Keep cooked food piping hot (more than 60°C) prior to serving
- ✓ Do not store food too long even in the refrigerator
- ✓ Do not thaw frozen food at room temperature

Why?

Microorganisms can multiply very quickly if food is stored at room temperature. By holding at temperatures below 5°C or above 60°C, the growth of microorganisms is slowed down or stopped. Some dangerous microorganisms still grow below 5°C.



Use safe water and raw materials

- ✓ Use safe water or treat it to make it safe
- ✓ Select fresh and wholesome foods
- ✓ Choose foods processed for safety, such as pasteurized milk
- ✓ Wash fruits and vegetables, especially if eaten raw
- ✓ Do not use food beyond its expiry date

Why?

Raw materials, including water and ice, may be contaminated with dangerous microorganisms and chemicals. Toxic chemicals may be formed in damaged and mouldy foods. Care in selection of raw materials and simple measures such as washing and peeling may reduce the risk.



**WHITE
PONY
EXPRESS**

White Pony Express (WPE) developed this handbook for Mesa Redonda. WPE is a volunteer-powered 501(c)(3) organization with a mission to eliminate hunger and poverty by delivering the abundance all around us to those in need—with love. In just 8 years, WPE has rescued and delivered more than 18 million meals and prevented more than 25,000 tons of CO₂ emissions from entering the air we breathe. All of WPE's services are provided free of charge. Please contact us for help with scaling food redistribution models:

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