

Category: Acquisition

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Proponents: NCCDPHP/DNPAO, OCOO/OSSAM, OCOO/OFROAS

Application: All CDC domestically-owned or-operated dining and vending facilities

Applicable: All employees¹ responsible for administering, developing, approving, and monitoring food service contracts and permits and subject matter experts in DNPAO

FOOD SERVICE GUIDELINES IN CDC-OWNED OR-OPERATED DINING AND VENDING FACILITIES

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1. PURPOSE AND SCOPE

The purpose of this policy is to ensure all new and renegotiated food service contracts and permits meet the standards outlined in the current [*Food Service Guidelines \(FSG\) for Federal Facilities*](#) and are consistent with applicable laws. This policy applies to Requests for Proposals (RFP) and approved contracts or permits that secure qualified vendors to provide food service in CDC²-owned or-operated dining³ and vending⁴ facilities in the United States or its territories. This includes any leased facilities where CDC manages the food service contracts or permits.

Food Service Guidelines standards are designed to achieve the following goals:

- Healthier foods and beverages are available and encouraged for consumption by employees

¹ For the purposes of this policy, employees include members of the civil service, Commissioned Corps officers, and locally employed staff. For more information, refer to "Employee Categories (Updated March 2017)," available at: http://intranet.cdc.gov/ocio/docs/systems-tools/Employee_Category_Definitions.pdf.

² References to CDC also apply to the Agency for Toxic Substances and Disease Registry (ATSDR).

³ Dining facilities include, but are not limited to: full service cafeterias, cafés, and snack shops that sell foods and beverages on CDC-owned or-operated premises in the United States or its territories.

⁴ Vending facilities include traditional coin- or currency-operated machines that dispense food and beverage items and other grab-and-go stations, such as micro markets, that sell foods on CDC-owned and-operated premises.

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- Environmentally responsible practices are used in federal food service venues, and communities are supported economically through local food sourcing when feasible
- Food safety practices are followed to minimize the risk of foodborne illnesses

The following CDC Employees are responsible for the implementation of this policy:

- Program Official responsible for preparing the 'Procurement Request Package' and submitting to Office of Financial Resources (OFR)
- Contracting Officer (CO)
- Contracting Officer Representative (COR) or Project Officer
- Subject Matter Experts from the Division of Nutrition, Physical Activity, and Obesity (DNPAO) within the National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP)

2. BACKGROUND

Each year, chronic diseases account for 70 percent of all deaths in the United States. About half of all American adults—117 million individuals—have one or more chronic diseases. These diseases are often related to poor dietary patterns and physical inactivity (as well as tobacco use) and include cardiovascular disease, hypertension, type 2 diabetes, and diet-related cancers. On average, the U.S. diet is low in vegetables, fruits, whole grains, dairy, seafood, and oil and is high in refined grains, added sugars, saturated fats, and sodium. [Food Service Guidelines](#) are a set of best business practices that can be used to increase the availability and affordability of healthy and safe food options in worksites.

Increasing access to healthier food and beverages that are sold at CDC facilities can improve both the health and performance of employees. The [Food Service Guidelines for Federal Facilities](#) are based on the *2015-2020 Dietary Guidelines for Americans* (DGA), which are the cornerstone of federal nutrition policy. Diets consistent with the DGA promote health and reduce risk for costly chronic diseases. This policy also promotes efficiency in dining facility operations and procurement practices by instituting more accurate forecasting⁵ methodologies and implementing just-in-time ordering as food waste reduction strategies. It complies with Executive Order 13693 (*Planning for Federal Sustainability in the Next Decade*), Executive Order 13707 (*Using Behavioral Science Insights to Better Serve the American People*), and food safety standards in the [U.S. Food Code](#).

Implementation of this policy will:

- Expand availability and potentially increase consumption of whole grains, fruits, vegetables, and foods and beverages that are lower in added sugars, saturated fats, sodium, and calories in meals, snacks, and beverages sold in CDC dining and vending facilities
- Reduce sodium consumption among CDC employees by increasing the amount of healthier foods and beverages sold on CDC property
- Send a clear message in support of healthy nutrition and enable CDC to serve as a model for other worksites

⁵ Forecasting is defined as a process for making predictions on the amount of food to order or prepare to meet consumer demand and ensure minimal food waste, based on factors such as historical sales data, the population of the venue serviced, and the day of the week.

- Strengthen environmentally responsible food service business operations practices

3. POLICY

The following requirements and guidance must be included in all procurement request packages, RFPs, and new or renegotiated contracts and/or permits to ensure vendors are selected that can adopt and implement healthy food service guidelines in CDC food service operations.

A. Scope of Work:

Language included in the Scope of Work must emphasize the purpose of the [Food Service Guidelines for Federal Facilities](#) and generally indicate that CDC is requesting proposals from experienced food service vendors that have the capacity to:

- 1) Offer affordable healthier food and beverage options
- 2) Maintain operations following environmentally responsible practices and support communities through local food sourcing, to the extent feasible
- 3) Follow food safety procedures to minimize the risk of foodborne illnesses
- 4) Use behavioral design strategies to encourage the selection of healthier foods and beverages

B. Requirements

The following standards — as defined in the [Food Service Guidelines for Federal Facilities](#) — must be incorporated into the procurement request package, RFP statement of work, and contractual/permit performance requirements:

- 1) ***Food and Nutrition Standards***: At minimum, require the vendor to comply with food and nutrition standards in the following categories at the **standard implementation level**. Vendors that indicate an ability to implement nutrition standards at the innovative level may be given preference (see Appendix A, B, and C).
 - a. Prepared foods⁶
 - b. Packaged foods⁷

⁶ Includes foods that are fresh, cleaned, cooked, assembled (e.g., salad or sandwich), or otherwise processed and served “ready-to-eat.” Prepared foods include those that are made and served on site, or those prepared at a central kitchen and then packaged and distributed to other locations. These foods have a relatively limited shelf-life (compared to packaged snacks), and can be sold in any food service venue. Examples of prepared foods include hot entrées, side dishes, soups, salads, deli sandwiches, and fresh whole fruits and vegetables.

⁷ Includes processed foods that are packaged in small portions or individual servings, are widely distributed, and have a relatively long shelf-life (compared to prepared foods). Packaged foods include food items such as granola bars, chips, crackers, raisins, and nuts and seeds. These foods can be sold in any venue, such as vending machines or “grab-n-go” areas of cafeterias.

- c. Beverages⁸
- 2) *Behavioral Design Standards*: At minimum, require the vendor to implement **at least one** standard from the following behavioral design⁹ categories at the **innovative implementation level**. Vendors that indicate an ability to implement more than one behavioral design standard at the innovative implementation level may be given preference (See Appendix F).
- a. Placement and Layout
 - b. Product Innovations and Default
 - c. Pricing and Promotion
 - d. Tableware
 - e. Information
 - f. Organizational Policy
- 3) *Facility Efficiency, Environmental Support, and Community Development Standards*: At minimum, require the vendor to comply with the standards included in each of the following facility efficiency categories at the **standard implementation level**. Vendors that indicate an ability to implement facility efficiency standards at the innovative level may be given preference (See Appendix D).
- a. Purchasing Standards
 - b. Food Service Management and Consumer Engagement
 - c. Waste Diversion¹⁰
- 4) *Food Safety Standards*: At minimum, require the vendor to comply with the following food safety standards at the **standard level of implementation**. The final contract must also explicitly require adherence to all applicable state and/or local food safety regulations. Vendors that indicate an ability to implement at the innovative level may be given preference (See Appendix E).
- a. Food Code¹¹
 - b. Food Safety Management System/Active Managerial Control
 - c. Undercooked Meat, Poultry, and Egg Products
 - d. Practices to Control Listeria Monocytogenes in Ready-To-Eat Products
 - e. Sick Employees (in food service)
 - f. Certified Food Protection Managers

⁸ Includes drinks such as water, milk, 100% juice, soft drinks, energy drinks, teas, and coffees.

⁹ The selection and consumption of foods and beverages that are sold or served are influenced by how they are prepared, placed, presented, promoted, or priced. The Behavioral Design strategies in the Food Service Guidelines encourage the use of these influencers to make healthier food and beverage items easier for consumers to choose.

¹⁰ Waste diversion means “redirecting materials from disposal in landfills or incinerators to recycling or recovery, excluding diversion to waste-to-energy facilities.”

¹¹ These standards are in alignment with the U.S. Food and Drug Administration’s [Food Code](#) which provides guidance for a uniform system of addressing food safety issues in all retail food and food service establishments, such as restaurants, cafés, and cafeterias.

g. Food Handler Training

C. Reporting

The RFP and subsequent approved contract or permit must require the vendor to produce a reporting plan with monthly sales data and monthly or weekly operating statements. The plan must describe how the vendor will monitor implementation efforts and outline the methods they will use to track procurement or purchasing patterns for healthier food and beverage items (e.g., production sheets, procurement data, or sales of “healthier” entrees) and include key indicators that will be reported to the assigned contracting officer representative or project officer post award.

The selected food service vendor must be able to meet all minimum performance requirements, as stipulated by this policy. However, CDC reserves the right to establish a performance improvement plan that includes time-limited, incremental targets, by which the vendor can demonstrate meaningful progress towards achieving all minimum requirements.

D. Exceptions

This policy does not apply to the following:

- Existing food service contracts or permits in place prior to adoption of this policy
- Food and beverages served at CDC employee organization-sponsored events, personal employee-initiated gatherings in which employees or members of the public bring such food and beverages onto facilities owned and operated by CDC, and, if appropriate and legally permissible, food and beverages brought in or paid for by an outside organization (e.g. the CDC Foundation)
- Food or light refreshments provided with CDC appropriated funding, such as catered onsite meetings, award ceremonies, trainings, or other similar events ([See CDC-FM-2014-01](#))
- Food and beverages sold and served as part of an emergency response or crisis

4. RESPONSIBILITIES

A. Program Official

The CDC Program Official is responsible for developing a Procurement Request Package, with a Statement Of Work, that reflects minimum requirements defined by this policy.

B. Contracting Officer (CO) within Office of Acquisition Services, Office of Financial Resources (OAS/OFR)

The Contracting Officer (CO) within Office of Acquisition Services, in the Office of Financial Resources (OAS/OFR) is responsible for processing the procurement request package submitted by the program official and taking all actions on behalf of the U.S. Government as permitted by the Federal Acquisition Regulations.

C. Food Service Guidelines Experts

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1) Contracting Officer Representative (COR) or Project Officer

Post award, the assigned COR or Project Officer will determine the adequacy of performance by the vendor in accordance with the terms and conditions of this policy and stipulated in the contract and/or permit; ensure compliance with requirements through periodic reviews and inspections; and assist the vendor with the resolution of any issues that arise regarding performance or implementation.

2) Subject Matter Experts from the Division of Nutrition, Physical Activity, and Obesity (DNPAO) and the Office of Safety, Security, and Asset Management (OSSAM)

- a) Assist the Program Official, CO, or assigned COR or Project Officer in integrating Food Service Guidelines requirements, as defined by this policy, into Procurement Request Packages, CDC-issued RFPs, and final approved contracts or permits
- b) Provide technical direction and guidance related to issues that may jeopardize the successful implementation of this policy

5. REFERENCES

Department of Health and Human Services and U.S. Department of Agriculture, *2015 – 2020 Dietary Guidelines for Americans*. 8th Edition. December 2015.
<https://health.gov/dietaryguidelines/2015/guidelines/>.

Department of Health and Human Services and U.S. Public Health Service and Food and Drug Administration, *Food Code*, 2013,
<https://www.fda.gov/downloads/Food/GuidanceRegulation/RetailFoodProtection/FoodCode/UCM374510.pdf>

[Executive Order 13693, 3 CFR 13693, March 19, 2015. Planning for Federal Sustainability in the Next Decade](#)

Food Service Guidelines Federal Workgroup, *Food Service Guidelines for Federal Facilities* (Washington, DC: U.S. Department of Health and Human Services, 2017),
https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf.

6. ACRONYMS or ABBREVIATIONS

CDC – Centers for Disease Control and Prevention
CO – Contracting Officer
COR – Contracting Officer’s Representative
DGA – 2015-2020 Dietary Guidelines for Americans
DNPAO – Division of Nutrition, Physical Activity, and Obesity
FDA – Food and Drug Administration
FSG – Food Service Guidelines
OFR – Office of Financial Resources
OAS – Office of Acquisition Services

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7. DEFINITIONS

Food Service: Two types of food service are provided in federal facilities. One type includes food service venues in which food is sold (such as cafeterias, cafés, and vending machines) and customers purchase their food and beverages from a variety of choices. The other type includes venues in which food is served (such as federal hospitals, correction facilities, or military dining facilities), and the government is responsible for providing individuals with meals that meet all or part of their daily or weekly nutrition needs and may provide limited individual choice. With the exception of the food safety standards, which apply in both types of venues, the standards in the Food Service Guidelines for Federal Facilities are written specifically for federal food service venues where food is sold (although they can be adapted to venues where food is served).

Prepared Foods: Includes foods that are fresh, cleaned, cooked, assembled (e.g., salad or sandwich), or otherwise processed and served “ready-to-eat.” Prepared foods include those that are made and served on site, or those prepared at a central kitchen and then packaged and distributed to other locations. These foods have a relatively limited shelf life (compared to packaged snacks), and can be sold in any food service venue. Examples of prepared foods include hot entrées, side dishes, soups, salads, deli sandwiches, and fresh whole fruits and vegetables.

Food Code: A model for safeguarding public health and ensuring food is unadulterated and honestly presented when offered to the consumer. It represents FDA's best advice for a uniform system of provisions that address the safety and protection of food offered at retail and in food service.

Standard Implementation Level: Considered widely achievable by the food service industry.

Innovative Implementation Level: Considered exceptional performance in various areas of the food service industry.

APPENDIX A: FOOD AND NUTRITION STANDARDS FOR PREPARED FOODS¹²

Standards	Implementation Level
<i>Fruits and Vegetables</i>	
Offer a variety of at least three fruit options daily, with no added sugars. Fruit can be fresh, canned, frozen, or dried.	Standard
Offer a variety of at least three non-fried vegetable options daily. Vegetables can be fresh, frozen, or canned, and served cooked or raw.	Standard
Offer seasonal fruit and vegetables.	Standard
<i>Grains</i>	
Offer half of total grains as “whole grain-rich” products, daily.	Standard
Offer a “whole grain-rich” product as the first (i.e., default) choice.	Innovative
<i>Dairy</i>	
Offer a variety of low-fat dairy products (or dairy alternatives) daily, such as milk, yogurt, cheese, and fortified soy beverages.	Standard
When yogurt is available, offer at least one low-fat plain yogurt.	Innovative
<i>Protein Foods</i>	
Offer a variety of non-fried protein foods, such as seafood, lean meats and poultry, eggs, legumes (beans and peas), nuts, seeds, and soy products, daily.	Standard
Offer protein foods from plants, such as legumes (beans and peas), nuts, seeds, and soy products, at least three times per week.	Standard
Offer protein foods from plants such as legumes (beans and peas), nuts, seeds, and soy products, daily.	Innovative
Offer seafood at least two times a week.	Standard

¹² This table provides an overview of the food and nutrition standards for prepared food. Operating definitions for all terms can be found in the *Food Service Guidelines for Federal Facilities* on page 11. https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf

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Desserts	
When desserts are available, offer 25% of desserts containing ≤200 calories as served.	Standard
Sodium	
All meals offered contain ≤800 mg sodium.	Standard
All entrees offered contain ≤600 mg sodium.	Standard
All side items contain ≤ 230 mg sodium.	Standard
Trans Fats	
All foods that do not include partially hydrogenated oils.	Standard
Calorie and Nutrition Labeling	
Provide calorie and nutrition information of standard menu items as required by the Food and Drug Administration (FDA) in <i>Menu Labeling Final Rule: Food Labeling; Nutrition Labeling of Standard Menu Items in Restaurants and Similar Retail Food Establishments</i> .	Standard
Other Considerations	
Limit deep-fried entrée options to no more than one choice per day.	Standard

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APPENDIX B: FOOD AND NUTRITION STANDARDS FOR PACKAGED SNACKS¹³

Standards	Implementation Level
<i>Food and Nutrient Profile</i>	
All packaged snacks contain ≤200 mg sodium per package.	Standard
All packaged snacks have 0 grams of <i>trans</i> fat.	Standard
<p>At least 75% of packaged snacks meet the following food and nutrient standards.</p> <p>Food Standards:</p> <ul style="list-style-type: none"> • Have as the first ingredient a fruit, a vegetable, a dairy product, or a protein food; or • Be a whole grain-rich grain product; or • Be a combination food that contains at least ¼ cup of fruit and/or vegetable. <p>AND</p> <p>Nutrient Standards:</p> <ul style="list-style-type: none"> • Calorie limit: ≤200 calories • Saturated fat limit: <10% of calories <ul style="list-style-type: none"> ○ Exemptions: Reduced-fat cheese and part skim mozzarella; nuts, seeds and nut/seed butters; and dried fruit with nuts/seeds with no added nutritive sweeteners or fats. • Sugar limit: ≤35% of weight from total sugars in foods. <ul style="list-style-type: none"> ○ Exemptions: Dried/dehydrated whole fruits or vegetables with no added nutritive sweeteners; dried whole fruits or pieces with nutritive sweeteners required for processing and/or palatability; and products consisting of only exempt dried fruit with nuts and/or seeds with no added nutritive sweeteners or fats. 	Standard
<i>Calorie Labeling</i>	
All snack foods sold in vending machines are consistent with FDA’s <i>Vending Machine Final Rule: Food Labeling; Calorie Labeling of Articles of Food in Vending Machines</i> .	Standard

¹³ This table provides an overview of the food and nutrition standards for packaged snacks. Operating definitions for all terms can be found in the *Food Service Guidelines for Federal Facilities* on page 13. https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf

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APPENDIX C: FOOD AND NUTRITION STANDARDS FOR BEVERAGES¹⁴

Standards	Implementation Level
<i>Beverages</i>	
Provide free access to chilled, potable water.	Standard
When milk and fortified soy beverages are available, offer low-fat beverages with no added sugars.	Standard
When juice is available, offer 100% juice with no added sugars.	Standard
At least 50% of available beverage choices contain ≤40 calories per 8 fluid ounces (excluding 100% juice and unsweetened fat-free or low-fat [1%] milk).	Standard
At least 75% of available beverage choices contain ≤40 calories per 8 fluid ounces (excluding 100% juice and unsweetened fat-free or low-fat [1%] milk).	Innovative

¹⁴ This table provides an overview of the food and nutrition standards for beverages. Operating definitions for all terms can be found in the *Food Service Guidelines for Federal Facilities* on page 14.

https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf

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APPENDIX D: FACILITY EFFICIENCY, ENVIRONMENTAL SUPPORT, AND COMMUNITY DEVELOPMENT STANDARDS¹⁵

Standards	Implementation Level
Purchasing	
Institute accurate forecasting and just-in-time ordering concepts.	Standard
Provide materials for single-service items (e.g., bottled beverage containers, trays, flatware, plates, bowls) that are compostable and/or made from biobased products.	Standard
Use bulk-serve condiments instead of single-serve packs, while following necessary food safety procedures.	Standard
When purchasing packaged products, give preference to products in recyclable, compostable, or biobased packaging.	Standard
Use cleaning products and services that are environmentally preferable, while following necessary food safety procedures.	Standard
Offer at least 25% of foods and beverages as locally-sourced, certified organic, produced with another certified community-development or environmentally beneficial practice, or any combination thereof.	Standard
Offer at least 35% of foods and beverages as locally-sourced, certified organic, produced with another certified community-development or environmentally beneficial practice, or any combination thereof.	Innovative
FOR VENDING: Offer at least 10% of foods and beverages as locally-sourced, certified organic, produced with another certified community-development or environmentally beneficial practice, or any combination thereof.	Innovative
When seafood options are available, offer seafood procured from fisheries and aquaculture operations that are responsibly managed, sustainable, and healthy. Purchasing U.S. wild-captured and farmed seafood, which adhere to some of the most strict sustainability practices in the world, is one way to ensure compliance with this standard.	Standard

¹⁵ This table provides an overview of the facility efficiency, environmental support, and community development standards. Operating definitions for all terms can be found in the *Food Service Guidelines for Federal Facilities* on page 15.
https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf

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<i>Food Service Management and Consumer Engagement</i>	
Promote and incentivize the use of reusable beverage containers, while following necessary food safety procedures.	Standard
Use or promote the use of reusable serving ware such as plates, utensils, bags, and other service items, while following necessary food safety procedures.	Innovative
Utilize cleaning practices and equipment operations that conserve resources, such as water and energy. These could include using ENERGY STAR and WaterSense products and services.	Standard
Use integrated pest management practices, green pest control alternatives, and a routine cleaning schedule, while following necessary food safety procedures.	Standard
When applicable, label food products at the point of purchase as locally-sourced, certified organic, or produced with another certified community-development or environmentally beneficial practice.	Standard
Provide information to customers on food products that are locally-sourced, certified organic, or produced with another certified community-development or environmentally beneficial practice.	Innovative
FOR VENDING: Provide information to customers on food products that are locally-sourced, certified organic, or produced with another certified community-development or environmentally beneficial practice.	Innovative
Partner with a farmers' market that operates on-site.	Innovative
FOR VENDING: If purchasing new vending machines, purchase ENERGY STAR certified machines or those that meet ENERGY STAR criteria.	Standard
FOR VENDING: Retrofit existing vending machines (refrigerated and non-refrigerated) to use energy conservation methods such as LED lighting, occupancy sensors, or shut down or set-back modes.	Innovative

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Waste Diversion	
Participate in and implement waste diversion programs (waste reduction, recycling and, where feasible, composting) for employees in the kitchen, break rooms, and administrative areas (i.e., back-of-house operations).	Standard
Participate in and implement waste diversion programs (waste reduction, recycling and, where feasible, composting) in areas that a consumer will be exposed to during their visit to the food service operation (i.e., front-of-house operations).	Standard
Implement systems to monitor relationship between waste and food procurement, including the development of goals for waste reduction and quarterly to annual reporting of waste reduction and waste diversion benchmarks.	Standard
Re-purpose excess food for future meal preparation, while following necessary food safety procedures.	Standard
Train staff on methods for reducing food waste.	Standard
Donate edible surplus food for human consumption where possible, while following necessary food safety procedures.	Innovative

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APPENDIX E: FOOD SAFETY STANDARDS¹⁶

Standards	Implementation Level
Follow the guidance and standards in the most recently published <i>Food Code</i> (and all Supplements) relating to food safety procedures and practices.	Standard
<i>Food Safety Management System / Active Managerial Control</i>	
Establish a comprehensive written food safety plan that seeks to achieve active managerial control of foodborne illness risk factors, including but not limited to a) improper holding temperatures; b) inadequate cooking, such as undercooking raw shell eggs; c) contaminated equipment; d) food from unsafe sources; and e) poor personal hygiene. The plan could describe the food safety procedures for the particular food service facility, including how employees are to be trained on those procedures and the methods by which proper implementation of those procedures are routinely monitored.	Innovative
<i>Undercooked Meat, Poultry, and Egg Products</i>	
Do not serve raw or undercooked meat, poultry, or egg products, even upon request of the customer.	Innovative
<i>Practices to Control <i>Listeria monocytogenes</i> in Ready-to-Eat Products</i>	
Develop and implement written sanitation and temperature control programs that target the control of <i>Listeria monocytogenes</i> in ready-to-eat products. Include documentation of: <ul style="list-style-type: none"> • Cleaning frequencies for equipment, utensils, and non-food contact surfaces (e.g., walls, floors, ceilings) • Temperature control in coolers, deli cases, and refrigerators. 	Innovative
<i>Sick Employees</i>	
Develop and implement a written employee health policy that outlines: <ul style="list-style-type: none"> • How employees are trained on the reporting of symptoms, diagnoses, and activities that are associated with the transmission of foodborne illness from food workers and how such training is documented. • The policies for excluding, restricting, and reinstating employees who have or report symptoms, diagnoses, or activities as described in the <i>Food Code</i>. 	Innovative

¹⁶ This table provides an overview of the food safety standards. Operating definitions for all terms can be found in the *Food Service Guidelines for Federal Facilities* on page 19. https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf

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<i>Certified Food Protection Managers</i>	
Have at least one management/supervisory employee (not necessarily the Person in Charge) who is a Certified Food Protection Manager present during all hours of operation.	Standard
<i>Food Handler Training</i>	
Develop and implement a written policy that addresses employee food safety training.	Innovative

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APPENDIX F: BEHAVIORAL DESIGN STANDARDS ¹⁷

Standards	Implementation Level
<i>Placement and Layout</i>	
<p>Strategically place foods and beverages and design the layout of food service venues to foster selection of healthier foods and beverages. Possible methods include:</p> <ul style="list-style-type: none"> • Creating flow paths that emphasize healthier choices (i.e., placing healthier choices in prime selling locations). • Placing healthier foods and beverages at eye level or just below eye level, next to the cash register, at the front of cold and hot entrees sections, or within reach of a consumer. • Providing a food service line that features only healthier options. 	Innovative
<i>Product Innovations and Defaults</i>	
<p>Use product innovations and the inclusion of healthier options as default choices at decision points to encourage healthier choices. Possible methods include:</p> <ul style="list-style-type: none"> • Offering smaller portion size options (e.g., half-sandwiches, half-sized entrees, smaller beverage containers). • Making healthier items default options throughout the menu (e.g., serving fruit instead of chips or salad instead of fries). • Offering healthier items in an easily accessible “grab-and-go” form. • Bundling and attractively naming healthier^c options (e.g., “Fit and Fresh Special”). 	Innovative
<i>Pricing and Promotion</i>	
<p>Use price incentives and marketing strategies to highlight healthier food and beverage items. Possible methods include:</p> <ul style="list-style-type: none"> • Introducing healthier products by providing samples for consumers. • Featuring meals that include only healthier offerings. • Promoting healthier items through sales or pricing specials. • Offering healthier foods and beverages at a lower price than less healthy items. 	Innovative

¹⁷ This table provides an overview of the behavioral design standards. Operating definitions for all terms can be found in the *Food Service Guidelines for Federal Facilities* on page 21. https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations.pdf

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Tableware	
<p>Promote healthy portion sizes by optimizing the size of plates, bowls, glasses, other dishware, and serving ware. Possible methods include:</p> <ul style="list-style-type: none"> • Using tongs and serving spoons that match appropriate serving sizes in all serving lines, including self-serve. • Using smaller plates and bowls where consumers self-serve to encourage appropriate portion size selection. 	Innovative
Information	
<p>Use information, displays, decorations and signage to highlight healthier choices. Possible methods include use of visual or color-coded signage and point-of-purchase displays to highlight healthier foods.</p>	Innovative
Organizational Policy	
<p>Work with worksite wellness programs or other employee organizations to promote healthier options. Possible methods include:</p> <ul style="list-style-type: none"> • Offering space in cafeteria for employees “lunch and learn” sessions. • Featuring pricing and promotion incentives for healthier foods and beverages in an employee wellness newsletter. 	Innovative

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