Healthy Vending in the Workplace

An Employer Toolkit 2014

Developed by:

[Logos and names of organizations]
About This Guide

The Mid-America Coalition on Health Care issued a resource guide for employers in 2011 called “Promoting Healthy Eating at Work.” The guide was a coordinated effort among the coalition and its partners, Building a Healthier Heartland and KC Healthy Kids. Area employers embraced the ideas in the guide and asked for further help with a toolkit providing practical steps for implementing the concepts the guide addressed.

To meet this need, the coalition partnered with the city of Kansas City, Missouri, Health Department to develop this toolkit, focused on helping employers and other health and wellness promoters develop and implement healthier vending machine options.

This toolkit offers information to help employers and all vending purchasers understand the value of increasing the availability and affordability of healthful foods in their workplaces and organizations. Its goal is to increase the number of businesses and organizations implementing healthier vending options.

Special Acknowledgement:
Thanks to the Johnson County Department of Health and Environment for contributing to the content of this toolkit.

Additional supporters:
• Mid-America Regional Council
• City of Independence Health Department
• Jackson County Health Department
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“Obesity is at epidemic proportions and is one of the most urgent health challenges facing our country today.”
— Dr. Thomas Frieden
Director of the Centers for Disease Control
Introduction

About 72 million U.S. adults — or two of every three Americans — are overweight or obese. According to Dr. Thomas Frieden, director of the Centers for Disease Control, “Obesity is at epidemic proportions and is one of the most urgent health challenges facing our country today.”

Obesity is costly.
Obesity-related illness treatments cost an estimated $190.2 billion annually or 21 percent of annual medical spending in the United States. If we continue on this path, obesity-related costs will rise to nearly $550 billion by 2030, according to a report in the American Journal of Preventive Medicine. Businesses also suffer, facing approximately $4.3 billion in losses due to obesity-related absenteeism¹.

Diet is an important factor.
Poor diet is one of the most important factors contributing to obesity for adults. Over the past 40 years, average daily calorie consumption has increased from 1,996 to 2,234 calories.

Workplace food options play a significant role.
Employers have a tremendous opportunity to establish practices that counter the factors affecting obesity.

- Americans spend at least one-third of their day at work.
- Employees consume meals, beverages and snacks at the worksite.
- Vending machines may be the only source of food for sale in a workplace.
- Employees may even use vending machines for a meal replacement.
- The food and beverage options typically found in vending machines are high in calories, sugar and fat.

By shifting the typical foods offered in the workplace toward the healthy end of the spectrum, employers can be a force in shifting the culture toward healthier eating habits.

Approximately two-thirds of the adult population of the Kansas City region is overweight or obese.

¹ www.forbes.com/sites/daniellegould/2012/05/11/a-systems-approach-to-solving-americas-obesity-problem
Solutions are multifaceted.
Addressing the obesity problem requires a multifaceted approach. A recent report from the Institute of Medicine identified five solutions for preventing obesity:

1. Integrating physical activity into every day.
2. Strengthening our schools as the heart of health.
4. Making healthy foods available everywhere.
5. Activating employers and health care professionals to help solve the obesity problem.

Increasing employee access to healthier vending options is just one of many important steps in the fight against obesity.

This toolkit provides a blueprint to help you successfully implement healthy vending in your workplace.
Blueprint for Implementing Healthy Vending at the Worksite

1. Plan Your Project

Developing a strategic project plan will help you set realistic goals, understand who in your organization needs to be engaged in the process and help you develop and time a course of action. Every organization’s project plan will be unique. Here are some components to help ensure a successful start.

**Develop a high-level business case for why you want to improve access to healthy vending.** Use the information provided in the introduction to begin building your case for improving access to healthy food. In addition, consider this:

- Obese workers have a substantially higher prevalence of metabolic, circulatory, musculoskeletal and respiratory disorders.
- Moderately obese workers (with a body mass index, or BMI, of 30.0 to 34.9) incurred total annual health care costs 21 percent above those with normal weight.
- Severe obesity is associated with health care costs that are 75 percent higher than for those with normal weight.\(^2\)

Helping employees lower their BMI by providing access to healthy food and physical activity can prevent the onset of obesity-related health disorders and significantly lower health care costs.

**Engage the person in charge.** Identify who manages the vending contracts in your organization and engage them in the process. You’ll need their authorization to make changes to the vending machines. This person may be in the purchasing, procurement or facilities department. Be mindful of procurement requirements they may be required to follow, and be attentive to vendor profits and other business concerns.

**Develop and convene a healthy vending committee.** Identify individuals who will be instrumental to developing your plan and making it work. If your organization has an established wellness committee, it can be a good starting point. The team should represent various sites and departments and include individuals interested in promoting a healthy work environment. The committee should meet regularly to discuss a timeline for implementation of healthy vending, what nutritional criteria will be used, and strategies for employee communication and marketing. A dietitian would be helpful to the process. Your local public health professionals may be available to offer opinions and technical assistance.

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\(^2\) “Obesity in the Workforce: Health Effects and Healthcare Costs”; Huse, Daniel M., Thompson Reuters Outcomes Research, April 2007
Study current vending contracts and engage with vendors. Work with the person who manages vending contracts to review current contracts.

- Do they include any provisions for healthy items? If so, ask your vendor for data on the number of healthy items offered and sold in the previous 12 months. If not, can the contract be amended now, or will requirements for healthy options have to wait until renewal?
- What’s the current contract period?
- Reach out to the vendors who stock your machines and let them know you’re interested in this issue. They may already have healthy selections available or be able to provide them by request. Depending on their capacity, vendors will use different sources for their products — ranging from large distributors to the local grocery wholesaler. This affects what healthy selections will be available from your current vendor.
- Ask vendors if they’re willing to work with you on pricing healthy items more attractively and displaying them more prominently. On pages 10–11, we discuss ways to encourage employees to purchase healthy items, including lowering the cost of healthy items.

Develop a project plan. Your project plan should include these topics.

- Project goals.
- Timeline of activities and tasks.
- Resources.
- Responsibilities for each task.
- Assessment.
- Implementation.
- Communication.
- Evaluation.

Consider how you’ll evaluate success. You’ll have a better feel for success measures after you’ve collected some more information. But it’s good to be thinking about them from the start. How will you know if your project has been successful? You might consider measuring changes in employee awareness and satisfaction or the number of healthy items offered or sold.
2. Assess Your Current Vending Options

Conducting assessments will help you determine exactly where changes can be made and to what extent. Later on, these assessments can help you understand how well the changes were implemented and what effects they had. Consider assessments in the areas listed below and possible questions for each. The regional team that developed this toolkit has created specific and comprehensive assessment tools that are included in Appendix 2.

Vending machine assessment

This survey will examine your current vending machine environment and take inventory of your offerings. Depending on the number of machines you have, this assessment can take some time. Consider getting help from your healthy vending committee to complete this task. In general, the assessment tool will help your organization consider the following:

- How many vending machines are present, what type (food/beverage/frozen), and where are they located? Specifically, what food or beverage items are offered in the vending machines?
- Does the public have access or are they for employee use only?
- How many items currently offered meet your definition of a healthy vending item?
- Where are healthy items placed?

More specifically, the tool will measure elements that will inform your organization about the healthy options that may or may not be available in your vending machines. The assessment measures “healthy” in the following ways:

- Total calories per package (rather than per serving).
- Fat, sugar and sodium content.
- The number of items in each machine that meet specific standards for total calories, fat, sugar and sodium.

A number of studies have found that converting 50% of vending machine items to healthy options maintained or increased vending revenues.
User or employee survey (Appendix page 15)
Survey your employees and vending machine users to examine perceptions and preferences for healthy food options. The information you gain can be helpful to your communications plan later.

- What is the level of interest or demand for healthy vending?
- Do employees and other users perceive the current offerings to be healthy?
- For larger employers, do employee preferences vary based on department or location?
- What specific preferences do employees and other users have?

These assessments will reveal your greatest needs, available resources and limitations. Your vending committee can use this information to develop an informed strategy: Given what you now know about your workplace, what can you do to increase healthy options, and what do you need to do it? Answering these questions will help you complete the details of the work plan.

3. Establish Nutritional Guidelines

Healthy vending criteria vary by source, and multiple sources are available. Your committee should review and select one consistent source.

You’ll find the National Alliance for Nutrition and Activity’s (NANA) Model Beverage and Food Vending Machine standards in Appendix 3 and links to other guidelines in the “Resources” section of this toolkit.

We recommend using the following “Nutritional Criteria for Healthy Vending,” which were developed by a team of Kansas City public health professionals and partners.

Healthy beverages
- Water.
- Nonfat or 1 percent milk.
- 100 percent fruit juice with no added sugar.
- Low-calorie options of no more than 40 calories per 12-ounce serving.

Healthy snacks
- Have no more than 35 percent of total calories from fat.
- Have no more than 35 percent of total weight from sugar.
- Have no more than 250 calories per snack item.
- Have less than 270 milligrams of sodium per serving.
Special considerations and exceptions

- Nuts and seeds: snack packages containing 100 percent nuts and/or seeds are exempt from the fat limit.
- Dried fruits with no added sugars are exempt from the sugar limit.
- One package may contain multiple servings of a snack item. The calorie limit above is applied to total calories per package, not per serving.
- Meal items are excluded from the 250-calorie maximum.

Additional criteria to consider for your vending strategies

Your organization may want to include additional standards for vending such as:

- Restrict certain items, eliminating certain unhealthy ingredients such as sugar-sweetened beverages and trans fats.
- Require that snacks meet one or more healthful criteria, such as:
  - Be a “whole grain-rich” product.
  - Have a fruit, vegetable, dairy or protein product as the first ingredient.
  - Be a combination food that has at least one-fourth cup of fruit and vegetables.
  - Contain 10 percent of the Daily Value (DV) of the following nutrients: calcium, potassium, vitamin D or dietary fiber.

4. Consider Vendor Contract Options

Now that you’ve completed assessments and established healthy guidelines, you’ll want to address the following options with your vendor.

Ratio of healthy to unhealthy items

While it may be ideal from a health perspective to offer only healthy options in vending machines, this approach is often met with employee backlash and vendor resistance. Many employers start by requiring 50 percent of the items offered to meet healthy guidelines. Such an approach may support vendor profit, increase employee or consumer satisfaction and improve organizational acceptance. You can include both healthy and “healthier” options — replacing a few unhealthy items with products that meet some, but not all, of healthy guidelines. For example, your policy may state that 50 percent of items meet all of the healthy guidelines, and an additional 25 percent meet one or more of the guidelines. Some institutions use this tiered approach, where items are assigned a rating of red (least healthy), yellow or green (healthiest).

Pricing and marketing

Pricing healthy items to cost less than or the same as unhealthy items encourages people to purchase them. Explore this option with your vendor and vendor manager. Depending on the financial arrangements of your vending contract, you may be in a position to subsidize healthy items. You also can ask your vendor to take lower profit margins on healthy items and higher margins on unhealthy items. If revenue becomes an issue, here’s a stat that may help: A number of studies have found that converting 50 percent of vending machine items to healthy options maintained or increased vending revenues.
Marketing healthy items is key to a successful healthy vending strategy. Some strategies to consider:

- Use signs and labels to call attention to healthy items.
- Restrict advertising to healthy items only.
- Spotlight items that meet special health considerations, such as low-sodium or high-fiber.
- Give healthy products more prominent placement, displaying them at eye level and in locations with the highest selling potential.
- Talk with your vendors about the 2013 Affordable Care Act provision that requires vendors with more than 20 machines to post calories next to each item. Even if your vendors are not obligated by this law, you can require them, through your contracts, to post nutritional information.

Monitoring and enforcement

Once your organization has implemented a healthy vending contract or policy, you can take steps to make it enforceable:

- Include timelines for implementation so the vendor knows when changes should be in place.
- Identify the person in your organization who is responsible for surveillance and hold that person accountable for reporting on a regular schedule.
- Require vendors to provide reports on a mutually agreeable frequency, as well (monthly, quarterly or at least semiannually).

Best contracting practices

Public health organizations and municipalities have led the way in adopting healthy vending guidelines and documenting best practices. Other organizations can learn a great deal from their example. Included in Appendix 5 is a list of Best Contracting Practices compiled by ChangeLab Solutions, a nonprofit organization that provides legal information on matters relating to public health.

5. Implement Your Plan

Develop a clear strategy with your vendor, vendor manager and healthy vending committee to implement the plan.

Communicate with vendors

Talk with your vendors to be sure they’re clear on:

- Criteria for healthy items.
- Vending policies.
- Implementation timeline.
Be prepared to communicate regularly with your vendors as they transition to healthier offerings. Ask for reports on a regular basis so you can deal with issues as they arise. Check to be sure the correct items are being labeled as healthy and that restocked items will correspond to healthy labels.

Double check:

- The date the healthy vending guidelines go into effect. When choosing which less-healthy items to eliminate, avoid removing the most popular items first. It may help to gradually phase new items in and old items out.
- The placement of healthy foods near eye level, with less-healthy items toward the bottom of the machine.
- The pricing strategy on which you’ve agreed.

**Develop an internal communications plan**

Now it’s time to get the word out. Figure out how you’ll spread the news about your healthy vending initiative. Use the communication channels your company finds most successful. Consider having a champion from the leadership ranks. You also may work with your wellness or human resources staff. Be sure to consider all relevant audiences.

**Leaders:**
Reach out to company leaders and ask for their support in sharing the information and promoting the program with staff.

**Employees:**
It’s important to communicate with employees about the changes you’re making. Consider creating informational brochures or flyers that answer the following questions:

- What changes are you making to the foods and beverages available in the vending machines? What percent will be healthy options? What effect will this have on pricing of items? What makes the items healthy?
- When will this change go into effect?
- Where will the changes take place? Will all vending machines be affected? If not, which ones will offer the healthier options?
- Why are you making these changes? (This may be the most important question to answer. Many individuals are resistant to any kind of change. It’s reasonable for an employer to take steps that make it easier for employees to make healthier choices.)
- How will making healthier food choices benefit the health of employees and the productivity of the company?

Education and promotion are critical components for success.
Suggestions for education, promotion and marketing

- Select a label, logo or other symbol to identify healthier items.
- Post signs near vending machines to describe the initiative.
- Offer taste tests so employees can sample healthier items.
- Develop educational materials. Offer mini seminars to talk about what makes the healthier choices healthy and how to select them by reading nutrition labels. For example: How many calories can you save by choosing a healthier item a few times a week, and what kind of weight loss does that equate to?
- Identify events that offer a chance to “tag team” a promotion for healthy vending, such as heart health month or other monthly wellness initiatives.
- Consider working with your health insurance provider or HR department to offer incentives for purchasing healthy items. For example, buy four items and get the fifth free.

Anticipating employee reaction

A small number of employees may be upset if their favorite snack item is removed or costs more. Addressing employee resistance will be easier if you have done employee surveys and identified champions within the company.

- Use employee survey data to show demand for healthy food options.
- Let employees know the company cares about their health and well-being and about creating a healthy workplace.
- Make the connection between unhealthy health habits and increased medical costs and absenteeism.

6. Monitor and Evaluate Your Strategy

Be prepared to make changes based on what you learn through this process.

Through monitoring and evaluation, the team can figure out what is working and what needs to be changed. A process evaluation tells you whether the program was implemented according to plan. An outcome evaluation tells you whether your program is having the impact you intended.

- Process evaluation: Use the vending assessment tool after the initiative is underway to compare changes in employee selections and to measure whether your program is being followed completely.
- Outcome evaluation: Use the employee surveys to learn whether employee attitudes have changed. You can use sales data to show changes in the number of healthy vs. unhealthy purchases.

In addition to monitoring, plan to meet once a year to review progress and results from your vending initiative once it’s up and running.
Conclusion

Creating an environment that supports healthy lifestyles is an important component of a comprehensive strategy to prevent obesity and improve the health of employees and the general public. This toolkit has been developed to help employers and all buyers of vending services increase the availability and affordability of healthful foods and beverages in workplaces and community organizations.

We encourage you to use this guide to implement a healthy vending strategy in your organization. For more information and support for applying these concepts, call the Mid-America Coalition on Health Care, at 913-671-7122, or email cgalvin@machc.org.

Helpful Resources

Healthy Vending Guidelines

- Health and Human Services and U.S. General Services Administration Healthy and Sustainable Food Guidelines: www.gsa.gov/portal/content/104429

Sources of Obesity Data

- Center for Disease Control and Prevention: www.cdc.gov/obesity/data/index.html

Other Healthy Vending Guides

- King County Healthy Vending Implementation Toolkit, King County, Washington. www.kingcounty.gov/healthservices/health~/media/health/publichealth/documents/nutrition/HealthyVendingToolkit.ashx
- Center for Science in the Public Interest, Healthier Food Choices for Public Places resources web page: www.cspinet.org/nutritionpolicy/foodstandards.html
**Appendices:**

**Appendix 1**

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**Employee Vending Survey**

[XYZ Company] is conducting a survey to gather information about use and opinion of vending machine food items. Our goal is to offer healthy options you will like. Thank you for your input.

1. Do you purchase items from a vending machine at work?
   - [ ] Yes
   - [ ] No

2. How many times per week do you purchase from the vending machine at work?
   - [ ] Never
   - [ ] Less than once per week
   - [ ] 1 - 2 times per week
   - [ ] 3 - 4 times per week
   - [ ] 5 - 6 times per week
   - [ ] 7 or more times per week

3. On average how much do you spend per week at the vending machine?
   - [ ] $0 - $2
   - [ ] $2 - $4
   - [ ] $4 - $6
   - [ ] More than $6

4. How healthy do you think the items currently in the vending machines are?
   - [ ] Healthy
   - [ ] Neutral
   - [ ] Unhealthy

5. Do you purchase healthy items from the vending machines?
   - [ ] Never
   - [ ] Sometimes
   - [ ] Always
   - [ ] Don’t know

6. What department do you work in? ____________________________________________________________
Appendix 1

# Employee Vending Survey

7. When making a choice at a vending machine, how important is:

<table>
<thead>
<tr>
<th></th>
<th>Not important</th>
<th>Somewhat important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How healthy the snack is</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. I would purchase healthy options (such as baked chips, pretzels, granola bars, water or flavored water) in the vending machine at work if they were available.

- Disagree
- No opinion
- Agree

9. I would use the vending machine more often than I do if there were more healthy choices.

- Disagree
- No opinion
- Agree

10. What healthy items would you be most interested in purchasing from the vending machine?

<table>
<thead>
<tr>
<th>Item</th>
<th>Not interested</th>
<th>Somewhat interested</th>
<th>Very interested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottled water</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Milk</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Juice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salty snacks (baked chips/pretzels)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dried fruits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seeds/nuts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Granola bars</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Animal crackers</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. What is your current weight in pounds? _______________________________________________________

12. What is your height in feet and inches? ___________________________________________________________________
Vending Machine Assessment

Date ________________________________  Assessed by ________________________________

Business Name ______________________  Location of machine __________________________

1. Number of vending machines ____________

2. Are vending machines the only food source in the establishment?
   ○ Yes
   ○ No

3. Type of site:
   ○ Government Building
   ○ School
   ○ Community Center
   ○ Private Worksite
   ○ Non-work Public, such as public buildings, airports, courthouses, etc.
   ○ Other ________________________________

4. Who has access to vending machines?
   ○ Employees only
   ○ Mostly employees and some visitors
   ○ Mostly visitors but also employees
   ○ Other ________________________________

5. Building also has: (Check all that apply)
   ○ Cafeteria (open all business hours)
   ○ Full-service kitchen (sink, microwave, refrigerator)
   ○ Partial kitchen ________________________________
   ○ Other ________________________________

6. Types of machines:
   Fill in the number of machines in each category; total should match number identified in question #1. Fill out the following pages for each machine.

<table>
<thead>
<tr>
<th>Number</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Snack</td>
<td></td>
</tr>
<tr>
<td>Cold beverage</td>
<td></td>
</tr>
<tr>
<td>Hot beverage</td>
<td></td>
</tr>
<tr>
<td>Refrigerated snack</td>
<td></td>
</tr>
<tr>
<td>Ice cream</td>
<td></td>
</tr>
<tr>
<td>Milk only</td>
<td></td>
</tr>
<tr>
<td>Combination refrigerated</td>
<td></td>
</tr>
<tr>
<td>Other: _________________________</td>
<td></td>
</tr>
<tr>
<td>Other: _________________________</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2

Vending Machine Assessment — Snack Machines

Machine Location: __________________________________

<table>
<thead>
<tr>
<th>Row</th>
<th>Col</th>
<th>Brand Name</th>
<th>Product Name / Item Description</th>
<th>Size</th>
<th>Grams</th>
<th>Total Cal. per Serving</th>
<th># of Servings per Package</th>
<th>Grams of Fat</th>
<th>Cal. from Fat</th>
<th>% total Cal. from Fat</th>
<th>Grams of Sat. Fat</th>
<th>Cal. from Sat. Fat</th>
<th>% Total Cal. from Sat. Fat</th>
<th>Grams of Sugar</th>
<th>Sugar % of weight</th>
<th>Sodium (mg)</th>
<th>Nuts or Fruit</th>
<th>Exception?</th>
<th>Meets Healthy Criteria?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Lays</td>
<td>Potato Chips Wavy</td>
<td>1 oz.</td>
<td>28</td>
<td>160</td>
<td>1</td>
<td>10</td>
<td>90</td>
<td>&lt;1</td>
<td>&lt;3.6%</td>
<td>&lt;1</td>
<td>&lt;3.6%</td>
<td>&lt;1</td>
<td>&lt;1</td>
<td>&lt;1</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Totals

<table>
<thead>
<tr>
<th>Total # of Items</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th># of Items that meet Healthy Criteria</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>% Healthy Items</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th># of Empty Rows</th>
</tr>
</thead>
<tbody>
<tr>
<td>% total Cal. from Fat</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>56.25</td>
</tr>
</tbody>
</table>

Instructions on page 20.
The following information can usually be collected while standing at the snack machines being assessed:

1. **Machine Location** — record the name of the company and the general location of the vending machine you are assessing. Example: ABC Designs, 4th Floor Break room.

2. **Row** — For each item, identify the row where it is located. Rows run horizontally and are labeled numerically from top to bottom.

3. **Col (Column)** — For each item, identify the column where it is located. Columns run vertically and are labeled alphabetically from left to right.

4. **Brand Name** — Note the brand name on the package. Examples: Lay’s, Doritos, Rold Gold, Sabra.

5. **Product Name/Item Description** — Record the name of the product or description of the item. Examples: Harvest Garden Flavored Multigrain Snacks, Homestyle Chocolate Chip Cookies, Lightly Roasted Almonds. In the case of plain M&M’s, the brand would be Mars, product M&M, Regular/original.

6. **Size** — Note the size of the entire package, usually listed on the front of an item. This is typically in ounces.

7. **Grams** — Record the number of grams. This measurement is also often found on the front of the package.

The following Nutrition Facts information is usually located on the back or side label of a product and may be difficult to collect while at the machine unless the vendor has chosen to post the Nutrition Facts of the items included in the machine somewhere in the vicinity of the snack machine. If the Nutrition Facts are not posted, this information can often be found online at product websites — be sure to search for the correct package size. Many websites such as FitDay allow people to upload nutrition information, but if possible, use the manufacturer’s website.

8. **Total Calories per Serving** — Enter the total number of calories per serving.

9. **# Servings Per Package** — Many snack packages in vending machines have just one serving per package but there are exceptions. Note the number of total servings included in the package. If there is more than one serving per package, look at the total calories per package (multiply calories per serving by number of servings) to see if the item meets the calorie limit.

10. **Grams of Fat** — Record the number of grams of fat.

11. **Calories from Fat** — Multiply number of Grams of Fat by 9.

12. **% Total Calories from Fat** — Divide Calories from Fat by the Total Calories per Serving and then multiply by 100.

13. **Grams of Saturated Fat** — Note the number of grams of saturated fat per serving.

14. **Calories from Saturated Fat** — Multiply number of Grams of Fat by 9.

15. **% Total Calories from Saturated Fat** — Divide Calories from Saturated Fat by the Total Calories per Serving and then multiply by 100.
16. **Grams of Sugar** — Record the number of grams of sugar per serving.

17. **Sugar % of weight** — Divide the number of Grams of Sugar by the number of Total Grams of the item.

18. **Sodium (mg)** — Note the number of milligrams of sodium per serving.

19. **Nuts exception?** — If the product is a nut product, enter Y (for Yes). This notation will allow the product to be considered healthy even with a % of Total Calories of Fat greater than 35%. All other criteria are in place for nuts.

20. **Meets Healthy Criteria? Y/N** — Enter Y (for Yes) if the product meets ALL of the following (Nuts only need to meet a, c and d):
   a. Total Calories per Package (#8) ≤ 250
   b. % Total Calories from Fat (#12) ≤ 35%
   c. Sugar % of Weight (#17) ≤ 35%
   d. Sodium (mg) (#18) ≤ 270 mg
   Enter N (for No) if the product does not meet all the criteria.

21. At the bottom of the form enter the following:
   a. Total # of Items – Count the total number of items listed in the table for the machine.
   b. # of Items that Meet Healthy Criteria – Count the number of items that have a Y in the Meets Healthy Criteria column (#20).
   c. % Healthy Items – Divide the # of Items that Meet Healthy Criteria by the Total # of Items in the machine, then multiply by 100.
   d. # of empty slots – Record the number of slots in the vending machine that are empty.
### Vending Machine Assessment — Beverage Machines

| Machine Location: ____________________________ |

**Appendix 2**

<table>
<thead>
<tr>
<th>Row Col</th>
<th>Brand Name</th>
<th>Product Name / Item Description</th>
<th>Size</th>
<th>Calories per 12 ounces</th>
<th>Low-cal; no more than 40 Calories per 12 ounces</th>
<th>Water %</th>
<th>Milk %</th>
<th>100% Fruit Juice with no added sugar</th>
<th>Meets Healthy Criteria?</th>
<th>% Healthy Items</th>
<th># of Empty Rows</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coca-Cola</td>
<td>Diet Coke</td>
<td>59g</td>
<td>Y</td>
<td>X</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Instructions on page 23:**

Duplicate as needed.
The following information can be collected while standing at the beverage machines being assessed:

1. **Machine Location** — record the name of the company and the general location of the vending machine you are assessing. Example: ABC Designs, 4th Floor Break Room.

2. **Row** — For each item, identify the row where it is located. Rows run horizontally and are labeled numerically from top to bottom.

3. **Col (Column)** — For each item, identify the column where it is located. Columns run vertically and are labeled alphabetically from left to right.

4. **Brand Name** — Note the brand name on the package. Examples: Coca-Cola, Pepsi.

5. **Product Name/Item Description** — Record the name of the product or description of the item. Examples: Coke Zero, Diet Pepsi, purified drinking water, 2% white milk.

6. **Size** — Note the size of the beverage packaging listed.

7. **Water** — If the beverage product is water, put an X in this cell.

8. **Nonfat or 1% Milk** — If the product is a nonfat or 1% dairy product, put an X in this cell.

9. **100% Fruit juice with no added sugar** — If the product is 100% fruit juice with no added sugars, place an X in this cell.

10. **Low-cal; no more than 40 calories per 12 ounces** — If the product has less than 40 calories per 12 ounces, place an X in this cell.

11. **Meets Healthy Criteria? Y/N** — If the product meets ANY ONE of the criteria covered in #7-10 (water, nonfat or 1% milk, 100% fruit juice with no added sugar, or low calorie), place a Y in the appropriate cell in this column. If the product does not meet any of the four criteria, place an N in the cell.

12. **At the bottom of the form enter the following:**
   - a. **Total # of Items** — Count the total number of items listed in the table for the machine.
   - b. **# of Items that Meet Healthy Criteria** — Count the number of items that have a Y in the Meets Healthy Criteria column (#11).
   - c. **% Healthy Items** — Divide the # of Items that Meet Healthy Criteria by the Total # of Items in the machine, then multiply by 100.
   - d. **# of empty slots?** — Record the number of slots in the vending machine that are empty.
Model Beverage and Food Vending Machine Standards

A key strategy for obesity prevention is improving access to healthy foods and beverages. Often, there is a lack of healthy options when eating away from home, particularly among selections in vending machines. Applying nutrition standards for foods and beverages in vending machines can improve access to healthier selections.

These vending standards were developed to provide a model for municipal, state, and federal government leased or operated vending machines or vending machines on public property. The standards also could be used by hospitals, private workplaces, and others to support the health of their employees or visitors.

Nutrition Standards

Beverage Standards:
- 100% of beverages must be one or a combination of the following:
  - Water, including carbonated water (no added caloric sweeteners);
  - Coffee or tea with no added caloric sweeteners (if condiments are provided, sugars and sugar substitutes may be provided and milk/creamer products, such as whole or 2% milk, that have less fat than cream);
  - Fat-free or 1% low-fat dairy milk or calcium- and vitamin-D-fortified soymilk with less than 200 calories per container;
  - 100% fruit juice or fruit juice combined with water or carbonated water (limited to a maximum of 12-ounce container; no added caloric sweeteners);
  - 100% vegetable juice (limited to a maximum of 12-ounce container, no added caloric sweeteners, and ≤ 200 milligrams of sodium per container); and
  - Low-calorie beverages that are ≤ 40 calories per container.

Food Standards:

Provide an assortment of healthier food choices with more fruits, vegetables, whole grains, and fat-free/low-fat dairy products, and lower amounts of saturated and trans fats, added sugars, and sodium.
- 100% of snack foods (and side dishes) must meet all of the following criteria:
  - No more than 200 calories per item as offered (per package).
  - No more than 35% calories from fat (which would be no more than 7 grams of fat for a 200 calorie snack, for example) with the exception of packages that
contain 100% nuts or seeds; snack mixes that contain components other than nuts and seeds must have no more than 35% of calories from fat;
- No more than 10% calories from saturated fat (which would be no more than 2 grams of saturated fat for a 200 calorie snack, for example) with the exception of packages that contain 100% nuts or seeds; snack mixes that contain components other than nuts and seeds must have no more than 10% of calories from saturated fat;
- 0 grams trans fat;
- No more than 35% of calories from total sugars and a maximum of no more than 10 grams of total sugars in the product, with the exception of fruits and vegetables that do not contain added sweeteners or fats; and with the exception of yogurt that contains no more than 30 grams of total sugars per 8-ounce container (and adjust proportionally for smaller containers);
- No more than 200 mg of sodium per item as offered (per package/container); and
- Each snack food item must contain at least one of the following: 1) a quarter cup of fruit, non-fried vegetable, or fat-free/low-fat dairy, or 2) 1 oz. of nuts or seeds or 1 Tbsp. of nut butter, or 3) at least 50% of the grain ingredients are whole grain (determined by the product having whole grain as the first ingredient, from the manufacturer, or if the product has a whole grain claim), or 4) at least 10% of the Daily Value of a naturally occurring nutrient of public health concern (calcium, potassium, vitamin D, or fiber).
- Sugarless chewing gum can be sold without having to meet the above nutrition standards.

- **100% of entrée-type foods (e.g., sandwich, pizza, burger) must meet all of the following criteria:**
  - No more than 400 calories per item as offered (per package);
  - No more than 35% calories from fat (which would be no more than 15 grams of fat for a 400 calorie item, for example);
  - No more than 10% calories from saturated fat (which would be no more than 4 grams saturated fat for a 400 calorie entrée-type item, for example);
  - 0 grams trans fat;
  - No more than 35% of calories from total sugars and a maximum of no more than 15 grams of total sugars in the item;
  - No more than 480 mg of sodium per item as offered; and
  - Each food item must contain at least two of the following: 1) a quarter cup of fruit, non-fried vegetable, fat-free/low-fat dairy, or 2) 1 oz. of nuts or seeds or 1 Tbsp. of nut butter, or 3) at least 50% of the grain ingredients are whole grain (determined by the product having whole grain as the first ingredient, from the manufacturer, or if the product has a whole grain claim), or 4) at least 10% of the Daily Value of a naturally occurring nutrient of public health concern (calcium, potassium, vitamin D, or fiber).
Point of Purchase (POP) Calorie Labeling

- Each vending machine must display the total calorie content for each item as sold, clearly and conspicuously, adjacent or in close proximity to each individual item or its selection button, using a font and format that is at least as prominent, in size, appearance and contrast, as that used to post either the name or price of the item and where it can be seen before the consumer selects items (labeling should be consistent with federal law for calorie labeling of vending machines once in effect).

Tips for Successfully Implementing Vending Standards

- **Price** – beverages and foods that meet nutrition standards should be priced competitively (e.g., at or below) to similar items that do not meet the nutrition standards (if you chose a phased in approach).

- **Placement** – beverages and foods that meet nutrition standards should be as or more visible than similar items that do not meet the nutrition standards (for example, they should be closer to eye level).

- **Promotion** – promotional space on vending machines (e.g., sides and front panel), including but not limited to language and graphics, should promote only products that meet the nutrition standards.

- **Hold taste tests** – partner with vendors to offer taste testing of a variety of snack and beverage options that meet the nutrition standards. Have survey cards handy and tally up votes. Share results of taste testing and keep vending machines stocked with favorite items. Note: preferences may be location specific.

- **Administer online surveys** – provide online surveys in addition to or in lieu of in-person taste testing. Use online surveys as opportunities to promote healthy options in vending machines.

- **Provide education and promote program** – work with nutrition committee or health team to provide education to leadership and employees about the benefits of offering and choosing healthy foods and beverages. Use available methods to promote healthy options, cultivate support for the program, and promote educational events, taste testing, etc. Promotional methods might include posters, flyers, e-cards, emails to staff, newsletter articles, postings on bulletin boards, or signage near vending machines. Work with leadership from outset for strong buy-in and have leadership’s message and signature on promotional materials and messages.

- **Announce to community** – share information with the public to increase acceptance of the program and make healthier snacking the norm. Share information with the public through press releases, social media, etc.

A Phased in Approach

**Implementation Timeline:**

- 100% of items in vending machines should meet the nutrition standards for beverages and foods. If this is not feasible to implement initially, then it is reasonable to use a phased-in approach as follows:
50% of all items in vending machines will meet nutrition standards for beverages and foods within 1 year;
75% of all items in vending machines will meet nutrition standards for beverages and foods within 2 years; and
100% of all items in vending machines will meet nutrition standards for beverages and foods within 3 years.

Rationale for Healthier Foods and Beverages in Public Vending Machines

- Nutrition standards for foods and beverages found in vending machines can positively impact the eating habits of people working for and visiting government agencies, help shape social norms, and influence the practices and formulations of food companies.
- Through healthy vending policies, public agencies can provide healthy food and beverage options to many individuals, including employees and visitors to government parks and service agencies. For example, state and local governments employ 17 million people.
- Government agencies can be a model for healthy eating, reinforce other agency-sponsored obesity-prevention efforts, and show that healthy food tastes good and can generate revenue.
- Snack foods and sugary drinks are problems in Americans' diets. The top selling snacks include cookies, snack crackers, nuts, potato chips, tortilla chips, chocolate candy, and other candy. Sugary drinks are the number one source of calories in Americans' diets and contribute to obesity.
- More and more people are interested in healthier snack options. According to a 2010 study by the Snack Food Association, about 74% of consumers are trying to eat healthier, with about 65% eating specific foods to lose weight. Sales of healthier snacks are outpacing traditional snack foods by 4 to 1.
- Increasing healthier snack and beverage offerings is good for business. A study by the Hudson Institute found that companies that increased their healthier snack and beverage portfolios between 2006 and 2011 enjoyed superior sales growth, operating profits, and operating profit growth.
- Nutrition standards ensure that foods and beverages sold in vending machines in government locations align with the Dietary Guidelines for Americans, the U.S. government’s nutrition guidance for the nation.
- Offering foods and beverages that meet nutrition standards in vending machines located on government property is a promising, low-cost approach for supporting healthy eating and as part of a strategy to address obesity. It also could decrease the economic burden of obesity, which costs $150 billion a year – half of which is paid by taxpayers through Medicaid and Medicare.

For more information, contact any NANA member organization or Katie Bishop, M.S., M.P.H. at 1220 L Street, NW, Suite 300, Washington, DC 20005, Phone: 202-777-8351, FAX: 202-265-4952, E-mail: kbishop@cspinet.org.
### Sample Project Plan

<table>
<thead>
<tr>
<th>Steps</th>
<th>Tasks</th>
<th>Timeline</th>
<th>Owner</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Planning and Assessment</strong></td>
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<td></td>
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</tr>
<tr>
<td>1.</td>
<td>Develop a business case</td>
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<tr>
<td>2.</td>
<td>Engage the person in charge</td>
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<tr>
<td>3.</td>
<td>Convene a healthy vending committee</td>
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<tr>
<td>4.</td>
<td>Study current vending contracts and engage vendor</td>
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<tr>
<td>5.</td>
<td>Establish goals, work plan with timeline and roles</td>
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<td>6.</td>
<td>Consider how you’ll evaluate success</td>
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<tr>
<td>7.</td>
<td>Assess current vending machine offerings and use</td>
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<tr>
<td>8.</td>
<td>Conduct employee surveys</td>
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<td></td>
<td><strong>Establish Nutritional Guideline and Policy Options</strong></td>
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<td>9.</td>
<td>Develop new vending guidelines</td>
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<tr>
<td>10.</td>
<td>Establish pricing and marketing strategies</td>
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<tr>
<td>11.</td>
<td>Seek approvals and procure contracts</td>
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<tr>
<td></td>
<td><strong>Implementation</strong></td>
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<tr>
<td>12.</td>
<td>Develop communications plan</td>
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<tr>
<td></td>
<td>a. Communicate to managers</td>
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<td>b. Communicate to employees</td>
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<td></td>
<td><strong>Evaluation</strong></td>
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<tr>
<td>13.</td>
<td>Monitor implementation of healthy items</td>
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<tr>
<td>14.</td>
<td>Track items offered and sales</td>
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<tr>
<td>15.</td>
<td>Conduct employee surveys</td>
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</tbody>
</table>
BEST CONTRACTING PRACTICES

After analyzing municipal snack and beverage vending contracts from cities, counties, and recreation departments of all sizes, Changelab Solutions has developed a Model Healthy Municipal Snack and Beverage Vending Agreement. This model provides a template of contract clauses and terms to promote the sale of healthy snacks and beverages, as well as options to help you negotiate favorable terms and conditions with your vendors. Download the model at: www.changelabsolutions.org/publications/snack-bev-vending.

When using Changelab Solutions’ model agreement, consider the following:

**Impact of state and local laws.** These can affect how vending agreements are solicited and administered. Consult with legal counsel to adapt our general provisions to comply with the specific laws applicable to your municipality.

**Timing.** Find out when the current contracts expire and the date of renewal, and let other parties know early on about your intentions to transition to healthy vending.

**Short contract terms.** As state or local law allows, keep contract terms short so improvements can be easily made in the future.

**Maximum financial benefit.** Vigorously negotiate terms for cash advances, revenue sharing, and competitive product pricing whenever vendors desire exclusive contract and marketing rights. These rights are valuable to the vendor, and municipalities can use them in bargaining.

**Enforcement.** Clearly state what counts as a breach of contract and spell out what happens if the vendor does not follow healthy vending requirements.

**Transparency.** Require vendors to provide accurate and timely financial reports, and permit periodic audits of financial records related to the agreement.

**Healthy product identification.** Provide a list of healthy items to vendors, work with vendors who can provide healthy products, share customer survey results with vendors, and focus on the importance of providing variety and products that consumers will accept. Share your chosen nutrition standards and get a list of qualifying products.

**Pricing.** If you are not requiring 100 percent healthy food in vending, have discussions early about pricing healthy food competitively or lower than unhealthy food. Consider doing a pilot test that includes pricing incentives.

**Other savings.** Look for other ways to save costs. For example, municipalities are typically required to provide the electricity for vending machines free of charge to the vendor. Negotiate for energy efficient machines and lighting schemes wherever possible, and seek out other potential cost savings.

**Labeling.** The federal menu labeling and vending machine disclosure law provisions of the Patient Protection and Affordable Care Act of 2010 requires that operators with more than 20 vending machines display total calorie content for each item sold in their machines, with specific requirements regarding the font, format, size, appearance, and location of this information. As this guide went to press, the Food and Drug Administration was still in the midst of the rulemaking process for these regulations. Municipalities should review federal vending machine regulations when they become available and incorporate them into their agreements.

**New standards.** Be aware of any relevant new standards or initiatives. For example, the Institute of Medicine (IOM) is recommending a single front of package (FOP) symbol system to appear on all food and beverage products in place of any other systems currently in use. The IOM suggests that the system show calories and a total number of points based on the saturated and trans fat, sodium, and sugar contents of each product. This may be something you negotiate into your agreement.

**Modification.** Allow for the contract to be modified if new federal, state, or local laws affect the contract terms.

**Emphasis on healthy options in RFP language.** As outlined earlier in this guide, vending machines in municipal settings are usually covered by competitive procurement processes that will require a municipality to issue a Request for Proposals (RFP) or sometimes an Invitation for Bids (IFB). It is important that RFPs and IFBs contain strong language that emphasizes healthy options. This helps ensure that prospective vendors know from the very beginning they need to be able to provide healthy products.

**Preferred vendors.** Some government procurement policies give preference to MBE/WBE (minority- or women-owned businesses) or companies that employ handicapped or visually impaired workers. For example, the Randolph-Sheppard Act, a federal law that has been in place for decades, gives the right of first refusal to blind merchants for contracts to operate vending machines, concession stands, and cafeterias on federal property. Moreover, states coordinate their own (and municipal) vending operations with these Randolph-Sheppard vendors. It’s important to check with legal counsel about preferential bidding procedures for underrepresented groups in local procurements.

**Consolidation.** To maximize efficiency and financial benefit to all parties, consider consolidating all vending services within a municipality into one contract, rather than allowing each department to solicit separately. This will avoid wildly uneven vending services.

This material is reprinted from Making Change: A Guide to Healthier Vending for Municipalities, produced by ChangeLab Solutions (www.changelabsolutions.org) with support from the Centers for Disease Control and Prevention.
The Mid-America Coalition on Health Care and the City of Kansas City, Mo., Health Department sincerely thank the Mid-America Regional Council for supporting this project.

This toolkit was made possible with funding from the Centers for Disease Control and Prevention.

September 2014