ACKNOWLEDGMENTS

The Houston Health Department would like to thank the many partner departments and organizations for their subject matter expertise, support, and innovation in the development and adoption of the Healthy Vending Toolkit. This toolkit is possible by funding from the Texas Healthy Communities grant.

Intent for Us: The Healthy Vending Toolkit is intended to be a flexible guide for healthy vending adoption in medium to large worksites.
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INTRODUCTION

The Go Healthy Houston (GHH) taskforce is a coalition of community partners with a vested interest in improving the health and quality of life of all Houstonians. The Mayor’s Office established GHH to combat the overweight and obesity epidemic in Houston. The taskforce works specifically on improving a number of chronic disease and obesity risk factors including poor nutrition status and access to healthy food choices in the workplace.

In 2014, the taskforce recommended that the City of Houston create a healthy vending policy to require healthy standards for vending products. With support from multiple City departments, the Houston Health Department (HHD) worked to create a set of healthy standards that were written into the City of Houston vending machine Request for Proposal (RFP) and contract.

With this toolkit, we will share our implementation process, tools and resources to implement a healthy vending protocol in your place of work.

To learn more about Go Healthy Houston, visit www.gohealthyhouston.org

DEFINITIONS:

Food Environment: external factors that affect an individual or groups eating habits and availability of foods (e.g. grocery stores, cafeterias, vending machines)

Food Procurement: the purchase or acquisition of foods and beverages for consumption

Nutrient Dense Foods: foods and beverages with a higher concentration of beneficial micronutrients (e.g. vitamins and minerals)

Calorie Dense Foods: foods and beverages with a higher concentration of calories versus nutrients

Empty Calories: calories from fats and added sugars in foods and beverages which adds to the total calories, but provide no vitamins or minerals
BACKGROUND

According to the Centers for Disease Control and Prevention (CDC), poor nutrition is implicated in overweight and obesity and a number of chronic diseases including diabetes, heart disease and stroke.

According to the 2013 Behavioral Risk Factor Surveillance System Survey data, 40% of Houston-Harris County adults reported eating less than one fruit a day. Nearly 23% of respondents reported eating less than one vegetable a day.

“Obesity is a significant health threat for the City of Houston and is directly associated with increased costs and lower productivity for individuals and companies.”

– Go Healthy Houston

HEALTH RISK TRENDS

• 64.6% of adults are overweight or obese in the greater Houston area\(^i\)
• 28% of adults are obese in Harris County\(^ii\)
• 32.8% of adults in Houston have been diagnosed with high blood pressure\(^i\)
• 5.5% of adults in Houston have been diagnosed with some form of heart disease\(^i\)

ECONOMIC IMPACT OF OBESITY

• The estimated cost of obesity-related illnesses in the US is $190.2 billion each year\(^iii\)
• $4.3 billion in loss to businesses annually due to obesity-related job absenteeism\(^i\)
• Per person, health care spending of obese adults is 56% higher than for normal-weight adults\(^iv\)

over 50% of people are overweight or obese
FOODS EATEN AWAY FROM HOME

3. www.window.state.tx.us/specialrpt/obesitycost/eatout.php
RATIONALE

WHY IMPLEMENT HEALTHY VENDING IN THE WORKPLACE?

- Americans spend one-third of their day at work
- Soda and sugar-sweetened beverages are the #1 source of calories and sugars for adults in the United States
- Grain-based desserts such as pastries and cookies are the second-largest source of calories for adults in the United States
- One study looking at vending machines in public places found that 58% of the slots in beverage vending machines and 85% of the slots in food vending machines contained unhealthy choices, such as sugar-sweetened beverages, candy, regular chips, or cookies.

COMBATTING THE OBESITY EPIDEMIC

- Improving access to healthy food options is a key strategy in obesity prevention and improving worksite wellness
- The lack of affordable healthy food and beverage options outside the home may further contribute to the current obesity crisis
- Establishing healthy vending protocols can make healthy choices easier for employees

STAYING COMPETITIVE

- Along with Houston, Texas, several major U.S. cities such as San Antonio, Texas have already implemented healthy vending machine initiatives in different sectors of the community
- Competitive advantages of a healthy workforce include decreased illness-related absenteeism, increased employee productivity, and reduced health care expenditures
- The next generation of the workforce is becoming more mindful about healthy eating and wellness

Can I Still Make a Profit?

While there is often a concern that removing certain unhealthy yet popular foods from the food environment will lead people to buy less, recent studies have shown a different story.

CHICAGO PARK DISTRICT 100% HEALTHIER SNACK VENDING INITIATIVE

Results

The study found that 88% of park patrons reacted positively to the initiative, and product sales exceeded industry sales estimates of $300 a month, reaching $371 per month 15 months after the new healthy vending machines options were deployed.
• Creating a shift towards a healthier food environment – Workplaces, schools, and other public environments that have frequent patrons and visitors throughout the day can benefit from healthy vending machines to promote healthy food options at any point during the day.

• Helping to expand the vending choices for employees – Healthy vending options increase choice for employees beyond traditional vending products.

• Improving nutrition through snacks with decreased amounts of fat, sugar, sodium, empty calorie content – Fat, sugar, sodium and empty calories increase the risk for overweight and obesity and the cost of obesity-related health conditions.

• Helping maintain caloric balance over time to achieve and sustain a healthy weight – Nutrient-dense foods and beverages help make it easier for people to achieve recommended nutrient intake while controlling calorie and sodium intake.

• Simplified food procurement process – A simplified food procurement process can improve efficiency by standardizing food procurement contracts and lessen risks for vendors errors.

Can Behaviors Actually Change?

METRO Transit Council of Minneapolis, MN “Route H” Study

Four bus garages in the Metropolitan Minneapolis-St. Paul area were randomly selected to increase availability of healthier food and beverage choices at a lower price over an 18-month period. The 33 vending machines were selected as a part of a multi-component worksite obesity prevention intervention.

Results

The increase in availability to 50% healthy choices and price reductions of an average of 31% resulted in 10-42% higher sales of the healthy items. Greater availability and lower prices on targeted food and beverage items from vending machines were associated with greater purchases of those items over an 18-month period. The strategy of increasing healthy options at a lower price led to employees choosing the healthier options.
CASE STUDY: CITY OF HOUSTON

CONTEXT
As of 2017, the City of Houston Municipality contains 22 departments and over 22,000 employees. The City of Houston operates over 500 vending machines. In 2014, the City of Houston adopted healthy vending incorporating the following strategies.

KEY STRATEGIES
• Increase availability of healthier options
• Strategically place healthier options
• Include low to no-calorie beverage machine wraps
• Lower the price of healthier options
• Place decision prompts and healthy cues

ACTIVITIES
HHD collaborated with the GHH taskforce and the General Service Department (GSD) to launch the Healthy Vending Initiative. The National Alliance for Nutrition and Activity (NANA) nutrition standards were selected and written into the Request for Proposal. Additional labeling strategies were selected to help consumers identify “Healthier Choice Snacks”. Vending machines have been monitored by personnel from GSD with randomized healthy item checks by HHD employees to ensure compliance.

OUTPUTS: The new vending contract began in March of 2015.
• Vendors are contractually obligated to provide at least 50% of snack and beverage products meeting NANA healthy standards at most City locations, including parks and airports
• Vendors agreed to strive to provide 100% of snack and beverage products to meeting NANA healthy standards at all Houston Health Department locations, including Multi-Service centers

LESSONS LEARNED
• Language within Request for Proposal (RFP) and contract must be specific
• Clear plan-o-grams and instructions for placement is necessary to ensure contract compliance
• Unsanctioned vending alternatives are competitors to revenue generated through vending
• Offer vendor assistance in healthy product selection/verification as-needed

FUTURE DIRECTION
• Evaluate differences between 100% and 50% healthy machines
• Monitor vendor compliance and address vendor and customer concerns
• Increase all machines to higher percentage of healthier products in the next contract period
This section includes best practices to ensure a sustainable healthy vending program. It focuses on strategies, implementation steps and contracting tips to help launch a healthy vending initiative.

Implementation Checklist:

**Planning**
- Engagement
- Work plan
- Assessment
- Choosing the ratio of healthy options
- Choosing the nutrition standard
- Choosing the labeling strategy

**Launching**
- Setting the contract language
- Selecting a vendor
- Selecting vending products
- Launching the vending initiative

**Monitoring**
- Monitoring and improvements
To begin, it is helpful to engage leaders and health champions within the organization. Develop realistic goals and a course of action to implement, monitor and adjust goals over time.

**ENGAGEMENT**

**Gain support and commitment from employees and decision makers**
- Talk with leadership, contract managers, department heads, worksite wellness champions and get necessary approvals
- Notify vendors of your intentions to transition to healthy vending early in the planning process
- Have a discussion about pricing early with your vendors to ensure lower pricing for healthy items
- Announce the transition to healthy vending options to staff in an office email, memo or newsletter and invite feedback
- Create flyers, build momentum and excitement about the transition to healthy vending options
- Collaborate with staff from human resources, procurement/purchasing, and/or general services. Set up a healthy vending committee for organizations with multiple locations
- Consult with other partners such as nutrition and wellness experts, local groups and other entities for technical assistance

**WORK PLAN**

Develop a work plan to include a listing of tasks, timelines and responsible parties.

**MONITORING**

Depending on the size and capacity of your organization, you may want to develop a strategy to assess the content and sales of your current vending machines and track the sales and success after implementation. Include the following assessments in your work plan:
- Pre-implementation content and sales assessment
- Post-implementation monitoring and sales tracking
### SAMPLE WORK PLAN

This sample work plan is non-prescriptive. Optional steps marked with “O” are included depending on your organization’s size and capacity to do assessments and evaluation.

<table>
<thead>
<tr>
<th>TASKS</th>
<th>DUE DATE</th>
<th>RESPONSIBLE PARTY</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Conduct an assessment of current vending machines and sales trends (O)</td>
<td></td>
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</tr>
<tr>
<td>2. Engage managerial staff, decision makers and vendors</td>
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<tr>
<td>3. Establish a healthy vending committee</td>
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<tr>
<td>4. Read and review current vending contract</td>
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<td></td>
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<tr>
<td>5. Set an action plan with timetable and assigned staff</td>
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</tr>
<tr>
<td>6. Conduct employee feedback survey</td>
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<td></td>
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<tr>
<td>7. Select a healthy vending ratio such as 50% or 100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Select a nutrition standard</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Select pricing and labeling strategies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Select a vendor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Select vending products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LAUNCHING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Develop plan-o-grams for vendors (See Sample Plan-O-Gram)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Develop tracking and evaluation strategy (O)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MONITORING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Conduct monthly monitoring of healthy items</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Track sales trends (O)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Conduct an initial assessment of your current vending machines if possible. The assessment step is optional depending on the size and capacity of your organization and feasibility to perform this step. If opting out of this step, skip to the next step of implementation below – Choosing Your Nutrition Standard.

Assessments should include the current contents of the vending machines, a feedback survey of employees and/or visitors and a review of the current vending contract (if any). The result of this assessment will give you a clear idea of the direction to take in your healthy vending initiative. It will help you establish a baseline, goals and a nutrition standard for healthy vending implementation.

**VENDING ASSESSMENT**

**Conduct an assessment of your current vending machines.**

- Count the snack and beverage items currently offered and note their placement
- Note caloric, fat, sodium and added sugars content
- Develop your own method for tracking such as a spreadsheet
- Based on the assessment, determine the current ratio of healthy to unhealthy options

**EMPLOYEE ASSESSMENT**

**Conduct an employee feedback assessment using a survey.** The opinions, perceptions, and receptiveness of employees and/or vending machine patrons to healthy vending will provide helpful insight in selecting an appropriate strategy for your worksite.

- Based on the employee feedback surveys, determine your ratio of healthy vending options, such as 50% or 100% healthy offerings

  “Ideally, 100% healthy option is the best option!”

**VENDING CONTRACT REVIEW**

**Review the current vending contract(s).**

- Determine the current contract period and provisions for healthy items
- Discuss whether the new healthy requirements may be amended now or will have to wait until renewal
- Note opportunities within current contract terms that can be used to ensure favorable outcomes for healthy vending (e.g. Scope of Service, Products, Price Schedule)
## VENDING MACHINE ASSESSMENT SAMPLE

### Machine Location: Snacks

<table>
<thead>
<tr>
<th>Slot Position (Row, Column)</th>
<th>Total Count</th>
<th>Servings Per Package</th>
<th>Serving Size</th>
<th>Calories (&lt;200)</th>
<th>Fat (&lt;7 g)</th>
<th>Sodium (&lt;200 mg)</th>
<th>Added Sugar (&lt;10 g)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex: Oven baked Lays potato chips- original</td>
<td>R2, C4</td>
<td>15</td>
<td>6</td>
<td>1oz.</td>
<td>120</td>
<td>2g</td>
<td>125mg</td>
</tr>
</tbody>
</table>

**NOTES:**

### Machine Location: Beverages

<table>
<thead>
<tr>
<th>Slot Position (Row, Column)</th>
<th>Total Count</th>
<th>Servings Per Package</th>
<th>Serving Size</th>
<th>Calories (&lt;200)</th>
<th>Fat (&lt;7 g)</th>
<th>Sodium (&lt;200 mg)</th>
<th>Added Sugar (&lt;10 g)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex: Bottled Water</td>
<td>R3, C2</td>
<td>12</td>
<td>1</td>
<td>12 fl.oz.</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**NOTES:**
There are many nutrition standards available. The appropriate standard will depend on the culture of your organization and your selected healthy options ratio (i.e., 100% or 50% healthy options).

Note: Ideally, if your organization is adopting 50% healthy options, you would choose a nutrition standard that is stricter for the 50%. If your organization is adopting 100% healthy options, you may choose a nutrition standard that is more flexible. In any case, your nutrition standard should follow the current Dietary Guidelines for Americans.

**HEALTHY VENDING NUTRITION STANDARDS TO CONSIDER**

The following are healthy nutrition standards to consider:

- National Alliance for Nutrition and Activity (NANA) Model Beverage and Food Vending Machine Standards

- American Heart Association (AHA) Healthy Workplace Food and Beverage Toolkit Standards

**Healthy snacks must meet all of the following criteria:**

- No more than 200 calories per package
- No more than 35% calories from fat
  
  For example, no more than 7 g fat for a 200 calorie snack
- Less than 10% calories from saturated fat
  
  For example, no more than 2 g saturated fat for a 200 cal. snack
- 0 grams trans fat
- Less than 35% of calories from total sugar
- A maximum of 10 grams of total sugar
  
  Except for fruits and vegetables that do not have added sugars in the product
  
  Except yogurt that have less than 30 grams of total sugars per 8 oz. container
- Less than 200 mg sodium per package

**AND**

Each snack must contain at least one of the following:

1) A quarter cup of fruit, non-fried vegetable or fat-free/low-fat dairy
2) 1 oz. of nuts or seeds or 1 Tbsp. of nut butter
3) At least 50% of the grain ingredients are whole grain
4) At least 10% of the Daily Value of a naturally occurring nutrient of public health concern – calcium, potassium, vitamin D or fiber

**Exemptions:**

- Sugarless chewing gum can be sold without having to meet the above nutrition standards
- 100% nuts and seeds products are exempt

**Healthy beverages must be one or a combination of the following:**

- Water, including carbonated water
- Coffee or tea
- Fat-free or 1% low-fat dairy milk or Calcium and Vitamin D fortified soymilk
- 100% fruit juice or fruit juice mixed with water or carbonated water
- 100% vegetable juice
- Low calorie beverages that are less than or equal to 40 calories per container

**All Beverages must be:**

Less than or equal to 200 calories
Less than or equal to 200 mg sodium
Juices limited to maximum 12 oz. containers
No added caloric sweeteners
HEALTHY VENDING NUTRITION STANDARDS TO CONSIDER

AMERICAN HEART ASSOCIATION HEALTHY WORKPLACE FOOD AND BEVERAGE TOOLKIT STANDARDS

<table>
<thead>
<tr>
<th>Nutrition Standards for Snacks:</th>
<th>Nutrition Standards for Beverages:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No more than 200 calories per label serving</td>
<td>• Water, sparkling, seltzer or flavored water No more than 10 calories per serving</td>
</tr>
<tr>
<td>• No more than 240 mg of sodium per label serving</td>
<td>• Fat-free (skim) or low-fat (1%) milk and milk alternatives (soy, almond) No more than 130 calories per 8 fl. oz.</td>
</tr>
<tr>
<td>• No more than 1 gram of saturated fat per serving</td>
<td>• 100% fruit or vegetable juice (or juice and water) No added sugars/ sweeteners except non-nutritive sweeteners No more than 120 calories per 8 fl. oz. Or 150 calories per 10 fl. oz. or 180 calories per 12 fl. oz.</td>
</tr>
<tr>
<td>• 0 grams of trans fat and no products containing partially hydrogenated oils</td>
<td>• All other beverage must have no more than 10 calories per serving</td>
</tr>
<tr>
<td>• No candy with the exception of sugar-free mints and gum</td>
<td></td>
</tr>
<tr>
<td>• No regular chips with the exception of baked chips and pretzels</td>
<td></td>
</tr>
<tr>
<td><strong>Standards for Plain Nuts and Nut/Fruit Mixes</strong></td>
<td></td>
</tr>
<tr>
<td>• 1 oz. serving size for plain nuts</td>
<td></td>
</tr>
<tr>
<td>• Choose products with the lowest amount of sodium, no more than 140 mg of sodium per serving</td>
<td></td>
</tr>
</tbody>
</table>

General Guidance for Foods

Prioritize:

• Fruit and vegetables – in own juices or water with no added sugar and very low in sodium
• Fat-free or low-fat dairy products
• Whole-grain, high-fiber snack food options (>2 grams of fiber)
• Unsalted nuts, seeds and nut butters
• Limit foods with added sugars
## Healthy Vending Nutrition Standards to Consider

### Food, Nutrition, and Sustainability Guidelines for Vending Operations

<table>
<thead>
<tr>
<th>Snack Requirements:</th>
<th>Beverage Requirements:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Calories</strong></td>
<td>• 50% of beverage choice must contain less than 40 calories per serving</td>
</tr>
<tr>
<td>• Less than or equal to 200 calories per item</td>
<td>• If milk is offered, offer 2%, 1% or non-fat</td>
</tr>
<tr>
<td>• Less than 10% of calories from saturated fat</td>
<td>• If juice is offered, offer at least one 100% juice with no added sugar</td>
</tr>
<tr>
<td>• Less than 35% of calories from sugars</td>
<td>• Vegetable juice must contain less than 230 mg sodium per serving</td>
</tr>
<tr>
<td><strong>Trans fat</strong></td>
<td><strong>In Addition</strong></td>
</tr>
<tr>
<td>• 0 grams of trans fat per serving</td>
<td>Beverages with more than 40 calories must be 12 oz. or less (except milk and 100% juice)</td>
</tr>
<tr>
<td><strong>Sodium</strong></td>
<td>At least 75% of beverage choice must be less than 40 calories per serving</td>
</tr>
<tr>
<td>• Less than 230 mg sodium per serving</td>
<td>Offer non-dairy, calcium-fortified beverages such as soy or almond beverages</td>
</tr>
<tr>
<td><strong>Exemptions</strong></td>
<td>Offer at least one low sodium vegetable juice with less than 140 mg sodium per 8 oz.</td>
</tr>
<tr>
<td>Nuts and seeds without added fats, oils or caloric sweeteners</td>
<td></td>
</tr>
<tr>
<td>Fruits and vegetables without added caloric sweeteners</td>
<td></td>
</tr>
</tbody>
</table>
When introducing healthy options to consumers, it is best practice to develop cues to help make the healthy choice the easy choice. This is important if your initial vending program will be 50% healthy options versus 100% healthy options. There are a number of creative and effective labeling strategies available to help identify the healthy choice.

If your vending program will be 100% healthy, one simplified promotional strategy will suffice.

If your vending program will be 50% healthy, you will need a labeling strategy to cue the customers to purchase the healthy options. This toolkit highlights two labeling strategies.

◊ **Go, Slow, Whoa!**

Go, Slow, Whoa originated as a tool within the school-based health program CATCH – Coordinate Approach to Child Health. Its goal is to help children and families make healthful choices. Foods are categorized by nutrient density – GO foods are more nutrient-dense and WHOA foods are more calorie-dense.

In the Go, Slow, Whoa strategy, the goal is to ensure 60-100% of options offered are GO foods and beverages, 30% or less of options offered are SLOW foods and beverages, and keep WHOA items to 10% or less. Cling form stickers with nutrition criteria for Go, Slow and Whoa items should be placed on the outside of vending machines for more information.

For Example:

**GO** foods and beverages will meet your selected nutrition standard and will occupy 50% or more of your vending machine

**SLOW** foods and beverages will not meet your selected nutrition standard and will occupy 40% or less of your vending machine. It will be up to you or a consultant to determine your organization’s criteria for slow items.

**WHOA** foods and beverages will not meet your selected nutrition standard and will occupy 10% or less of your vending machine. They will be the highest in fat, sugar and sodium. It will be up to you or a consultant to determine your organization’s criteria for Whoa items.

◊ **“Smart Snack”**

A rendition of the “Smart Snack” strategy was created by Knox County to identify healthy foods. Healthy options are identified as a “smart snack”.

Vending options meeting your selected nutrition criteria will be marked with an apple sticker by the vending selection numbers. Cling form stickers with “Smart Snack” nutrition criteria information should be placed on the outside of vending machines for more information.
LABELING STRATEGIES TO CONSIDER

• Go, Slow, Whoa!
Vending options meeting your chosen nutrition standard are labeled with a green “Go” sticker and placed at eye level. Other vending options are labeled with a “Slow” or “Whoa!” sticker based on your organization’s nutrient breakdown. Additional consulting with a nutrition expert may be required to implement.

• Knox County’s “Smart Snack”
Vending options meeting your chosen healthy nutrition standard are labeled “Smart Snacks” and are identified with the red “apple” sticker (shown below) and are placed at eye level.
V. CONTRACTING

The provisions and language in your Contract or Request for Proposal (RFP) will help to determine the outcome of your healthy vending initiative. It may be possible to use your organization’s standard food procurement contract as a model and insert health language in the appropriate subsections. It is crucial to consult with your legal counsel or someone with experience in contracts to ensure favorable contract terms.

There are several key areas within your contract agreement or RFP that can be used to help ensure the success of your healthy vending initiative. These include:

**TERM**
- The term should include health language in the purpose and intent of the agreement. Clarify beginning and end dates of the agreement. Include provisions for flexibility.

**SCOPE**
- The scope should include clear deliverables and services to be provided. Include your healthy vending nutrition standards, product ratio, labeling and advertising provisions.

**PRICE**
- The price should clearly identify and describe your pricing strategy. Ensure your healthy items are priced at a more affordable price than the non-healthy items.

**LABELING**
- Labeling should include any labeling provisions required by law and your labeling and placement strategy.

**ADVERTISING RIGHTS**
- For advertising rights, your organization can leverage advertising rights and affiliation benefits for a competitive price schedule and/or additional revenue for your healthy vending initiative.

**FINANCIAL RECORDS**
- Financial records should include a provision for sales reporting and the frequency of these reports. Sales data may provide guidance on promotion strategies and product mix for the future.

**CONTRACT PERFORMANCE**
- Contract performance should include conditions for performance, enforcement, breach and termination of contract.

Contracting Tips
- Clearly identify mandatory and non-mandatory requirements
- Clearly define breach and enforcement terms
- Clearly identify the nutrition standards in the contract
- Require monthly sales reports
- Provide a list of healthy items, and instructions for product placement in the Appendix
1.0 SCOPE OF SERVICES

1.1 PRODUCTS

All vending machines provided by the [Vendor] shall contain and be stocked with [50 percent] healthy choice items comprised of the [Selected Healthy Vending Nutrition Standard Food Categories] items listed in Appendix Sheet [X] attached herein.

The [Organization] has the right to revise or delete the [Selected Healthy Vending Nutrition Standard Food Categories] items listed in Appendix Sheet [X] during the contract.

The [Vendor] shall label all [“Healthy Vending Choice”] snack and beverage items in such a manner that it clearly indicates the product is a healthy and nutritious item.

The [Vendor] shall offer the employees and or patrons of [Organization] a variety of quality, healthy snacks and beverages. Definitions for healthy snacks and beverages are as follows:

1.1.1 [Selected Healthy Vending Nutrition Standard] Snack Standards

1.1.2 No more than 200 calories per item as offered (per package).

1.1.3 0% trans fat.

1.1.4 No more than 200 mg of sodium per item as offered (per package/container).

1.2 PRICE

The [Vendor] shall provide the [Healthy Choice] items listed in Appendix Sheet [X] at the price set forth on the Price Schedule listed in Appendix Sheet [X] attached herein for the first contract year.

Beverages and foods that meet the [Selected Nutrition Standards] shall be priced competitively (e.g. at or below) to similar items that do not meet the healthy vending nutrition standards.

1.3 VENDING MACHINES

All beverage vending machines provided by the [Vendor] under this Agreement shall display the total calorie content per container for each beverage provided. This display should be on the front of the machine or on each beverage selection button, easily readable by the consumer prior to purchase.

All beverage vending machines provided by the [Vendor] under this Agreement shall be branded or decorated to advertise low- or no-calorie beverage options including s

Additional examples of contracting language are available through ChangeLab Solutions ©, Model Healthy Municipal Snack and Beverage Vending Agreement. See the Additional Resources at the end of this toolkit.
VI. LAUNCHING YOUR HEALTHY VENDING PROGRAM

Healthy vending launch strategies will be grounded in the 4 P's of marketing: Product, Price, Placement and Promotion. The main goals to achieve during your launch are: ensuring the nutrition standard and ensuring the labeling and pricing standards in the contract are executed by the vendor.

◊ Selecting your vendor
The process to select a vendor will depend on the solicitation process of your organization.

◊ Selecting the healthy products for your vending machines
There are product listings available to help identify the healthy options that meet the standards of your chosen nutrition standard. Request an inventory list of available items and their nutrition fact information from your vendor.

See Additional Resources at the end of this toolkit for Product List that meets the NANA standard.

◊ Pricing
Negotiate a pricing mechanism that makes the healthy items more affordable than the non-healthy items. This is a best practice to ensure the healthy choice is the easy choice.

◊ Placement
Display the healthy items prominently and at eye level. If your vending program is not 100% healthy, use a labeling or prompting technique to attract consumers to the healthy product. This is a best practice to ensure the healthy choice is clear for consumers.

Create a plan-o-gram for your vendor and site supervisor to ensure healthy items are placed and priced according to your chosen guidelines. A plan-o-gram ensures consistency and compliance. See Sample Plan-o-gram below. A plan-o-gram can be also be a part of your vending contract.

◊ Promotion
Promotion efforts should be a combination of marketing and education to build awareness, to educate and to encourage consumers to choose the healthy option.

In addition to labeling and prompts, create a buzz around the launch of the new healthy vending options to help build awareness and promote the healthy vending initiative. Create signage, flyers, and office memos and offer taste testings to build momentum and employee engagement.
A plan-o-gram is a helpful tool to use during the launch and throughout monitoring stages of your healthy vending initiative. Distribute the plan-o-gram to your selected vendor and your site supervisor and request foods and beverages be stocked as demonstrated.

**25 Slot Non-Refrigerated Snack Machine, 50% or more Healthy Options**
Monitoring is essential to the sustainability of any healthy vending initiative. To ensure compliance and accountability, develop a clear process for monitoring the vending machines. You will need to track the sales and healthy product availability. Identify opportunities for improvement as needed.

◊ Develop a user-friendly system for monitoring products in the vending machines

100% Healthy Vending
• Use your established plan-o-gram for comparison and to determine compliance
• Develop a delivery log for vendor and site supervisors to check off after delivery
• Monitor the monthly sales and product placement of your vending machines

50% Healthy Vending
• Compare the level of sales before and after the shift to healthy vending options
• If your project has been successful after 12 months, consider increasing the ratio of healthy items in your machines to 100% healthy

◊ Maintain regular communication with your vendors
• Keep a point of contract with your vending contractor to ensure timely communication

◊ Ensure long-term availability of healthy vending options for your employees through a formal Food Purchasing/Procurement policy or protocol adoption at your worksite
**ADDITIONAL RESOURCES**

**Healthy Vending Nutrition Standards**

1. NANA – Model Beverage and Food Vending Machine Standards

2. American Heart Association – Healthy Workplace Food and Beverage Toolkit

3. GSA – Health and Sustainability Guidelines for Federal Concessions and Vending Operations

**Healthy Vending Toolkits**

1. Seattle/King County Healthy Vending Implementation Toolkit

2. Mid-America Coalition on Health Care Healthy Vending in the Workplace Employer Toolkit

3. A Blueprint for Healthier Vending - City of Chicago

4. San Antonio Healthy Vending Toolkit


**Implementation Resources**

1. Labeling Strategy
   Nemours Healthy Vending Guide
   [https://www.nemours.org/content/dam/nemours/www/filebox/service/preventive/nhps/resource/healthyvending.pdf](https://www.nemours.org/content/dam/nemours/www/filebox/service/preventive/nhps/resource/healthyvending.pdf)
ADDITIONAL RESOURCES

2. Healthy Product List
   Beverage and Snack Options that Meet the NANA Vending Standards
   https://cspinet.org/file/5998/download?token=w7sXBYEu

3. Contracting Language
   Model Healthy Municipal Snack and Beverage Vending Agreement – ChangeLab Solutions
   http://www.changelabsolutions.org/sites/default/files/HealthySnack_BevAgrmt_FINAL_20120803.doc
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