

UNIVERSITY
OF
CALIFORNIA

Global Food
Initiative

UC Healthy Vending Policy

Implementation & Best Practices Toolkit

2018

TABLE OF CONTENTS

Introduction & Background 3

UC Healthy Vending Policy Nutrition Standards 5

Implementation Requirements and Schedule 7

Recommended Vending Machine Products..... 8

Forming Partnerships..... 9

Meeting with Your Vendors 11

Marketing and Promotion 13

Anticipating Barriers 16

Monitor, Evaluate, Review 18

APPENDICES 20-38

A. Case Studies on the Financial Implications of Healthy Vending 20

B. Universities/Colleges with Healthy Vending Policies and/or Guidelines..... 21

C. Products that Meet the UC Healthy Vending Policy Nutrition Standards 22

D. Sample RFP Questions 23

E. Contract Best Practices 24

F. Additional Resources for Toolkits 25

G. Sample Snack Vending Machine Planograms 26

H. Healthy Vending Promotion Examples 27

I. UC Berkeley Student Audit Materials..... 35

J. Sample Sales Tracking Form..... 37

CONTRIBUTORS 39

Introduction & Background

About the Global Food Initiative

In July 2014, University of California (UC) President Janet Napolitano, together with UC's 10 chancellors, launched the [UC Global Food Initiative](#) (GFI). The initiative draws on UC's leadership in translating research into policy, helping communities eat more sustainably, as well as leveraging UC's collective buying power and dining practices to create desirable policies and outcomes. As part of the first phase of the initiative, a UC Healthy Vending Working Group was formed to develop a system-wide UC Healthy Vending Policy with an accompanying implementation toolkit.

About the UC Healthy Vending Policy

The UC Healthy Vending Policy sets minimum standards for all UC locations to improve food and beverage offerings in vending machines. The purpose of the toolkit is to help UC locations implement the policy by providing best practices, resources, and examples that showcase successful implementation of nutrition policies at various UC locations.

Vending machines serve as a convenient source of food for college communities and other organizations throughout the world. However, vending offerings often consist of inexpensive, calorie-dense foods that are high in sodium, refined sugar, and saturated fats that contribute to the obesity epidemic and other associated health issues. Recent studies have shown that healthier items are increasing in demand and sell well enough to be financially feasible for university vending operations. In fact, UC and other universities are already offering healthier items in their vending machines without any detrimental effect to sales (see Appendix A). By ensuring students, faculty, and staff have easy, convenient access to healthier choices in vending machines, the GFI supports and encourages a healthy lifestyle and sets a leading example for other colleges, universities, and institutions across the country and beyond.

About the Policy and Toolkit Development Process

The Nutrition Policy Institute (NPI), in UC Agriculture and Natural Resources, was contracted to conduct literature reviews, research healthy vending policy models and best practices, draft the policy and toolkit, and help with monitoring and evaluating the policy. The development and review process included the UC Healthy Vending Working Group, a broader UC advisory resource team, and vendor partners.

Early drafts of both the policy and toolkit were sent for review by a wide array of stakeholders including campus dining and foodservice operators, purchasing managers, sustainability managers, vending operators and contract partners, GFI fellows, associated student groups, nutritionists and dietitians, UC wellness managers, and UCOP policy administrators.

Many UC partner vendors are already following the guidelines set forth in California Senate Bill 912 (SB912), which governs vending machines located on state property. The UC Healthy Vending Policy builds on the criteria in SB912, guidelines developed at UCLA and UCSF, and standards set forth by other established agencies and organizations. All feedback generated by the stakeholder groups listed above was taken under consideration and incorporated into policy revisions as much as possible. In

addition, the working group reviewed healthy vending policies adopted by other universities and colleges (see Appendix B).

With many excellent vending toolkits available (referred to throughout), the working group chose to focus this toolkit on information and resources that would be most helpful to UC locations when implementing the UC Healthy Vending Policy. UC locations are encouraged to collaborate and share resources to support a successful implementation of the UC Healthy Vending Policy. To give real-world examples and showcase UC leadership, boxes titled “*UC Success*” appear throughout the document. These describe innovative strategies to improve healthy vending or increase healthy offerings happening at different UC locations.

UC Success: UC Los Angeles

UCLA doctoral student Joe Viana, in close collaboration with UCLA researchers and nutritionists, implemented an evidence-based trial of healthier vending machines at UCLA, designed to increase sales of healthier items without compromising the bottom-line revenue from more than 30 trial machines. Using the standard “4 P’s” of marketing, product, placement, pricing, and promotion, the study identified a variety of healthy products, placed the healthy products at eye level in the machines, labeled the products with healthy stickers, and reduced the price of the healthy products while increasing the price of unhealthy products. In addition, certain machines were branded as “healthy”. The goal was to “methodologically identify healthier products and encourage customers to choose them, without compromising the machines’ financial performance.”(1)

<http://newsroom.ucla.edu/stories/snack-on-this:-healthier-choices-score-at-campus-vending-machines>

Results indicated that machines marked as “healthy” sold four times better than conventional machines, and that the trial machines did not lose revenue or profit. Viana’s work has triggered a review of UC-wide policies around vending, and spurred discussion around healthy vending at the national level with Partnership for a Healthier America, which works with the private sector and Michelle Obama to make healthier choices easier.

“30 Under 30” Award Winner

Joe Viana was recognized as a UC Global Food Initiative “30 Under 30” Award Winner. This award highlights inspirational young people making the food system more nutritious and sustainable, advancing the goals of the UC Global Food Initiative.

UC Healthy Vending Policy Nutrition Standards

Section 1. Implementation Timeline

1. A supplier that operates or maintains a vending machine on UC locations shall do all of the following,
 - a. By one year after the effective date of this policy (Benchmark 1),
 - i. Healthier Beverages: Offer at least 50 percent of the beverages in a vending machine that meet the nutrition standards (Section 3.1).
 - ii. Healthier Snacks and Food: Offer at least 35 percent of the food in a vending machine that meet the healthier snack (Section 3.2), entrée (Section 3.3), and meal (Section 3.4) nutrition standards.
 - iii. Meet other standards in Sections 2.1, 2.2, 2.3 and 2.4.
 - b. By three years after the effective date of this policy (Benchmark 2),
 - i. Healthier Beverages: Offer at least 70 percent of the beverages in a vending machine that meet the nutrition standards (Section 3.1).
 - ii. Healthier Snacks and Food: Offer at least 50 percent of the food in a vending machine that meet the healthier snack (Section 3.2), entrée (Section 3.3), and meal (Section 3.4) nutrition standards.
 - iii. Continue to meet other standards in Sections 2.1, 2.2, 2.3 and 2.4.

Section 2. General Standards

1. Healthier food items (snacks, entrées, and the entrée in a packaged meal) must have a fruit, vegetable, low-fat dairy, protein, or whole grain as its first ingredient.
2. Caloric beverages which do not follow the healthier beverage criteria below (Section 3.1) must not exceed 20 fluid ounces in size.
3. Beverages with added caffeine (i.e., not naturally occurring caffeine) must not contain more than 71 milligrams per 12 fluid ounce serving.
4. Each snack vending machine must have at least one snack containing no more than 100 calories.

Section 3. Nutrition Standards

1. Healthier Beverages must meet these nutrition standards:
 - a. Water: unflavored, with no added sweeteners (caloric or non-caloric); includes still, carbonated, and mineral waters
 - b. Low-calorie beverages: beverages that contain no more than 40 calories per 12 fluid ounces.
 - c. Juice: 100% fruit or vegetable juice or juice blends, with no added sweeteners (caloric or non-caloric), carbonated or still; vegetable juices with no more than 230 milligrams of sodium
 - d. Juice beverages: 100% fruit or vegetable juice or juice blends diluted with water, with no added sweeteners (caloric or non-caloric), carbonated or still
 - e. Milk: non-fat or low-fat (1%), unflavored, unsweetened

- f. Plant-derived or non-dairy milk (i.e. soy, rice, almond): unsweetened, Vitamin D and calcium fortified
 - g. Supplemental nutrition beverage: e.g., protein drink or nutrition shake; no added caloric sweeteners
 - h. Tea/Coffee: unsweetened, no added caffeine (only includes naturally occurring caffeine)
2. Healthier Snacks must meet these nutrition standards per package:
- a. No more than 250 calories
 - b. No more than 35% of calories from fat and no more than 10 grams of fat
 - c. No more than 10% calories from saturated fat and no more than 3 grams of saturated fat
 - d. No trans fat
 - e. No more than 360 milligrams of sodium
 - f. No more than 35% of total weight from sugar, and not more than 20 grams of total sugar
 - g. The following are exempt from all requirements except the calorie and sodium requirements, as long as they do not contain added sweeteners or fat: Nuts, nut butters (such as peanut butter), seeds, legumes (beans), eggs, cheese, fruits/vegetables, and combinations of these items (e.g., a fruit and nut mix)
3. Healthier Entrées must meet these nutrition standards per package:
- a. No more than 400 calories
 - b. No more than 35% of calories from fat and no more than 16 grams of fat
 - c. No more than 10% calories from saturated fat and no more than 5 grams of saturated fat
 - d. No trans fat
 - e. No more than 600 milligrams of sodium
 - f. No more than 15 grams of total sugar
 - g. The following are exempt from all requirements: Fresh or non-processed entrees, including entrees that are cooked or prepared on campus or in a commissary kitchen.
4. Healthier Meals must meet these nutrition standards per package:
- a. No more than 700 calories
 - b. No more than 35% of calories from fat and no more than 28 grams of fat
 - c. No more than 10% calories from saturated fat and no more than 8 grams of saturated fat
 - d. No trans fat
 - e. No more than 1000 mg of sodium
 - f. No more than 35 grams of sugar
 - g. The following are exempt from all requirements: Fresh or non-processed meals, including meals that are cooked or prepared on campus or in a commissary kitchen.

Section 4. Marketing Standards

Marketing of specific food and beverage products through vending machines must highlight the healthier choices that meet the nutrition standards in this policy. Labeling vending machines with brands and corporate logos under exclusive agreements/contracts with the University is allowed.

Implementation Requirements and Schedule

A long lead-time has been allotted for implementation of this policy, recognizing that most UC location vending programs are operated under long-term contracts with outside vendors and that implementation may require adequate transition time, collaboration, and/or may need to wait until a new contract is negotiated. Additionally, each campus may be at a different starting point with the types of products currently offered in vending machines.

UC Success: UC San Francisco

100% of UCSF beverage vending machines offer healthier beverages.

In 2015, UCSF launched its [Healthy Beverage Initiative](#), which phased out the sales of sugar-sweetened beverages to sell only zero-calorie beverages or non-sweetened drinks with nutritional value (i.e. milk, 100% juice) in its onsite cafeteria and food vendors, vending machines, campus catering, and retail locations in an effort to reduce sugar consumption in their community and prevent its associated chronic illnesses.

While the Healthy Beverage Initiative is not a formal campus policy, UCSF was able to get all vendors and cafeteria operators to voluntarily meet its criteria. Their contracts were renewed with a line stating that sugar sweetened beverages will be phased out within a given timeframe.

UCSF also partners with Vending partner, Canteen, to develop standards to designate healthy vending snacks and beverages for their Smart Choice Program.

While a total of three years has been allotted for final implementation, UC recommends a staggered approach to ensure the nutrition standards are met. Benchmark 1 should be met one year after the policy effective date, and Benchmark 2 should be met two years after that. This approach allows each location time to assess and monitor their vending machine products and sales performance as well as time to work with vendors to make adjustments as needed. UC locations may want to consider aiming for Benchmark 2 right away, allowing them three years total to work on achieving full compliance to the final standards. Additionally, all UC locations are encouraged to set goals that go beyond Benchmark 2.

In addition to these UC policy requirements, vending on University controlled properties must comply with all FDA food labeling guidelines: [Calorie Labeling of Articles of Food in Vending Machines](#).

Recommended Vending Machine Products

Many products already meet the nutritional criteria set forth by the policy, and food and beverage companies frequently release new products, many of which meet healthy guidelines similar to these. Appendix C provides examples of products currently available through contractors and vending distributors that meet the nutritional criteria, as well as a nutrition calculator to help you determine if a product you are interested in stocking meets the UC Healthy Vending standards. Also check with your vending distributor to see if there are new products or product formulations.

Additionally, the following recommendations ensure that vending machines offer the most healthful products available for students and other members of the university who are interested in improving their eating habits by following the Dietary Guidelines for Americans. Striving to reach beyond Benchmark 2 of the nutrition standards outlined in the policy and offering an abundance of healthy food will ensure that healthy choices are available.

- Offer low-fat (1%) or non-fat milk, yogurt, cheese and fortified soy, almond and rice beverages *without added sugars*.
- Offer water and unsweetened tea in every beverage machine.
- Follow the caffeine limit for **all** beverages; this means not offering energy drinks, which are very high in caffeine.
- Stock smaller portion sizes, like smaller beverage cans or bottles, and single-serving snacks, when available.
- Stock whole foods, like fresh fruit, vegetables, nuts and seeds, and ensure that items with grain products are whole grains.
- Invest in refrigerated machines to stock fresh fruit and vegetable items and dairy products.
- Choose products where caloric sweeteners, like sugar and high-fructose corn syrup, are not listed as either of the first two ingredients.
- For entrées, provide a variety of plant and animal sources of protein including legumes, nuts and seeds, seafood, meat, poultry and eggs.

Implementing the UC Healthy Vending Policy presents a great opportunity to also consider sustainability and ensure that vending machines and products are in line with sustainability recommendations.

Consider stocking the foods and beverages that meet the criteria listed in the [UC Sustainable Practices Policy](#) (Sections III.H and V.H: Sustainable Foodservices), such as products labeled Fair Trade Certified, USDA Organic, or grown and produced locally (within 500 miles). Stocking smaller portions of beverages and snacks that undergo less processing can help meet both nutrition and sustainability goals. Consider working with vendors to bring in vending machines that are Energy Star certified or use Vending Misers-type technology with their machines in order to reduce the energy used by the vending machines themselves.

Forming Partnerships

One of the goals of the UC GFI is to leverage expertise from a wide range of fields. Creating broad partnerships within a UC location that have an interest in healthy vending, from nutrition to sustainability, can help achieve these goals.

Tips from the Field:

Create a Policy Advisory Committee to oversee the implementation, including:

- Recognized leaders (at least two) to champion the program
- Stakeholders such as administrators, staff, food and nutrition service providers, students, vendor representatives, purchasing/procurement department representatives
- Faculty or graduate students (to help with policy evaluation)

Adapted from: City of Chicago, University of Iowa

To this end, the UC Healthy Vending Policy Working Group recommends that each UC location establish its own Policy Advisory Committee (PAC) to provide oversight for policy implementation, monitoring and compliance (See Article IV of the policy—Compliance/Responsibilities). This PAC can be part of an existing campus wellness committee and/or coordinate with other initiatives addressing a healthy and sustainable food environment. For example, there may be an opportunity to include

sustainability goals along with the nutrition benchmarks of the UC Healthy Vending Policy, or if there are campus-wide sustainability goals, vending machine operations and product procurement should be taken into consideration so that efforts are coordinated.

At UCLA, there is a Healthy Campus Initiative (HCI) already in place and through their HCI they collaborated with Vending Services to improve vending choices both on campus and at the health system. Following UCLA's lead, in 2017, President Napolitano charged each UC location to develop a healthy campus and this charge is being called the Healthy Campus Network (HCN) with the goal to make UC the healthiest place to work, learn and live. The PAC for the UC Healthy Vending Policy could also be a part of a subcommittee on food and nutrition under the HCN or part of the overall campus health and wellness strategy on improving the food environment.

It is important to involve a wide variety of campus stakeholders in the implementation process to help generate support for the initiative and ensure the policy aligns with other policies happening at the campus or location level as well as UC system-wide. This may include partnering with the dining and retail service operators, student health and wellness organizations, registered dietitians and nutritionists, sustainability office and student groups, recreational and fitness service providers, key faculty and researchers, and policy experts on campus.

Also consider partnerships between UC and the community. For instance, [UC San Diego's Center for Community Health \(CCH\)](#) focuses on research, community engagement, health promotion, training, and technical assistance—all aimed at improving health equity. CCH operates community-based wellness programs, including [Live Well @ Work](#), with a mission of improving employees' health and well-being in workplaces across the county. *Live Well @ Work* prioritizes working with low-wage industries such as hospitality, agriculture, gaming, non-profit, and healthcare where employees often face disproportionately higher health disparities. CCH has been supporting the business community since 2005 with direct support to organizational stakeholders to build capacity for establishing and/or expanding sustainable employee wellness programs that empower healthy behavioral changes and foster a culture of health.

UC Success: UC San Diego

In 2013, UC San Diego's Center for Community Health's *Live Well @ Work* initiative provided Goodwill Industries of San Diego County hands-on support to establish their employee wellness program, *Goodwill Power*. *Live Well @ Work* spearheaded a healthy vending program and policy with Canteen Vendors to increase healthy snack and beverage options for nearly 1,000 employees at locations throughout San Diego County. In order to create a more sustainable change within the organization, *Live Well @ Work* assisted in the development of a *Healthy Vending Policy* that was formally adopted by Goodwill Industries, which outlined an increase in the proportion of the healthy options from 5% to 40%. Future goals include the further increase in the percentage of healthy options in the vending machines, and expansion of the program to new sites. For resources on healthy workplace policies, visit [Live Well @ Work Workplace Policies](#)

Meeting With Your Vendors

UC recognizes that most campus vending is operated through third-party vendors. Therefore, it is important to work collaboratively with your vendor partners when creating a plan of action for offering healthier choices at all UC locations. Here are suggestions for implementing your program successfully:

- ❑ As a starting place, compare the UC Healthy Vending Policy nutrition standards with any healthy vending programs vendors currently offer.
- ❑ Schedule a meeting with vending contractors to review the new policy and requirements. (Be sure to provide a copy of the policy in advance of the meeting.)
- ❑ At the meeting, review the policy requirements and discuss product selection and placement and a promotional plan. This can be a customized plan for the UC location or a promotional plan from the vendor. Establish a timeline for implementation.
- ❑ If the current contract is ending or a Request For Proposals is being sent out, consider addressing some of the questions posed in Appendix D.

Work with your contracts or procurement offices to include the vending standards in contracts. For a summary on best contracting practices, see Appendix E. Additional resources are listed in Appendix F.

- ❑ Review monitoring and sales data reporting requirements. (See Article V.2. of the policy—Sales Reporting).

Tips from the Field: Negotiation Considerations

Control Which Products Are Sold or Advertised

Each location—not the vendor—should retain control over the following contract terms. Making decisions about whether or not to regulate these items also gives each location additional options for going above and beyond what is required in the UC Healthy Vending Policy:

- Types of products sold, including the choice not to sell certain products
- Number and location of vending machines
- Placement of products in the vending machines (also called “slotting position”)
- Portion size of the products (for example, 12-ounce rather than 20-ounce beverages)
- Advertising rights, including the decision to prohibit advertising of all kinds (for example, on the front of the vending machine or on the vending supply cups)

Control How Products Are Sold

Require the following:

- Healthier products (such as milk, 100% juice, and plain water) are priced lower than other options (such as sodas, diet sodas, sports drinks, or flavored waters)
- Commission rates for non-nutritious items are not disproportionately higher than rates for healthier items, since this could encourage favoring less healthy items
- Healthier products are kept stocked as continuously as other products
- Contract states the primary purpose of the agreement is to provide healthy products, and the vendor’s failure to deliver those products is a breach of contract
- Vendor must pay predetermined liquidated damages for breaching the contract and stocking a machine with a higher percent of products not on an approved product list than are allowed.

Adapted from: City of Chicago

Marketing and Promotion

For the UC Healthy Vending Policy to be successful, it is important to develop a plan to market the healthier food and beverage options. Encourage the purchase of healthier choices by paying attention to the four “P’s”, described below. Examples of how different UC campuses utilized each of these strategies are described as well.

Products

- It is critical to provide a wide variety of desirable products and to monitor how well they sell. Low-selling products should be rotated for healthy products with stronger demand. There are new products on the market all the time! Encourage your vending partner to change things up and find new products that meet the healthy vending nutrition standards.
- When deciding which products to place in the machine, use the sales data provided by vendors to learn which items are the top sellers and from that list, identify which of those meet the nutrition standards. Also work with vendors to eliminate poor-selling items.
- Consider a taste test with students and staff to gauge the popularity of the items.
- Look at other food retail at your location to see which healthier items are popular to help determine items to stock in your vending machines. This strategy may work best for vending machines that are located in buildings without a source of food retail that’s nearby.
- Appendix C includes examples of products from different vendors that meet the UC Healthy Vending Policy nutrition standards, as well as a nutrition calculator to determine if a product you’d like to stock meets the standards.
- Customize product offerings by location. For instance, hospital locations may offer 100% of products which meet the nutrition standards, locations near athletic facilities may offer more electrolyte replacement beverages and protein snacks, and locations near libraries may offer more caffeinated beverages and meal replacement items.

UC Success: UC Los Angeles Healthier Campus Initiative (HCI)

In 2013, UCLA’s [Healthy Campus Initiative](#) implemented a study aimed at identifying healthier products in vending machines and encouraging customers to choose them without compromising revenue. 35 of 100 snack vending machines were stocked with either one or two rows of healthier options. The healthier options were marked with a Healthy Campus Initiative sticker to promote the sale of these products. Furthermore, prices on some of the less healthy snacks were raised to incentivize healthier choices. The study found that HCI machines sold a greater proportion of HCI items than usual machines (21% vs 2%) with no significant revenue loss reported.

Placement

- Place healthier products as close to eye level as possible.
- Develop a system to highlight the healthy items through attractively branded labels. Ideally, this labeling could tie into a wellness program at the UC location.
- See examples of Planograms in Appendix G.

Price

- Price healthier items competitively. If possible, lower the price of healthier items and raise the price of other items. This will incentivize healthy choices and help offset their cost.

Promotion

- Promotion is the key to attracting attention and encouraging healthy vending changes. Promotion can include any combination of machine stickers and signage to “point” customers to healthier items, presentations, emails, newsletter articles, and social media. Also consider organizing games, contests, and establishing an award or recognition program for moving towards/reaching healthy goals.
- Vendors may already have decals and stickers to highlight the healthy choices in the machine, or you may want to develop your own as part of a larger healthy campus initiative.

UC Success: UC Riverside Treasure Hunt

UCR faculty, staff, and students were invited to participate in the “[Well Within Reach](#)” vending machine scavenger hunt to raise awareness of the healthier snack options available in vending machines while also encouraging physical activity. Over the course of 1 month, 40 staff and students participated in the challenge, visiting as many of the 23 on-campus machines as possible, logging their visits, taking selfies, and earning points for purchasing a healthy snack. Participants received entries into a raffle as incentive. Other marketing strategies to increase healthy vending purchases included stocking a greater selection and variety of healthy snack choices, reducing purchase price, ensuring eye-level placement of the healthy items, and improving signage and visibility by using green spirals and “Well Within Reach” stickers.

Treasure hunt participants indicated an 80% increase in awareness of healthy vending options on campus, a 93% increase in daily physical activity for participants, and a 60% increase in healthy snack selection.

Participants eagerly expressed their positive experiences in exploring the campus and engaging in physical activity while locating vending machines. For more information and example of materials from the treasure hunt, see

Consider having a webpage to highlight the healthy vending changes; include a way for consumers to give feedback about what they think about the vending changes, new products, and what suggestions they have. See Appendix H for additional promotional materials.

The UC Healthy Vending Policy also includes standards for which items can be marketed in the vending machines. Vendors can advertise products that meet the healthier food and beverage nutrition standards. For example, a beverage machine could feature a large image of water, low-calorie beverages, 100% juice drinks, and other items that meet the policy nutrition standards. The name of the brand (e.g., Coca-Cola, Pepsi-Co) is still allowed to be on the machine.

Anticipating Barriers

Here are some talking points to consider when addressing common concerns regarding changing the products in vending machines on UC locations. The Frequently Asked Questions section of the official policy is also helpful. [include link].

- Ways to obtain stakeholder support/buy-in
 - Involve stakeholders by surveying consumers, offering taste tests, obtaining feedback from operations/dining staff and vendors, and working closely with vendors to determine which foods are top sellers and meet the nutrition standards.
 - Start early. Change can be difficult so begin early to communicate the anticipated changes. Provide a way for stakeholders to give feedback and feel involved in the process. This will help ensure buy-in and even get customers excited about the changes ahead!
- Concerns about consumer preference and choice
 - Point out that a portion of the vending machine will continue to stock other snacks and beverages. The university is choosing to be a model of healthy eating by increasing access to healthier options in vending machines.
 - Point out that the Healthy Vending Policy actually increases consumer choice by expanding access to healthier options.
 - Show that some of the products in the vending machine already meet the nutrition standards and just need to be labeled as such.
- Concerns over revenue
 - Many universities and workplaces have implemented healthy vending machine policies and seen sales growth and profits, such as UCLA's vending study. See inset on page 3. Some places see an initial drop in sales with a quick recovery and return to previous levels or higher. For specific examples, see Appendix A.
 - Emphasize that offering healthier options expands their customer base and follows the current trends and consumer demand toward healthier environments.
 - Snack vending operators who have had experience implementing healthy vending programs have seen first-hand that stocking healthier products at 50% does not pose a risk to sales. Replacing older machines with new machines with credit card readers has been shown to increase sales by as much as 20-50%.
 - [Initial reports](#) after UCSF's implementation of the Healthier Beverage Initiative show that revenues are continuing to stay steady.
- Concerns that policy mandates are too strict
 - Nutrition standards were developed with stakeholders, including campus vending machine operators and vendors. The nutrition standards were determined to be the most feasible, considering the different starting points of each UC location, product availability

by vendors meeting standards set for K-12, and health recommendations.

- Many UC locations and vending operating partners are already striving to be in compliance with SB912, which requires similar nutrition standards for vending machines on designated state property.
- The implementation time frame was developed to make sure that all UC locations have ample time and opportunity to gradually phase-in healthier products, as well as give time to allow revenues to recover if they initially drop.
- Concerns that policy mandates are not strict enough
 - The nutrition standards take a step in the right direction. It can be helpful to have an early policy “win” to help garner stakeholder support and momentum for the cause.
 - Each UC location may implement stricter nutrition standards at their discretion.
 - The nutrition standards selected were determined to be the most feasible, considering the different starting points of each UC location.
- What about sports drinks and energy drinks? Why do you discourage them? I thought they were healthy.
 - Sports drinks contain added sugars, minerals, electrolytes and sometimes vitamins. Many are high in sodium. They are not needed except for serious athletes during intense physical activity lasting over an hour, especially in high temperatures. The drink of choice for most non-professional athletes is water.
 - Energy drinks contain stimulants, including caffeine, in addition to sugars, amino acids, sodium, vitamins and minerals. The high content of caffeine and other stimulants can have very serious harmful side effects. They are not needed and in fact, can be dangerous, especially when combined with alcohol.

Monitor, Evaluate, Review...Repeat!

Monitoring

The UC Healthy Vending Policy includes a provision for regular monitoring of vending machines to be overseen by each UC location. Monitoring should include the following activities:

- Whether machines are turned on, functioning properly, and fully stocked.
- If products are labeled and priced properly, assigned the correct placement within the machine, and if signage on or around the machine is current and reflects the items within the machine.
- If products in the machines meet the requirements of percentages of healthier items in the machine. The policy asks that an annual audit of at least 25% of the machines at each location be conducted. If regular vending machine audits are not already part of the campus vending operations, one way this can be facilitated is by utilizing students (e.g., students from wellness groups and interns from public health and nutrition classes) and making the vending machine audits part of an experiential learning project. See Appendix I for sample audit tools.

UC Success: UC Berkeley Audit

In 2015 and 2016, Berkeley's Wellness Program for faculty and staff teamed up with an undergraduate class studying Nutrition in the Community (NST166) to pilot test an audit tool for the campus snack vending machines and audit product compliance with the expectation of 50% healthier options. Berkeley's *Eat Well Berkeley* program has partnered with Canteen for many years and had increased healthier options from 35% to 50%. The pilot test helped inform the GFI UC Healthy Vending Policy and Berkeley learned the importance of annual audits and the feasibility of teaming up with students to get it done. See Appendix I for an example of the snack audit tool that was developed.

Evaluate Vending Usage and Sales

Vending sales can be an important measure of success. It is critical to track sales over time. Therefore, the policy requests vendors give each UC location sales data, broken down by month, on a yearly basis. Communicate with vendors to get information about individual product sales as well as overall sales. This will allow monitoring of the popularity of products and whether changes are needed. It would be especially useful to start tracking this data to get a baseline before making changes to better understand the short- and long-term effects of healthy vending changes on sales.

Partner with your vendor to provide sales data that includes:

- Comprehensive product list
- Definitions for units used
- Unit price
- Number of units sold
- Vending machine location
- Percentage of sales from items that meet this policy's nutrition standards

With this data, it is possible to measure trends in sales of different products, by machine locations, etc. over time to understand if sales fluctuate during the year and then compare similar time periods each year. See Appendix J for a sample sales tracking form. The UC Healthy Vending Work Group is collaborating with the Nutrition Policy Institute to compile annual sales, starting with fiscal year 2016-17 as baseline. This will allow the work group to assess the impact of the healthy vending standards as UC locations begin voluntary implementation and provide data to show whether voluntary implementation is effective. Any materials or methods used in this analysis can be shared so that each individual UC location can do a similar analysis, if they choose. Please contact Janice Kao (jankao@ucanr.edu) at the UC Nutrition Policy Institute for more information.

Feedback and Revisions: Policy Review

Policy Advisory Committees at each UC location should build in a method for stakeholders to provide feedback on what is working and what is not in order to improve the program and provide testimonials for future marketing of the program. Each UC location can use this feedback when reviewing campus-specific implementation procedures. Additionally, this feedback can also be used to improve the policy itself. The UC Healthy Vending Policy recommends yearly review of the nutrition standards until Benchmark 2 is implemented and as needed thereafter.

The following should be considered when revising the standards:

- What are current dietary recommendations and labeling laws?
- Are there new vending products available?
- What has been the impact on sales?
- What successes, challenges and barriers were experienced during implementation?

Appendix A. Case Studies on the Financial Implications of Healthy Vending

Financial Implications of Healthy Vending

Many vendors have found that revenue is unaffected by implementing healthy vending: and some vendors have experienced an increase in sales when they increased healthier options. The transition will go more smoothly when coupled with nutrition education, taste tests, promotions, and changes to pricing.

More and more people are interested in healthier snacks. 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 1¹ and contribute to increased sales growth and profits for food companies.²

Increasing Healthier Choices

In February 2012, the Chicago Parks District implemented 100% healthier products in all park vending machines. A recent study found that 88% of park-goers reacted positively to the healthier options; the leading complaint was that the options weren't healthy enough. Average monthly per-machine sales increased over 15 months (\$84 to \$371).³

Baldwin Park, California implemented nutrition standards for all foods and beverages sold in city vending machines. During the initial six months the city experienced a dip in sales, but after six months revenue returned to previous levels, and that is where it has remained for the past four years.⁴

Healthy cafeteria standards were implemented in the Hubert H. Humphrey U.S. Health and Human Services building and sales increased 34% in the first six months compared to the six months before implementation.⁵

A three-month pilot program in the Missouri Department of Health and Senior Services demonstrated that with 50-60% of vending stocked with healthier options the vendor experienced a \$670 increase in revenue compared to the same three month period in the previous year. By month, sales increased 5.9% in November, 16.4% in December, and 6.2% January.⁶

Implementing a healthy beverage policy, St. Elizabeth's Hospital, in Boston, Massachusetts, experienced a 30% increase in healthy beverage sales, and overall sales increased compared to the previous year.⁷

Rady Children's Hospital, in San Diego, California, increased the number of healthier beverage choices available in cafeterias and vending machines, conducted an education campaign, and implemented placement strategies to make the healthier options more prominent. Over four months, revenue has remained stable, healthier drink purchases have increased 40%, and healthiest drink purchases have increased 64%.⁸

Consumers might take a few months to get used to new products. One way to mitigate dips in sales is to educate consumers about the changes and offer taste tests to find out which healthier products work best in different facilities.

Placement strategies, like putting healthier drinks at eye level instead of in the bottom of a vending machine, support healthier choices when the vending machine is not stocked with 100% healthier products.

Source: Center for Science in the Public Interest. (2016) *Financial Implications of Healthy Vending*. Retrieved from <https://cspinet.org/resource/financial-implications-healthy-vending>

Appendix B. Universities/Colleges with Healthy Vending Policies and/or Guidelines

Name	Source
University of California locations:	
UC Berkeley	uhs.berkeley.edu/eatwellberkeley
UCLA Healthy Campus Initiative	http://healthy.ucla.edu/
UC Riverside - Well Within Reach	"University of California, Riverside." <i>Wellness: Healthy Vending Machines</i> . UCR, n.d. Web. 22 Nov. 2015. http://wellness.ucr.edu/healthy_vending.html
UCSF Healthy Beverage Initiative	http://healthybeverages.ucsf.edu/
Other Universities/Colleges:	
Cornell University	https://living.sas.cornell.edu/dine/wheretoeat/vending/upload/CU-Vit-poster-final.pdf https://living.sas.cornell.edu/dine/wheretoeat/vending/
University of Michigan Campus Standards	https://hr.umich.edu/benefits-wellness/health/mhealthy/physical-well-being/nutrition/mhealthy-vending-dining-catering-programs/mhealthy-vending-program
University of North Dakota	https://und.edu/student-life/dining/_files/docs/healthyvendingsign.pdf
University of Texas at Austin	http://www.dailytexanonline.com/2015/11/12/dhfs-to-adopt-new-lite-bites-foods-brand http://www.wellnessnetwork.utexas.edu/wg_healthydining.html
Virginia Tech	http://www.hokiewellness.hr.vt.edu/Nutrition.aspx

Additionally, several universities have pledged to provide healthier vending options on campus through their participation in the Partnership for A Healthier America (PHA), Healthier Campus Initiative. These universities pledge to “Ensure that a minimum of fifty percent (50%) of vending machines offer only healthier food and beverage products OR fifty percent (50%) of each vending machine content is healthier food and beverage products.” <http://ahealthieramerica.org/campuses/>

PHA Colleges/Universities:

- Des Moines Area Community College
- Des Moines University
- Emporia State University
- Leech Lake Tribal College
- Oakwood University
- Ohio State University
- University of Houston
- University of New England

Appendix C. Products that meet the UC Healthy Vending Policy Nutrition Standards

The UC Healthy Vending Working Group sent a request out to vendors to provide examples of products that would meet the nutrition standards. The individual products in the lists below have been independently reviewed against the UC Healthy Vending Policy nutrition standards and are believed to meet the standards at the time of publication. These product examples should not be considered an endorsement of a product or company – they are simply examples of what foods and beverages meet the healthy vending criteria. Furthermore, the examples listed are only a small sample of the products offered by each company.

A nutrition calculator was developed based on the UC Healthy Vending Policy standards and can be used when considering what vending machine snacks, entrees, and meal products to include.

Sample Product Listing by Vendor *(Last updated: May 2017)*

Pepsi	Coke	Canteen	United Natural Foods	First Class Vending
<ul style="list-style-type: none"> • Aquafina Water • Diet Pepsi • G2 (Gatorade) • Muscle Milk – 100 calorie • Naked Juice – Coconut Water Organic* • Pure Leaf Iced Tea - Diet or Unsweetened • Schweppes Sparkling Waters • Sobe Life Water, • Tropicana 100% Juices 	<ul style="list-style-type: none"> • Coke Zero, Diet Coke • Dasani Sparkling • Dasani Water • Fairlife Non-Fat Milk • Honest Fizz* • Honest Tea* - Just Black Tea, Honey Green Tea, Unsweetened Lemon • Odwalla 100% juices • Powerade Zero • Smart Water • Vitamin Water Zero • Zico Natural 	<ul style="list-style-type: none"> • Baked Cheetos - Flamin’ Hot • Clif Z Bar* – Chocolate Brownie • Kind Healthy Grains Bar – Peanut Butter Dark Chocolate • Lara Bars • Peeled Snacks* – Much Ado About Mango • Pirates Booty – Aged White Cheddar • Planters Peanuts • Reduced-Fat Doritos – Nacho Cheese 	<ul style="list-style-type: none"> • Lilly’s Classic Hummus and Crackers • Mamma Chia Squeeze Vitality Snack* – Blackberry Bliss • Peeled Snacks* - Peas Please Garden Herb • Suja* Pressed Probiotic Water – Pineapple Lemon Cayenne • Wilcox Farms* - Peeled Hard Boiled Egg 	<ul style="list-style-type: none"> • General Mills Cereal Bars • Kellogg’s Whole Grain Pop Tart Singles • Kellogg’s Rice krispies treats – whole grain • Nature Valley Granola Bar - oats and Honey • Popcorners – Salt of the Earth • Welch’s Fruit Snacks

**Also meet UC Sustainability Guidelines (these products are all organic)*

Appendix D. Sample RFP Questions

Healthy Options/Wellness Promotion*

- Which healthy eating initiatives, plans, and programs do you offer that will enhance and promote healthy vending choices?
- What process do you follow when selecting products for your vending program? What percentage of vending items is considered healthy/better-for-you options? How are healthy vending items labeled? How are healthy choices priced to encourage consumption?
- What sustainability efforts do you support—any products or services that are ecologically sensitive, reduce packaging and/or portion size, and help restore or enhance the environment? For example, do you carry products that are Fair Trade Certified, USDA organic or locally grown/produced? Do you use Energy Star rated machines? Do you use Vending Misers-type equipment with your machines?
- What staffing, corporate support, and other resources will you provide to support the healthy vending program?
- How do you use technology, including mobile apps and point-of-purchase capabilities, to promote or track healthy choices?
- How are you differentiating yourself from your competitors when it comes to providing vending options that encourages healthy eating?
- Describe your ability to capture, track and report required benchmarks. Describe the mechanism for providing reports on healthy purchases. Will you perform a quarterly and/or annual audit/assessment on healthy choices/services provided? Our policy requires at least annual physical audits and sales reports.

**These were excerpted from toolkit that covers all kinds of dining/foodservice operations in worksites and modified to be specific to vending.*

Source: National Business Group on Health. (2014) *Promoting Healthy Weight Through Healthy Dining at Work*.

Appendix E. Contract Best Practices

Appendix 5

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 will 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.

Source: Mid-America Coalition on Health Care. (2012) *Healthy Vending in the Workplace*. Retrieved from <http://www.machc.org/documents/Healthy%20Vending%20Guide%20-%20FINAL%2010%2002%2012.pdf>

Appendix F. Additional Resources for Toolkits

If you need more information, detail, and examples about any of these steps, the table below lists the existing healthy vending machine toolkits available online from other organizations and the type of information you will find in each.

Information Included:							
	Implementation	Marketing/Promotion	Barriers/Solutions	Contracts/Vendor Communications	Education, Other Stakeholder Communications	Monitoring/ Auditing	Additional Examples of Policy Language
A Blueprint for Healthier Vending, Chicago Department of Public Health	Steps for Implementation	Sample Promotional Messages, Signage & Stickers, Press Releases		Sample Contracts, Negotiation Considerations, Letter to Vendor	Nutrition Education Materials, Employee Survey	Sample Vending Machine Assessment	
Making Change: A Guide for Healthier Vending for Municipalities, ChangeLab Solutions	Clearly Defined 7-Step Process		Anticipating Barriers	Best Contracting Practices		Section on Enforcement	
Improving the Food Environment Through Nutrition Standards, CDC	Comprehensive Section on Implementation		Assessing Opportunities and Barriers			Monitoring and Evaluation	Considering the Language of the Policy
Healthy Vending in the Workplace, Mid-America Coalition on Health Care	Blueprint for Implementation; Sample project plan	Suggestions for Promotion and Marketing	Anticipating Employee Reactions	Considering Vendor Contract Options	Sample Employee Survey	Sample Assessment; Section on Monitoring/ Evaluation	
Building and Implementing Healthy Food Services, The Food Trust	Extensive section on Implementation; Examples from other communities; Building a team	4 P's of Marketing				Section on Evaluation	Covers other types of foodservice operations
Healthy Vending Guide, Nemours		4 P's of Marketing	Section on Financial Implications	Working with Manufacturers and Service Operators			Sample Policy for Pricing, Portions, Placement
Healthier Vending and Concession Initiative, Lorain County	Steps for Implementation	4 P's of Marketing, Sample Press Release, Social Media Messaging		Sample Vendor Contract Considerations and Vendor Recognition	Sample Employee Survey, Staff Email; Nutrition Education	Vending Audit, Sales Tracking	
New York City Food Standards	Planograms; List of compliant items	Posters Fact Sheets Press Releases				Assessing Compliance	Meetings/Events Commissaries; Healthy Hospital Food Initiative

Appendix G. Sample Snack Vending Machine Planograms

UCLA – 50% healthy machine:

Doritos	Ruffles Sour Cream and Cheese	Funyuns	Lays Kettle Jalepeno	Cheetos	Lays Reg
Cheetos Flamin Hot	Cheetos Flamin Hot	Pop Corners	Baked Cheetos Flamin	Baked Ruffles Sour Cream and Cheese	Baked Lays
Island Snack Trail Mix	180	Pop Chips	Kind/ 180	Barbara's Snack Animals	Pirate's Booty
Almond Rice Puffs/ Snyder's Pretzels	Almond Rice Puffs	Kellogg's Special K	Mr. Nature Trail Mix	Cheez-It Whole Grain	Rice Krispies/ Pop Tarts Whole Grain
Gum \$1.50	Kind Bar \$2.00	Nutrigrain	Nurtigrain	Apple Way	Nature Valley
M & M Peanut	Twix	Snickers	M & M Plain	Starburst/ Skittles	Reese/ Kit Kat
Muchies/ Chex Mix	Famous Amos	Kellogg's Mixed Fruit	Milano/ Knotts/ Cappuccino	Pastry	Gummi Bears

The green bar is location of Choice Plus Clip and Choice Plus Snack.

UC Berkeley's Planogram with Canteen Choice Plus products, placing many of the healthier options at eye level.

Doritos	Cheetos	Fritos	Lays SCO	Cheetos Flaming Hot
\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Baked Ruffles CSC	Special K BBQ	Smartfood Popcorn	PopCorners Jalp	Lays Kettle Jalp Chs 40%
\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Mr Nature Unsalted Trail Mix	Zoo Animal Crackers	Baked Flaming Hot Cheetos	Cheezits RF 1.5 oz	Baked Lays Regular
1.65	1.65	\$1.50	\$1.50	\$1.50
Grandma's Brownie Cookie	Knott's Strawberry	Jack Links Jerky	Lay's Original	Snyders FF Mini Pretzel
\$1.50	\$1.50	\$2.25	\$1.50	\$1.50
Snickers	M&M Peanut	Reese PBC 2PK	Twix	NV Oats & Honey
\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Planters Prut L S	Mr Nature Almon	Nutrigrain Strawberry	Kind Caramel SS	Fiber One Bar
\$1.50	\$1.50	\$1.50	\$2.50	\$1.50
Hostess	Grandmas Mini Vanilla	PopTart Strawberry	Redvines	WG Rice Krispie
\$1.65	\$1.65	\$1.65	\$1.65	\$1.65

Appendix H. Healthy Vending Promotion Examples

UC Riverside Healthy Vending Machine Treasure Hunt & Prize Raffles

The UC Riverside Healthy Vending Machine Treasure Hunt & Prize Raffles was a marketing campaign to generate excitement and introduce their healthy vending initiative. Here are some examples of materials they developed.



Well Within Reach - Treasure Hunt & Prize Raffles Rules

April 18th - May 18th, 2016

All UCR faculty, staff, and students are invited to participate in the “**Well Within Reach**” **Treasure hunt & Prize Raffles**. The overall goal of this challenge is to raise awareness of the healthier snack options in our vending machines. All snacks that meet the healthy criteria have been identified with a “Well Within Reach” sticker.

Challenge Rules:

1. Participants “search” for the UCR vending machines throughout campus (see list of machines).
2. Throughout the challenge, find as many vending machines as you can. *There are 23 total!*
3. At each vending machine take a “selfie” next to the machine. Make sure the “selfie” includes the number on the vending machine (top right corner).
4. Submit tracking log and images to wellness@ucr.edu.

Rewards:

Earn a raffle ticket for each vending machine you visit

- 1-10 vending machines = smaller raffle prizes
- 11-20 vending machines = larger raffle prizes
- 21-23 vending machines – Raffle for a GRAND prize!
- Earn extra raffle tickets for purchasing a “Well Within Reach” snack from a vending machine. Please include that in your selfie!

Sponsored by UCR Faculty/Staff Wellness Program, The WELL, Student Health Services, Recreation Center.

Appendix H. Healthy Vending Promotion Examples (continued)

UC Riverside Healthy Vending Machine Treasure Hunt & Prize Raffles (continued)

How to Spot Healthy Choices

Look for the "Well Within Reach" sticker for healthier options.

Remember to include the vending machine number in your selfie.

Look for the green spiral for healthier options.

Well Within Reach
Healthy Vending Machine Program
TREASURE HUNT & PRIZE RAFFLES
April 18 - May 18

Sponsored by:
UCR Face by Start Wellness Program,
The WELL, Student Health Services, and
The Student Recreation Center

be well UNIVERSITY OF CALIFORNIA RIVERSIDE
UC RIVERSIDE *It takes a community to make a difference*
Wellness Health & Behavior

The more vending machines you find, the more chances you have to win! **Here's how:**

- Find & Track Healthy Vending Options**
Find your treasure of vending machines that now offer healthy snacks for a healthier lifestyle. This flyer lists 21 locations on and around campus – check them off as you go on the Tracking Log!
- Take Selfies at Vending Machines**
Take a selfie next to as many vending machines as you can and include the number on the top right corner of the machine. You get EXTRA raffle points if you are holding a healthy snack from the vending machine.*
- Submit Your Tracking Log + Pictures for Raffle Prizes**
For a chance to win prizes, take a picture of your completed tracking log (on this flyer) and email it with your selfie pictures in a single file to welness@ucr.edu. Collages of selfies will be accepted.
*No purchase necessary to participate.

RAFFLE PRIZES include:

- \$5 vending machine coupons
- \$10 dining dollars coupons + lunchbox
- \$50 Target Gift Card

How YOU WIN Every Day

Now you can eat healthy for less! Healthy vending snack choices are a big win for your wellness.

- Healthy Options!** Choosing healthier snacks = a more healthy you. All Well Within Reach snack choices contain no more than 35% of calories from fat (excluding nuts), 10% of calories from saturated fat (excluding nuts) and 35% of total weight from sugar.
- Affordable!** Prices for most healthy choices have been reduced.
- Easy to Find!** Look for the green spiral and "Well Within Reach" sticker for healthier options.
- Many Choices!** Options include Chex Mix, Pop Chips, Pop Corners, Reduced Fat Cheese, Low Fat Pretzels, Zoo Animal Crackers, Nutri-grain and Nature Valley bars, Mr. Nature trail mixes, and more.

Tracking Log / Vending Machine List

- Check off each vending machine you visit on this tracking log.
- Take a selfie at each one (include the vending machine number in the top corner)
- You get a bonus point if your selfie includes you holding a healthy snack from the machine!*
- Email it with your selfie pictures in a single file to welness@ucr.edu

The more you find – the more your chances to win!

Visit & check off	UCR Current Active Locations	Bonus point for healthy snack	Visit & check off	UCR Current Active Locations	Bonus point for healthy snack
<input type="checkbox"/>	1. UCR Evans Library - 1st floor lobby	<input type="checkbox"/>	<input type="checkbox"/>	13. UCR Portland Hills - north side, outside B-107 lounge	<input type="checkbox"/>
<input type="checkbox"/>	2. UCR Sprout Hall - south side	<input type="checkbox"/>	<input type="checkbox"/>	14. UCR Bachelor Hall - 1st floor lobby across from 1140	<input type="checkbox"/>
<input type="checkbox"/>	3. UCR Mathies Hall - east side entrance	<input type="checkbox"/>	<input type="checkbox"/>	15. UCR Regan Hall - 1st floor across from 1471	<input type="checkbox"/>
<input type="checkbox"/>	4. UCR Science Hall - 1st floor lobby	<input type="checkbox"/>	<input type="checkbox"/>	16. UCR Chemical Science 133	<input type="checkbox"/>
<input type="checkbox"/>	5. UCR Beams Hall - southwest near left stairwell	<input type="checkbox"/>	<input type="checkbox"/>	17. UCR Phys Ed lobby	<input type="checkbox"/>
<input type="checkbox"/>	6. UCR Beams Hall - southwest near right stairwell	<input type="checkbox"/>	<input type="checkbox"/>	18. UCR Univ. Extension - 1st floor	<input type="checkbox"/>
<input type="checkbox"/>	7. UCR Life Science 158	<input type="checkbox"/>	<input type="checkbox"/>	19. UCR Edison Center - 2nd floor, room 203	<input type="checkbox"/>
<input type="checkbox"/>	8. UCR Pierce Hall - 1st floor across from 3206	<input type="checkbox"/>	<input type="checkbox"/>	20. UCR Edison Center - 2nd floor, room 201	<input type="checkbox"/>
<input type="checkbox"/>	9. UCR Student Recreation Center North	<input type="checkbox"/>	<input type="checkbox"/>	21. CE-CERT 1894 Columbia St., 1st floor (Columbia and Iowa)	<input type="checkbox"/>
<input type="checkbox"/>	10. UCR Concessions - 1st floor near stairwell	<input type="checkbox"/>			
<input type="checkbox"/>	11. UCR Gaslight - 1st floor 1318	<input type="checkbox"/>			
<input type="checkbox"/>	12. UCR Portland Hills - south side, outside F-113 lounge	<input type="checkbox"/>			

Get more tracking logs at The WELL, FACE START, The Student Recreation Center, Student Health Services, and Human Resources. Winners will be notified by email. *No purchase necessary to participate.

contest ends May 18, 2018

Source: University of California, Riverside. *Well Within Reach Healthy Vending Machine Program*. Retrieved from https://hr.ucr.edu/docs/hr_digest/healthy_vending__flier.pdf

Appendix H. Healthy Vending Promotion Examples (continued)

UC Berkeley Partnership with Canteen

After many years of their own Eat Well Berkeley branding and checkmark identifiers, Canteen put in new vending machines in 2016 and Berkeley opted to use Canteen's Choice Plus Program banner and identifier system — some with clips and some with stickers.



1. "Snack smart" banner at top of machine

Appendix H. Healthy Vending Promotion Examples (continued)

UC Berkeley Partnership with Canteen (continued)



2. Clip identifier system

Appendix H. Healthy Vending Promotion Examples (continued)

UCLA Eat Well

UCLA places “Eat Well” stickers inside the machines to indicate the healthier options. This, along with placing the healthy products in prime locations of the vending machine, and differential pricing to lower the price of healthy products while raising the price of unhealthy products, encourages customers to try healthy products.



Source: Viana, J. *University of California Los Angeles Healthier Vending*. [PowerPoint slides].

Appendix H. Healthy Vending Promotion Examples (continued)

UCLA Eat Well (continued)



Appendix H. Healthy Vending Promotion Examples (continued)

UCLA Eat Well (continued)



Appendix H. Healthy Vending Promotion Examples (continued)

UCLA Eat Well (continued)



Appendix I. UC Berkeley Student Audit Materials

At UC Berkeley, the *Be Well at Work – Wellness Program* worked with students in the Community Nutrition class to audit campus snack vending machines as part of an experiential learning project using the audit tool below. For questions or more information, please contact Kim Guess, kguess@berkeley.edu or (510) 643-3434.

Vending Audit - Canteen Choice Plus Fall 2016

* 1. Names of students completing this audit

1	<input type="text"/>
2	<input type="text"/>
3	<input type="text"/>
4	<input type="text"/>

* 2. Location of the snack vending machine

Other (please specify)

* 3. These Choice Plus promotional materials are displayed on or inside this machine.

- Choice Plus header cling
- Choice Plus nutritional cling posted on the inside of the machine
- Choice Plus Spiral Markers (white or green)

Comments

* 4. Are the Choice Plus snack foods placed according to the Plan-o-gram?

- Yes
- Yes, most are placed correctly (three or less are incorrect).
- Yes, but there are a few empty slots.
- No, more than three are incorrect.
- No

Comments

Appendix I. UC Berkeley Student Audit Materials (continued)

* 5. Are the Choice Plus Spiral Markers placed with the Choice Plus snack products?

- Yes.
- Yes, most markers are placed correctly (three or less are incorrect).
- No, more than three of the markers are incorrect.
- No, the markers are missing.

Comments

* 6. Number of TOTAL slots in this machine

* 7. Number of EMPTY slots in this machine

* 8. Number of TOTAL slots stocked with a CHOICE PLUS product. Do not include empty slots, even if marked with a Choice Plus marker.

* 9. Percentage (%) of Choice Plus SLOTS (#8 / #6).

* 10. Product Pricing

- The pricing displayed matches the pricing on the plan-o-gram.
- A few items were priced incorrectly according to the plan-o-gram.
- Unsure
- Other (please specify)

11. Other comments

Appendix J. Sample Sales Tracking Form

UC Healthy Vending Sales Tracking Form

For the vending operator: Submit the following information monthly for each machine. You can fill out this form or submit the sales report in another format, as long as it includes this information.

UC CAMPUS/location: _____

Name and Contact of Person Completing Form: _____

Machine ID#, Location, or Other Descriptors: _____

Month and Year: _____ Total # of Slots in Machine: _____

Item, including Brand Name & Flavor	Category: Beverage, Snack, Entrée, Meal, Fresh-prepared	# of Slots in Machine	✓ If Item Meets Policy Criteria	✓ If Item Does Not Meet Policy Criteria	Price per Unit	# of Units Sold	Total Sales

Appendix J. Sample Sales Tracking Form (continued)

Summary of indicators that can be generated from the data collected:

Number of slots with items that meet policy criteria: _____

Number of slots with items that **DO NOT** meet policy criteria: _____

Percent of slots with items that meet policy criteria: _____

Number of units sold that meet the criteria: _____

Number of units sold that **DO NOT** meet the criteria: _____

Percent of units sold that meet the criteria: _____

Total sales revenue from units sold that meet the criteria: _____

Total sales revenue from units sold that **DO NOT** meet the criteria: _____

Percent of sales revenue from units sold that meet the criteria: _____

Contributors

The GFI Healthy Vending Working Group Members wish to thank all those who have helped to create the UC Healthy Vending Policy and Toolkit including, UC dining directors, dieticians, nutritionists, wellness coordinators, associated student groups, sustainability officers, vending operators, purchasing staff, the Global Food Initiative participants, staff and fellows, vendor partners, UCOP staff, and President Janet Napolitano.

GFI Healthy Vending Working Group Members:

- Kyrie Bass (Co-Chair), Director of Organizational Planning, Performance and Development for Housing & Hospitality Services, University of California, Los Angeles
- Janice Kao (Co-Chair), Academic Coordinator, Nutrition Policy Institute, University of California, Agriculture and Natural Resources
- Trish Ratto (Co-Chair), Manager, Be Well at Work — Wellness Program, University of California, Berkeley
- Grace Chan, Nutrition Policy Institute, University of California, Agriculture and Natural Resources
- Patricia Crawford, Cooperative Extension Nutrition Specialist, Director of Research, Nutrition Policy Institute, University of California, Agriculture and Natural Resources
- Dan Henroid, Director of Food Services Administration, University of California, San Francisco
- Dolores Hernandez, Nutrition Education Coordinator for Housing & Hospitality Services, University of California, Los Angeles
- Lisa Joy, Food Service Coordinator Markets, University of California, San Diego

Past GFI Healthy Vending Working Group Members:

- Daryl Ansel, Director of Dining Services, University of California, Los Angeles
- Kraig Brady, Director of Hospitality & Dining Services, University of California, Davis
- Karen Douglas, Business Manager, Hospitality & Dining Services, University of California, Irvine
- Kim Kessler, Policy and Special Programs Director, University of California, Los Angeles School of Law
- Bob Kitay, Vending Manager, University of California, Los Angeles
- Lin Tang, Associate Director, Hospitality & Dining Services, University of California, Irvine
- Amy Weissenbacher, Senior Buyer, University of California, Berkeley

Other Contributors:

- Peter Angelis, Assistant Vice Chancellor of Housing & Hospitality Services, University of California, Los Angeles
- Al Ferrone, Senior Director of Food & Beverage for Housing & Hospitality Services, University of California, Los Angeles
- Rosabelle Sylvester Fox, Buyer, University of California, Berkeley
- Spencer Hagan, Nutrition Policy Institute, University of California, Agriculture and Natural Resources
- Rita Mitchell, Nutrition Policy Institute, University of California, Agriculture and Natural Resources
- Wendy Slusser, Associate Vice Provost, University of California, Los Angeles

