



# ***Energize Your Vending!***

***A Planning and Implementation Guide  
for Vending Operators***



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## Energize Your Vending!

### Introduction

Let's face it: Change can be challenging! Introducing fit products in vending can "shake it up" for vending operators, route drivers, and consumers.

Healthier vending is a relatively new concept. It may take a while before fully embraced. But, the trend toward healthier eating is a necessity that is here to stay.

Increasingly, school officials, workplace decision makers, and human resource directors are looking to the vending industry for help. Vending *can play an important role* in the solution to health problems caused by this country's overindulgence. Most vending operators recognize this, but don't know how to begin changing their business model to include a focus on wellness and health. The Fit Pick™ program provides a ready-made solution. By supporting and promoting Fit Pick™ throughout your community, you are developing a distinct business advantage while helping to change your local environment by increasing access to healthier food!

This Fit Pick™ Guide to Planning and Implementation, and other tools available on the Fit Pick™ and Balanced For Life™ websites, provide easy-to-follow, step-by-step assistance for successfully implementing and promoting vending options that support a healthy lifestyle. This Fit Pick™ Guide for Vending Operators provides information on:

- What you need to know before getting started with Fit Pick™.
- How account demographics impact product selection and percentages.
- How to balance pricing concerns with product selection decisions.
- How to effectively educate customers about the benefits Fit Pick™.
- How to access and use NAMA resources to promote Fit Pick™ in your accounts.

Separate Guides and customized tools are available for vending sites: community-wide campaigns, schools, worksites and other organizations. The contents may be customized to accommodate specific needs. See [www.fitpick.org](http://www.fitpick.org) for more information.

Additional tools for vending operators are available through the National Automated Merchandising Association (NAMA) at [www.vending.org](http://www.vending.org) (NAMA members) and [www.coolvending.biz](http://www.coolvending.biz) (non-members).

So, take the Fit Pick™ challenge: Energize Your Vending today!



## Energize Your Vending!

### What is Fit Pick™?

Fit Pick™ is a vending program designed to help consumers determine which vending machine choices are (at a minimum) lower in fat and sugar than traditionally vended products. Fit Pick™ provides a simple, ready-to-use, system of vending machine stickers that identify vended products which meet a standardized set of nutritional guidelines.



- **Fit Pick™ nutritional criteria** are based on the dietary recommendations of the American Heart Association, the 2005 USDA Dietary Guidelines for Americans, and the Alliance for a Healthier Generation Guidelines for Competitive Foods.
- **Fit Pick™ utilizes attractive stickers** to identify the slots in a vending machine that contain Fit Pick™ qualified snack products. Larger clings and stickers provide further details regarding Fit Pick™ nutritional criteria.
- **Fit Pick™ labels represent two different categories** of nutritional criteria. The most commonly selected criteria for adults is 35-10-35 (no more than 35% of total calories from fat; no more than 10% of calories from saturated fat; and no more than 35% of total product weight from sugar.) Fit Pick also offers stickers and clings for products that comply with The Alliance for a Healthier Generation Guidelines for Competitive Foods. (For details, see Appendix D)
- **Fit Pick™ provides a recognizable identification system** that seamlessly crosses communities, county and state lines throughout the nation.
- **Fit Pick™ does not require any outright purchase** by vending sites, does not usually require changes to vending contracts unless desired, and is easily installed and maintained.
- **Fit Pick™ was developed** by the National Automated Merchandising Association (NAMA) and can be installed by most vending operators.
- **Fit Pick™ is supported by a comprehensive program** to assist with implementation and promotion. More information is available at [www.fitpick.org](http://www.fitpick.org).
- **Fit Pick™ is part of the complimentary Balanced for Life™ campaign** offered by NAMA. Check it out at [www.balancedforlife.net](http://www.balancedforlife.net).





## Energize Your Vending!

### Why Offer Fit Pick™?

Vending machines typically offer as many as 45 different products. Most consumers expect this to include "pleasure foods" such as candy bars, chips and soft drinks. But, the growing awareness regarding health and wellness is leading consumers and organizations to demand alternative choices to support a healthy lifestyle.

Although the vending industry as a whole recognizes this trend, it can represent a terrifying challenge to the individual vending operator. Concerns include:

- Where to find appropriate products.
- How to price these products appropriately.
- What to do if these products negatively impact profitability because they don't sell.

Yes, these are important questions. But, in the larger picture, these concerns are outweighed by the benefits of offering a program to provide healthier snack and beverage choices.

By offering Fit Pick™, vending operators:

- Solidify account relationships.
- Maintain influence in product decisions and qualifying criteria.
- Attract a new clientele that may not otherwise patronize vending machines.
- Reduce the potential that individual accounts will invent a variety of differing vending programs.
- Establish added market value as the "expert" in fit vending.
- Establish good will by demonstrating commitment to the health and well-being of customers, schools and the community.
- Offset the need for outside regulation of the vending industry.

### *Why is the Demand for "Fit" Products Growing?*

Most Americans are aware of the serious threat excessive weight and obesity pose to our nation's health. These rates have risen rapidly among women, men and children of all ages and ethnic groups. And, this trend is projected to continue.



Obesity is a major risk factor for cardiovascular disease and increases the potential for high blood cholesterol, high blood pressure and type 2 diabetes. Recent research suggests that obesity shortens the average lifespan by at least four to nine months, and if childhood obesity continues to increase, it could cut two to five years from the average lifespan. That could cause our current generation of children to become the first in American history to live shorter lives than their parents.



Statistics from the Centers for Disease Control and Prevention (CDC) are alarming. In 2004, about 16 percent of all children and teens in the United States were overweight. And, more than twice as many children — and almost three times as many teens — are overweight as in 1980. Obesity also has risen dramatically in U.S. adults. In 2004, 65 percent of all people age 20 and older are overweight or obese. Since 1991, the prevalence of obesity among adults has increased by more than 75 percent. Overweight adolescents have a 70 percent chance of becoming overweight or obese adults. This increases to 80 percent if one or more parent is overweight or obese.

### *Vending as a Partner in Health*

Fit Pick™ offers vending operators and their accounts a ready-made, easy-to-implement program that can transform vending machines into part of the solution to our local and national health problems! It offers consumers the option of choosing snacks and beverages that support a healthier lifestyle. Fit Pick™ products meet predetermined nutritional standards and are clearly identified, making them easy to locate in a vending machine, This serves an educational purpose for those who would like to eat better but don't know where or how to start.

### *Why Not Create Your Own Vending Program?*

If you or one of your accounts is planning to invent a customized vending program, please consider the following compelling reasons to adopt the Fit Pick™ program instead:

- As a standardized, recognizable labeling system, available to vendors nation-wide, Fit Pick™ can be used across venues, communities, state lines, and the nation.
- This seamless continuity supports consumer recognition for the program.
- Adopting a program is more cost-effective than creating one.
- Using Fit Pick™ eliminates the need to design, print, store and distribute identifying labels and signs. Using Fit Pick™ simplifies the process for vending operators and their route drivers who would otherwise have to train and carry supplies for a variety of programs – each with slightly differing criteria.
- Fit Pick™ staff maintains updated food lists – a major benefit in itself!



## Energize Your Vending!

### Collaborative Effort

If your first reaction to a customer's request for more nutritious products is less than enthusiastic, perhaps it is time to think of your client's needs as a growing opportunity. In the past, vending operators often viewed this request as a threat or inconvenience. Today, it represents an opportunity to evolve and grow your business to meet the expectations of tomorrow.

An account's request for "fit" vending may be motivated by a variety of factors and may be generated from one of several sources. Using a collaborative, consultative sales approach, the vending operator can determine these motivations and help guide the account to the best product mix and percentage to satisfy all patrons.

- **Tip #1: Respect your account's motivations** to support the health of their vending customers. Assume the role of collaborative partner rather than fighting the wave of change. Educate yourself at [www.fitpick.org](http://www.fitpick.org) and visit the links provided in the link section.
- **Tip #2: Meet with the stakeholders in your account** either individually, or at an appropriate planning meeting.
- **Tip #3: Determine your client's motivation** for "fit" vending. This will help to determine which nutritional criteria and what percentage of products to include in the site's machines.
  - ✓ Is your account complying with mandated regulations? This is often the case with school accounts. Worksites are also developing and adopting nutrition policies that specify nutrition guidelines for foods and beverages served "on campus." (See sample policies in Appendices C & D).
  - ✓ Is your account trying to "round out" vended options with fit choices?
  - ✓ Is your account trying to lower health care or insurance costs?
  - ✓ Is your account responding to the organization's wellness team?
- **Tip #4: Understand your client's product expectations.** For example: If your account requests "healthy vending", ask them to be more specific in terms of nutritional criteria, products, etc. You can best serve your client's needs if you are both working with the same definition.





- ✓ **Your account may actually be asking for refrigerated vending.** For many accounts, “healthier vending” simply means they would like fresh fruit, vegetables, dairy products, etc. This may be the time to discuss the difference between refrigerated and non-refrigerated vending machines. If demand is sufficient to warrant an upgrade to refrigerated vending, this is a great time for that discussion. If not, you can help to educate your account on vending basics (refer them to the Guide to Implementation and Planning for the appropriate audience on [www.fitpick.org](http://www.fitpick.org).)
- ✓ **Your account may be referring to a specific type of products** such as: low-calorie, low-fat, low-carb, or portion controlled. This may be the time to suggest that a balanced approach to nutritional standards (such as the Fit Pick™ guidelines) will be appealing to a broader section of consumers and will therefore make their vending program more successful long term. If specific nutrient limitations are still desired, NAMA also makes stickers to identify “zero calorie”, “low fat”, “no trans fat” and other designations. Beware of FDA guidelines for specific nutrient and health claims (see Appendix Q and links to FDA & USDA at [www.fitpick.org](http://www.fitpick.org).)
- ✓ **If your account is developing specific nutritional criteria**, ask to have input and offer the ready-made Fit Pick™ program with stickers and materials that meet two levels of nutritional guidelines. Explain that adopting this program will not only save them money and time, but that your vending operation is ready to go with Fit Pick™.
- ✓ **Explain the limitations of more extensive nutritional criteria** on the quantity and variety of products available for vending. Although a stricter set of criteria, such as Fit Pick™ Option 2, may work well in schools or health care organizations, the 35-10-35 guidelines from Option 1 may be more appropriate for the general public.
- **Tip #3: Determine what percent of vending space** your account wants to devote to “fit” products. Many accounts overestimate the demand for these products and underestimate the backlash from unhappy customers if they are too aggressive in the initial phases of implementation. You can provide helpful insight that will not only support a successful introduction for the account, reduce potential impact on their commissions, but also allow your vending business to remain profitable during the transition.
- ✓ **Schools:** Due to legislative influences, schools are beginning to take a proactive stance toward balanced nutrition. Some schools have eliminated vended products, some turn vending machines off during the lunch hour or school day. Others require 100% of products to meet pre-set nutritional criteria, and yet others require a percentage of “fit” products.
- ✓ **The amount of vending space allocated to Fit Pick™** must balance the customers’ wants with the product’s sales potential



and shelf life considerations. A staggered approach works well. Starting with 25% to 35% of total space dedicated to Fit Pick™ selections will accomplish several things: It supports the concept of individual choice while gradually introducing change to resistant customers. It is also more likely to maintain the vendor's sales at an acceptable business level. The ratio of Fit Pick™ products may be increased gradually thereafter as consumer awareness and buying patterns adjust.



**If your account wants 100% Fit Pick™, suggest the concept of "choice".** It isn't likely that your client wants to be viewed as the "snack police". Yet, this can happen if change is too aggressive. Instead, suggest the account take a gradual approach to change and position their new vending program for what it is: expanded options to meet everyone's needs for products that support a healthy lifestyle.

- **Tip #4: Provide your account with a copy of the Fit Pick™ Guide** to Planning and Implementation for their type of organization (i.e., school, worksite, community initiative.) This can be downloaded from [www.fitpick.org](http://www.fitpick.org). This information will explain how the vending business operates, the limitations of vending programs, and will encourage the account to play an active role in promoting the new program.



## Energize Your Vending!

# Product Selection

**Selecting the right products** for your vending program is critical. Vending operators are challenged to find products which are:

- ✓ Packaged attractively and appropriately to work with vending machines.
- ✓ Available through vending distributors.
- ✓ Priced competitively to meet profit margin requirements.
- ✓ Dated with sufficient shelf life to minimize waste.
- ✓ Demanded so there are sufficient "turns" in the machine.
- ✓ And, of course, it must taste good!

### *In the news...*

#### **Product Variety Increases in Non-branded Machines**

Jim Dillingham has worked in vending for more than 30 years, and today offers consulting services. In the March/April issue of *Vending & OCS* he wrote about his experiences with health and wellness at school accounts:

*"We did not want to limit sales in the potentially huge school locations by taking advantage of supposedly 'free' vending machines from product suppliers, severely restricting product variety... We validated and documented this understanding in an experiment at a 1,900 student high school in Massachusetts. We replaced a competitor's four branded machines with three very different machines that we owned outright. We had already received our competitor's sales report for the previous September. Our sales were 93 percent higher with fewer machines in our first month. They actually grew from there. Free variety-limiting vending machines probably make sense for smaller locations."*

**Good News!** The number and variety of products which meet Fit Pick™ nutritional criteria are increasing daily as manufacturers realize the potential of this market. (A list of Fit Pick™ snacks are available at [www.fitpick.org](http://www.fitpick.org)) During your regular meetings with manufacturers, ask for updates and samples of products which meet Fit Pick™ criteria.

**Role of the Food Distributor.** Available products may be limited to those stocked by your local food distributor(s).

- ✓ Alert them that Fit Pick™ will be promoted in your area.
- ✓ Ask your distributor for a list of the qualified products they carry.
- ✓ Encourage them to broaden their product mix and expand the shelf space dedicated to products which meet Fit Pick™ criteria.
- ✓ Explore alternative distributors or local manufacturers who may offer smaller shipments of new products.

**Consider the demographics of your account.** Product manufacturers have spent millions of dollars on demographic research used to develop their advertising campaigns. They are usually willing to share this priceless information about the buying habits and preferences of consumers which often differ by age group, gender, or occupation. This information can help you determine which products to try at a particular vending site and

can also help you and your account develop successful messaging for point of sale materials.

**Surveys and taste tests** are sometimes used to determine which products to stock in a new program such as Fit Pick™. Taste tests serve as an excellent promotional activity. To control cost, ask the product manufacturer to donate product for the event. Some accounts may be willing to pay wholesale prices for samples. (See Appendix F for a guide to taste tests.)

### *In the new...*

## **Humana Trades Commission for Nutrition**

According to Christine Blank, writing in *Restaurants and Institutions Magazine*, some companies have eliminated commissions as a way to make these products more affordable, and, in turn, have seen their overall vending machines sales increase. In the magazine she writes:

To get around the problem of higher prices for healthful foods and drinks, Humana basically eliminated its commission on healthier snacks in order to make them available to employees. In fact, when it started its "Check Your Choices" vending program in 2004 with Aramark, its foodservice provider at the time, it lowered *prices on better-for-you snacks while pricing traditional snacks the same.*

Using a formula that varies by type of product, some healthier snacks were lowered by about 20 cents each. Baked potato chips sell for 50 cents a bag while regular potato chips are 70 cents a bag. All-fruit juices, previously \$1.25 per bottle, were lowered to \$1 each.

Actually, Humana increased overall vending machine sales by lowering prices on better-for-you products.

"It really didn't cannibalize our sales of other items: sales of all items in the machines went up 19% [in the first year]," says Humana's Guist. Humana plans to expand the healthy vending program to more corporate locations soon.

### **Beware of putting too much weight on survey results.**

- ✓ There is often a sizeable difference between what people *say* they will purchase and their *actual* buying habits. The results of any survey should be used cautiously.
- ✓ Do not necessarily exclude products that did not perform well on a survey and include others simply because "everyone" wants them.
- ✓ A more representative approach is to try different items in the machine and base product decisions on actual sales.

**Pricing strategies.** All too often, new or organic products that meet "Fit Pick™" criteria also have premium prices. Don't forget more affordable old standbys such as nuts, granola bars, graham crackers, pretzels, even poptarts!

Accounts across the country are trying new pricing strategies to help promote the sales of "fit" products at their vending sites:

- ✓ Humana, Inc. dropped their vending commissions to offset the price difference between traditional and "fit" products.
- ✓ One medical center in the Pacific Northwest used "cost shifting" to price pleasure foods at a premium and reduce the price of "fit" products.



## Energize Your Vending!

# Operations & Logistics

**If one account in your area implements Fit Pick™**, there are likely to be more that follow! It will pay off to prepare your operations, drivers and warehouse ahead of time so you can be proactive!

**Organize your warehouse space** so that drivers can quickly and easily locate and load Fit Pick™ products. If Fit Pick™ slots are chronically under filled because the route driver forgets to load appropriate items on the truck, your accounts will be dissatisfied, and as the business operator, you will have less understanding of how Fit Pick™ is succeeding. Color coding your shelf space and coordinating your plan-o-grams may help both warehouse personnel and route drivers to identify these products.

**Develop a menu** and order appropriate products. Determine your pricing strategy.



**Develop a plan-o-gram** for Fit Pick™ accounts to make sure the correct products go into Fit Pick™ slots. Even if you usually leave product selection up to your route driver, it is a good idea to provide a product-specific plan-o-gram for Fit Pick™ to ensure that your route drivers will stock the correct products in the correct slots. (See sample plan-o-gram in Appendix B.) A machine that is empty, or one filled with products incorrectly labeled will undo all of your good work and could result in the account looking for a new provider.

**Post an approved list of Fit Pick™ items** inside participating vending machines. This will be helpful for both route drivers and customers.

**Place an extra supply** of stickers and Fit Pick™ products in the bottom of each machine in case the driver is unprepared during a future visit.

**IMPORTANT!** Once nutrition criteria - such as those used in the Fit Pick™ program - are attached to a vending machine, they are considered by law to be labeling claims. Products stocked in labeled slots, **MUST** meet the criteria. The FDA is serious about truth in labeling, and as the vending operator, you need to be serious about it, too. You are responsible to relay this information to your drivers who may be under the impression that they can swap other products into the Fit Pick™ slots if they run out of appropriate items. (See FDA labeling information in Appendix Q.)

**Educate your route drivers about the program:** (*A Pocket Guide for Vending Route Drivers* is available at [www.fitpick.org](http://www.fitpick.org))

Explain

- ✓ What Fit Pick™ is.

**A Pocket Guide for Vending Route Drivers** is available at [www.fitpick.org](http://www.fitpick.org).

- ✓ Why they need to take it seriously.
- ✓ Which accounts are implementing.
- ✓ How and where to apply stickers and other collateral material.
- ✓ How to identify qualified product in the warehouse and how much to load on their trucks.
- ✓ How many columns to devote to Fit Pick™ and which side of the machine to dedicate to the program.
- ✓ Why it is important to stock products in Fit Pick™ slots accurately.
- ✓ Why keeping the machine fully stocked will help you to evaluate the success of the program.
- ✓ Why it is wise business to include a variety of products and not stock every slot with the same or similar products.
- ✓ How to use good customer service techniques to gain feedback from the account and to determine customer preferences.
- ✓ How you want the route driver to provide feedback to you.
- ✓ Remember to make Fit Pick™ part of the training for all new employees.

**If you pay your route drivers commission** on sales, they will naturally be concerned about the potential for a decrease in their earnings. This may motivate them to be less compliant with the program if revenues initially drop.



- ✓ If the account is implementing less than 40% Fit Pick™, you can reassure your drivers that experience shows sales typically meet this level.
- ✓ Consider guaranteeing driver commission on the amount of the machine containing Fit Pick™ products.
- ✓ Consider a move toward base salary without commission for your route drivers. This gives you total control over what goes into your machines.
- ✓ If product decisions are left to the driver, remember that drivers often reflect their own personal preferences and opinions in the way they stock their machines. Check periodically to be sure that machines are stocked properly and according to your directions. If the driver does not support Fit Pick™, they may leave slots empty that are dedicated to the program or stuff all slots with the same product. The rationale? Empty slots do not produce sales, therefore they can claim the program is a failure.

**Remember: All new things take time.** Reviewing, retraining and reminders can help everyone to excel at Fit Pick™. Your employee's attitude about Fit Pick™ will reflect your own – keep your attitude positive, realizing that Fit Pick™ is your operation's opportunity to shine!



# Fit Pick™ - Quick Start

Whether your account generated the request for Fit Pick™ or you are proactively installing the program, this Quick Start Guide can get you going. Similar Guides are available for consumers in the Guides for Schools, Worksites and Community-wide initiatives at [www.fitpick.org](http://www.fitpick.org).

### *Step 1: Collaborate*

- ✓ If appropriate, work with your account to create a team that represents all stakeholders and interest groups.
- ✓ Provide your account with copies of Fit Pick™ education and promotional material from the Fit Pick™ website: [www.fitpick.org](http://www.fitpick.org).

### *Step 2: Research*

- ✓ Find out how your account defines “fit products”.
- ✓ Determine if they have set criteria.

### *Step 3: Plan*

Collaborate with your account to decide:

- ✓ The most appropriate option of Fit Pick™ nutritional criteria.
- ✓ Whether to include beverages in the program.
- ✓ When to launch.
- ✓ What percent of vending capacity to dedicate to Fit Pick™.

### *Step 4: Prepare*

Work with your account to:

- ✓ Prepare and launch an education and promotion campaign.
- ✓ Conduct taste tests to build anticipation, introduce new products and identify favorite Fit Pick™ products.

### *Step 5: Promote*

- ✓ Use promotional strategies to inform and excite your snackers.
- ✓ Keep the information flowing after Fit Pick™ is installed.

### *Step 6: Install & monitor*

- ✓ Stock your machines, grouping Fit Pick™ products in the two right-hand columns for easier identification.
- ✓ Check that the correct stickers and quantity and variety of products are placed in Fit Pick™ slots.
- ✓ Monitor machines for compliance with Fit Pick™ nutritional standards.

### *Step 7: Follow-up*

- ✓ Schedule regular meetings with your account and route driver to review sales of Fit Pick™ products and use of promotional materials.
- ✓ Adjust your product selection and sponsor new promotions as needed.





## Energize Your Vending!

# Fit Pick™: Step-by-step

### *A Step-by-Step Guide*

Is your account ready to get started with Fit Pick™? For small organizations, this may be a simple process of working directly with a couple of employees to install appropriate stickers and products. Voila! Done!

For larger organizations or community-wide programs, it may be necessary to follow a step-by-step process to ensure the program's success and the support of all stakeholders.



Why bother with to launch Fit Pick™ with care?

- Some people don't like sudden change. By including all stakeholders, your account or community will be better prepared for the new options that come with Fit Pick™.
- Some consumers may react negatively if installing Fit Pick™ means their favorite items are deleted from inventory. Encouraging each organization to include consumers in their planning helps ensure that favorite products are maintained following Fit Pick™ introduction.
- If not supported by adequate marketing, it is possible that there could be an initial decrease in vending revenue, which is not only a concern to your business, but also to those who benefit from commissions.

### *Step 1 – Collaborate*

Using a consultative, problem-solving approach, collaborate with your account to help them solve the dilemma of how to include vending options to support a healthy lifestyle. As the vending expert, your role will include educating the account about the vending business, helping to identify products that will work – as well as those that won't work, and recommending pricing and promotional strategies.

If your community is pursuing a community-wide vending initiative, help the organizing agency or group to identify and include accounts that are leaders in your community's health or who have expressed an interest in "fit" vending. The more accounts that adopt the same standardized approach, the better for your business. Each community will be different, but interested organizations could include local medical centers and clinics, public health, youth programs, schools, government agencies, private worksites, faith-based organizations, senior centers, health clubs, and more.

If only one or two individuals within an account are requesting a change in vending, recommend that they form a team including all stakeholders. Explain that this eliminates “surprises” at the time of implementation and is more likely to result in a successful program.

- Within worksites, a vending team may include the human resources manager, wellness coordinator, employee health coordinator, facilities manager, purchasing manager, foodservice director, and other employees.
- Schools will want to invite the superintendent or assistant superintendent, human resources or wellness coordinator to represent staff interests. Student health may be represented by members of the Student Health Advisory Council, the athletic director, foodservice manager, business club advisors, school nurses or school administrators. Concerned parents and students will also be interested in your efforts. And, always include the individual or department responsible for contracting decisions.

### *Step 2 – Research*

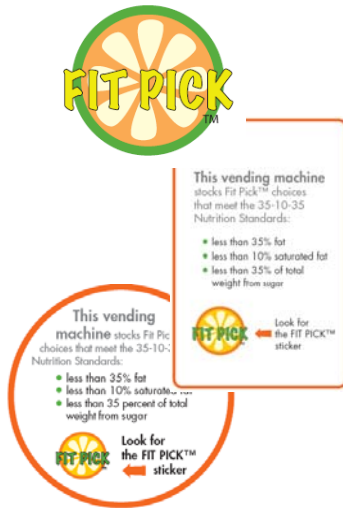
In addition to the questions listed in the previous section on Product Selection, start the process by helping your account to collect the following information. This can be a very educational part of the process for you and your client(s).

- Where are their vending machines physically located?
- Who is/are their vending operator(s) for each machine and do they offer Fit Pick™? (At a multi-site organization, more than one operator may be involved.)
- Who controls the vending contracts at each organization?
- From the contract, determine who benefits from commissions (if any) and include this individual/department in your discussion.
- Which stakeholders at each organization support health and wellness?
- Does a particular group or individual oppose changes in vending?
- Are the contents of any vending machines determined by the snack/beverage manufacturer that provides the machines? (If so, the account may be restricted to products from that manufacturer. The account may want to look at alternatives that provide more options.)
- What types of machines are available at each site (beverage, refrigerated, non-refrigerated, etc.)?
- What is your budget and what is your account’s budget for promoting Fit Pick™?
- Who can help with the “legwork” involved in promotion?



### Step 3 – Plan

Stakeholders from your account will need to make key decisions for a successful vending program. In a community-wide program, discourage accounts from developing individual programs. Explain that there is strength in consistency throughout the community. For example, all partners may agree to start with 30% of machine capacity using the 35-10-35 criteria for snacks only. This will simplify the initial launch communications, promotion materials, media communications, and driver training.



Work with your account(s) to determine:

- The most appropriate level of Fit Pick™ nutritional criteria (see Appendix D for comparison of criteria).
- Whether to include beverages in the program.
- What percentage of vending capacity to dedicate to Fit Pick™.
- Which type and location of Fit Pick™ stickers and clings to use (see Appendix G).
- When to launch the program – consider the time you need to obtain products, stickers and train your staff.
- Who will field questions/comments and monitor machines for accuracy at each organization during the launch.

### Step 4 – Prepare

- Prepare your operations and route drivers for the transition to Fit Pick™, following the tips in the previous section on Operations and Logistics.
- Print and provide your route drivers with a copy of the *Pocket Guide for Vending Route Drivers* available at [www.fitpick.org](http://www.fitpick.org).
- Meet with your Food Distributor to identify and order an adequate supply of Fit Pick™ qualified products.
- Order an adequate supply of Fit Pick™ stickers and clings. (See order form in Appendix S)
- Train your warehouse staff and drivers on Fit Pick™.
- Work with your organizational partners to plan a promotional campaign to launch Fit Pick™.
- Offer to conduct product sampling events or encourage individual sites to do this to help identify favorite Fit Pick™ products and to build anticipation (See *How to Conduct a Taste Test* in Appendix F).
- Print or create launch materials that can be posted within your account or community-wide (go to [www.fitpick.org](http://www.fitpick.org) for print-ready graphics and [www.balancedforlife.net](http://www.balancedforlife.net) for fliers, games and other support materials).

**A Pocket Guide for Vending Route Drivers is available at [www.fitpick.org](http://www.fitpick.org).**

- ❑ Suggest the account prepare a monitoring form to collect information (see *Fit Pick™ Monitoring Log* in Appendix H).
- ❑ The *Launch Preparation Form* (Appendix N) can be used as a checklist for preparation – especially helpful in multi-site organizations or community-wide initiatives.

### *Step 5 – Promote*

- ❑ Prior to installation, build anticipation using promotional ideas in the section on Fit Pick™ Promotion.
- ❑ Launch your promotional campaign before or simultaneously with Fit Pick™ installation.

### *Step 6 – Install & monitor*

- ❑ If your launch will include a large number of vending machines, consider starting off with a limited launch by installing Fit Pick™ in only one or two machines. If this is a community wide initiative, start with one or two machines at each participating organization. This provides the opportunity to identify and correct any areas of concern over a time period of one week to one month before the program is launched organization- or community-wide.
- ❑ Once you have successfully completed a limited launch, install Fit Pick™ simultaneously in all machines at a single site (i.e., all machines in a single building on the same day.)
- ❑ **Tips for product placement:**
  - ✓ Group Fit Pick™ products together for easier identification. Placing Fit Pick™ products in the two right-hand columns will fill approximately 30% of the machine’s capacity (see plan-o-gram in Appendix B).
  - ✓ Include as many *different* Fit Pick™ products as possible in each machine, i.e., different varieties of chips, cookies, dried fruit, trail mix, granola bars, pretzels, popcorn, etc. (Experience has shown that two or three spirals filled with the same or similar products will not do as well as a variety of different products.)
  - ✓ Avoid stocking the Fit Pick™ version of a product in the same machine as the traditional version of the same product. Experience demonstrates that the traditional version will be chosen first if both are available.
  - ✓ Use consumer feedback from informal conversations, taste tests (Appendix F) and comment cards (Appendix M) to adjust product mix.
- ❑ **Tips for Fit Pick™ sticker and cling placement:** (see Appendix G):



- ✓ **Small round stickers** are intended for placement next to the price of the item. This designates that any item placed in that particular spiral must comply with the labeling criteria.
- ✓ **Large round or rectangular stickers** are intended for use near the coin drop.
- ✓ **The long, horizontal cling** that explains the program is intended to be installed at the top or bottom of the vending window.
- ✓ **Avoid** using signs that obscure product inside the machine.
- Check that the quantity of product, variety of product, location of product and appropriate stickers are correctly placed.
- Monitor your machines weekly at first, and periodically thereafter, for compliance with the Fit Pick™ program (see Appendix H for *Fit Pick Monitoring Log*.) Issues may indicate the need for further training of your route driver. Feedback can also be brought back to follow-up meetings for review and problem solving.
- ✓ Are the correct products in the Fit Pick™ slots?
- ✓ Are some Fit Pick™ slots depleted?
- ✓ Are some Fit Pick™ products out-dating before they can be sold?
- ✓ Are too many slots filled with the same (or same type of) product?
- ✓ Are there problems with the stickers, clings or promotional materials?

### Step 7 – Publicize and Promote

Once Fit Pick™ is up and running, it is time to publicize your success and promote your business to the rest of your community.

- Let other accounts know about the success you have had with Fit Pick™ .
- Send a press release to your local media contacts. Include story ideas from your account(s).
- Offer to present Fit Pick™ to local civic groups (Association of Human Resource Directors, Rotary, Chamber of Commerce, etc.)
- Use direct mail or e-mail to notify other organizations in your community about Fit Pick™ and how to get involved.
- Send a Public Service Announcement script to local radio stations.

### Step 8 – Follow-up

- Schedule regular meetings (monthly at first, quarterly over time) with your account(s) to review sales of Fit Pick™ products. Points for discussion include:
  - ✓ Do Fit Pick™ products account for an appropriate percentage of total sales?



- ✓ Are stickers/clings in place and in good condition?
- ✓ Do some products need to be replaced?
- ✓ Should there be a taste test to introduce a new food or beverage item?
- ✓ Does marketing and promotion need to be increased?



## Energize Your Vending!

### Promoting Fit Pick™

Consumer education and promotion are absolutely crucial to successfully launching Fit Pick™ in your accounts. Goals of promotion include:



- Maintaining and growing your revenue base
- Encouraging existing customers to try new products
- Attracting a new base of health-conscious customers
- Raising the awareness of all consumers that Fit Pick™ is available
- Educating consumers about the meaning of Fit Pick™ nutritional criteria

The specific promotional plan for your account(s) or community will depend on the budget and time that both you and your account(s) can dedicate. Consider enlisting the help of your account's worksite wellness team, management group, school student body council, health classes, business clubs, or PTO. The more approaches used and people involved, the more successful your promotion is likely to be.

#### *Ideas for promoting Fit Pick™ in worksites*

- Use Fit Pick™ stickers, signs, posters and table tents (print-ready at [www.fitpick.org](http://www.fitpick.org)).
- Make use of taglines: "Fit Pick™: Grab.Energize.Go!" and "Look on the Right Side".
- Use payroll stuffers to promote Fit Pick™ and healthy eating.
- Set up displays and bulletin boards (print-ready posters on [www.fitpick.org](http://www.fitpick.org)).
- Suggest the account promote Fit Pick™ on the company or agency Intranets.
- Conduct a product sampling event (see Appendix F).
- Ask the management team to announce new Fit Pick™ products at staff meetings.
- Provide baskets of sample Fit Pick™ products for each break room or staff meeting.
- Suggest that the account publish a series of articles in employee newsletters and other communications (see Appendix K).

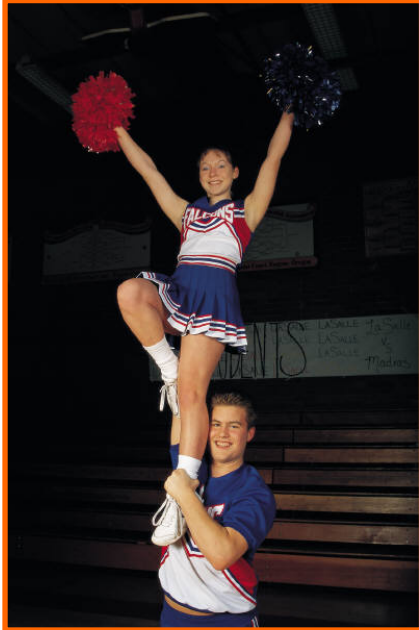


- Suggest the account announce Fit Pick™ and promote healthy eating ideas on their Website.
- Hold an unveiling of your “new” vending machine(s). Suggest that your account Invite the media if this is a “first” in your community.
- Plan special events related to healthy eating.
- Provide Fit Pick™ T-shirts for wellness committee members or as prizes for employees.
- Give away prizes to employees who purchase marked (winning) Fit Pick™ products.
- Sponsor a “Healthy Eating Week”.
- Alert the media and let the community know how you are working with accounts to advance employee health (see sample press release and PSA script – Appendices I & J)
- Suggest that your account(s) contact their health insurance provider to see if Fit Pick™ may positively impact their insurance rates or if the insurance company will collaborate on promotional activities.
- Check out [www.fitpick.org](http://www.fitpick.org) and the NAMA website: [www.balancedforlife.net](http://www.balancedforlife.net) for print-ready fliers, posters, games, etc. that promote balanced eating, healthy snacking and a fit lifestyle. The *Better for You Game* helps promote more nutritious products and the *Walk Your Way to Wellness* contests are two promotional “games” available through Balanced For Life™.

### *Ideas for promoting Fit Pick™ in schools*

- Use Fit Pick™ stickers, signs, and posters (print-ready at [www.fitpick.org](http://www.fitpick.org)).
- Make use of taglines: “Fit Pick™: Grab.Energize.Go!” and “Look on the Right Side”.
- Inform and collaborate with the school’s Parent-Teacher Organization.
- Suggest the school include articles on Fit Pick™ in staff communications (see Appendix L)
- Suggest the school include articles on Fit Pick™ and healthy snacking in parent newsletters (see sample articles in Appendix L).
- Suggest the school district publicize Fit Pick™ on the district Intranet (see Appendix L for sample articles).
- Conduct a product sampling event (see Appendix F).
- Suggest the school publish student newspaper articles (see Appendix L).
- Organize a Fit Pick™ contest and give away prizes to students and staff who purchase marked (winning) Fit Pick™ products.
- Ask the principal to announce Fit Pick™ on the school’s reader boards and on programs for school events.

- Ask the school to publicize new products on the school announcement system (see Appendix L).
- Suggest the school announce the availability of Fit Pick™ at school sporting events – also a great opportunity to reach students *and* parents with product samples.



- Encourage teachers to create school projects and/or lesson plans that incorporate healthy snacking and Fit Pick™ – for example:
  - ✓ Art classes could conduct a poster contest to promote Fit Pick™.
  - ✓ Health classes could analyze and compare nutrients for a variety of snack items.
  - ✓ Business classes could develop campaigns to promote Fit Pick™.
  - ✓ Journalism students could write articles for the school newspaper on Fit Pick™.
  - ✓ Music classes could compete in developing a Fit Pick™ “jingle”.

- Provide baskets of sample Fit Pick™ products for staff break rooms or at staff meetings.
- Ask a counselor or the ASB to involve a group of students to distribute samples to other students during breaks or after school – using comment cards to gather feedback simultaneously. (see sample comment card Appendix M)

- Provide Fit Pick™ T-shirts for students or employees that help to promote Fit Pick™.
- Use text messaging to spread the word.
- Make and distribute Fit Pick™ buttons at events.
- Work with the school to hold an unveiling of your “new” vending machine at a school assembly or at a meal break – see if you can include the school band to create excitement!
- Coordinate with school foodservice, student stores and health classes to sponsor a “Healthy Eating Week”.
- Suggest displays and bulletin boards (print-ready artwork available at [www.fitpick.org](http://www.fitpick.org) and [www.balancedforlife.net](http://www.balancedforlife.net)).
- Conduct a healthy vending video contest.
- Suggest the school create a school healthy eating web site that includes Fit Pick™.
- Use local educational television stations to publicize the program.
- Alert the media and let the community know how you are promoting student and employee health (see sample press release and PSA script – Appendices I & J).
- Check out the [www.fitpick.org](http://www.fitpick.org) and [www.balancedforlife.net](http://www.balancedforlife.net) for print-ready fliers, posters, games, etc. that promote balanced eating,

healthy snacking and a fit lifestyle. The *Better for You Game* helps promote more nutritious products and the *Walk Your Way to Wellness* contests are two promotional “games” available through Balanced For Life™.





## Energize Your Vending!

# Background

In 2006, **Community Choices** and the **Steps to a Healthier Clark County** initiative convened a group of employers, school districts and vending operators in Clark County, Washington who shared the common goal of increasing access to healthy food in area vending machines. Together, this team researched nutrition criteria, labeling options, products and their placement in machines, as well as marketing and promotion concepts. In 2007, the team adopted the Fit Pick™ labeling system and organized their work into this Guide to Planning and Implementation, a Fit Pick™ website and Fit Pick™ promotional materials to support other communities, worksites, schools and organizations that wish to pursue the same vision.

In 2007, the **National Automated Merchandising Association (NAMA)** launched Fit Pick™, a system of stickers and clings for vending machines that identify nutrient-controlled products. The nationwide availability of an attractive identification system, supported by a professional organization of vending operators, had the potential to complement the work of Community Choices and the Steps to a Healthier Clark County Initiative. The Clark County team adopted the Fit Pick™ system and began to work with NAMA to augment the resources that vending sites need to ensure Fit Pick™'s success. The use of Fit Pick™ within this Guide and associated collateral materials is with the express permission of NAMA.



## Energize Your Vending!

# Acknowledgements

*Leadership and funding for this collaborative effort was provided by:*



**Community Choices**, a non-profit organization in Clark County, Washington, is a catalyst for healthy communities. As an advocacy organization, Community Choices plays a unique and critical role — to listen and use data, and engage and mobilize others to drive long-term, sustainable change that will improve the health of our community and the quality of life for all residents. Learn more about Community Choices and review the most recent Community Report Card at [www.clarkcommunitychoices.org](http://www.clarkcommunitychoices.org) or call (360)567-1067.



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**Steps to a Healthier Clark County** — Fiscal Year 2008 marks Community Choices' final year of administering a five-year Steps to a HealthierUS grant. Funding comes from the Steps to a HealthierUS Cooperative Agreement which is a Department of Health and Human Services (HHS) program advancing the goal of helping Americans live longer, better and healthier lives. Steps supports best-practice, community-based interventions, and advocates for appropriate changes to public policy and organizational practice in order to reduce the burden of diabetes, obesity and asthma, by addressing three related risk factors – poor nutrition, physical inactivity and tobacco use and exposure. For more information about Steps to a Healthier Clark County, please visit [www.stepstohealthierclarkco.org](http://www.stepstohealthierclarkco.org) or call (360) 567-1067.



**National Automated Merchandising Association (NAMA)** is the national trade association of the food and refreshment vending, coffee service and foodservice management industries including on-site, commissary, catering and mobile. Its membership is comprised of service companies, equipment manufacturers and suppliers of products and services to operating service companies. The basic mission of the association, to collectively advance and promote the automatic merchandising and coffee service industries, still guides NAMA today as it did in 1936, the year of the organization's founding. NAMA supports, with administrative, logistical and financial assistance, a network of 30+ affiliated State Councils encompassing 36 states, where the vending and coffee service industries focus on local issues and concerns as well as gathering frequently for networking opportunities. Fit Pick™ and Balanced For Life™ are programs developed and administered by NAMA. For more information, visit the NAMA website: [www.vending.org](http://www.vending.org) or [www.balancedforlife.net](http://www.balancedforlife.net).

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## Energize Your Vending!

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<http://www.healthiergeneration.org/beveragekit/>



# Energize Your Vending!

## Appendix A

### How to Read a Food Label

The information on food labels can help you make wise food choices. Most vended snacks and beverages list nutrition information on the package in a section called *Nutrition Facts*. This is where you will find the information you need to determine whether or not a particular food or beverage item complies with Fit Pick™ criteria.

Nutrition Facts tell you the serving size and the amount of various nutrients such as total fat, saturated fat, cholesterol, sodium, and fiber per serving.

Nutrition Facts	
Serving Size 2 crackers (14 g)	
Servings Per Container About 21	
Amount Per Serving	
<b>Calories 60</b>	Calories from Fat 15
% Daily Value*	
<b>Total Fat 1.5g</b>	<b>2%</b>
<b>Saturated Fat 0g</b>	<b>0%</b>
<b>Trans Fat 0g</b>	
<b>Cholesterol 0mg</b>	<b>0%</b>
<b>Sodium 70mg</b>	<b>3%</b>
<b>Total Carbohydrate 10g</b>	<b>3%</b>
Dietary Fiber Less than 1g	3%
Sugars 0g	
<b>Protein 2g</b>	
Vitamin A 0%	Vitamin C 0%
Calcium 0%	Iron 2%
* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:	
	Calories: 2,000 2,500
Total Fat	Less than 65g 80g
Sat Fat	Less than 20g 25g
Cholesterol	Less than 300mg 300mg
Sodium	Less than 2400mg 2400mg
Total Carbohydrate	300g 375g
Dietary Fiber	25g 30g

- **Serving Size:** The serving (or portion) size is listed at the very top of the Nutrition Facts label. This is also where the weight of a serving is listed (in this example, one serving equals 2 crackers or 14 grams). The number of servings per container is listed directly below. The information on the label is for the serving size listed. If you eat twice the serving listed on the label, you need to double all the numbers in the Nutrition Facts section. In this example, if you usually eat 6 crackers (2 crackers per serving), you'll need to triple all of the numbers in the Nutrition Facts section.
- **Servings per Container or Package:** The label also lists how many total servings are contained in a package of food. In our example, there are 21 servings in this particular box of crackers.
- **Calories and Calories from Fat:** The number of calories in a single serving is listed on the left of the label. Calories can come from protein, carbohydrate or fat. The number of calories from fat is listed to the right of the total calories.
- **Calculating % of Calories from Fat:** Percent of total calories contributed by fat is a key criterion in the Fit Pick™ guidelines. Based on the 2005 USDA Dietary Guidelines for Americans, fat should contribute no more than 35% of our total daily calories.

#### To Determine Percent of Calories from Fat:

1. Divide the number of calories from fat
2. By the number of calories per serving
3. Multiply the result by 100

In this example there are 15 calories from fat divided by 60 total calories = 25% of calories are from fat. This would qualify as a Fit Pick™ product because the result is less than 35%.

Notice that this is not the same as the %DV on the label. %DV stands for Percent of Daily Value which is the allowance for a particular nutrient in a 2,000 calorie diet for an entire day. %DV is further explained at the bottom of the food label. Using the label in this example, fat contributes only 2% to the %Daily Value. This is not the correct number to use in evaluating a product for Fit Pick™.

Nutrition Facts	
Serving Size 2 crackers (14 g)	
Servings Per Container About 21	
Amount Per Serving	
<b>Calories</b> 60	Calories from Fat 15
% Daily Value*	
<b>Total Fat</b> 1.5g	2%
Saturated Fat 0g	0%
Trans Fat 0g	
<b>Cholesterol</b> 0mg	0%
<b>Sodium</b> 70mg	3%
<b>Total Carbohydrate</b> 10g	3%
Dietary Fiber Less than 1g	3%
Sugars 0g	
<b>Protein</b> 2g	
Vitamin A 0%	Vitamin C 0%
Calcium 0%	Iron 2%
* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:	
	Calories: 2,000 2,500
Total Fat	Less than 65g 80g
Sat Fat	Less than 20g 25g
Cholesterol	Less than 300mg 300mg
Sodium	Less than 2400mg 2400mg
Total Carbohydrate	300g 375g
Dietary Fiber	25g 30g

- **Saturated Fat:** The food label lists the amount of saturated fat in one serving of the product. Saturated fat and trans fat do not promote health and should be limited in the daily diet. The USDA recommends limiting saturated fat to 10% or less of total calories. Fat contributes 9 calories per gram. So, to determine the percent of saturated fat in a product:

### *To Determine Percent of Calories from Saturated Fat:*

1. Multiply the number of grams of saturated fat x 9
2. Divide the answer (number of calories from saturated fat)
3. By the total number of calories per serving
4. Multiply the result by 100

For practice, let's pretend there are two grams of saturated fat in a product that contains 60 calories per serving. Saturated fat would then account for:  $2 \times 9 = 18/60 = .13 \times 100 = 13\%$  of calories from **saturated fat**. Our imaginary product would *not* qualify for Fit Pick™ because it exceeds the limit of 10% saturated fat.

- **Sugar:** The weight of sugar in one serving of the product is listed in grams under "Carbohydrates" in the nutrition facts. The Fit Pick™ criterion for sugar allows for no more than 35% sugar by weight. The weight of a single serving of the product is listed in the serving size. If serving size is stated in ounces, multiply ounces by 28.35 to convert to grams.

### *To Determine Percent of Weight from Sugar:*

1. Divide the number of grams of sugar
2. By the total number of grams per serving (see serving size)
3. Multiply the result by 100

For practice, let's say that a product contains 4 grams of sugar per serving and weighs 14 grams per serving:  $4/14 = .28 \times 100 = 28\%$ . This product would meet the criterion for Fit Pick™.

- **Alliance for a Healthier Generation Guidelines:** Alliance for a Healthier Generation considers additional nutrients such as trans fat and sodium in their Guidelines. A handy calculator for determining products which meet Alliance guidelines is available at: [www.healthiergeneration.org/schools.aspx?id=576&ekmense=1ef02451\\_10\\_108\\_btnlink](http://www.healthiergeneration.org/schools.aspx?id=576&ekmense=1ef02451_10_108_btnlink)



## Appendix B

# Sample Plan-o-gram

A plan-o-gram is simply a guide to product placement in the vending machine. Vending operators and their route drivers typically use a plan-o-gram to pre-determine the products they will need on their route trucks. Vending sites may find it useful to create a plan-o-gram with the vending operator to pre-plan which products will go into Fit Pick™ slots.

Each square below represents a spiral in the vending machine. Following this layout, Fit Pick products will account for approximately 30% of total products. This layout, groups all Fit Pick products together on the right side of the machine for easy identification. "Look on the Right Side!"

### *Generic Plan-o-gram for Snack Machine (30% Fit Pick):*

<b>Shelf A:</b>	Chips		Chips		Chips		Fit Pick Chip		Fit Pick Chip	
<b>Shelf B:</b>	Chips		Chips		Chips		Fit Pick Snack Item		Fit Pick Snack Item	
<b>Shelf C:</b>	Snack		Snack		Cookies		Fit Pick Snack Item		Fit Pick Snack Item	
<b>Shelf D:</b>	Candy	Candy	Candy	Candy	Candy	Candy	Candy	Fit Pick	Fit Pick	Fit Pick
<b>Shelf E:</b>	Candy	Candy	Candy	Candy	Candy	Candy	Candy	Fit Pick	Fit Pick	Fit Pick
<b>Shelf F:</b>	Large Size Candy		Pastry		Pastry		Fit Pick Item		Fit Pick Item	



***Generic Plan-o-gram for Beverage Machine (40% or more Fit Pick™ Option 2 for High School Students and Adults):***

<b>Shelf A:</b>	Coffee drink	Coffee Drink	Fit Pick Juice	Fit Pick Juice	Fit Pick Juice	Fit Pick Juice	Fit Pick Juice	Fit Pick Juice	Fit Pick Juice
<b>Shelf B:</b>	Water*	Water*	Water*	Water*	Water*	Water*	Water*	Water*	Water*
<b>Shelf C:</b>	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Diet Soft Drink	Diet Soft Drink	Diet Green Tea	Diet Green Tea
<b>Shelf D:</b>	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Sport Water	Sport Water	Sport Water	Sport Water
<b>Shelf F:</b>	Energy Drink	Energy Drink	Regular Soft Drink	Regular Soft Drink	Regular Soft Drink	Diet Soft Drink	Diet Soft Drink	Diet Soft Drink	Diet Soft Drink

\*Water indicates water or flavored water meeting beverage guidelines for Fit Pick™ Option 2.



## Energize Your Vending!

### Appendix C

## Sample Nutrition Policy: Worksites

*Worksite policies that promote good nutrition and physical activity are beginning to guide the types of products used in vending. The following policy (courtesy of Clark County, Washington) is included in this Guide as a sample of a worksite nutrition policy. Its guidelines apply to vended products as well as those served at company meetings, picnics, birthday parties, etc. This policy was approved by the Clark County Board of Commissioners in 2006.*

### Clark County

#### Worksite Wellness: Nutrition Policy

##### Preamble

Clark County is committed to the health and well-being of our employees. The strong relationship between diet and health and the increasing rates of overweight and obesity make supporting nutritious choices at work part of our commitment to health. The following policies and guidelines were designed to make the healthy food and beverage choice the easy choice, while being supportive of the individual right to choose. By following these guidelines we can promote better health and help reduce risks for chronic diseases. It is not the intention of these guidelines to dictate what individual staff members eat, drink, or bring into the worksite for special occasions. Instead, we want to ensure that healthy options are available for purchase at Clark County facilities and establish guidelines to assist county staff in making healthy food and beverage choices when purchasing these items for all county funded meetings, trainings, and events.

##### Policy Statement

1. When providing food at Clark County sponsored events, employees are to assure that healthy food and beverage choices are provided. The following guidance is offered (See *Suggestions for Healthier Food Choices* - attached):
  - Offer foods that are low in fat, especially saturated and trans fats
  - Limit foods with high levels of added salt and/or sugar



- Offer whole grain products
  - Offer food and beverages that are culturally appropriate and nutritious
  - Ensure vegetarian fare is available
  - Attempt to accommodate special dietary needs
  - Provide nutrition facts labels whenever possible
  - Offer locally or Northwest grown products when available
  - Offer organic products when feasible
  - Provide pitchers or bottles of water
  - Encourage staff to bring glasses, cups, plates, and utensils or use re-useable products
2. Clark County employees responsible for ordering food and beverages for meetings, and others who influence decisions on food served at meetings, are encouraged to consult nutrition professionals or reference materials on how to select healthy foods. Clark County will maintain a list of caterers who have demonstrated the ability to provide healthy foods and beverages at meetings. Use of caterers on the list is not required.
  3. It is not recommended to offer food at meetings that do not take place during usual meal times, are less than 3 hours long, and where food is not an incentive for meeting attendance. Beverages such as tap or bottled water, coffee, and/or tea are suggested. If it is decided to provide food, offer fruits, vegetables, or other healthy food options.
  4. Because the environment in which we live and work influences our food choice, employees are encouraged to consider healthier alternatives when making available food for others. Suggestions include: nuts, dried fruits, garden produce (i.e. carrots, celery, cherry tomatoes), fresh fruit, etc.
  5. Vending machines and snack boxes will offer employees the option of purchasing a variety of healthy choice foods.
  6. Require food concessions at any Clark County government facility to provide healthy options that comply with this policy.



### Policy Implementation

Implementation will begin with each manager or supervisor of a work unit sharing and discussing the policy at a staff meeting no later than two months after policy adoption. Thereafter, each manager will share and discuss this policy with new employees as part of their orientation. Employees who have concerns about how this policy is being implemented are encouraged to talk with their supervisor or another member of their department's management.

### References

- 2005 US Dietary Guidelines, <http://www.healthierus.gov/dietaryguidelines/dga2005>

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- *Meeting Well*, a reference pamphlet published by the American Cancer Society
- Suggestions for Healthier Food Choices

The following are lists of recommended food choices for Clark County sponsored events to provide healthier foods and beverages for breakfast, lunch/dinner, snacks, and receptions.

### Food suggestions for breakfast:

- Fresh fruit
- Low-fat breakfast burrito
- Yogurt – low or non-fat
- Hard cooked eggs
- Whole wheat or multi-grain mini bagels or regular size bagels cut in half
- Small muffins (2 ½" or smaller) – bran, oatmeal, or multi-grain (large muffins can be cut into smaller portion sizes)
- Quick breads – (i.e. banana, zucchini, oatmeal, pumpkin) cut into small pieces
- Whole grain toast or English muffins
- Low-fat cheese, low-fat cream cheese, nut butters, jam, or jelly
- Granola bars – low fat (5 grams of fat or less per bar)
- Low-fat granola
- 100% fruit or vegetable juice ( 4-6 oz portions)
- Water – bottled, plain, sparkling or flavored sparkling without sugar
- Coffee, tea, (offer decaf) – served with nonfat or 1% milk



### Food suggestions for lunch/dinner:

- Salad with low-fat or fat-free dressing on the side
- Soups (vegetarian, broth-based, or made with skim milk)
- Pasta salad with low-fat dressing
- Sandwiches made with whole grain breads or wraps made with lean meats, low fat cheese, and low-fat condiments
- 2-3 oz. servings of lean meats, poultry, fish, or tofu (3 gm fat/oz)
- Steamed vegetables with herbs/lemon
- Whole grain rolls
- Fresh fruit, canned fruit in fruit juice or light syrup
- Include at least one vegetable – fresh or cooked (avoid creamed sauces)
- Baked potatoes with low-fat toppings (low-fat sour cream, low-fat plain yogurt or salsa)
- When serving desserts, offer small serving sizes. Consider angel food cake (2" square) with fresh fruit topping, low-fat ice cream, or frozen yogurt
- Boxed lunches/dinners – whole grain or pita bread or wraps prepared with low-fat mayonnaise; meats, poultry or marinated tofu ( low-fat = 3 g fat/oz); low-fat cheese, request fruit or vegetables instead of chips; or, if including chips, request pretzels or baked chips (7g fat or less/oz)
- Water – bottled, plain, sparkling or flavored sparkling with no added sugar
- Coffee, tea (offer decaf) – served with nonfat or 1% milk

### Food suggestions for snacks (am/pm):

- Consider whether it is necessary to provide food at meetings, presentation, and seminars—especially mid-morning and mid-afternoon
- Fresh fruit
- Raw vegetables with non-fat or low-fat dips or salsa
- Pretzels, hot pretzels cut in pieces or baked chips (7 gm of fat or less per/oz)
- 100% fruit or vegetable juice, avoid soft drinks
- Low fat cheese, string cheese
- Granola bars – low fat (5 gm of fat or less per bar)
- “Lite” popcorn (lightly salted)
- Whole grain crackers
- Dried fruit or trail mix
- Roasted nuts
- Water – bottled, plain, sparkling, or flavored with no added sugar
- Coffee, tea (offer decaf) – served with nonfat or 1% milk

### Food suggestions for receptions:

- Most food service professionals are familiar with healthier food preparation options and are willing to accommodate requests for changes to their usual fare.
- Fresh fruit – cut up and offered with low-fat yogurt dip
- Raw vegetable salads marinated in fat-free or low-fat Italian dressing
- Vegetable sushi rolls
- Low fat cheese slices or small cubes
- Reduced or low-fat whole grain crackers
- Lean beef or turkey – 1 oz slices
- Miniature meatballs made with lean meat
- Mushroom caps with low-fat cheese stuffing
- Miniature pizzas made with English muffins, tomato sauce, mozzarella cheese, and mushrooms, onions, zucchini, peppers, etc.
- Roasted nuts



### Food Safety

When providing food during a meeting, follow these basic guidelines to prevent food borne illness:

- Ensure food is delivered just prior to serving time. Food should be at serving temperatures at the time of delivery.
- Serve food within 30 minutes of delivery.
- Hot foods should be held at 140 degrees F or warmer and cold food should be held at 41 degrees F or colder.
- Perishable food should not be left out more than 2 hours at room temperature.
- Discard any food left out at room temperature for more than 2 hours.
- Note: At a buffet, food should be kept hot with chafing dishes, slow cookers, and warming trays. Food should be kept cold by nesting dishes in bowls of ice or using small serving trays and replacing them often.
- Consider donating unused food and beverages.
- Unused food can be donated only if the food has been stored properly and maintained at the proper temperature.

- Food cannot be donated if it has been on the service or buffet table, even if it has been kept at the correct temperature.
- Contact local food banks to make arrangements for donations.
- **Food Caterers/Contractors**
- Work with food caterers/contractors used by Clark County to identify culturally appropriate, nutritious, lower calorie food items on their menus to make food and beverage selection easier for county staff.





### Appendix D

## Sample Nutrition Policy: Schools

*The following policy from Camas School District in Clark County, Washington is an excellent example of the depth of criteria that a policy can encompass. It was adopted in 2005. For brevity, sections on Physical Fitness were left out of this Guide. For the complete policy, please go to the Fit Pick™ Guide for Planning and Implementation for Schools.*



### **Policy: Nutrition and Physical Fitness**

The board recognizes that childhood obesity has reached epidemic levels in Washington and throughout the country. Overweight children are at a higher risk for developing severe long-term health problems, and overweight children are affected by discrimination, psychological stress, and low self-esteem. However, research indicates that obesity and subsequent diseases are largely preventable through diet and regular physical activity. Research also indicates that becoming physically active and maintaining a regular physical activity program significantly reduces the risk of some obesity and some cancers, diabetes and other chronic diseases.

Children who eat well-balanced meals and are healthy are more likely to learn in the classroom. The board supports increased emphasis on nutrition as well as physical activity at all grade levels to enhance the well-being of our district's youth. Therefore, it is the policy of the board to:

- A. Provide students access to nutritious food;
- B. Provide opportunities for physical activity and developmentally appropriate exercise; and
- C. Provide accurate information related to these topics.

The superintendent shall develop and implement a comprehensive district-wide nutrition program consistent with state and federal requirements for districts sponsoring the National School Lunch Program and the School Breakfast Program. To implement the program, the superintendent shall adopt and implement a comprehensive curriculum on health, fitness and nutrition consistent with the Essential Academic Learning Requirements (EALRs). The

curriculum will provide opportunities for developmentally appropriate instruction for grades K-12. The input of staff, students, parents and public health professions in the development of the curriculum is encouraged.

Nutrition, health and fitness topics shall be integrated within the sequential, comprehensive health education curriculum taught at every grade level, kindergarten through grade 12, and coordinated with the district's nutrition and food services operation.

The district shall take a proactive effort to encourage students to make nutritious food choices. The superintendent shall ensure that:

- D. A variety of healthy food choices are available whenever food is sold or served on district property or at district-sponsored events;
- E. Schools shall regulate the sale or serving of foods or snacks high in fat, sodium or added sugars; and
- F. Nutritious meals served by the school nutrition and food services operation complies with state and federal law.

### ***Nutrition Standards***

The district shall provide school breakfasts and lunches that meet the nutritional standards required by state and federal school breakfast and lunch programs. By 2007, all reimbursable meals served in school shall conform to the U.S. Dietary Guidelines for Americans.

The superintendent shall establish rules for the sale of food during the school day to encourage the eating of nutritious food. The district shall offer and promote healthy choices at all grade levels. By 2007, a la carte and all other competitive foods sold during the school day must meet the requirements stated in Appendix A., and may be sold in lunchrooms, vending machines, school stores, or snack bars.

Foods and beverages of minimal nutritional value, as defined by the U.S. Department of Agriculture, shall not be sold or served on school premises, with the exception of sports concessions.

Providing healthful or non-food options for fund raisers is strongly encouraged.

Food is not used as a reward or punishment.

Schools promote healthy food choices and don't allow advertising that promotes foods of minimal/limited nutritional value.

### ***Food Services Program***

The district supports the philosophy of the National School Lunch and Breakfast programs and shall provide wholesome and nutritious meals for children in the district's schools. The board authorizes the superintendent/designee to administer the food services program, provided that any decision to enter into a contract with a private food service agency shall require the approval of the board. Expenditures for food supplies shall not exceed the estimated revenues.

Because of the potential liability of the district, the food services program shall not accept donations of food other than as provided in



this policy without the expressed approval of the board. Should the board approve a food donation, the superintendent/designee shall establish inspection and handling procedures for the food and determine that the provisions of all state and local laws have been met before selling the food as part of the school lunch menu.

Beginning the 2006-2007 school year, recess for elementary grades is scheduled before lunch so that children will come to lunch less distracted and ready to eat.

### ***Free And Reduced-Price Food Services***

The district shall provide free and reduced-price breakfasts, lunches and milk to students according to the terms of the National School Lunch and Breakfast programs and the laws and rules of the state. The district shall inform parents of the eligibility standards for free or reduced price meals. Reasonable efforts shall be made to protect the identity of students receiving such meals. A parent has the right to appeal any decision with respect to his/her application for free or reduced-price food services to the superintendent.

The district may provide free, nutritious meals to all children on test days, including students who do not qualify for free or reduced priced federal school meal benefits, however, the district is responsible for the cost of providing meals to students who are ineligible for free and reduced priced meals.

The board of directors may establish a program whereby school meals may be provided to anyone other than students of the district at the greatest price charged any student plus an amount representing the portion of the lunch cost paid for from local, state and federal assistance (cash and food).



### ***Surplus Commodities***

The district shall use food commodities made available under the Federal Food Commodity Program for school menus.

## **Nutrition and Physical Fitness Procedure**

### ***Commitment to Nutrition and Physical Activity***

#### **Advisory Committee**

The Camas School Board shall appoint a School Health Advisory Council (SHAC) to assist in development of the district-wide nutrition and physical fitness policy. The council's primary mission shall be to address nutrition and physical activity as well as develop, implement and evaluate guidelines that support a healthy nutrition environment.

School food services staff members are an important part of the education team and will participate in making decisions and guidelines to improve the school nutrition environment.

## **Quality School Meals, Nutritional Content and Food Service Operations**

The following guidelines shall be in effect:

The Camas School District offers breakfast, lunch, and after school snack programs (as applicable.) Students and staff are highly encouraged to promote and participate in these programs.

School menus meet the nutrition standards established by the U.S. Department of Agriculture and conform to good menu planning principles and feature a variety of healthy choices that are tasty, attractive, of excellent quality and are served at the proper temperature. School foodservice personnel will use food selection and preparation techniques that provide school meals that are low in saturated fat, sodium and sugar. The food service program will offer food choices that include lean meats, vegetables, whole grains, and low or non-fat milk. By 2007-2008 reimbursable school meals will reflect the 2005 Dietary Guidelines for Americans.

Only food or beverages that meet the Dietary Guidelines for Americans and the definition in Appendix A may be sold or served to students during the school day. Such a provision specifically precludes the sale of carbonated beverages, water-ices unless made with fruit juice, licorice, marshmallow candies, chewing gum, candies, fondant, spun candy and candy-coated popcorn.



- A. Foods that meet the minimum nutrition values include, but are not limited to, corn chips, beef jerky, popcorn, fruit, cheese & crackers, 100% fruit juices, peanuts, sunflower seeds, granola bars, low fat yogurt, pretzels, trail mix, low fat and nonfat milk. (see other examples and further definition in Appendix A.)
- B. Proteins should be added to salad bar options so that this choice can be counted as a reimbursable meal.
- C. Apple or other fresh fruit machines are acceptable at all times.
- D. Food safety is a key part of the school foodservice operation. Food that is sold must meet the health department's standards in regard to storage, preparation and serving
- E. The school Foodservice Director will be properly qualified according to current professional standards.
- F. Menus will be planned with input from students/staff/parents and could include cultural and or ethnic favorites of students.

### **Competitive Foods:**

The following guidelines shall be in effect:

- A. The district shall offer and promote healthy choices at all levels of food service (lunchroom, vending machines, student stores, etc.) [with a two year transition period]
- B. By 2007, a la carte items in grades 6-12 will meet nutritional guidelines as listed in Appendix A and include a variety of choices of tasty, nutritious foods, such as fruits, vegetables, whole grains and low-fat dairy foods.
- C. By 2007, vending machines, student stores, and snack bars that sell food/beverages will meet the nutritional guidelines in Appendix A. Vending machine access and availability will be determined by SHAC. Water is always available.

- D. The district strongly encourages organizations to raise money by selling non-food items.
- E. Athletic field concessions model good sports nutrition by including a variety of choices of tasty, nutritious foods, such as fruits, salads, whole grains, and low-fat dairy foods in addition to traditional concession stand items.
- F. Food is not used as a reward or punishment.
- G. Individual school policies include nutrition standards (consistent with the intent of the District policy) for foods and beverages offered in classrooms and at parties, celebrations, and social events; these policies strongly encourage celebrations featuring activities other than eating.

***Pleasant Dining Experience School Cafeterias***

- A. Any student may eat in the school cafeteria or other designated place.
- B. Meal prices will be established by the superintendent and food service supervisor, with the approval of the board at the beginning of each year.
- C. Healthy option foods should be competitively priced.
- D. Meal prices will be conspicuously posted in each cafeteria or designated meal area.
- E. Meal periods should be scheduled at appropriate times, approximately 2.5-3.5 hours after the start of the school day.
- F. Meal periods should be long enough for students to eat and socialize.
- G. There should be enough serving areas so that students do not have to wait in long lines.
- H. Kitchen/dining facility design is given priority in renovations or new construction.
- I. Dining rooms should offer an attractive and safe environment. Schools shall ensure:
  - a. Seating is not overcrowded;
  - b. Rules for safe behavior are consistently enforced;
  - c. Appropriate supervision is provided and innovative methods are used to keep noise levels appropriate; and
  - d. Tables and chairs are the right size for students.
- A. Beginning in the 2006-2007 school year when elementary recess is held in conjunction with the lunch period, it should be scheduled prior to the lunch period so that children will come to lunch less distracted and ready to eat.
- B. Students and staff will have access to safe, fresh drinking water throughout the school day. Fluoridated or bottled water should be made available for purchase by staff and students.
- C. Hand washing equipment and supplies are in a convenient place so that students can wash their hands before eating.
- D. Schools use an accounting system that protects the identity of students who eat free and reduced price school meals.

### ***Healthy Food Promotion & Marketing***

- A. Schools will promote healthy food choices and not allow advertising that promotes foods of minimal/limited nutritional value.
- B. Healthy eating and physical activity are actively promoted to students, parent, teachers, administrators and the community using a variety of media.
- C. Students will receive positive, motivating messages about healthy eating and physical activity throughout the school setting.

### ***Nutrition Education***

Nutrition education at all levels of the district's integrated curriculum (K-12) should include, but not be limited to, the following essential components designed to help students learn:

- A. Age-appropriate nutritional knowledge, including understanding the relationship of nutrition and food nutrients to physical performance and body composition; recognizing patterns of growth and development; understanding the concept of control and prevention of disease; acquiring skills to live safely and reduce health risks; understanding how environmental factors affect health; learn the benefits of healthy eating; understand essential nutrients; learn about nutritional deficiencies; understand the principles of healthy weight management; understand the use and misuse of dietary supplements; learn safe food preparation, handling, and storage; and appreciate cultural diversity related to food and eating;
- B. Age-appropriate and standards-based nutrition-related skills, including gathering and analyzing health information; using social skills to promote health and safety; understand how emotions influence decision making; analyze health and safety information and develop a health and fitness plan and a monitoring system, to plan and prepare a healthy meal, understand and use food labels, and to critically evaluate nutrition information, misinformation, and commercial food and advertising; and
- C. How to assess one's personal eating habits, set goals for improvement, and achieve those goals.
- D. Nutrition education should be integrated into core curriculum areas such as math, science and language arts.
- E. Nutrition education should be offered in the school dining room as well as classroom with coordination between food service staff and educators.
- F. Schools should be encouraged to conduct nutrition education activities and promotions that involve students, parents and the community.
- G. Students should receive nutrition messages throughout the school that are consistent and reinforce each other.



### ***Staff Development***

Ongoing in-service and professional development training opportunities for staff in the area of food nutrition will be encouraged.

### ***Family and Community Involvement***

In order to promote family and community involvement in supporting and reinforcing nutrition education in the schools, the school principal is responsible for ensuring:

- 1) Nutrition education materials and meal menus are made available to parents;
- 2) Parents are encouraged to promote their child's participation in the school meals program. If their children do not participate in the school meal program, parents should provide their children with healthy snacks/meals;
- 3) Families are invited to attend exhibitions of student nutrition projects or health fairs;
- 4) Nutrition education curriculum includes homework that students can do with their families (e.g., reading and interpreting food labels, reading nutrition-related newsletters, preparing healthy recipes, etc);
- 5) School staff are encouraged to cooperate with other agencies and community groups to provide opportunities for student projects related to nutrition, as appropriate; and
- 6) School staff should consider the various cultural preferences in development of nutrition education programs and food options.

### ***Program Evaluation***

- A. Nutrition: In order to evaluate the effectiveness of the school health program in promoting healthy eating and to implement program changes as necessary to increase its effectiveness, the superintendent, in collaboration with the School Health Advisory Committee (SHAC) and food services, is responsible for evaluating and assessing whether the board policy and procedure are implemented, including a periodic assessment of the school meal program with input from students, parents and staff.

## **Appendix A**

### ***Healthy Foods***

Fat- No more than 30% of calories from fat (not including nuts or seeds)

Saturated Fat-No more than 10% of calories from saturated fat

Sugar- No more than 35% added sugar by weight (except fresh, dried or canned fruits and vegetables)

### ***Portion Size***

Limit portions to specific sizes

Snacks and Sweets: 1.25 oz

Cookies and cereal bars: 2 oz

Bakery items: 3 oz

Frozen desserts: 3 oz

Yogurt: 8 oz

### ***Beverages***

Beverages that contain 100% fruit juice

Water

Low- fat and nonfat milk

**Portion size**

12 oz or less (no limit for water)





## Energize Your Vending!

### Appendix E

## Fit Pick™ Nutrition Guidelines

Option:	Fit Pick™ Option 1	Fit Pick™ Option 2
Designation:	35-10-35	Based on Alliance for a Healthier Generation*
Intended Audience	Sites that serve the general population and schools that desire a more liberal set of criteria.	Schools and other sites that desire additional criteria for sodium, calories, portion size and/or beverage criteria.
Snack Criteria	Yes	Yes
Fat	No more than 35% of total calories (exception: nuts, nut butter, seeds)	No more than 35% of total calories (exception: nuts, nut butter, seeds)
Saturated Fat	No more than 10% of total calories	No more than 10% of total calories or less than 1 gram
Trans Fat	No guideline	Zero trans fat
Sugar	No more than 35% of total product weight	No more than 35% of total calories
Sodium	No guideline	No more than 230 mg. (exception: Low or non-fat dairy products)
Calories	No guideline	Middle school: No more than 180 calories/pkg High school: No more than 200 kcal/pkg
Beverage Criteria	No guidelines, but beverage guidelines from Option 2 could be adopted in conjunction with Option 1	<b>Water</b> <b>Milk:</b> Fat Free or low fat regular or flavored milk with up to 150 cal/8 oz <b>Juice:</b> 100% juice with no added sweeteners, p to 120 cal/8 oz and minimum 10% RDV for 3 or more vitamins/minerals. <b>Serving sizes:</b> Elementary: 8 oz. Middle School: 10 oz. High School: 12 oz. <b>High School</b> guideline also allows: No- or low-cal beverages with up to 10 calories/8 oz. At least 50% of non-milk beverages must be water or no- or low-calorie beverages.



\*The Alliance for a Healthier Generation is a partnership between the American Heart Association and the William J. Clinton Foundation. The partnership's goal is to eliminate childhood obesity and to inspire all young people in the United States to develop lifelong, healthy habits. The nutrition guidelines suggested by the Alliance are intended to be used for 100% of food and beverages served on school campuses. If used in this way, machine stickers would be unnecessary. Fit Pick Option 2 stickers are useful to identify items which comply with Alliance guidelines in schools or organizations that also include products which do not comply with Alliance guidelines. Alliance for a Healthier Generation guidelines include criteria that address sodium content, calories, portion size and/or beverage criteria. For more information, go to: [www.healthiergeneration.org](http://www.healthiergeneration.org). For a detailed list of Alliance nutrition guidelines, go to: [www.healthiergeneration.org/uploadedFiles/For\\_Schools/Helpful\\_Tools/Competitive%20Foods%20Guidelines%20Text%20Version-09-03-07.pdf](http://www.healthiergeneration.org/uploadedFiles/For_Schools/Helpful_Tools/Competitive%20Foods%20Guidelines%20Text%20Version-09-03-07.pdf)





## Energize Your Vending!

### Appendix F

## How to Conduct A Taste Test

Providing a sample of new products is an excellent way to build awareness of Fit Pick™ and to promote new choices. Few consumers will spend money at a vending machine to try something they have never tasted before. Taste Tests are not necessarily recommended as a means of determining what will sell in a machine. Purchasing decisions usually differ from the feedback at a taste test.

### *To prepare for a taste test:*

- ❑ Set a date and time. Coordinate with your vending operator at least 2 weeks in advance regarding product samples and possible logistical support.
- ❑ Advertise/promote the taste test or product sampling (via site newsletters, posters or announcements)
- ❑ Set up in a location that is accessible and frequented by vending consumers – such as the lunchroom/cafeteria, employee break rooms, foyer, etc.
- ❑ Collect your supplies:
  - Product samples which can usually be obtained through your vending operator.
  - A table
  - Tablecloth (optional)
  - Plastic gloves (if portioning snacks)
  - Small cups or napkins (if portioning snacks)
  - Garbage can/bag
  - Handouts or information on Fit Pick™
  - Pencils and copies of a survey instrument (see sample next page) if you wish to collect feedback



# Sample Survey Instrument



## Thank you

For taking the time to sample products that qualify as Fit Pick™ choices in our vending machines. Your feedback is important to us!

Please note the name of the food item(s) you tried:

**Sample #1:** \_\_\_\_\_

Please rate this product:	Good	Fair	Poor
Would you buy this product?	Yes	Maybe	Never

**Sample #2:** \_\_\_\_\_

Please rate this product:	Good	Fair	Poor
Would you buy this product?	Yes	Maybe	Never

Have you noticed the Fit Pick program before today?

Will it influence your buying decision?

Comments/Questions:



# Appendix G

## Fit Pick™ Stickers & Clings

### Tips for Fit Pick™ Sticker/Cling Placement:

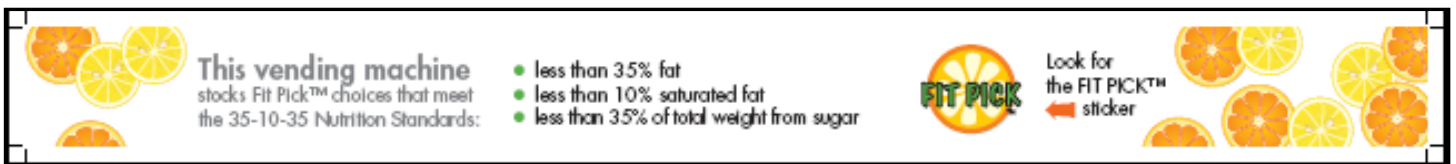
- Small round stickers are intended for placement next to the price of the item. This designates that any item placed in that particular spiral must comply with the labeling criteria. Stickers with an orange border represent 35-10-35 criteria. Stickers with a green border represent criteria based on the Alliance for a Healthier Generation guidelines.



- Large round and rectangular stickers are intended for use near the coin drop. Round and rectangular stickers are available for both criteria. In this example, the round sticker represents the 35-10-35 criteria. The rectangular sticker represents criteria based on Alliance for A Healthier Generation guidelines.



- The long horizontal cling explaining the program is intended to be installed at the top or bottom of the vending window.



- Try to avoid placing signs on the machine that may obscure products.
- Note: Sticker representations on this page are not actual size.



**Energize Your Vending!**

## Appendix H

# Fit Pick™ Monitoring Log

*Recommendation: Monitor vending machines weekly following implementation of Fit Pick™, and monthly thereafter. Issues and feedback may be recorded for follow-up with the site team and/or vending operator.*

**Date:** \_\_\_\_\_ **Organization:** \_\_\_\_\_  
**Name:** \_\_\_\_\_ **Machine location:** \_\_\_\_\_

- Please check vending machines periodically.
- Place an X in the appropriate box to answer each question. Please note both positive and negative comments or requests regarding Fit Pick™ or other vended products
- Please note any action taken.
- To contact the vending operator: \_\_\_\_\_ For on-site assistance: \_\_\_\_\_

	YES	NO
Is the vending machine working properly?		
Are Fit Pick™ signs prominent on machine?		
Are Fit Pick™ spirals labelled with Fit Pick™ logos?		
Are all Fit Pick™ slots filled?		
Do items in Fit Pick™ slots qualify for the program?		
Are there different products in all or most Fit Pick™ slots?		
Which items are duplicated in Fit Pick™ slots? (list all)		
Are Fit Pick™ prices comparable to non-Fit Pick™ items?		
Comments/Requests:		

Submit this form to: \_\_\_\_\_



**Energize Your Vending!**

## Appendix I

# Sample Press Release

*(Place your organization's logo here)*

**FOR IMMEDIATE RELEASE**

*(Fill in current date)*

Contact: *(Fill in spokesperson's name and contact information)*

### **New Vending Program Supports Healthy Lifestyles**

*(Your town, state)* — The Fit Pick™ program recently arrived at (fill in name of organization/county) to help consumers identify vending machine snacks that not only taste great, but support a healthy lifestyle as well. Delicious snacks like baked chips, fruit bars, pretzels, nuts and trail mix, jerky, dried fruit, and granola bars fill approximately \_\_\_\_\_% of the slots in participating vending machines.



"We are very pleased that our *(Insert: residents/employees/students/guests)* have options in the vending machine that support their commitment to health," states *(Fill in spokesperson's name and title)*. "Traditional pleasure foods are still available, but Fit Pick™ now gives consumers a satisfying alternative choice."

Fit Pick™, developed by the National Automated Merchandising Association (NAMA), uses colorful stickers and clings to identify vending machine products that meet lower-fat and lower-sugar program standards. It is available to all vending operators via the NAMA website: [www.vending.org](http://www.vending.org).

(more)

*(Fill in operator's name)* of *(name of vending company)* comments: "The Fit Pick™ program has given vending operators a simple, identifiable and consistent way to meet the growing demand for lower-fat, lower-sugar products. We are proud to contribute to creating an environment for health."

For more information on Fit Pick™, go to [www.fitpick.org](http://www.fitpick.org).

*\*If more than one organization is announcing: Fit Pick™ can be found at vending machines in (list locations/organizations).*

###



**Energize Your Vending!**

## Appendix J

# Sample PSA\* Script

### *\*Radio Public Service Announcement*

*[Place your organization's logo here]*

*Name of Your Organization:*

Address: *(Fill in organization address)*

Contact: *(Fill in spokesperson's name and contact information)*

For Use: *(List the dates you would like this PSA used, e.g. April-May, 2008)*

Length: 30 seconds

Did you know that snacks which support a healthy lifestyle are now available in your local vending machine? The Fit Pick™ program can help you identify great tasting, lower-fat, lower-sugar snacks. Delicious items like baked chips, fruit bars, pretzels, nuts, and granola bars are available at participating locations. "Look on the Right Side" of participating vending machines for the orange and yellow Fit Pick™ stickers. Then, Grab. Energize and Go! For more information, go to [www.fitpick.org](http://www.fitpick.org) or call *(name of your organization)* at *(insert contact info)*.

-End-



**Energize Your Vending!**

## Appendix K

# Internal Communication for Worksites

*The following three articles are intended for placement on organizational printed or intranet newsletters*

*Please note: If taste tests will be held, please include the dates/time/locations for taste tests in last two articles*

### Sample Article: Introducing Fit Pick™: Grab.Energize.Go!

Nutritionists agree: Healthy snacking throughout the day is good for you. Delicious items like granola bars, dried fruit, nuts, baked chips, fruit bars, and beef jerky can give you the long lasting energy you need to feel great and perform well.

Great news! The Fit Pick™ vending program – just introduced in *(Fill in name of organization)*'s vending machines – includes all of these products and more! Fit Pick™ increases your snack options to include items that are lower in fat, saturated fat and sugar. And, most important: Fit Pick items are reasonably priced and taste great! Fit Pick™ lets you Grab. Energize. & Go!

Fit Pick™ products have been carefully screened to meet nutritional criteria based on the recommendations of the American Heart Association and the 2005 USDA Dietary Guidelines for Americans. To find these products, "Look on the Right Side" of the vending machine where they are identified with colorful Fit Pick™ stickers.

Check it out! For more information, go to [www.fitpick.org](http://www.fitpick.org). Or contact our Fit Pick™ coordinator: *(Insert name of individual)* at *(Insert phone or e-mail)*.





*More articles.....*

### **Sample Article 2: Fit Pick™: The Answer to Your Snack Attack**

It's 10:00 a.m. and your stomach is growling so loudly, you're afraid the guy next to you can hear it. You want a snack that is tasty, satisfying, priced right, but still low in fat and sugar.

Impossible? Not anymore! Vending machines labeled with colorful Fit Pick™ stickers at *(insert name of site)* now include snacks and beverages that taste good and support a healthy lifestyle. Fit Pick™ items include baked chips, fruit bars, pretzels, nuts and trail mix, jerky, dried fruit, granola bars, and others. Fit Pick™ lets you Grab. Energize. & Go.

So, don't let that growl in your tummy keep your co-worker awake! Head over to the vending machine, "Look on the Right Side" and grab a Fit Pick™.

For more information, go to [www.fitpick.org](http://www.fitpick.org). Or contact our Fit Pick™ coordinator: *(insert name of individual)* at *(insert phone or e-mail)*.

*If planning a taste test:* On *(insert date)*, free samples of Fit Pick™ snack items will be available from *(insert time)* near *(insert location)*. Stop by for a taste of Fit Pick™ and share your opinion!

### **Sample Article 3: Snack with Pride: Thanks to Fit Pick™**

Are you a "closet snacker?" Embarrassed when co-workers see you sneak to the vending machine for a little pleasure food?

Fear no more! Fit Pick™ – *(insert name of organization)*'s new vending program – just gave you a reason to proudly stroll to your nearest vending machine to enjoy a snack or beverage that tastes good *and* supports your healthy lifestyle. Snack foods and drinks in the vending machine columns marked with Fit Pick™ stickers are competitively priced, taste great and meet the nutrition guidelines based on the 2005 USDA Dietary Guidelines for Americans and the American Heart Association's recommendations for a healthy diet.

Remember to "*Look on the Right Side*" of the vending machine. That's where you'll find baked chips, fruit bars, pretzels, nuts and trail mix, jerky, dried fruit, pop tarts, granola bars, and other satisfying snacks.

So, next time you crave a snack, proudly announce your trip to the vending machine and offer to bring something back for your co-workers! Grab. Energize. & Go!

For more information, go to [www.fitpick.org](http://www.fitpick.org). Or contact our Fit Pick™ coordinator: *(Insert name of individual)* at *(Insert phone or e-mail)*.

*If planning a taste test:* On *(Insert date)*, free samples of Fit Pick™ items will be available from *(Insert time)* near *(Insert location)*. Stop by for a free taste and share your opinion!



## Energize Your Vending!

### Appendix L

# Internal Communication for Schools

*The following three articles are intended for placement on printed or intranet school newsletters or they may be read on broadcast announcements within the school.*

*Note: Need to include dates/time/locations for taste tests in last two articles*

Sample article for parents' newsletter:

### Sample Article 1: Introducing Fit Pick™: Grab. Energize. Go.



Let's face it: Kids burn a lot of energy. And, appropriate snacks between healthy meals play an important role in meeting those energy needs.

But do you ever wonder what your kids are snacking on when they are away from home? *(Insert school/district name)* is concerned about that, too. That's why we are proud to announce the introduction of Fit Pick™ – a vending program that identifies products which meet nutritional criteria based on the 2005 USDA Dietary Guidelines for Americans and the recommendations of the American Heart Association.

Starting this week, vending machines at *(Insert name of school/district)* will feature Fit Pick™ items such as baked chips, fruit bars, pretzels, nuts and trail mix, jerky, dried fruit, pop tarts, granola bars, and others. These items can be identified by colorful Fit Pick™ stickers and are placed in the right hand columns of the machine. So, tell your student to "Look on the Right Side," then Grab. Energize. & Go! — with Fit Pick™.

By the way, did you know that vending machine revenues support our school's *(Fill in program)*? Now your son or daughter has snack options that support a healthy lifestyle and our school programs as well!

For more information, go to [www.fitpick.org](http://www.fitpick.org). Or contact our Fit Pick™ coordinator: *(Insert name of individual)* at *(Insert phone or e-mail)*.

## Sample Article 2: Fit Pick™: Grab.Energize.Go.



Looking for a cool snack or drink that tastes great, gives you tons of energy, and keeps you fit? All you need to do is “Look on the Right Side” for Fit Pick™ snacks in our school vending machines.

Fit Pick™ options are located in the 2 right-hand columns of the vending machines at *(insert name of school/district)*. Fit Pick’s awesome snacks include pretzels, nuts and trail mix, jerky, dried fruit, pop tarts, granola bars, baked chips, fruit bars, and others.

Did you know that vending machine profits support our school’s *(Fill in program)*? Now you can have a great snack and support our school programs as well!

Check it out! Look for the citrus stickers that say Fit Pick™. Then, Grab. Energize & Go!

Want to try a taste before you spend your money? No problem! Free samples of Fit Pick™ products will be given out at *(Insert time)* on *(Insert date)* near *(Insert location)*.

## Sample Article 3: Fit Pick™: The Answer to Your Snack Attack

You’ve just finished first period and your stomach is growling so loudly, you’re afraid the guy next to you can hear it. You’re craving a snack that’s yummy, priced right and coach-approved.

Impossible? Not anymore!

That’s because vending machines at *(insert name of site)* now include Fit Pick™ items: awesome snacks like baked chips, fruit bars, pretzels, nuts and trail mix, jerky, dried fruit, granola bars, and others. Fit Pick™ labels, which look like little oranges, are under all the Fit Pick™ products and are stacked in the right hand columns of the machines.

And, hey - did you know that vending machine profits support our school’s *(Fill in program)*. Now you can have a great snack and support our school programs as well!

So, don’t let that growl in your tummy keep your classmates awake! Head over to the vending machine. “Look on the Right Side,” then Grab. Energize. & Go. - with Fit Pick™.

For more information, go to [www.fitpick.org](http://www.fitpick.org). Or contact our Fit Pick™ coordinator: *(Insert name of individual)* at *(Insert phone or e-mail)*.

***If planning a taste test:*** Want to try a taste before you spend your money? No problem! Free samples of Fit Pick™ products will be distributed at *(Insert time)* on *(Insert date)* near *(Insert location)*.



Energize Your Vending!

## Appendix M

### Sample Comment Card

*Sample comment cards can be an excellent tool for measuring consumer response to Fit Pick™. Stacks of these comment cards were placed near the vending machine at a worksite with a collection box nearby.*

### Fit Pick™ Comment Card

Please fill out and put \_\_\_\_\_.

**What do you think about Fit Pick™?**

Date: \_\_\_\_\_

- I love it
- I like it
- No opinion
- I don't like it
- I really dislike it
- Don't know what Fit Pick™ is



Look for the FIT PICK sticker ←

Questions? Contact [insert site contact]



### Appendix N

## Snack Facts

- ✓ Some beverages and snack-size packages contain more than one serving. If you eat it all, you'll get double or triple the calories, fat and sugar on the label. So, check the label! If the package contains more than one serving, save some for later or share with a friend.
- ✓ Fresh fruit, dried fruit, fruit leather without added sugar and fruit bars made from 100% fruit are super snacks. Pass up fruit snacks (usually aimed at kids) that contain high fructose corn syrup as the first ingredient.
- ✓ Nutty for nuts? Nuts are nutrient rich and contain unsaturated fat which doesn't raise blood cholesterol levels. They are packed with vitamin E, protein, fiber, magnesium, copper, phosphorus, potassium, selenium and folate. A third cup of raw or roasted nuts contains approximately 250 calories.
- ✓ Most nutritionists agree that it can be healthier to eat six small, well-balanced meals per day than three large ones. This plan helps reduce the hunger swings that can lead to overeating.
- ✓ A "sugar fix" can actually let you down. The high sugar content in candy can trigger an insulin response that soon lowers blood sugar – leaving you more tired than before. A better choice? Raw veggies or fruit, whole grains, or a snack with protein.
- ✓ Best picks for snacking? Fresh foods that include low- or non-fat dairy products such as string cheese, yogurt, and cottage cheese. Fruit, vegetables and whole grain products such as crackers or whole grain bread.
- ✓ A 12-oz can of sugar-based soft drink contains 8 to 10 teaspoons of sugar. Fruit juice, though from a natural source, is also high in sugar and calories. Best bet when you're thirsty? Drink Water! There are wonderful, new flavored waters available in your nearest vending machine!





# Energize Your Vending!

## Appendix O

### Launch Preparation Worksheet

*This worksheet is a helpful way to organize a multi-site launch. It can help keep track of responsibilities, quantities of collateral material needed, and extent of promotional activities.*

Organization: \_\_\_\_\_

Launch start date: \_\_\_\_\_ Completion date: \_\_\_\_\_

#### Vending Operator Checklist

- Drivers ready!
- Product in stock (quantity & variety?)
- Stickers & Clings ready?

#### Site Checklist: Use as appropriate to site

Machine Location	Installation date	Posters up #/date/resp.	Table tents #/date/resp.	Machine top #/date/resp.	NewsletterArticles Dates/resp.	Intranet Date/resp.	Announcement Date/resp.	Readerboard Date/resp.

# Launch Preparation Worksheet

## Part II

Plans for group or class participation? (i.e., worksites: wellness committee, management; or schools: teachers, PTO, or Associated Student Body Council)

Launch events/responsibility? (i.e., taste tests, contests, snack baskets)

Launch Site Helpers?

Media Plan:

Media Spokesperson? (name, contact info, who is responsible for prepping?)





**Energize Your Vending!**

## **Appendix P** Washington State Senate Bill 5093

*The wave of the future? Passed in March 2007, Section 5 of Washington State Senate Bill 5093 recommends nutrition standards for all foods and beverages served on school campuses.*

S-1831.1 **SECOND SUBSTITUTE SENATE BILL 5093**

**State of Washington 60th Legislature 2007 Regular Session**

**By** Senate Committee on Ways & Means (originally sponsored by Senators Marr, Keiser, Franklin, Shin, Fairley, Hobbs, Weinstein, Kauffman, Pridemore, Oemig, Eide, Brown, Tom, Kohl-Welles, Regala, McAuliffe, Spanel, Rockefeller and Rasmussen; by request of Governor Gregoire)

READ FIRST TIME 02/14/07.

NEW SECTION. **Sec. 5.** A new section is added to chapter 28A.210

RCW to read as follows:

**It is the goal of Washington state to ensure that:**

- 1) By 2010, all K-12 districts have school health advisory committees that advise school administration and school board members on policies, environmental changes, and programs needed to support healthy food choice and physical activity and childhood fitness. Districts shall include school nurses or other school personnel as advisory committee members.
- 2) By 2010, only healthy food and beverages provided by schools during school hours or for school-sponsored activities shall be available on school campuses. Minimum standards for available food and beverages, except food served as part of a United States department of agriculture meal program, are:
  - a. Not more than thirty-five percent of its total calories shall be from fat. This restriction does not apply to nuts, nut butters, seeds, eggs, fresh or dried fruits, vegetables that have not been deep-fried, legumes, reduced-fat cheese, part-skim cheese, nonfat dairy products, or low-fat dairy products;
  - b. Not more than ten percent of its total calories shall be from saturated fat. This restriction does not apply to eggs, reduced-fat cheese, part-skim cheese, nonfat dairy products, or low-fat dairy products;

- c. Not more than thirty-five percent of its total weight or fifteen grams per food item shall be composed of sugar, including naturally occurring and added sugar. This restriction does not apply to the availability of fresh or dried fruits and vegetables that have not been deep-fried; and
  - d. The standards for food and beverages in this subsection do not apply to:
    - i) Low-fat and nonfat flavored milk with up to thirty grams of sugar per serving;
    - ii) Nonfat or low-fat rice or soy beverages; or
    - iii) One hundred percent fruit or vegetable juice.
- 3) By 2010, all students in grades one through eight should have at least one hundred fifty minutes of quality physical education every week.
- 4) By 2010, all student health and fitness instruction shall be conducted by appropriately certified instructors.
- 5) Beginning with the 2011-2012 school year, any district waiver or exemption policy from physical education requirements for high school students should be based upon meeting both health and fitness curricula concepts as well as alternative means of engaging in physical activity, but should acknowledge students' interest in pursuing their academic interests.



Energize Your Vending!

# Appendix Q FDA Guidelines on Labeling

U. S. Food and Drug Administration  
Center for Food Safety and Applied Nutrition  
August, 1995; Revised February, 1996

## Excerpts from Questions and Answers VOLUME II

### A Guide for Restaurants and Other Retail Establishments

U.S. Department of Health and Human Services  
Public Health Service  
Food and Drug Administration

August, 1995

**R13. Question:** How does FDA define "restaurants?"

**Answer:** "Restaurants" include conventional full service restaurants and other establishments that offer restaurant-type services. The term "restaurant" applies broadly to establishments where food is served or sold for immediate, on-site consumption (e.g., institutional food service establishments, such as schools, hospitals, and cafeterias; transportation carriers, such as trains and airplanes; delicatessens, and catering where there are facilities for immediate consumption on the premises).

**The definition of "restaurant" extends to establishments where foods are generally consumed immediately where purchased or while walking away (e.g., lunch wagons, cookie counters in a mall, and vending machines, including similar foods sold from convenience stores); and food delivery systems or establishments where ready-to-eat foods are delivered to homes or offices for immediate consumption.**

**R14. Question:** Are all foods that are sold in restaurants or from other facilities such as **vending machines** and that do not bear a claim exempt from nutrition labeling?

**Answer:** No. The exemptions in §§ 101.9(j)(2)(I) through (iii) are limited to (1) ready-to-eat foods served in restaurants and in other establishments in which food is sold for immediate human consumption and (2) foods sold for sale or use only in such establishments. Commercially packaged



foods such as soft drinks in cans, bags of potato chips, and candy bars that may be sold in restaurants and vending machines but that are also sold through other retail outlets (e.g., grocery stores) must bear nutrition labeling, regardless of whether or not they bear a claim (subject, of course, to the low volume product and small business exemptions).

**R19. Question:** Could you elaborate on the types of foods sold in vending machines that are exempt from nutrition labeling?

**Answer:** Foods that are prepared or dispensed by a vending machine (e.g., soda, coffee, soup, or popcorn that is dispensed into a cup) would be analogous to foods served in a restaurant and, therefore, would be exempt from nutrition labeling requirements **provided the food does not bear a claim** (# 101.9(j)(2)(ii)).

Vending machine foods sold in packaged form (e.g., a salad or sandwich prepared in a commissary) that are similar to foods sold in restaurants are exempt from nutrition labeling requirements under # 101.9(j)(2)(iii) **provided the food does not bear a claim** and it is not sold through other retail channels (e.g., grocery stores).

The exemption for food sold in restaurants and similar establishments, including vending machines, extends to commercially manufactured foods that have been specially packaged for sale only in such establishments. However, FDA strongly encourages that foods that are sufficiently standardized to bear nutrition labeling (e.g., individual serving size cans of soup) do so.

**R21. Question:** If an exempt sandwich sold in a vending machine or convenience store includes a single serving unit of a condiment, such as mayonnaise, must nutrition labeling be provided on the mayonnaise packet?

**Answer:** Foods that are eligible for the exemption from nutrition labeling under # 101.9(j)(2), including sandwiches sold from lunch wagons, vending machines, and convenience stores, are exempt in their entirety. Therefore, a mayonnaise packet packaged with a sandwich is also exempt as long as its label does not bear a claim or other nutrition information.

**R29. Question:** Do restaurant foods that make claims need to comply with the same requirements as foods from other sources?

**Answer:** Restaurant foods that bear a claim **must comply with the same definitions for nutrient content claims** or qualify to bear health claims under the same authorizing regulations as foods from other sources. At the same time, FDA is providing a measure of flexibility in how restaurateurs determine the nutrient content of their food (e.g., "reasonable basis" for

believing a food meets the definition of a claim), and how they communicate this information to consumers (e.g., in a brochure or notebook) (# 101.10). These provisions are discussed in sections II and III of this document.

**R65. Question:** I understand that foods served or sold in restaurants are exempt from nutrition labeling if they do not bear a claim. **Once they bear a claim**, the restaurant must provide nutrition information upon request for the food that bears the claim. Does a restaurant have to use the Nutrition Facts format to provide nutrition information?

**Answer:** No. FDA is not requiring full nutrition labeling for restaurant foods, nor is it requiring that nutrition information be presented in the Nutrition Facts format. Because restaurant foods tend to be prepared or sold differently from foods from other sources, FDA has amended # 101.10 to provide a number of flexibilities for restaurants in how they determine the nutrient content of a food (e.g., using data base analysis or other reliable sources of nutrient information) and in how this information may be presented to consumers (e.g., in various formats and by reasonable means, such as in a flier or notebook) (January 6, 1993, 58 FR 2302 at 2410).

**R68. Question:** Does nutrition information have to appear on the same labeling that bears a nutrient content claim or health claim? For example, would a claim for a food listed on a placard require nutrition information on the placard also?

**Answer:** No. Section 101.10 requires that nutrition information be available upon request. It may appear on the same or different labeling from that which bears the claim. It may be presented in various forms, including those specified in # 101.45 (e.g., displayed at point of purchase by an appropriate means, such as affixing it to the food, by posting a sign, or by making the information readily available in a brochure, notebook, or leaflet, in close proximity to the foods), Nutrition Facts (# 101.9), and by other reasonable means (# 101.10).

**R73. Question:** Which nutrients should a restaurant include in nutrition labeling?

**Answer:** At a minimum, restaurants must provide information on the nutrient that is the basis for the claim, e.g., "low fat, this meal contains 10 grams of fat."

**R74. Question:** How does a restaurant determine which nutrients are the basis for a claim, i.e., which nutrients must be included in nutrition labeling?

**Answer:** Nutrients that are the basis for a claim include all nutrients that are relevant in determining whether a food meets the definition for a claim. For example, **fat claims are based on the fat content of a food. Thus, nutrition information for a "low fat" food must include information on the level of fat in the food bearing the claim.**

Cholesterol claims are based on the cholesterol content of the food and are allowed only when a food contains 2 grams or less saturated fat per reference amount (2 grams or less saturated fat per 100 grams of food for meals and main dish products). Thus, nutrition information for a food bearing a cholesterol claim must include information on both the cholesterol and the saturated fat content of the food. Health claims include both the general health claims requirements (i.e., that disqualifying levels not be exceeded) and the nutrient requirements for the specific claim (see Q R109). This information (e.g., information about the level of the nutrients that are the basis for the claim) should be readily available to a restaurant from its determination that the food conforms to the definition of a claim. (Definitions for nutrient content claims and requirements for health claims are summarized in attachments B, C, and D of this document.)

**R77. Question:** Would FDA consider a telephone number to be a reasonable means of providing nutrition information for a food sold in a restaurant or other vending facility and which makes a claim?

**Answer:** No. Once a food bears a claim, nutrition information must be readily accessible to consumers, e.g., on the label attached to the food or in labeling at point of purchase. **Vending machine foods that are sold in packaged form should have required labeling on the product visible to the consumer prior to purchase or be otherwise displayed at point of purchase.** With respect to foods prepared or processed by the vending machine (e.g., soup dispensed into a cup), the **mandatory information may be displayed on the vending machines.**

**R87. Question:** Should a restaurant provide nutrition information on a "per serving" basis, or can the information be declared by other units or measures, such as "per item" or "per unit?" For example, if a restaurant sells whole pizza and pizza by the slice, how should nutrition information be declared?

**Answer:** Generally, nutrition information should be presented on a per serving basis. Nutrition information on a per unit basis could be appropriate when a single unit may also be a single serving. However, the basis for the information must be clearly communicated to consumers.

It is especially important that the basis be declared when a food is available in more than one size serving, e.g., pizza that is available whole

and by the slice, or soup that is available by the cup or by the bowl. The restaurant may provide additional information, such as "8 slices per medium 16-inch pizza, 1 slice contains..." to help consumers put nutrition information in context.

Conversely, it would be misleading to present the information on a per item basis when a serving generally contains more than one item of the food, for example, if a single serving of cookies contains more than one cookie.

**R88. Question:** Can a restaurant provide nutrition information on a per item basis when the item is significantly larger than FDA's reference amount for the food? For example, the reference amount for muffins is 55 g. If a restaurant serves a muffin that weighs 165 g (three times as big as the reference amount) can it still treat the muffin as a single serving?

**Answer:** If a unit weighs 200 percent or more of the reference amount set out in # 101.12(b), it may be labeled as a single serving provided it is reasonable to expect that the food would be consumed in a single sitting.

**R91. Question: What is a nutrient content claim? Could you provide some examples?**

**Answer: A nutrient content claim is any statement about a food product that directly, or by implication, characterizes the level of a nutrient in the food (# 101.13(b)). Thus, nutrient content claims include direct statements about the level (or range) of a nutrient in a food, e.g., "low sodium," "reduced fat," or "contains 100 calories." An implied nutrient content claim is any claim that: (1) describes the food, or an ingredient in the food, in a manner that suggests that a nutrient is absent or present in a certain amount, e.g., "no tropical oils" or (2) suggests that the food, because of its nutrient content, may be useful in maintaining healthy dietary practices when the claim is made in conjunction with an explicit nutrient content claim, e.g., "healthy, contains 3 grams of fat."**

**R92. Question:** Would use of terms such as "Nutritious," "Wholesome," "Best choice," or "Good for you" on the label or labeling of a food subject the food to the claims requirements?

**Answer:** It depends on the context in which the term is used. When a term such as "Wholesome" or "Nutritious" is used in a context that does not render it an implied claim (e.g., "Nutritious foods, prepared fresh daily" or "Made with wholesome ingredients"), it is not subject to the claims requirements. On the other hand, FDA may consider the term to be used in a nutritional context if it appears in association with an explicit or implicit claim or statement about a nutrient. In statements such as "Nutritious,

contains 3 grams of fiber," "Best choice, contains 200 mg sodium," or "Good for you, contains 5 grams of fat," the terms are implied nutrient content claims and the foods bearing the claims must meet the requirements for a claim defined by FDA for the nutrient that is the subject of the claim (# 101.65(d)(1)). For example, a food bearing the claim "Good for You, contains 5 grams of fat," would have to meet the requirements for one of the fat claims, defined in # 101.62 (e.g., "low fat") if it is to not misbrand the food.

**R93. Question:** What are the requirements for a restaurant food and its labeling when the food bears a statement about the amount or percentage of a nutrient in the food?

**Answer:** **Statements about the amount or percentage of a nutrient in a food (e.g., "10% protein" or "less than 3 grams of fat per serving") may be made without further qualification if the food meets the definition for a claim** (i.e., if the food is "low" in, "reduced," or a "good source" of the subject nutrient (# 101.13(i) and # 101.62(b)(6))). If the nutrient content of a food is not consistent with the definition of a claim, the food may still bear such a statement characterizing the level of a nutrient provided the statement is followed by a disclaimer, e.g., "Only 200 mg sodium, not a low sodium food." If the statement does not in any way qualify the level of a nutrient (e.g., "100 calories" or "5 grams of fat"), a disclaimer is not required.

**R94. Question:** Section 101.10 provides that nutrition labeling for restaurant foods may be presented in a statement such as "low fat, contains less than 10 grams of fat." Can a food that does not qualify for a claim provide nutrition information using a similar statement, e.g., "this meal contains less than 20 grams of fat?"

**Answer:** No. As stated in response to the preceding question, **phrases such as "less than (X amount of nutrient)" are implied claims and can only be used for a food that meets the definition of a claim.** Statements such as "contains less than 10 grams of fat" can be used in situations where, according to a restaurateur's reasonable basis determination, a food or meal meets the criteria for a claim (e.g., "low fat") but where he/she may not know the exact amount of the nutrient present. When a restaurateur is presenting nutrition information for a food that does not meet the definition for a claim, and the nutrient values determined using a reasonable basis include some variability (e.g., due to hand assembly of food items), he/she may wish to say "approximately" to indicate that the nutrient values may not be precise.

Furthermore, depending on the context in which it is used, the term "contains" may itself be a nutrient content claim. A statement such as



"contains fiber" is a claim that a food is a "good source" of fiber. (See attachment B). However, in a statement that includes a quantitative declaration, e.g., "contains 2 grams of fiber," the amount of fiber in the food is characterized by the quantitative declaration, "2 grams," and the term "contains" is a simple verb, not a nutrient content claim.

**R98. Question:** Could FDA elaborate on the types of statements about ingredients in a food that would be an implied nutrient content claim?

**Answer:** A statement highlighting the presence or absence of an ingredient, where the ingredient is associated with the level of a nutrient, would be an implied nutrient content claim. Long recognized ingredient-nutrient relationships include: sugar and calories, oils and total fat, tropical oils and saturated fat, and whole grain or bran and dietary fiber. The statement "Contains oat bran," for example, implies that a food is "a good source of dietary fiber."

**R108. Question:** When would a heart symbol on restaurant labeling be an implied health claim?

**Answer:** Whether a heart symbol is an implied health claim will depend on the context in which it is used. FDA advises that most of the perceptions about heart symbols fall under the regulatory regime of a health claim. For example, use of a heart symbol in association with a nutrient content claim (e.g., a claim about saturated fat or cholesterol) could imply that the food, because of its nutrient content, may be useful in reducing the risk of developing a disease or health-related condition, specifically, heart disease. Use of a heart symbol or similar logo in this context would trigger the health claims requirements that a food meet the definition of an approved claim, and that it bear nutrition labeling. Further, use of a heart symbol alone, i.e., in the absence of a statement explaining its use, could be misleading.

Alternatively, when a symbol is clearly being used in a context other than to highlight nutrient or health-related benefits of a food, e.g., a heart symbol followed by a statement such as "You'll love our home-made pies and cakes!" it would not be an implied claim. Further, a heart symbol may be used to identify items that are consistent with the dietary recommendations of a health professional association when labeling bears a statement explaining such use (e.g., the symbol is repeated in a footnote followed by a statement such as "these items are consistent with AHA guidelines," without triggering the claims requirements provided labeling does not bear another statement, phrase, symbol, or logo that would cause the heart symbol to be a claim in the context of the entire label (see Q **R122**).

**R109. Question: What are the nutrient-content requirements for a food to bear a health claim?**

**Answer:** First, a serving of the food or meal must contain less than the specified levels of four disqualifying nutrients: fat, saturated fat, cholesterol, and sodium (# 101.14(a)(5)).

Second, without fortification, the food must contain at least 10 percent of the Daily Value for at least one of the following six nutrients: vitamin A, vitamin C, calcium, iron, fiber, or protein.

Third, in addition to these general requirements, the food must meet the specific criteria listed in the regulation for each approved claim. For example, a food bearing a claim that links a diet low in total fat to the risk of some cancers (# 101.73) must also meet the definition for "low fat."

**R110. Question: What are disqualifying levels?**

**Answer:** Disqualifying levels are those levels of total fat, saturated fat, cholesterol, or sodium in a food above which the food will be disqualified from making a health claim (# 101.14(a)(5)). For individual food items, these levels are per reference amount customarily consumed and per serving (or, in the case of foods with reference amounts of 30 grams or less or 2 tablespoons or less, per 50 grams). Values for meals and main dish items are per serving. Any one of these levels, e.g., per reference amount or per serving, will disqualify a food from making a health claim (see attachment D).

**R111. Question: How should a health claim be presented?**

**Answer:**

Generally, all health claims must:

- Be complete, truthful, and not misleading,
- Use "may" or "might" to express the relationship between a substance and a disease, and
- Indicate that the risk of disease depends on many factors.

An example, or model, of a health claim that meets these informational requirements is "While many factors affect heart disease, diets low in saturated fat and cholesterol may reduce the risk of this disease." Restaurateurs are not required to use model health claims verbatim. However, the labeled claim must contain all the required elements.

**R112. Question:** Would a claim such as "Heart Healthy" or "Heart Fest" fulfill the informational requirements for a health claim?

**Answer:** No. An implied claim such as "Heart Healthy" does not contain the required elements discussed in response to the preceding question. Terms such as "Heart Healthy" would need to be accompanied by additional information to be sufficiently informative.

**R113. Question:** If additional information is needed to make a claim such as "Heart Healthy" fully informative, how should it be presented, and where must it appear relative to the implied or abbreviated claim?

**Answer:** The additional information should appear adjacent to the implied or abbreviated claim. If a number of foods bear an abbreviated claim, the additional information, (e.g., the full health claim as described in response to question **R111**), may appear adjacent to each abbreviated claim or adjacent to the most prominent claim. If the foods that bear an abbreviated health claim are grouped together in a box or other section of the labeling, the full health claim may appear once within that section.

Alternatively, where any graphic material or statement that constitutes an express or implied claim (e.g., "Heart Healthy"), the abbreviated claim may be followed in immediate proximity by the reference statement, "See \_\_\_\_\_ for information about the relationship between \_\_\_\_\_ and \_\_\_\_\_" informing consumers where the additional information may be found (# 101.14(d)(2)(iv)). Thus, the information required to be in the full health claim may appear elsewhere on the same or different labeling as the implied claim. In a restaurant, labeling that bears an abbreviated health claim may bear a statement such as "See your server for information about the relationship between (insert nutrient or substance) and (insert disease or health-related element)" if the full claim appears in labeling (e.g., a brochure or notebook) that is used by a restaurant to convey nutrition information.

**R116. Question:** Are statements that are not covered by the NLEA subject to any other requirements?

**Answer:** Yes. Statements outside the coverage of the NLEA are still subject to the **requirements in the law that they must be truthful and not misleading.**

**R127. Question:** Many restaurants and third party programs use the term "healthy," e.g., "Healthy Selection" or "Heart Healthy," to describe foods. How will FDA regulate this term?

**Answer:** The term "Healthy" has a wide variety of meanings, depending on the context in which it is used. **When the term (or any derivative of the term, e.g., "health," "healthier," or "healthful") appears in**

**association with an explicit or implicit claim or statement about a nutrient (e.g., "Healthy, contains 3 grams of fat"), it is a nutrient content claim, and the food must meet the requirements for the claim (# 101.65(d)(2)) (attachment C).**

"Healthy" in a phrase such as "Healthy Heart" or "Heart Healthy" could be an implied health claim about heart disease (see Q **R104**). Alternatively, the statement "Eating five fruits or vegetables a day is a good way to a healthy lifestyle" is not a health claim because it provides only general dietary guidance, i.e., it does not cite any particular health related condition nor does it refer to a particular food or substance.






Energize Your Vending!




# Appendix R

## Order Form for Fit Pick™

### Stickers & Clings (NAMA Member Pricing)

Item	Description	Min Order	Price	Shipping	Quantity Desired	Extended Price
<b>Fit Pick™ Option 1: 35 – 10 – 35</b>						
<b>Fit Pick™ Option #1</b>  <b>Item A</b>	35-10-35 Orange outline, green writing. <1", small, round self-adhesive stickers for placement below spiral next to price	None	\$0.10 each			\$
<b>Fit Pick™ Option #1</b>  <b>Item B</b>	35-10-35 Self-adhesive Rectangular Coin Slot Sticker	None	\$0.38 each			\$
<b>Fit Pick™ Option 1</b>  <b>Item C</b>	35-10-35 4" Diameter Circular Coin Slot Sticker	None	\$0.34 each			\$
<b>Fit Pick™ Option 1</b> <b>Item D</b>	35-10-35 Thin Clings for inside machine window	None	\$1.66			\$

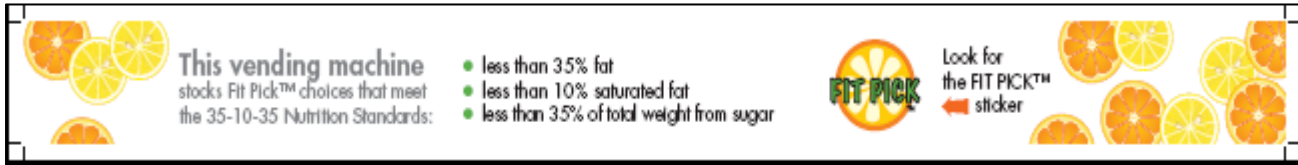
## Fit Pick™ Option 2: Alliance for a Healthier Generation Guidelines

<b>Fit Pick™ Option #2</b>  Item E	Green outline, Yellow writing <1" , Small, round self- adhesive stickers for placement next to price	None	\$0.10 each			\$
<b>Fit Pick™ Option #2</b>  Item F	Alliance Guidelines Self-adhesive Rectangular Coin Slot Sticker	None	\$0.38 each			\$
<b>Fit Pick™ Option 2</b>  Item G	Alliance Guidelines 4" Diameter Circular Coin Slot Sticker	None	\$0.34 each			\$
<b>Fit Pick™ Option 2 Item H</b>	Alliance Guidelines Thin Cling for inside machine window	None	\$1.66 each			\$

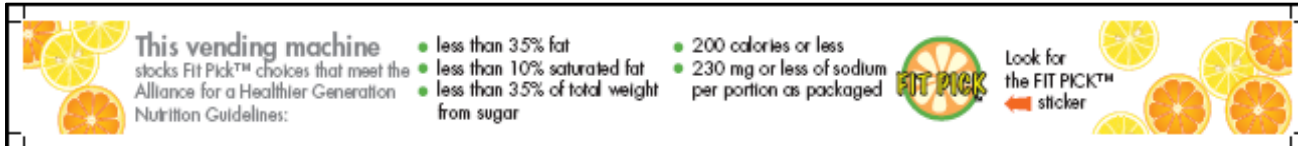
## Balanced for Life Posters and Brochures

<b>Item I</b>	Snack Smart Adult Brochure	25 pcs.	\$12.50/pk	Add \$5 for orders over 100		\$
<b>Item J</b>	Smart Snacker Student Brochure	25 pcs.	\$12.50/pk	Add \$5 for orders over 100		\$
<b>Item K</b>	Snack Smart Poster (16" x 20")	None	\$3 each	Add \$5 for orders over 10		\$
<b>Item L</b>	Brochure holder (attaches to machine)	None	\$5 each			\$
<b>Shipping</b>				<b>\$8.00</b>		<b>\$8.00</b>
<b>Subtotal</b>						\$
<b>Extra shipping for items I-K</b>						\$
<b>TOTAL</b>						\$

Item D: Option 1, 35-10-35, Thin Cling:



Item H: Option 2, Alliance Guidelines, Thin Cling:



Balanced For Life Posters & Brochures:



Item I



Item J



Item K

## To Order:

- 1) Complete order form (above)
- 2) Complete shipping information.(below)
- 3) Send both forms via: **Fax: 312-704-4140** or e-mail: **mbittner@vending.org**.
- 4) Send payment to NAMA (see payment form)
- 5) **Questions: Call Michael Bittner/Jo Bradshaw at 312-346-0370.**

### Shipping Information

Name \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip Code: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email: \_\_\_\_\_

## Payment Options

- 1) **Check or money order:** Make payable to the National Automatic Merchandising Association. Send to:

The National Automatic Merchandising Association  
20 North Wacker  
Suite 3500  
Chicago IL 60606

- 2) **To pay by credit card,** complete the following form and Fax to (312) 704-4140 or mail to:

The National Automatic Merchandising Association  
20 North Wacker  
Suite 3500  
Chicago IL 60606



Credit Card Authorization Form



Serving the Vending, OCS and Foodservice Management Industries

Please fill out all of the information below and fax it back to us at: (312) 704-4140.

Charge my:  VISA       MASTERCARD       AMERICAN EXPRESS

Account #: \_\_\_\_\_

Expiration Date: \_\_\_\_\_

Name as Shown on Card: \_\_\_\_\_

Signature as Shown on Card: \_\_\_\_\_

Billing Address of Credit Card: \_\_\_\_\_

\_\_\_\_\_

Payment for: \_\_\_\_\_

Amount \$ \_\_\_\_\_