



LESSONS FROM A SCHOOL BREAKFAST PILOT

JANUARY – FEBRUARY 2026

Prepared by Dairy Management, Inc.

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THE SMART SWAPS INITIATIVE

Improving nutrition while preserving student familiarity

WHAT IS SMART SWAPS?

An initiative developed by National Dairy Council and its State & Regional Dairy Councils, in collaboration with *To Taste Culinary Group**, to help School Nutrition Programs:

- Reduce added sugar and sodium at breakfast
- Maintain student participation and meal integrity
- Operate within real-world school nutrition environments

HOW IT WORKS

Smart Swaps focuses on practical, recipe-level strategies:

- Reformulated products
- Alternative components
- Adjusted menu combinations

* See Appendix for full company bio



DESIGNED FOR REAL-WORLD IMPLEMENTATION

1 BUILT FOR SCHOOL NUTRITION TEAMS

- Sample menus aligned to Smart Swaps strategies
- Standardized, student-tested recipes
- Staff training and culinary guidance

2 CORE PRINCIPLES

- Incremental, feasible changes
- Balance of nutrition + student acceptance
- Operationally realistic execution

3 APPROACH

- Developed in response to evolving nutrition targets
- Piloted in real-world school settings
- Designed to fit within existing operations

4 MEASURED FOR IMPACT

- Student participation
- Plate waste
- Implementation feasibility



EXECUTIVE SUMMARY

SMART SWAPS REDUCED ADDED SUGAR WHILE MAINTAINING BREAKFAST ENGAGEMENT

The Smart Swaps pilot evaluated the impact of targeted breakfast menu changes designed to reduce added sugar while maintaining participation and student acceptance.

The pilot was implemented with Chartwells K-12 in the Rochester Community School District (MI) during the 2025–2026 school year. Menu changes emphasized strategic substitution and reformulation, with Chartwells incorporating nearly all Smart Swaps recipes into the breakfast rotation. To achieve nutritional goals, some familiar, high-added sugar items -- particularly sweet baked goods -- were removed, while flavored milk remained available throughout the pilot.

The evaluation used a mixed-methods design, drawing on breakfast participation records, plate waste observations, nutrient data, and qualitative input from school nutrition staff to assess both outcomes and implementation dynamics over time.



EXECUTIVE SUMMARY (CONT.)

SHORT-TERM ADJUSTMENT WAS FOLLOWED BY STABILIZATION AND SUSTAINED ACCEPTANCE

Following implementation, an initial decline in breakfast participation was observed, driven primarily by elementary-age students. This early dip coincided with the removal of familiar items and reflected a short-term adjustment period rather than persistent disengagement. Participation subsequently stabilized, with no evidence of continued decline.

Plate waste findings showed that students continued to select and consume core breakfast components --including milk, fruit, and grains -- at generally consistent levels, suggesting growing acceptance of the Smarts Swaps menu as familiarity increased. Notably, selection of protein-rich items increased, indicating a positive shift in student choices alongside the improved nutritional profile. Milk selection patterns remained stable throughout the pilot, confirming that added sugar reductions were achieved through menu design rather than restrictions on milk access.

Qualitative feedback highlighted the importance of rollout timing, communication, and repeated exposure. Together, findings demonstrate that meaningful reductions in added sugar can be achieved when schools anticipate short-term adjustment, support students through the transition, and design intentionally for longer-term acceptance.



PILOT DESIGN, OBJECTIVES & METHODOLOGY

PILOT STRUCTURE

Timing: January 5 – February 27, 2026

Locations: Rochester Community School District – Rochester Hills, MI

What:

- Smart Swaps menus and recipes integrated into district operations to meet upcoming lower sugar requirements in school meals
- Data analysis (Milk Sales, Average Daily Participation) pre- and post-implementation
- Food waste studies pre-and post implementation
- Staff interviews for operational feedback



PILOT PARTNERSHIP OVERVIEW

A COLLABORATIVE PILOT ACROSS DISTRICT, OPERATOR, AND EVALUATION PARTNERS



Cindy Ford Analytics Illuminated



- Rochester Community Schools, Rochester, MI
- 14380 Students
- 22 On-Site Kitchens
- Participation: Breakfast 14% Lunch 51%
- Universal Free Meals for All

- Menu design and Smart Swaps implementation
- Product sourcing and operational execution
- Ongoing program support during rollout

- Pilot design and evaluation framework
- Data collection and analysis (participation, plate waste, implementation)
- Interpretation of findings and synthesis

Company overviews in Appendix



The partnership model enabled coordinated implementation, evaluation, and real-world feasibility testing.

OBJECTIVES

FOCUS ON OUTCOMES, *MECHANISMS*, AND *FEASIBILITY* IN REAL-WORLD SCHOOL SETTINGS

- Determine if added sugar at breakfast can be reduced while maintaining program viability
- Assess nutritional impact
 - Quantify changes in added sugar exposure from school breakfast following Smart Swaps implementation.
- Examine student response
 - Measure changes in breakfast participation overall and by grade level.
 - Assess student selection and consumption of key meal components.
- Identify implementation dynamics
 - Examine short-term versus stabilized outcomes following the removal of high-added sugar, familiar items.
 - Document operational and behavioral factors influencing adaptation, particularly among younger students.



A MIXED-METHODS EVALUATION DESIGN

Methods were selected to balance rigor with feasibility in real-world school settings

DATA SOURCES

- **Breakfast participation records** (daily, school-level)
- **Menu and nutrient data** for pre- and post-Smart Swaps menus
- **Plate waste observations** to assess student selection and consumption
- **Milk ordering and delivery data** for operational context
- **Qualitative input from school nutrition staff**

ANALYTIC APPROACH

- Compared outcomes before and after Smart Swaps implementation
- Assessed short-term adjustment periods and stabilized trends over time
- Integrated quantitative and qualitative findings to support triangulation



IMPACT ON ADDED SUGARS



SEVERAL MENU CHANGES WERE IMPLEMENTED THROUGH SMART SWAPS TO REDUCE ADDED SUGAR

BREAKFAST MENU PROFILE		
PRE-SMART SWAPS	POST-SMART SWAPS	ADDED SUGAR IMPACT
Variety of flavored and unflavored entrées	Reformulated entrées maintaining variety	↓
Sweet baked items	Lower-sugar grain item	↔
Smoothie with sweet grain	Smoothie with no grain	↓
Assorted juice, fresh, and canned fruit	Assorted juice and fresh fruit	↔
Syrup offerings	Cinnamon yogurt dip offering	↓



ACROSS GRADE LEVELS, ADDED SUGAR WAS REDUCED AT BREAKFAST

Menu changes reduced added sugar by ~8-9 g per breakfast (~3.4-3.5 lbs per student annually)

ELEMENTARY

PRE-INTERVENTION

*Kcal (350-500): 431

*kcal from Added

Sugars: 16.6%

POST-INTERVENTION

*Kcal (350-500): 375

*kcal from Added

Sugars: 9.9%

SECONDARY

PRE-INTERVENTION

*Kcal (450-550): 504

*kcal from Added

Sugars: 15%

POST-INTERVENTION

*Kcal (350-500): 459

*kcal from Added

Sugars: 9.5%

- Elementary and secondary breakfasts differ in menu composition and portion expectations
- Smart Swaps was applied within these existing frameworks
- Nutrient impacts are therefore reported separately by grade level
- Calories are representative of what was offered, not necessarily what was consumed by the students

* Average

Source: Chartwells K12 Management. See appendix for full breakdown



www.smart-swaps.com

BREAKFAST PARTICIPATION OUTCOMES



Source: Cindy Ford Analytics Illuminated - Smart Swaps Program Evaluation Report April, 2026

METHODOLOGY: PARTICIPATION ANALYSIS

Objective

- To determine if changes in meal participation are associated with menu changes which include removal of higher-added sugar items

Comparison periods for breakfast participation

- Before and during implementation of Smart Swaps
- Year-over-year matched week comparison across participating schools

Measures utilized

- Average Daily Participation (ADP)
- Daily Participation Rate* (DPR)

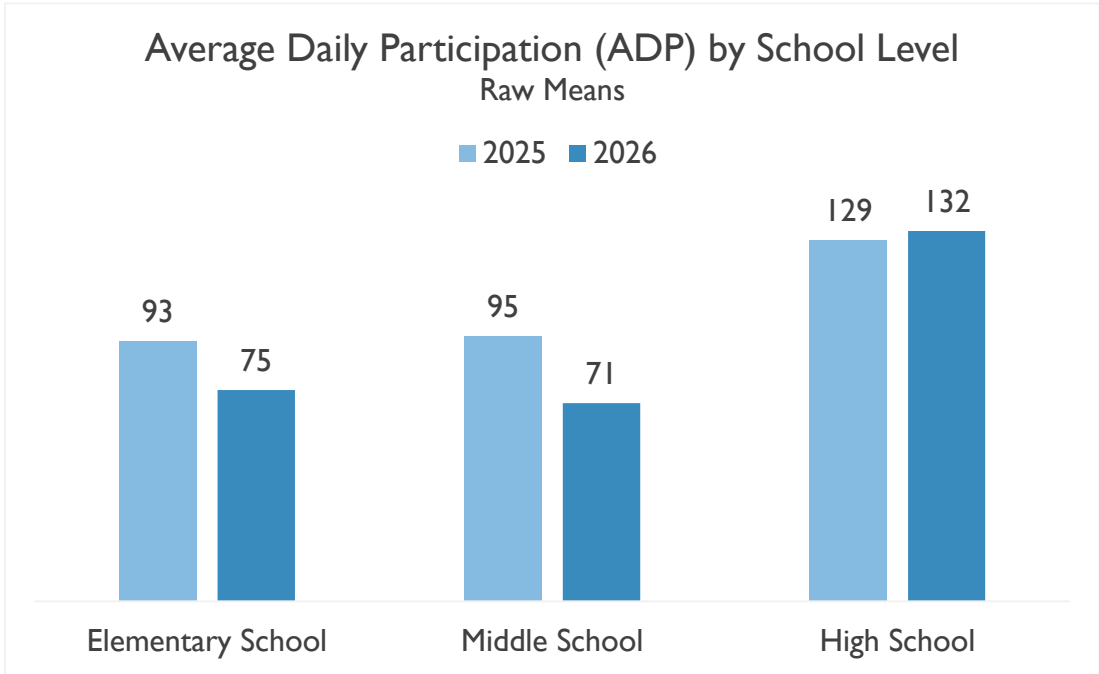
Assumptions & considerations

- Results reflect associations, not causal attribution
- Matched weeks (year-over-year) help control for seasonal variation but do not capture all external influences

*participation relative to enrollment

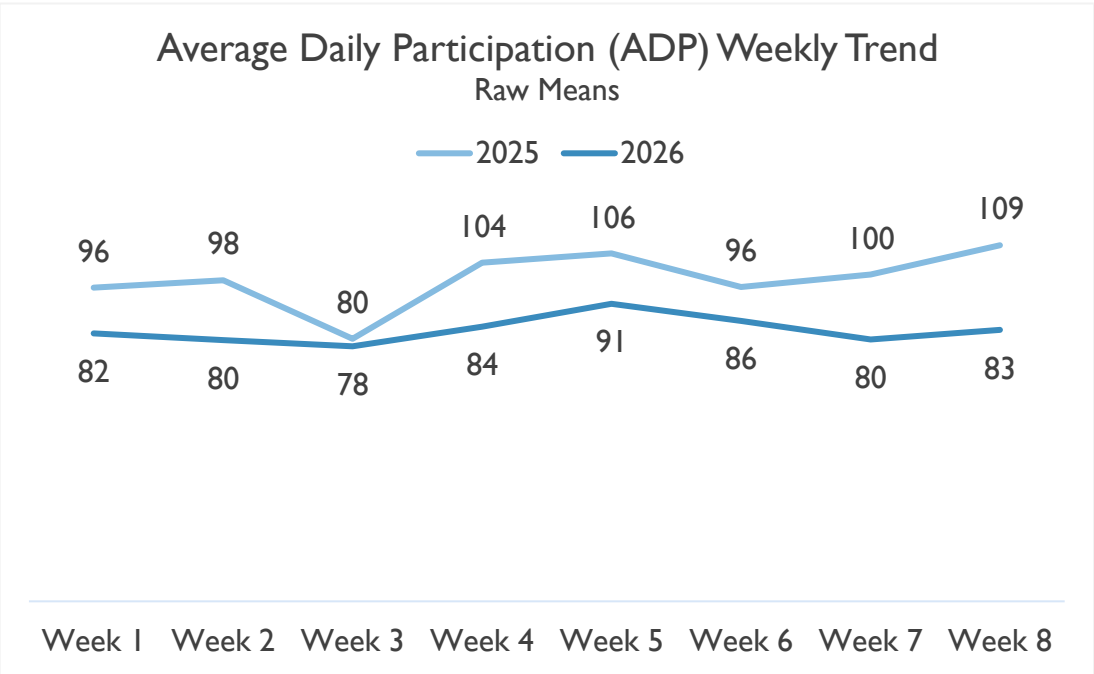


PARTICIPATION IMPACT WAS CONCENTRATED EARLY BUT THEN STABILIZED DURING THE IMPLEMENTATION



School-level pattern

While high school participation remained relatively stable year-over-year, elementary and middle schools were impacted the most and experienced declines.



Timing pattern

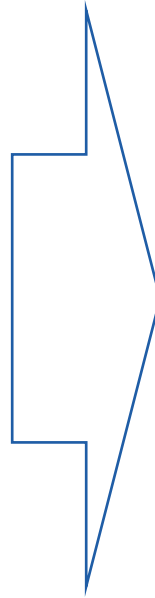
Breakfast participation declined at the start of the Smart Swaps implementation but stabilized after the first two weeks, with no evidence of continued decline over the remainder of the study period.



PARTICIPATION TRENDS UNDERSCORE THE IMPORTANCE OF DISTINGUISHING SHORT-TERM ADJUSTMENT FROM SUSTAINED ENGAGEMENT

Key Findings

- Participation declined after Smart Swaps implementation, particularly in elementary and middle schools.
- Following the initial implementation period (weeks 1 and 2) participation stabilized.



Implications

- Temporary dips in participation are to be expected if a menu is changed during the school year.
- A more gradual change in menu or implementing more comprehensive menu changes at the beginning of the school year may help mitigate the initial dip.

WASTE STUDY FINDINGS



Source: Northbound Ventures Consulting - Smart Swaps Waste Study Results Report April, 2026

METHODOLOGY: WASTE STUDY

Middle Schools included in Evaluation

- Hart
- Reuther
- Van Hoosen
- West

Plate waste data collection

- 2 collections per school
 - Pre-intervention (w/o 12/8/25)
 - During intervention (w/o 2/9/26)

Analysis of Point of Sale (POS) records

- 4 weeks of data utilized

Study flow:

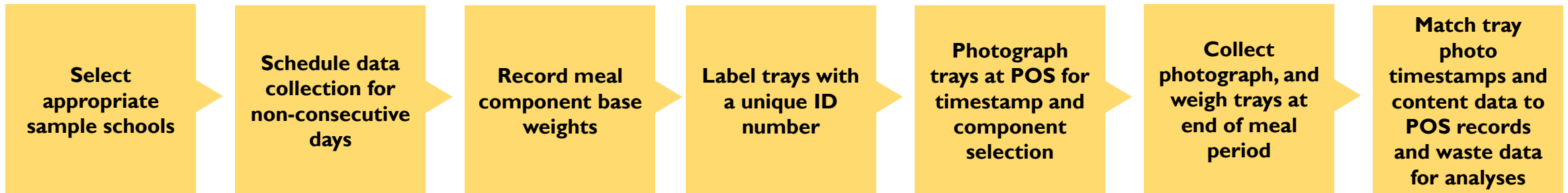


PLATE WASTE STUDY SAMPLE

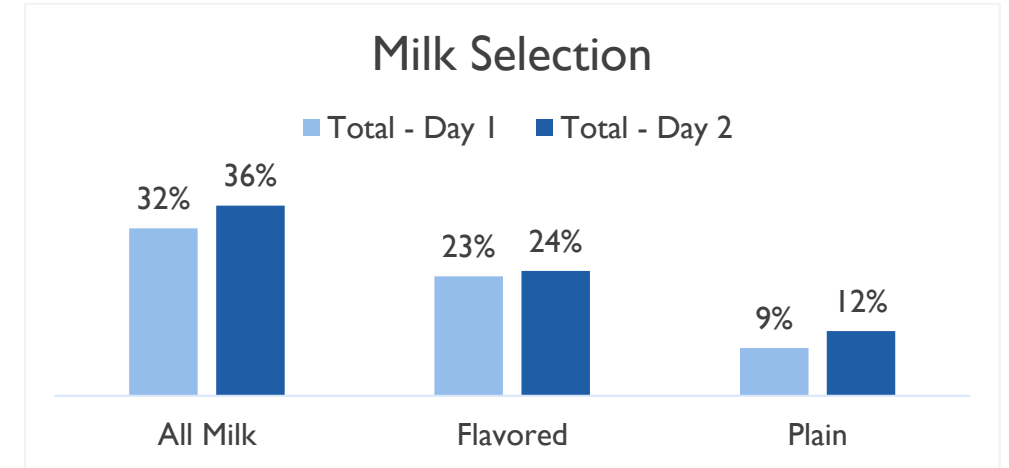
A total of 651 breakfast trays (324 pre-intervention, 327 post-intervention) selected by 476 unique students were collected and weighed for meal component selection and consumption analysis during the eight direct observation days. Trays with only a la carte sales were omitted from analysis. Table details tray counts by school and day.

School	Trays		Student Counts			
	Pre	Post	Present Both Days	Present One Day	Stopped	Started
Hart	93	70	39	44	30	11
Reuther	83	110	56	57	13	11
Van Hoosen	93	75	48	40	19	13
West	55	72	32	34	7	22
Total	324	327	175	180	69	58

MILK SELECTION RATES ROSE AFTER IMPLEMENTATION OF SMART SWAPS

After controlling for school and individual-level effects:

- Overall milk selection rose 4.3 percentage points ($p=0.03$)
- Students present on both study days were 2x as likely to select a milk than their peers ($p<0.001$)

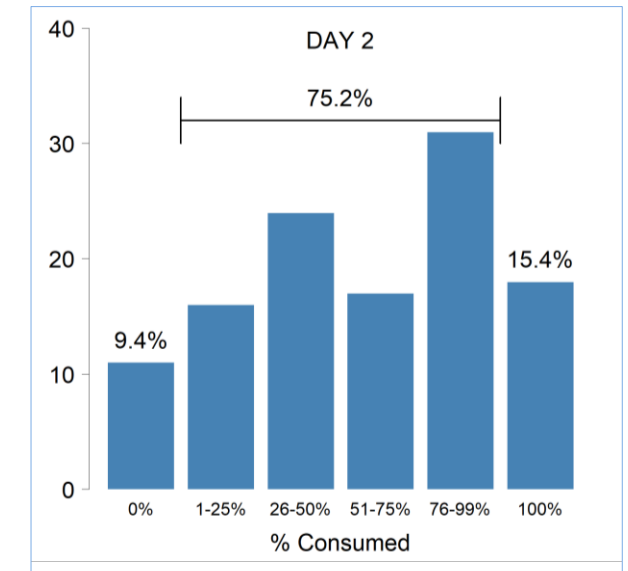
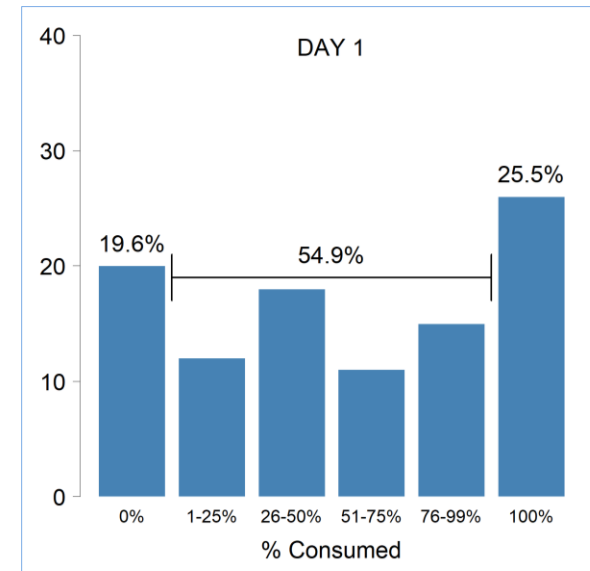


School	Day 1			Day 2		
	Total	Flavored	Plain	Total	Flavored	Plain
Hart	36.6%	31.2%	5.4%	47.1%	37.1%	10.0%
Reuther	24.1%	22.9%	1.2%	23.6%	17.3%	6.4%
Van Hoosen	34.4%	15.1%	19.4%	40.0%	18.7%	21.3%
West	29.1%	20.0%	9.1%	38.9%	25.0%	13.9%
Total	31.5%	22.5%	9.0%	35.8%	23.5%	12.2%

WHILE MILK CONSUMPTION RATES INCREASED, THEY WERE NOT AT A STATISTICALLY SIGNIFICANT LEVEL

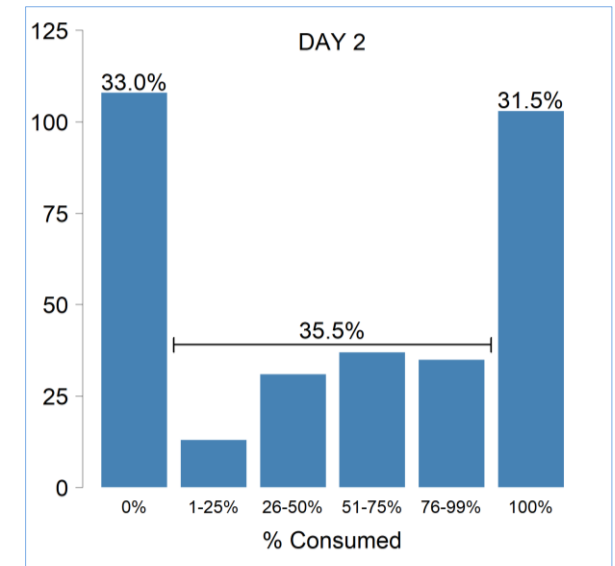
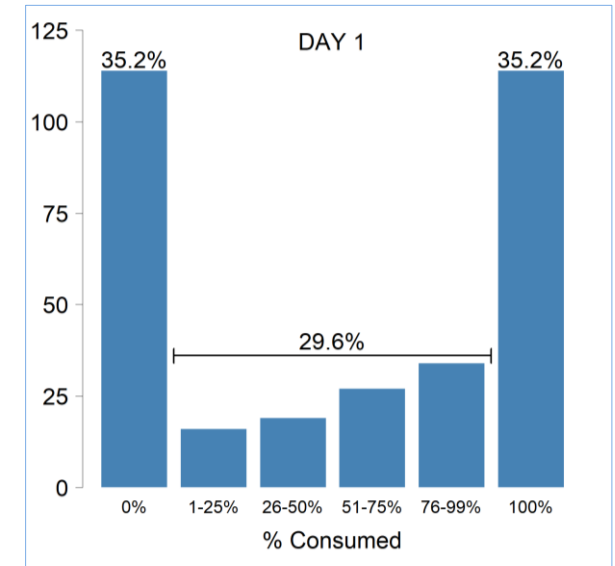
After controlling for school and individual-level effects:

- No significant difference in overall milk consumption compared to baseline ($p=0.51$).
- Students who stopped selecting a breakfast exhibited 50% lower baseline milk consumption rates than their peers.
- Students who began selecting a breakfast during the post-intervention period displayed similar average milk consumption as their peers.



FRUIT CONSUMPTION RATES REMAINED STABLE PRE AND POST

- 100% of students selected a fruit
- No significant change in fruit consumption following the intervention
- Distribution of consumption rates was heavily bi-modal (polarized)
 - Craisins, raisins, and fresh apples had highest incidences of 0% consumption
 - Fruit juices had highest average consumption rates, with more than half 100% consumed.



GRAIN SELECTION & CONSUMPTION RATES WERE HIGH WITH SOME SHIFTING IN FOOD TYPES

SELECTION RATES

- Grain selection rates universally high
- Overall average drop in grain selection of 7 percentage points ($p=0.023$)

Item	Pre-Intervention % Selected	During Intervention % Selected
BREAKFAST BAR*	37.3%	—
MUFFIN	26.9%	—
CEREAL	21.1%	46.5%
CROISSANT	9.1%	17.4%
BAGEL	3.6%	10.4%
WG ROUND	—	12.4%
OVERNIGHT OATS	—	0.3

CONSUMPTION RATES

- Distribution of consumption rates was heavily skewed towards 100% consumed.
- After controlling for school and individual-level effects:
 - No significant change in consumption among student who ate some of their grain
 - Significant shift towards partial consumption from 0% consumption
 - Significant shift away from 100% consumption

*High added sugar

PROTEINS SELECTION RATES INCREASED DURING THE INTERVENTION WHILE CONSUMPTION PERCENT DID NOT SIGNIFICANTLY CHANGE

SELECTION

- Overall selection of protein items rose by 13.2 percentage points during intervention
- The likelihood of a middle schooler selectin a protein more than doubled from pre-intervention ($p < 0.001$)

CONSUMPTION

- There was an uptick in the percentage of students consuming 0% or 100% of their proteins
- Overall changes in protein consumption rates among protein selectors were not statistically significant.

WASTE STUDY RECAP

Key Findings

- While milk selection rose during the implementation (driven by plain milk), consumption remained statistically unchanged.
- Fruit consumption remained unchanged during intervention with a third not consuming any of the fruit selected – driven primarily by raisins, raisins and fresh apples.
- Grain selection remained high during intervention with some shifting in food items and students partially consuming them.
- Protein selection increased significantly during intervention with consumption levels remaining stable.

Implications

- A reduction in added-sugar items can shift middle schoolers item selection to milk and protein menu items while maintaining consumption levels.
- Added milk consumption may be due increased shift in grain item selection to more cereal.

QUALITATIVE SUMMARY



Source: *Strategic Intelligence by Dairy Management, Inc. : Smart Swaps Qualitative Study, April 2026*

METHODOLOGY: STAFF INTERVIEWS

Qualitative Interviews

- On-site, in-depth interviews with Kitchen Staff
- 5 participants from 4 middle schools
 - Hart Middle School
 - Reuther Middle School
 - Van Hoosen Middle School
 - West Middle School

Location

- Rochester Hills, MI

Timing

- February 12 – 13, 2026

STAFF STRESSED FAMILIARITY, CONVENIENCE AND EXPOSURE TO HELP ENSURE SUCCESS OF SMART SWAPS

1. High acceptance for items that are familiar and served hot
 - Hot, savory, protein-based items perform best
 - Familiar formats (English muffins, wraps) win
2. Convenience matters
 - Grab & go preferred
 - Minimal time / interaction in the morning
3. Exposure drives adoption
4. Repetition required (3+ exposures)
5. Acceptance builds over time



OPERATIONS CONSIDERATIONS AND STUDENT BEHAVIOR/MINDSET ARE IMPORTANT FACTORS

OPERATIONS

- Evening prep can help to offset busy mornings – particularly for more complex items.
- Limit the number of menu components
- Multiple options at once can overwhelm staff and younger students

STUDENT BEHAVIOR

- Younger students tend to be routine driven and stick to known items – sampling at lunch or breakfast can build familiarity
- Appearance matters, make decisions visually
- Often convenience-first mindset
- Low engagement / energy in the morning
- Prefer sweet / plain to complex flavors
- Want fast service, reticent to interact



STAFF INTERVIEW RECAP

Key Findings

Students are open to seeing and trying new items particularly when they are sampled ahead of time and have familiar ingredients.

Likewise, when ingredients are not apparent (hidden) or don't signal breakfast, students are reticent to try the items. They are also considering how quickly they can eat it or whether it is in a grab-n-go format or not.

Students are creatures of habit, so they need to see and try an item a few times so they can become familiar with it. They are accustomed to having familiar grab-n-go options as well as sweet items such as muffins.

Breakfast service is compressed and students are "still in a morning daze." Staff need to be efficient and make it easy for the students.

Implications

- Limit the number of new (experimental) items at one time and ensure there is an "anchor item" (e.g., egg sandwich)
- Focus on protein, familiar formats and simple flavors
- Sample new items
- Make sure each item "is what you see"
- Ensure there is a familiar, portable option
- Avoid non-traditional breakfast ingredients in breakfast items
- Incorporate sampling as much as possible as well as keeping items on the menu long enough to allow for multiple exposures
- If possible, consider a gradual reduction of items versus immediate elimination
- Menu complexity should be kept to a minimum with an option to prep ahead if need be.
- Consider how items can lean into grab-n-go presentation

IMPLICATIONS FOR SCHOOL DISTRICTS



STANDARDS CAN CHANGE QUICKLY – HABITS CAN'T

Don't eliminate everything at once.

- Start early and move slowly.
- Abrupt change drives students away; gradual change gives habits time to adjust.

Repetition builds familiarity.

- Menus that repeat new items often enough for recognition see faster stabilization in participation.

The first two weeks matter more than the next two months.

- Most participation loss happens immediately and then stabilizes - launch strategy is the biggest lever you control.

When grains change, protein and milk keep breakfast viable.

- Strong, familiar anchors preserve perceived value while formulations shift.

Students adapt - but only after familiarity replaces surprise.

- Early resistance is usually adjustment shock, not rejection; stability follows exposure.



APPENDIX

ABOUT DAIRY MANAGEMENT, INC. (DMI)



Dairy Management, Inc. (DMI) is the national dairy checkoff organization funded by U.S. dairy farmers and importers. As a nonprofit organization, DMI works to build demand for dairy products and strengthen trust in the industry through research, partnerships, and program development across health, nutrition, and foodservice sectors. In school nutrition, DMI supports initiatives that advance the role of nutrient-rich dairy foods as part of balanced meals and collaborates with partners to develop practical, evidence-based solutions.

For the Smart Swaps pilot, DMI played a leadership role in supporting overall strategy, partnership coordination, and application of findings to broader school nutrition efforts. DMI's involvement ensured the pilot remained grounded in both nutritional science and real-world program feasibility, while helping translate insights into scalable approaches for schools.

JD Pike, Vice President of Strategic Intelligence at DMI led the qualitative research component of the evaluation, designing and conducting interviews with school nutrition staff to capture on-the-ground implementation experiences.

He earned his BA at Montana State University and his MBA-IM from Baylor's Hankamer School of Business

JD's work helped surface key insights related to student response, operational considerations, and rollout dynamics—providing critical context to complement quantitative findings..

ABOUT CHARTWELLS K12



Chartwells K12 is a leading foodservice provider serving school districts across the United States. The organization partners with districts to deliver nutritious, appealing, and operationally efficient school meals, with a focus on student engagement, menu innovation, and program participation.

Chartwells is a division of Compass Group PLC, recently named the No. 1 food management company by Food Management magazine. Through its K-12 division, Chartwells provides dining services to more than 4,500 schools nationwide, serving approximately 2.2 million meals daily with a workforce of over 18,000 employees.

The organization plays a key role in implementing and testing new menu strategies in real-world school environments. For the Smart Swaps pilot, Chartwells led menu development and execution, incorporating nearly all Smart Swaps recipes into the breakfast rotation and ensuring changes were feasible within day-to-day school foodservice operations.



ABOUT ROCHESTER COMMUNITY SCHOOL DISTRICT



Rochester Community School District, a Chartwells account, is a public school system serving students in Rochester Hills and surrounding communities in Michigan.

For the Smart Swaps pilot, the district served as the implementation site, providing real-world operational context and student-level data to evaluate the impact of menu changes.

District Snapshot :

Schools	22
Enrol't	~14,000–15,000
Grades	PreK–12F
F&R	: ~15–25%
Univ'l Free	Yes

The district’s participation enabled evaluation across different grade levels, highlighting how students of varying ages respond to menu changes and providing insights into both short-term adjustment and longer-term patterns.

ABOUT NORTHBOUND VENTURES, LLC.



Northbound Ventures Consulting, LLC, founded in 2013 and based in Montpelier, Vermont, supports strategic initiatives focused on food systems, population health, and community economic development. The firm works with institutions, governments, and nonprofit organizations to design and implement solutions that improve health outcomes and expand economic opportunity, particularly in underserved communities.

Core services include strategic planning, stakeholder engagement, research design, data analysis, and impact evaluation. Northbound Ventures also supports market analysis, feasibility studies, and program development to inform decision-making and advance system-level change.

Scott Richardson, PhD, MBA, co-founder and partner, leads work in research design, data analysis, and strategic modeling. His background includes leadership roles with Project Bread and advisory work with Boston Public Schools Food & Nutrition Services. His work focuses on leveraging data to improve access to healthy food, with contributions to national and regional food system research and modeling initiatives.

Scott holds a PhD in Population Health Sciences from Harvard University's T.H. Chan School of Public Health, an MBA from Babson College, a Professional Certificate in Sustainable Food Systems Leadership from the University of Vermont, and a BA from Rutgers University.

ABOUT CINDY FORD ANALYTICS ILLUMINATED

Cindy Ford Analytics Illuminated

Cindy Ford Analytics Illuminated provides data analytics and evaluation expertise with a focus on education, public health, and school nutrition programs. The firm specializes in translating complex data into clear, actionable insights that support evidence-based decision-making.

For the Smart Swaps pilot, Analytics Illuminated led the analysis of participation, consumption, and operational data, integrating multiple data sources to assess both outcomes and implementation dynamics. This work included examining participation trends over time, interpreting plate waste findings, and helping to distinguish short-term adjustment from sustained patterns of student behavior.

The firm's approach emphasizes practical application—ensuring that data insights are not only rigorous, but also meaningful and usable for program operators, policymakers, and stakeholders.

Cindy Ford, founder, brings extensive experience in data analysis, program evaluation, and applied research. Her work focuses on using data to inform real-world decisions, particularly in complex environments where multiple factors influence outcomes. Through her work on Smart Swaps, she supported the translation of quantitative findings into actionable insights for school nutrition programs.



ABOUT TO TASTE CULINARY GROUP



To Taste helps school nutrition programs turn nutrition goals into practical, student-accepted meals. It is a culinary nutrition consulting and education company founded by Registered Dietitian Nutritionists and chefs. Their work focuses on helping school foodservice teams bridge the gap between nutrition standards and foods students will actually eat.

To Taste combines evidence-based nutrition guidance with practical culinary training, supporting districts in implementing scratch cooking, improving menu quality, and increasing student acceptance of nutritious meals.

They partner with school districts to:

- Develop and standardize recipes.
- Support scratch cooking and menu innovation.
- Provide culinary training for school nutrition teams.
- Improve student engagement and meal participation.

Their approach emphasizes simple, adaptable recipes and foundational cooking skills, making it easier for school kitchens to deliver nutritious, appealing meals at scale.

ELEMENTARY SMART SWAPS IMPACTS ON ADDED SUGAR

Menu Impacts

Component	Pre-Smart Swaps	Smart Swaps
Entrée	• 1 rotating hot entrée • Parfait or blenderless smoothie paired w/ a grain • Cereal Bar • Pick 2: cereal, grahams, egg, cheese, yogurt, muffins	• 1 rotating hot entrée • Smoothie, parfait, or overnight oats • Oatmeal Round (T/Th) • Pick 2: cereal, egg, cheese, yogurt, (M/W/F)
Fruit	• Assorted Fresh • Assorted Canned • Assorted Juice	• Specific fresh fruit • Assorted Juice
Milk	• White 1% • Chocolate 1%	• White 1% • Chocolate 1%
Condiments	• Syrup offered	• Cinnamon yogurt dip offered

Nutrient Impacts

Metric	Pre-Smart Swaps	Smart Swaps
Wk 1 Avg Kcal (350-500)	431.5	375.1
Wk 1 Avg Na (≤540)	385.3	367.9
Wk 1 Avg % kcals from SFA (<10)	7.7	7.8
Wk 1 Avg % kcals from Added Sugars (<10)	16.6	9.9
Wk 2 Avg Kcal (350-500)	436.5	369.3
Wk 2 Avg Na (≤540)	414.7	379.8
Wk 2 Avg % kcals from SFA (<10)	7.9	8.2
Wk 2 Avg % kcals from Added Sugars (<10)	16.3	9.3



New/different smart swap items included breakfast pizza, quesadilla, calzone, mac & cheese, overnight oats, smoothies, parfaits, grilled cheese, chicken & waffles, yogurt dips

SECONDARY SMART SWAPS IMPACTS ON ADDED SUGAR

Menu Impacts

Component	Pre-Smart Swaps	Smart Swaps
Entrée	• 1 rotating hot (Tues/Thurs) • Scrambled egg with meat, honey, grain • Bagel with Cream Cheese • Parfait or Smoothie and grahams (Tues/Thurs) • Breakfast Bar Assortment • Pick 2 from assortment of cereals, grahams, cheese, yogurt, muffins	• 1 rotating feature (usually hot but not always) • Scrambled egg with meat, jam, grain • Bagel with Cream Cheese • Smoothie or overnight oats • Parfait • Soft oatmeal round • Pick 2 from assortment of cereals, grahams, cheese, yogurt
Fruit	• Daily assortment of fresh, dried (including raisins), canned, and juice	• Daily assortment of fresh, dried (raisins), canned, and juice
Milk	• White 1% • Chocolate 1%	• White 1% • Chocolate 1%
Condiments	• Syrup offered	• Various yogurt dips offered

Nutrient Impacts

Metric	Pre-Smart Swaps	Smart Swaps
Wk 1 Avg Kcal (450-550)	503.6	458.6
Wk 1 Avg Na (≤600)	504.7	466.3
Wk 1 Avg % kcals from SFA (<10)	9.3	8
Wk 1 Avg % kcals from Added Sugars <10	13+*	9.5
Wk 2 Avg Kcal (450-550)	503.9	454.7
Wk 2 Avg Na (≤600)	485	469.2
Wk 2 Avg % kcals from SFA (<10)	7.9	8.6
Wk 2 Avg % kcals from Added Sugars (<10)	13.4+*	9.2

* Added sugar percentages are understated because Craisins' added sugar (21 g) is not captured in the nutrient analysis; adjusting for this increases values to ~14.9% and 15.5% for the Pre-Smart Swaps weeks.

