



Fast Fuel
A Fargo Cass Public Health Initiative



Public Health
Prevent. Promote. Protect.
Fargo Cass Public Health

Improving

PERFORMANCE FOR STUDENTS
PROFIT FOR CONCESSION STANDS

VERSION 2019.1

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Fast Fuel Concession Toolkit

- **GOALS of Fast Fuel**

- To make concessions healthful and profitable.
- To assist in making the process of offering a variety of healthful items easy with at least 50% of products meeting guidelines.
- To provide the best “fuel” for athletes, families and fans.
- To make it fast and easy for customers to select healthful items.

- **Why is this Important?**

- Rates of overweight and obesity continue to be a concern for adults and children. The food environment plays a role in shaping eating behaviors and influencing food choices.
- Many families attend and participate in events where their only access to food and beverages is from concession stands.
- The concession environment has the opportunity to support healthful behaviors by following the 4 P’s, including offering healthful food and beverage items.

- **4 P’s of Performance and Profit**

These P’s of marketing are strategic to satisfying customers and will be discussed in detail.

- **P**roduct
- **P**rice
- **P**romotion
- **P**lacement

- **Support**

Fargo Cass Public Health is here to support Fast Fuel success.

- www.FargoCassFastFuel.com
- 701.241.8195



Fast Fuel

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Food for Thought

A few questions to consider before getting started...

Determining Goals¹

Why are changes to the concession environment being considered?

Is the health and wellness of youth and community a concern?

Has there been pressure from the community to make changes?

Does everyone (booster group/concession leaders) feel that healthy changes are necessary and desirable?



Planning your concession stand and choosing the right products is an important part of the process.

4 STEPS TO IMPROVE PERFORMANCE AND PROFITS

1. PRODUCT



2. PRICE



3. PROMOTION



4. PLACEMENT



Making Decisions¹

What types of changes would you like to make?

Are any changes going to be made to existing products?

Are any products going to be added or discontinued?

Are there existing products that can be improved?

Other notes for consideration:



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1. PRODUCT

CHOOSING THE RIGHT PRODUCTS WILL BE THE KEY TO SUCCESS.

Choosing the Right Products

- The USDA Smart Snack Guidelines can make choosing products easy (see *Appendix A* for guideline details)
- Aim to offer **50% of foods and 50% of beverages** from the Green & Yellow categories

Beverages:

Plain Water	Powerade Zero
Flavored Seltzer Water	G2 Sports Drink
Reduced Fat/Fat Free Milk	Diet Soda
100% Fruit Juice*	Regular Milk (2%)
Unsweetened Iced Tea	Reduced Fat Chocolate Milk

Foods:

Fruit – fresh, frozen or canned in natural juice or water with no added sugar	Fruit – canned or frozen with added sugar (syrup)
Vegetables – fresh, frozen or canned	Baked Chips
Reduced-fat yogurt**	
Popcorn, unsalted**	
String Cheese, low or reduced fat	
Nuts & Seeds, plain, unsalted, unroasted/dry roasted	
Nut butter	
Fruit Leather	
Cereal Cups**	
Granola Bars**	

* See *Appendix A* for serving size recommendations

** See *Appendix A* for guidelines



Product Tips - Purchasing

- **Simplify** by limiting your purchases to only the best-selling sodas, candy and chips. Fewer options keeps the line moving because it's easier for customers to decide. It also reduces the investment in slow-selling inventory.
- **Purchase through School Food Service** for easy delivery, lower costs and products that meet Smart Snack guidelines.
- **Coordinate with School Food Service** to be invoiced for items they prepare for concessions (e.g., banana bread) and ala carte items left over at the end of the week for weekend events (e.g., sandwiches).

- **Should we sell this product?**
 - Look at ingredient list on the nutrition label – avoid foods that include partially hydrogenated oil or high fructose corn syrup.
 - Appendices A and B have graphics to better understand the nutrition label and Smart Snack Guidelines.
 - Check it yourself! Visit <https://foodplanner.healthiergeneration.org/calculator/>

FAST FUEL MODIFICATIONS

Fast Fuel focuses on healthful options, but recognizes traditional concession options, as well. Fast Fuel modifications for these items include:

- Use ground turkey instead of beef
- Add more vegetables to chili
- Offer baked chips instead of fried (aim for <200 calories per bag)
- Offer all-beef hot dogs
- Reduce portion sizes of burgers and hotdogs
- Offer wheat bread and buns only
- Use canola oil for popping popcorn
- Let customers season popcorn, if desired
- Use salsa for nachos instead of nacho cheese (or charge more for cheese)
- Serve pretzels with mustard instead of nacho cheese
- Add more veggies to sandwiches and choose lean meats
- Offer small portions of juice, sweetened teas and lemonade
- Offer fruits and veggies (carrots & hummus, apple & peanut butter) as a side option instead of chips or fries



Product Tips - Selling

- **Simplify** by limiting the menu to only the best-selling sodas, candy and chips. Fewer options keeps the line moving because it's easier for customers to decide. It also reduces the investment in slow-selling inventory.
- **Fast to Purchase** items that are easy to prepare or quick for customers to grab, like veggie cups with hummus, will sell.
- **Balance the Menu** by offering 50% green and yellow items that will fuel the athlete, fans and families.

Where to Purchase Product

- School Food Service
 - Best place to start if you're running a concession stand at a school
 - Products purchased directly through food service often meet Smart Snack guidelines already
 - Better prices
 - Delivered directly to the school

TIP: Make your order request to the school's food service team at least 2 weeks in advance

TIP: Coordinate left over items from A la Carte for weekend events (e.g., sandwiches, banana bread)

- Bulk or Wholesale Stores
 - A good place to buy pre-packaged, single serve items in bulk
 - Buying in bulk drives down the cost per unit, which increases profits

TIP: Use *Inventory Checklist (Appendix E)* to make buying Smart Snacks easy



Purchasing Considerations¹

- Who are your buying partners?

- Can you work with your school food service?

- Where can you get the best price?

- Do you need any new equipment?

Proper Food Handling

- **Hand Washing**
 - All workers must wash hands before handling food
 - Have one person handle money, one person handle food
- **Food Handling**
 - No bare hand contact for ready to eat foods is allowed
 - Use gloves, tongs, wax paper or barrier to handle ready to eat foods
 - Change gloves if soiled or come in contact with money
- **Sanitizing Utensils**
 - All food contact equipment & surfaces must be washed, rinsed, sanitized every 4 hours
 - Bleach is an approved sanitizer
 - Proper concentration: ½ teaspoon bleach per gallon of water
 - Proper sequence: wash, rinse, sanitize, air dry utensils
- **Food Temperatures**
 - Use thermometers to monitor temperatures
 - Cold foods: 41°F or below (refrigerated or iced)
 - Hot foods (pre-cooked): heated and held at 135°F
 - Hot foods: fully cook (165°F for poultry, 155°F for ground meats) and held at 135°F
 - Frozen foods: 0°F or less
 - No temperature control required: candy, cookies, bars, popcorn
- **Food Preparation**
 - Food should come from approved sources (USDA or FDA approved foods)
 - Foods should be prepared in licensed kitchens
 - Food **should not** be prepared at home



2 – PRICE

SET PRICES THAT GARNER PROFIT



Pricing: Knowing how much items cost and setting a price list is important to move products quickly, encourage potential buying habits and make profits.

A primary goal of concession stands is to make money. Offering items that are more healthful should not take a bite out of profits. In fact, strategic pricing can increase profits.

Fast Fuel tools to sustain or improve your profits:

- Smart Pricing
- Combination Meals

SMART PRICING

Price can influence what an individual purchases and therefore, the concession profits. Smart pricing considerations include:

- **Knowing Costs**
Concession Price – Cost = Profit Margin
 - The cost of each item will determine where to set the price.
 - Keep preparation needs in mind. For example, it may be more cost effective to purchase pre-cut vegetables and pre-cooked meats.
 - Make sure to include the cost of condiments (e.g., ketchup) and serve ware (e.g., cups and lids) into the initial cost to ensure nothing is overlooked.



Price Considerations¹

- How are prices going to be set?

- How much will it cost to make the product?

- How much money is the concession hoping to make on each product sold (profit margin)?

- What is the market value (what are people willing to pay)?

- For a specific item, can the concession make enough money on it to continue selling it?

- **Price Healthful Items More Conservatively**
 - Price more healthful items (Green and Yellow foods) lower, and price less healthful items (Red) higher.
 - Encourages customers to choose Fast Fuel options.



Why a different markup amount?

Setting price guidelines helps to ensure the concession stand is profitable and easy to run.

- **50%-150%** price markup for Fast Fuel options (Green and Yellow)
- **175%-250%** price markup for less healthful options (Red)

See example on next page.



Profit Tips

Adjust your prices to move items you want to sell.

Make items quick to buy. Put quick-to-purchase items out front to help move people through the line quickly. Consider having someone walk around selling items like water and fruit to those in the stands or waiting in line.

Add value-added products to your lineup and charge a small premium for them.

Baby carrots with hummus are easy to serve and seem like they should be more expensive than a simple bag of chips. Price the carrots lower than the chips to increase your profits.



Track Sales

Use the *Inventory Checklist* (*Appendix E*) to track inventory and the success of changes made to concession (sales, cost, profit).

CONSERVATIVE vs. HIGH PROFIT MARKUP EXAMPLES

Product	Cost per Item	Fast Fuel Category	Markup (Profit)	Sale Price (Cost + Markup)
Reduced-fat String cheese (24 count)	\$.29 (\$7)	Green	72% (\$.21)	\$.50
Bananas (4 lbs/20 bananas)	\$.16 (\$3.15)	Green	210% (\$.01)	\$.50
Fruit cups (24 count)	\$.37 (\$8.80)	Green	169% (\$.63)	\$1.00
Whole Grain Cereal cups (60 count)	\$.83 (\$50)	Green	50% (\$.42)	\$1.25
Chips – Fried (50 count)	\$.30 (\$15)	Red	200% *\$.70)	\$1.00
Best-selling candy (30 bars)	\$.66 (\$20)	Red	200% (\$1.33)	\$2.00

TIP: Use an online markup calculator
<https://www.omnicalculator.com/finance/markup>

COMBINATION MEALS

Offering the ability to buy items separately or as a combo can help increase profits (by selling more items) and give customers the ability to save money.

Combination meals should include a healthful side and can include items that may not be as profitable on their own.

Example:

- If popcorn is normally sold for \$.50 a bag, water for \$1.00 and a BBQ sandwich for \$3, offer a combination special for the same three items for \$4.
- This saves the customer \$.50 and increases the sale of more products.

Fast Fuel Pricing Comparison

A side-by-side comparison of products shows how the markup could affect the consumers' choice.



Bottled Water

Fast Fuel: **Green**
 Cost: \$.15
 Markup: 50%
SALE PRICE:
\$.50



Bottle of Pop

Fast Fuel: **Red**
 Cost: \$.41
 Markup: 265%
SALE PRICE:
\$1.50



Cheese Stick

Fast Fuel: **Green**
 Cost: \$.29
 Markup: 72%
SALE PRICE:
\$.50



Candy Bar

Fast Fuel: **Red**
 Cost: \$.66
 Markup: 200%
SALE PRICE:
\$2.00

3 - PROMOTION

Smart Promotion + Smart Pricing = Profit

Promotional strategies are an important part of the concession stand process. Entice customers to purchase Fast Fuel options with the following ideas:

Signage

Posters

- Advertise a specific Fast Fuel item or meal deal for a special price
- Promote a combination option or several combination options

Menus

- List the most healthful options first
- Label healthful options with a Fast Fuel icon

Table Tents

- Identify a popular Fast Fuel item to spotlight.



Combination Meals

- Offer a meal for a set price that includes Fast Fuel options. Examples include a sandwich, veggies and dip or fruit, and a bottle of water.
- Give meal deals fun names: Spartan Snack Pack, Bruin Bundle, Packers/ Mustangs/ Vikings/ Squirrels/ Jaguars Power Packs

Creative Slogans to Promote Fast Fuels

- Slogans should be creative, appropriate and easy to read
- Examples: Choose Your Charge, Fuel Up, etc.



Promotion Tips

Announce over the loud speaker during events that new Fast Fuel items are available at the concession stand.

Give free samples of Fast Fuel items to draw customers to the concession stand.

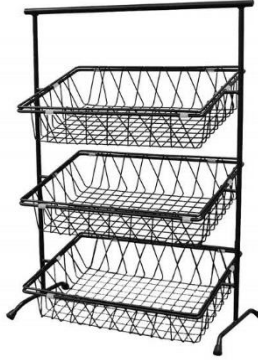


We are here to help promote your products!

- We can assist with promotional ideas and school-specific signage!
- Fruit chutes and colorful bowls are occasionally available for local use.

Displays

- Three tier racks, colorful bowls or fun fruit holders are creative ways to display Fast Fuel options
- Use small fridges with glass doors to display Fast Fuel, “grab & go” options



Product Endorsement from School Athletes

During team photo shoots, photograph student athletes holding and promoting Fast Fuel items

- Use photos for posters, newsletters, advertisements, etc.
- Be sure to obtain consent from athletes & parents

Incorporating Social Media

- Hold contests on social media to name new menu items
- Advertise meal deals, discounts, or new items
- Create a survey to ask what customers want to find at the concession stand
- Offer a discount if customers mention a specific post they saw



Promotion Considerations¹

- How are you going to advertise and market the new menu? (How are people going to know that there are new items?)

- Ideas for advertising at the actual concession stand (i.e., new signs, displays, menu, food displayed where it can be seen):

- Ideas for advertising away from the concession stand (i.e., newsletter, social media, etc.):

4 - PLACEMENT

The placement of product influences sales. Customers are more likely to purchase products that are clearly visible and at eye level.

Areas that have higher visibility make items more likely to sell. Use the guide below to determine where promotional materials should go and items placed.

PLACEMENT AREA 1 – TOP and EYE LEVEL

- Fast Fuel items listed on top of menu
- Poster promoting healthful items at eye level
- Fast Fuel beverages placed on the top shelves of the cooler or the first thing that people see in the cooler (see sample diagram below)

Beverage Cooler	
Water	Water
Water	Water
Low/Zero Calorie Beverage	Low/Zero Calorie Beverage
Low/Zero Calorie Beverage	Low/Zero Calorie Beverage
Sugary Beverage	Sugary Beverage



YES



NO

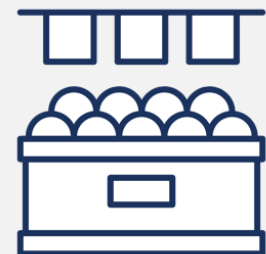


Placement Considerations

- What placement changes are feasible for the concession space?

- Is there counter space that can host healthful options (e.g., fruit bowl)?

- What additional equipment is needed to display healthful items (e.g., fruit chute, 3 tier rack)?



PLACEMENT AREA 2 – ON THE COUNTER

- Poster promoting various items
- Offer bottled water, yogurt and other Fast Fuel items in a mini fridge with a window near the till so customers can see the Fast Fuel options easily, select and pay.
- Place a fruit chute or bowl within easy reach as people go through the line.



PLACEMENT AREA 3 – BEHIND THE SERVERS

- Soda, candy, and chip options lower on the menu
- Place the items further back so customers always see Fast Fuel options first.



Additional Ps to Consider

Policy

Implementing a concession policy is an effective and sustainable way to make healthful changes. See *Appendix G* for a sample policy.

Prep Time

Many of the Fast Fuel suggestions take limited amounts of time to prepare.

Watch Fast Fuel how-to videos for more ideas!

Perishability

Shelf life of popular fruits and vegetables should be taken into consideration. Apples, oranges, celery and more can keep in the fridge for 2+ weeks. The *Inventory Checklist* (Appendix E) will help avoid waste.

Portions

Keep portions in mind when planning, especially less healthful items and beverages. 100% juice should be served in 8 ounces or less for elementary-aged and younger, and 12 ounces or less for others.

APPENDIX A

UNDERSTANDING FAST FUEL STANDARDS FOR PEAK PERFORMANCE

The U.S. Department of Agriculture has science-based nutrition standards for snacks and beverages. The standards apply to foods available to children during the school day, but can also be applied to concession items.

The Fast Fuel Toolkit uses Smart Snack Guidelines to code food items as Green, Yellow or Red with Green being the most healthful. The goal is for concession stands to offer **50% of foods and beverages that are Green and Yellow.**

Smart Snack Standards (A Fast Fuel Food)

- “Whole-grain-rich” grain products (have whole grain as the first ingredient); or
- First ingredient is a fruit, vegetable, dairy product, or protein; or
- Combination food that contains at least ¼ cup of fruit and/or vegetable; and
- Food must meet nutrient standards for calories, sodium, sugar, and fats:

Nutrient	Snack	Entrée
Calories	200 calories or less	350 calories or less
Sodium	200 mg or less	480 mg or less
Total Fat	35% of calories or less	35% of calories or less
Saturated Fat	< 10% of calories	< 10% of calories
<i>Trans</i> Fat	0 g	0 g
Sugar	35% by weight or less	35% by weight or less

***Juice Considerations:** Choose 8 ounce servings or less for elementary-aged and younger patrons, and 12 ounce servings or less for others.

****Additional Considerations:** Choose reduced sugar, low fat yogurt, popcorn popped in canola oil and unsalted, granola bars and cereals that have a first ingredient of whole grain (e.g., whole grain rolled oats) and meets all nutrient standards listed above.

THE MOST IMPORTANT PARTS OF A NUTRITION LABEL

Serving Size states what a serving size is for the product and how many servings are in the product.

Calories are the amount of energy in one serving. Be sure to multiply the calories by the number of servings and follow the calorie guidelines in the table on the left for Smart Snack Standards.

Limit saturated fat, *trans* fat, cholesterol, sodium and sugars. Follow the guidelines in the table on the left for Smart Snack Standards.

APPENDIX B

MENU CREATION KIT FOR PEAK PROFITABILITY

This listing of the most common menu items includes those found to do well in various concession stand systems. Teams can create a menu by choosing a handful or more specialized versions of these options.

MINIMUM GUIDE FOR A SMALL STAND

- Choose a **minimum** of four items that do not have to be prepared
- Choose a **minimum** of one hot item if possible
- Have a 2:1 ratio of water and low calorie sports drinks to pop

Example menu and amount based on the general guide

- Apples and bananas
- String cheese
- Popcorn
- 1 type of candy
- BBQ sandwiches on wheat buns
- 2 cases of water, 2 cases of low calorie sports drinks and 2 cases of pop

MINIMUM GUIDE FOR AN ALL-DAY STAND





- Choose a **minimum** of six items that do not have to be prepared
- Choose a **minimum** of two hot items if possible
- Have a 2:1 ratio of water and low calorie sports drinks to pop





Example menu and amount based on the general guide





- Apples and bananas
- String cheese
- Popcorn
- Prepackaged fruit cups in 100% juice or water
- 2 types of candy
- Baked chips
- BBQ sandwiches on wheat buns
- Cheese pizza
- 3 cases of water, 3 cases of low calorie sports drinks and 3 cases of pop

APPENDIX C

FAST FUEL RECIPE IDEAS

Product	Recipe	Shopping and Cost	Suggested Markup	Level of Prep Effort
Fresh Fruit Cup	<ul style="list-style-type: none"> Assorted fruits (strawberries, oranges, melon, grapes, pineapple, berries, etc.) <p>Cut fruit into bite size pieces and place into clear cups so fruit can be seen.</p> 	Assorted Fruits Clear cups Forks	75%	Medium
Veggies and Dip (Hummus or Ranch)	<ul style="list-style-type: none"> Seasonal vegetables (carrots, bell peppers, grape tomatoes, celery, cucumbers, snap peas, cauliflower, broccoli, radishes) Hummus or ranch dressing <p>Cut vegetables into straws or sticks. Put hummus/dressing in the bottom of a cup and put vegetable sticks in the cup.</p> 	Vegetables Hummus or Ranch Clear cups	75%	Medium
Banana Nice Cream	<ul style="list-style-type: none"> 4 medium bananas ¾ cup milk Toppings: fruit, nuts <p>Slice bananas and place on tray to freeze for several hours. Combine frozen bananas and milk in blender. Blend until smooth. Divide into four-9oz cups (appx. ½ full). Add desired toppings.</p> 	Bananas Milk Toppings Clear cups	150%	Low
Peanut Butter & Yogurt Dip with Apples	<ul style="list-style-type: none"> 3-4 apples 2 cups vanilla Greek yogurt 6 TB peanut or other nut butter ¾ tsp cinnamon <p>Combine yogurt, peanut butter and cinnamon in large bowl. Stir well. Divide mixture into five-9oz cups. Slice apples and place slices on top of dip mixture.</p> 	Apples Vanilla Yogurt Peanut Butter Cinnamon Small serving cups	150%	Medium

Product	Recipe	Shopping and Cost	Suggested Markup	Level of Prep Effort
Specialty Trail Mix	<ul style="list-style-type: none"> • Nuts • Dried fruit • Dark chocolate pieces • Popcorn <p>Mix all ingredients in a large bowl and put in decorative cups.</p> 	<p>Nuts (sunflower, peanuts, walnuts, almonds) Dried fruit (Craisins, raisins, apricot, cranberries) Chocolate pieces Decorative Dixie cups</p>	150%	Low
Salad in a Cup	<ul style="list-style-type: none"> • Salad mix • Grape tomatoes • Shredded carrots • Additional vegetables, as desired • Individual dressing packets or bottles of dressing (lite) <p>Place salad components into a 20oz cup with a cover. Store in mini fridge at the front of the stand.</p> 	<p>Salad Mix Grape tomatoes Shredded carrots Dressing packets or bottles of dressing Clear cups with lids Forks</p>	75%	Medium
Lunchmeat Wraps	<ul style="list-style-type: none"> • Spinach wraps • Assorted deli meat (turkey, chicken, roast beef) • Sliced cheese • Lettuce • Tomato <p>Lay wrap flat. Place three pieces of lunch meat on wrap followed by cheese. Add lettuce and tomato. Fold ends toward center and roll. Cut in half and wrap both in saranwrap. Can offer lite mayo or hummus. Store in mini fridge at the front of the stand.</p> 	<p>Spinach wraps Turkey, Chicken or Roast Beef deli meats Lettuce Tomato Lite mayo or hummus Saranwrap</p>	75%	High
Yogurt Parfait	<ul style="list-style-type: none"> • Vanilla yogurt • Granola • Strawberries or blueberries (fresh or frozen – no sugar added) <p>Assemble ingredients in layers in clear cup starting with yogurt on the bottom.</p> 	<p>Quart of vanilla yogurt Granola Strawberries, blueberries or other fruit Clear cups Spoons</p>	200%	High

Product	Recipe	Shopping and Cost	Suggested Markup	Level of Prep Effort
Baked potato	<ul style="list-style-type: none"> • White or sweet potatoes • Potato toppings: lite sour cream, shredded cheese, salsa, cinnamon <p>Bake potatoes in oven until tender. Wrap in tin foil and place in crock-pot to keep warm.</p> 	<p>White or sweet potatoes Tin foil Sour cream, shredded cheese, salsa, cinnamon Tin foil Forks</p>	150%	Low
BBQs	<ul style="list-style-type: none"> • Lean hamburger • BBQ sauce without high fructose corn syrup • Mustard • Whole wheat buns <p>Cook meat fully. Put meat in crockpot with BBQ sauce. Add a little mustard. Serve on a whole wheat bun.</p> 	<p>Lean hamburger or ground turkey/chicken BBQ sauce (without high fructose corn syrup) Mustard Wheat buns Forks</p>	150%	Medium
Pulled Chicken Sandwiches	<ul style="list-style-type: none"> • Pre-cooked rotisserie chicken or chicken breasts • Chicken broth • BBQ sauce without high fructose corn syrup • Whole wheat buns <p>If not using rotisserie chicken, cook chicken breasts in the crock-pot for 6-8 hours depending on the amount of meat needed with some chicken broth. Shred. Return the meat to its juices in the crock-pot. Assemble sandwiches by putting shredded chicken on a bun and offering BBQ sauce.</p> 	<p>Pre-cooked rotisserie chickens OR chicken breasts Chicken broth BBQ sauce (without high fructose corn syrup) Wheat buns Forks</p>	150%	Medium
Walking Tacos	<ul style="list-style-type: none"> • Baked corn chips in large bags or individual bags • Pre-cooked rotisserie chicken or chicken breasts or lean ground beef • Toppings: shredded lettuce, shredded cheese, salsa, and more <p>Cook meat fully and shred (if using chicken). Open small bag of chips or place chips from large bag on a plate. Assemble tacos: put meat on chips and top as desired.</p> 	<p>Baked corn chips (individual packet or large bag) Shredded chicken (rotisserie chicken or cooked in a crock pot) OR ground lean beef Shredded cheese Shredded lettuce Salsa Forks Plates (if not using small chip bag)</p>	150%	Medium to High

APPENDIX D

CONCESSION STAND CHECKLIST

PLANNING YOUR STAND

- _____ How many times will we operate the stand?
- _____ How many people do we estimate we will need to feed?
- _____ How long will operation last?
- _____ Do we need any new equipment?
- _____ What will be on our menu? Does it have enough Fast Fuel choices? *See Appendix B for menu creation.*
- _____ Who will prepare the food? *See Appendix C for recipe ideas.*
- _____ Who will get a cash box and how will we ensure it's handled safely?

BUYING FOR YOUR STAND

- _____ Who are our buying partners? Can we purchase items from the school kitchen?
- _____ Where will we buy the remaining items?
- _____ Where can you get the best price?
- _____ Who will purchase the items and keep the receipts?

PRICE CONSIDERATIONS

- _____ How are prices going to be set?
- _____ How much will it cost to make the product?
- _____ How much money is the concession hoping to make on each product sold (profit margin)?
- _____ What is the market value (what are people willing to pay)?
- _____ Can the concession make enough money on each item to be happy?

SHOPPING LIST EXAMPLE

Perishable, Non-Refrigerated Items

- ___ Bags of Apples
- ___ Bananas
- ___ Wheat Buns
- Fresh Fruit

Cold Items

- String Cheese
- Shredded Cheese
- Lettuce/Salad
- Vegetables
- Hummus
- Yogurt
- Milk
- All-beef Hotdogs
- Hamburger
- BBQ Meat

Shelf-Stable Items

- Popcorn
- Popcorn Oil
- BBQ sauce
- Ranch
- Mustard
- Ketchup
- ___ Baked Chips
- ___ Box of Candy
- ___ Bottled Water
- ___ Diet Soda
- ___ Low Calorie Sports Beverage

Serving Supplies

- ___ Clear Cups
- ___ Napkins
- ___ Paper plates
- ___ Cutlery Pack
- ___ Gloves
- ___ Popcorn Bags

Other Items

- Posters for promotion
- Menu board
- Table tents

CONCESSION CHECKLIST, Cont.

PROMOTION CONSIDERAIONS

- _____ How are you going to advertise and market the new menu? (How are people going to know that there are new items?)
- _____ Ideas for advertising at the actual concession stand (i.e. new signs, displays, menu, food displayed where it can be seen).
- _____ Ideas for advertising away from the concession stand (i.e. newsletter, social media, etc.).

PLACEMENT CONSIDERATIONS

- _____ What placement changes are feasible for the concession space?
- _____ Is there counter space that can host healthful options (e.g. fruit bowl)?
- _____ What additional equipment is needed to display healthful items (e.g. fruit chute, 3 tier rack)?

OPERATING YOUR STAND

- _____ Do we have enough signage promoting Fast Fuel or combo items?
- _____ Are fast-to-purchase items in easy-to-access spots?
- _____ Is the water at the top of the cooler or display with pop at the bottom?
- _____ Who will purchase the items and keep the receipts?

CLEANUP AND PAPERWORK

- _____ Was the cash box delivered and money deposited?
- _____ Did we make enough profit or does the menu need to be adjusted?

APPENDIX E

INVENTORY CHECKLIST

Event:

Date:

Product	Pre-Event Inventory	Post-Event Inventory	Items "Lost or Discarded"	Comments
A.				
B.				
C.				
D.				
E.				
F.				
G.				
H.				
I.				
J.				

Event:

Date:

Product	Pre-Event Inventory	Post-Event Inventory	Items "Lost or Discarded"	Comments
A.				
B.				
C.				
D.				
E.				
F.				
G.				
H.				
I.				
J.				

APPENDIX F

COMMON CHALLENGES¹

CHALLENGE 1

People want to eat junk food at concession stands.

Solutions

- Beliefs may change over time as people get used to new changes
- Continue to offer some common foods
- Make traditional concession food a little healthier
- Passionate advocates can help convince others to try new products
- Choose careful wording like “more choices” rather than “healthy options”

CHALLENGE 2

Change will be too hard.

Solutions

- Implement a wellness policy that includes healthful offering requirements
- Educate volunteers, leadership and those involved on the reasons behind the changes
- Be flexible if one change is not working well to try another change
- Try the easiest changes first and make a few changes at a time
- Find champion volunteers who are enthusiastic and remind others why the change is good
- Secure support from key leaders like the PTA or Booster Club leaders
- Give it time as people take time to get used to change
- Have clear instructions for volunteers

CHALLENGE 3

Individuals running concessions stands changes frequently.

Solutions

- Implement a wellness policy that includes healthful offering requirements
- Train the next champion who is enthusiastic about maintaining the changes
- Have sales data, patron feedback on items, inventory data, etc. ready for the next leader
- Write down the changes you made and why so others can look back at the accomplished history

CHALLENGE 4

Food waste and spoilage.

Solutions

- Keep track of sales by using the Inventory Checklist so you know how much to buy at a time
- Keep track of stock and product purchase dates
- Group and store items by purchased or use by dates
- Having a fridge securely plugged into the wall
- Offer overripe fruit at a discounted price

1. Improving the Nutrition Environment Through Changing Concession Stand Options: Eight Steps to Making Healthy Improvements; Dr. Helena Laroche, Internal Medicine and Pediatrics, University of Iowa

APPENDIX G

SAMPLE POLICY 1

In an effort to provide healthful concession items and increase healthy food access to the families and citizens of the community visiting [*Your Location Name*], [*School Name/Booster Club*] has adopted the following policy.

1. **Product.** Fifty percent of the products provided at [*Name*] concessions will meet Smart Snack Guidelines.

- a. Foods should be a “whole grain-rich” grain product; or have as the first ingredient a fruit, a vegetable, a dairy product, or a protein food; or be a combination food that contains at least ¼cup of fruit and/or vegetable
- b. Foods must also meet several nutrient requirements:

Calorie limits:

Snack items must be ≤ 200 calories

Entrée items must be ≤ 350 calories

Sodium limits:

Snack items must be ≤ 200 mg

Entrée items must be ≤ 480 mg

Fat limits:

Total fat must be ≤35% of calories

Saturated fat must be < 10% of calories

Trans fat: zero grams

2. **Price.** Healthy concession items at [*Name*] concessions will be strategically priced.
 - a. Healthful items (fruit, vegetables, whole grain food items, low-calorie and low fat items) meeting Smart Snack Guidelines will be priced 25% lower compared to items that do not meet the guidelines.
 - b. Items that do not meet Smart Snack Guidelines will be priced higher.
3. **Promotion.** Concession items at [*Name*] that meet the Smart Snack Guidelines will be advertised and promoted over the less healthful items. Color-coded signs will be used to highlight nutritious, more healthful choices.
4. **Placement.** Concession items at [*Name*] that meet the Smart Snack Guidelines will be placed at eye level where they are easily seen by consumers.



SAMPLE POLICY 2

Encouraging children to be physically healthy through participation in athletics must also be supported by encouraging the consumption of healthy foods. In an effort to promote consumption of more nutritious concession stand items and increase availability of healthful food options for schools and the community, at least one of the strategies below will be adopted.

1. At least 50% of foods will be more healthful items (e.g., fruit, vegetables, whole grain, lower sugar, lower sodium, etc.) and 50% of beverages will be zero or low calorie beverages (e.g., water, low calorie sports drinks, diet soda).
2. The more healthful concession items will be strategically priced at a decreased cost compared to the less healthful concession items.
3. The more healthful concession items will be promoted through signage such as posters, menus, and table tents, combination meals, and creative slogans to promote Fast Fuel items.
4. The more healthful concession items will be placed on top or at eye level, or on the counter in areas of higher visibility to increase the likelihood of customers choosing those options. The less healthful items will be placed behind the servers in areas that are less visible.

