



After the Bell (ATB) Breakfast in the Classroom (BIC) Grant Notice for Public Schools or Districts

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Purpose of Grant

To provide start-up grant funds to Massachusetts schools and districts, traditional public and charter, that seek to increase school breakfast participation to 80% or more via a universal free, after the bell (ATB) breakfast in the classroom (BIC) for low-income children in grades PreK-12. This grant is disbursed over one or two years with the expectation that the school will permanently operate an ATB BIC program and that high participation will yield USDA reimbursements that cover the program's continued operating costs.

The goal of this ATB BIC grant program is to combat childhood hunger by increasing access to, and consumption of a nutritious school breakfast for low-income children.

Schools selected for an ATB BIC program grant:

- Serve low-income children in grades PreK-12.
- Are high-poverty as defined by having 60% or more enrolled students that qualify for a free- or reduced-price meals, or a CEP designation with a 37.5% Direct Certification rate.¹
- Achieve a minimum of 80% Average Daily Participation (ADP) in school breakfast by offering the ATB BIC program.
- Build support of teachers across grade levels who champion the program and lead its integration into seamless morning routines as well as the overall school culture.

RFP Dates and Deadlines

| RFP Dates and Deadlines | | |
|-------------------------|---------|---------------------------|
| February 14, 2017 | | RFP released |
| March 28, 2017 | 5:00 pm | Proposals due |
| April 3 – May 5, 2017 | | Interviews with finalists |
| Week of May 8, 2017 | | Grant recipients notified |

Inquiries:

If you have any questions, please contact Christy at 508-430-8130 or machdube@EosFoundation.org.

Why ATB BIC?

Massachusetts high-poverty schools are leaving over \$25,000,000 in USDA meal reimbursements on the table because of low school breakfast participation.²

In these schools, data show that lunch participation averages ~80% while breakfast participation is much lower, hovering around 35%.³ The lag in breakfast participation is attributed to most schools offering school breakfast before the bell and in the cafeteria.

However, by making breakfast part of the school day and offering it after the bell and in the classroom, participation is proven to jump to over 80%, exceeding lunch participation in some cases. While there are alternatives for ATB delivery of school breakfast, with rare exception, research and on-the-ground experience in dozens of school districts across Massachusetts finds that an ATB BIC

¹ If you are interested in an ATB BIC program and your school is below this poverty threshold, contact us at 508-430-8130.

² Mass Budget and Policy Center, May 2015.

³ Breakfast and Lunch Participation in Massachusetts Schools; 2012. The Center for Social Policy at the University of Massachusetts Boston, the Massachusetts Budget and Policy Center, and the Massachusetts Law Reform Institute (MLRI). http://massbudget.org/reports/pdf/school_meal_participation.pdf

program is the only consistent way to achieve 80%+ participation. High participation rates are key because they allow a school district to draw down the additional USDA reimbursement funds that make this program financially self-sustaining.

Benefits of ATB BIC in Massachusetts schools and across the country include:

- More time on learning due to improved attendance and tardiness rates, as well as fewer morning visits to the school nurse for stomach aches and headaches, and fewer morning disciplinary referrals, presumably because students aren't "hangry."
- Improved morning learning time, and academic achievement; one study reports math scores increased 17.5% among school breakfast eaters.⁴
- Improved nutritional intake which studies link to reduced obesity or body mass index rates.^{5 6}
- Increased USDA meal reimbursements which can be re-invested in other school nutrition needs, such as: expanding ATB BIC to other district schools, purchasing more fresh fruits/vegetables, etc.
- Creation of additional full time jobs with benefits in school nutrition departments. Springfield, for example, has expanded ATB BIC to over 40 schools and created 35 full time benefited positions to help support the program.

Funding Opportunity

Eos offers one-time start-up grants to individual schools or districts that commit to a) implement or expand new ATB BIC programs at their school building(s) and b) increase breakfast participation rates to 80% or higher. Districts proposing to roll out to multiple schools across the district may request a longer grant period not to exceed three years.

Funding levels based on enrollment are outlined in the following table.

| School Enrollment | Eligible grant amount: |
|-------------------|------------------------|
| 300 and below | Up to \$5,000 |
| 301-600 | Up to \$7,500 |
| 601 and above | Up to \$10,000 |

In addition to cash grants, Eos offers technical assistance to help successfully increase school breakfast participation rates and develop plans to expand the ATB BIC program to additional school buildings over time.

Grant decisions will be made no later than May 12, 2017 to enable planning and preparation for a rollout at the beginning of school year 2017-2018. Note: At the school building level, communication and planning among the principal, teachers, custodians, cafeteria staff, and district school nutrition department are critical to the success and sustainability of any ATB BIC program. Eos strongly considers the application section entitled Timeline to Launch when making grant decisions.

⁴ Ending childhood hunger: A social impact analysis; 2013. Deloitte. <http://www.nokidhungry.org/pdfs/school-breakfast-white-paper.pdf>

⁵ Gleason, P. M., & Dodd, A. H. (2009). School breakfast program but not school lunch program participation is associated with lower body mass index. *Journal of the American Dietetic Association*, 109 (2 Supplement 1), S118-S128.

⁶ Millimet, D.L., Tchernis, R., & Husain, M. (2009). School nutrition programs & incidence of childhood obesity. *Journal of Human Resources*, (3), 640-654.

Eligibility

Eligible applicants currently participate in the National School Breakfast and Lunch Program funded by USDA. These typically include public schools, both charters and districts. Residential schools are not eligible.

All applicants must:

- Plan for students to have the opportunity to eat breakfast after the bell, and in the classroom for a minimum of 10 minutes.
- Plan to implement the ATB BIC program in all classrooms within the school building.
- Agree to maintain a sharing table/basket⁷ in each classroom.
- Form a Breakfast Implementation Team to ensure successful ATB BIC implementation.
- Present a realistic plan with concrete steps to implement or expand the ATB BIC.

Support of the school and district leadership (i.e., the principal, superintendent/board chair, business officer/CFO, and school nutrition director) to engage teachers, custodians and other key staff in the planning process is considered critical to implementation success and sustainability of the ATB BIC program.

All applications must be signed by the school leader(s),⁸ district superintendent and school nutrition director, or in the case of charter schools, the chair of the school's board, and the school nutrition director or equivalent.

Grant Requirements

Grant recipients are expected to comply with the following requirements.

Reporting and Surveys:

1. ATB BIC Reports
 - Weekly for the first four weeks of the program. Refer to Page 7 below for a copy of this report template. Submitted by School Nutrition Team.
 - Monthly for the duration of the grant period. This report should demonstrate the positive financial gains by increased participation and the corresponding increase in federal and state reimbursements. Refer to Page 8 below for a copy of this report template. Monthly reporting includes submission of the Department of Elementary and Secondary Education's FP9 Claim for Reimbursement report. Submitted by School Nutrition Team.
 - End of year brief narrative report due on July 13, 2018, submitted jointly by School Leader and School Nutrition Team.
2. ATB BIC Surveys
 - Brief survey required of Teachers and Nurses in May 2018 to assess high-level ATB BIC program adoption and assessment. Eos will provide a Survey Monkey link and ask the School Leader to distribute it to the school building team.

⁷ A sharing table or sharing basket is a designated place in each classroom for students to place food from the ATB BIC program that they take but do not want to immediately eat. This tool helps increase meal counts, reduces food waste, and allows students to snack on healthful food during the school day.

⁸ For district applications, each school being proposed must have a school leader sign off on the application.

Meetings:

1. Site visit during the first months of implementation with the School Leader and School Nutrition Director to view the NKI ATB BIC program in action.
2. Cohort meetings for School Nutrition Director and/or other school staff
 - Four meetings over the course of the grant year. These meetings will convene on: June 1, 2017 (kickoff meeting), October 2017, January and March 2018. Specific dates TBD.
3. School leader meeting
 - At least once during the current or following school year. This meeting will convene in October/November 2017. Specific date TBD.
 - Meetings are facilitated by Eos with input on agenda and topics solicited from school leaders.

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|----------------------|
| Resource List |
|----------------------|

The following individuals are among those who have launched ATB BIC programs that consistently reach 80%+ participation rates. They are happy to speak with you about questions you may have as you consider and plan for an ATB BIC program in your school.

Chicopee – Joanne Lennon, School Nutrition Director, jlennon@chicopeeps.org or 413-594-3453, and David Drugan, Principal Bowe Elementary, dtdrugan@chicopeeps.org or 413-594-3431

Salem – Deb Jeffers, School Nutrition Director, deborahjeffers@salemk12.org or 978-740-1230, and Thomas Milaschewski, Principal Bates Elementary, thomasmilaschewski@salemk12.org or 978-740-1250

Taunton – Karen Pappa, School Nutrition Director, kpappa@tauntonschools.org or 508-821-1156, and Mike Byron, Principal Parker Middle School, mbyron@tauntonschools.org or 508-821-1111

Instructions

The full proposal is due no later than 5:00 pm on Tuesday, March 28, 2017.

Completed applications should be sent electronically to Magdalena Punty at punty@EosFoundation.org with the following attachments. We request that the below items be sent in one email as individual attached files.

1. Narrative Application (please send as a Word or PDF file)
2. Budget Request (please send as an Excel or PDF file)
3. Copy of your DESE FP9 for January 2017 (please send as PDF file)
4. Letters of Support – (please send as PDFs. Please include a minimum of two letters of support for each school. A letter from at least one classroom teacher is recommended.)

To download the application, budget template, and exhibits, please click on the following link:
<http://eosfoundation.org/nourishing-kids-initiative-breakfast-in-the-classroom-2/>.

Note: If this is your first time applying for Eos funding, please complete the application clearly identified for new schools/new districts. For our existing cohort partners, please complete the application marked for new schools in districts that have already partnered with Eos on an ATB BIC Implementation.

Interviews with finalists will be held between April 3 – May 5 and schools will be notified the week of May 8, 2017.

Sample Reports

ATB BIC Weekly Report

Due every week for the first 4 weeks after the start of your ATB BIC program

| School Name: | | | | | |
|--|--------|---------|-----------|----------|--------|
| Week ending: | Monday | Tuesday | Wednesday | Thursday | Friday |
| ADP (total breakfast meals served over attendance) | | | | | |
| Total breakfast meals served | | | | | |
| Total attendance | | | | | |
| Total enrollment | | | | | |

Sample ATB BIC Monthly Report

| | | | | | | | | | |
|--|--|-----------------------------|---------------|----------------------|------------------------------|-------------|-----------------|------------------------|--------|
| Name of school | | Enter your school name here | | | | | | | |
| ATB BIC monthly reporting for: | | | | September 1-30, 2017 | | | | | |
| PART 1 - DESE Breakfast counts from FP9 | | | | | | | | | |
| Enrollment | | Enrollment | Avg Daily Att | Operating Days | Breakfast Served to Students | | | | |
| | | | | Breakfast | Free | Redu | Paid | Total | |
| SY2017-2018 | | | | | | | | | |
| SY2016-2017 | | | | | | | | | |
| PART 2 - SY2017-2018 After the Bell BIC Financial Model | | | | | | | | | |
| | | Per Meal | | Total Meals | Current | Previous | Current Year to | Previous Month Year to | |
| Revenues | | Reimbursement | | Served | Month Total | Month Total | Date Total | Date | |
| Paid | | \$0.29 | | 0 | \$0.00 | | \$0.00 | | \$0.00 |
| Reduced | | \$1.74 | | 0 | \$0.00 | | \$0.00 | | \$0.00 |
| Free | | \$2.04 | | 0 | \$0.00 | | \$0.00 | | \$0.00 |
| Total Revenues | | | | 0 | \$0.00 | | \$0.00 | | \$0.00 |
| Expenses | | | | | | | | | |
| Labor Costs (title of workers) | | Hourly rate | Hours per day | Operating days | Total | | | | |
| Cook Manager | | | | 0 | \$0.00 | \$0.00 | | | |
| Assistant Cook | | | | 0 | \$0.00 | \$0.00 | | | |
| Cafeteria Helper | | | | 0 | \$0.00 | \$0.00 | | | |
| Other Staff | | | | 0 | \$0.00 | \$0.00 | | | |
| Subtotal Labor Costs | | | 0 | #DIV/0! | \$0.00 | \$0.00 | | | |
| Food Costs (calculate using Option 1 or Option 2) | | Unit Price | | Total Units | Total | | | | |
| Option 1: Per meal calculation | | #DIV/0! | | 0 | \$0.00 | \$0.00 | | | |
| Option 2: Total cost divided by meals served calculation | | #DIV/0! | | 0 | \$0.00 | \$0.00 | | | |
| Subtotal Food Costs | | | | 0 | \$0.00 | \$0.00 | | | |
| Other Breakfast Costs (calculate using Option 1 or Option 2) | | Unit Price | | Total Units | Total | | | | |
| Option 1: Per other cost calculation | | #DIV/0! | | 0 | \$0.00 | \$0.00 | | | |
| Option 2: Total other cost divided by meals served calculation | | #DIV/0! | | 0 | \$0.00 | \$0.00 | | | |
| Subtotal Other Breakfasts Costs | | | | 0 | \$0.00 | \$0.00 | | | |
| Total Expenses | | | | | \$0.00 | \$0.00 | | | |
| Total Profit or Loss | | | | | \$0.00 | \$0.00 | | | |

Appendices

Appendix A: Smart strategies to successfully increase participation via ATB BIC programs

- Start slowly and in a school with a principal who is a champion of this program, and take the time to get it right. Principal leadership and partnership is critical.
- Develop a thoughtful implementation and outreach plan to inform and engage all stakeholders.
 - Meet teachers for grade-level meetings to discuss the ATB BIC program and plan for rollout.
 - Communicate often with internal and external audiences about the impact of healthful breakfasts on students' ability to learn.
- Implement use of a share table/basket in each classroom to help increase meal counts, reduce food waste, and allow students to snack on healthful food during the school day.
- Be persistent; be prepared to course correct and work around obstacles.
- Demonstrate your ATB BIC offering during open house/back-to-school night.
- Hold food tastings to engage parents and students in menu planning.
- Launch a student art competition to create posters/flyers in support of school breakfast.
- Hold a Pajama Day where students/teachers to dress in PJs to kick off ATB BIC.
- Use breakfast as a teaching moment. At one PreK school, they taught children how to pour milk into their cereal bowls to avoid spills in the classroom. Use the UMass Nutrition Extension Program's daily calendar to engage older students in conversation on healthy lifestyle choices.
- Empower students. Have them serve as (rotating) Breakfast Champions to help pick up and/or return breakfast bags to the cafeteria. Engage them to create a video of your ATB BIC program.
- Have a daily ATB BIC email update in the first weeks of the program to address issues and to highlight progress. Over-communicate early as ATB BIC becomes a part of your school culture.
- Have your cafeteria manager visit one classroom per day at the launch of ATB BIC to ensure meal count integrity, discuss questions/concerns, and build greater collaboration in your school building.
- Share implementation data and successes with individuals that influence district decision-making.
 - Principals/staff champions of ATB BIC can share benefits of the program with their peers in other schools in the district.
 - Update your school committee on the success of your ATB BIC program.

Appendix B: Sample Timeline for Initiating the ATB BIC Program

| | | |
|---|------------------------------|----------------------|
| After the Bell, BIC Timeline for Launch | OPENING DAY: | |
| | School Name: | |
| | Principal Name: | |
| | Lead Kitchen Manager: | |
| | Breakfast Schedule: | |
| 6-8 Weeks Before (include dates when developing your plan) | Person(s) Responsible | Complete date |
| Conduct Planning Meetings with: Food Service Manager(s), Business Office, Principal, Facilities Management Key questions: Who will deliver/return bags to classrooms, How many cafeteria staff be needed to prep each day, How will trash be handled, What is the timeframe for all of this to happen? | | |
| Place order for delivery bags (some take as long as 8 weeks to receive) and other equipment as needed | | |
| Customize school-specific ATB BIC Operations Manual | | |
| 4-6 Weeks Before (include dates when developing your plan) | | |
| Visit School – Complete a school walk through to review layout, home room location, and determine (a) where bags will be picked up from/returned to each day, (b) trash plan. List and develop solutions to any obstacles to delivery in the classroom (e.g. plan for using elevators) | | |
| Review and develop menu for ATB BIC, classroom roster, and supply order sheets | | |
| Provide teacher training /Ops Manual outlining how process will work, conduct grade-level meetings to discuss | | |
| Provide Food Service staff training, look at staffing hours | | |
| Food Service/Principal meet to review process and progress as needed | | |
| Assess equipment need and storage capabilities- kitchen, cafeteria, classroom | | |
| 2-4 Weeks Before (include dates when developing your plan) | | |
| Contact purveyors to make sure all menu items are available, let them know of volume change | | |
| Meeting for all staff (principal, teachers, custodians, nurse, cafeteria) to review ATB BIC Operations Manual | | |
| Send out customized communication to parents, teachers, custodians, staff | | |
| Finalized classroom ordering sheet (cleaning products, trash bags, etc.) comes back to Food Service who collaborates with Facilities as necessary | | |
| Meet w/ school nurse to identify allergy concerns by classroom and devise plan to accommodate | | |
| 1 Week Before (include dates when developing your plan) | | |
| Set up breakfast bags information with classroom names, etc. and rosters by classroom | | |
| Prepare orders for supplies and food | | |
| Complete a morning delivery schedule with details on student pick-up and return | | |
| Have teachers/office provide Food Service with classroom counts, flag student allergies on roster | | |
| Develop a work schedule for Food Service staff (who is responsible for what) | | |
| Develop management support staffing for first week of launch | | |
| Develop a communications/accountability plan between Food Service and Teaching staff whereby Food Service checks in with (minimum) one teacher each day to ensure meal counts & get feedback | | |
| Plan to have extra staff on hand for a week or so | | |
| Determine # ATB BICs to deliver for next day - default to # of kids in class | | |
| Day before Launch (include date when developing your plan) | | |
| Prepare bags and coolers for delivery | | |
| Staff/principal meeting/email to remind everyone of ATB BIC process | | |
| Make sure all items are ready to go | | |
| Opening Day! (include date when developing your plan) | | |
| Management arrives at school first thing in am, all available hands ready to go! | | |
| Make any last minute adjustments | | |
| Food Service begins classroom check-ins, Food Service & Principal review day and make any adjustments | | |
| Pack bags for next day | | |

Appendix C: District-wide PreK-12 ATB BIC Rollout in Springfield, MA

Springfield first piloted universal free, after the bell (ATB), breakfast in the classroom (BIC) at Brightwood Elementary in 2011. The district's School Nutrition Team together with Principal John Doty took their time to iron out the kinks and develop a strong and successful model that sustainably reached 80%+ daily breakfast participation rates. The pilot worked and Principal Doty's support as well as that of the teachers and custodians at Brightwood helped encourage the German Gerena Community School to adopt ATB BIC. By the end of school year 2012/2013 a total of six schools were operating the ATB breakfast program and educators were seeing results. "This program has been very successful in keeping students alert, healthy and improving test scores," said Doty. Added Principal Martha Stetkiewicz of Brunton Elementary, "This program provides a calm, nurturing environment for all students to eat a good breakfast, and be more alert during class time."

Today, 45 of the district's 60 schools operate ATB BIC programs. Notably, Central High (population 1900, with 108 classrooms) was the first high school in the state to successfully operate a BIC program and has experienced participation rates as high as 93%. Two additional high schools in Springfield: Commerce and Sci-Tech, now also operate ATB BIC programs at equivalent participation rates to Central.

Springfield Public Schools has served over 1 million additional school breakfasts since launching BIC in 2011; this is an increase of approximately 240,000 additional meals each year. In turn, the district reports that federal school reimbursements increased from \$2.58 million prior to implementing ATB BIC programming to \$5.74 million as a result of increased school breakfast participation via the program. To help meet the demand for increased school breakfasts, 35 full-time jobs with benefits have been created by the district's Nutrition Department. These numbers will continue to increase as the program expands to the district's remaining 15 schools.

Studies have shown that when schools provide a BIC offering that is served universally free to all students and after the school day has begun, students exhibit: increased attention span and focus, increased academic performance, decreased absenteeism and tardiness, and reduced visits to the nurse because of hunger. Students eating together in a calm family-like setting also promotes social skills, while at the same time reduces the stigma traditionally associated with breakfast in the cafeteria programs.