Request for Proposals (RFP) Notice

Nourishing Kids Initiative
First Focus: Breakfast in the Classroom

School Year 2016-2017 Grants for Public Schools or Districts

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Purpose of Grant

To provide start-up grant funds to individual schools and districts, traditional public and charter, that seek to increase school breakfast participation to 80% or more via a universal free school breakfast delivered after the bell and in the classroom for low-income children in grades PreK-12 in Massachusetts. This grant is for one year with the expectation that a universal free, after the bell, breakfast in the classroom program (hereinafter referred to as "the BIC program") launched with Eos funds will continue in permanence due to increased breakfast participation and the associated Federal USDA meal reimbursements that should offset any increased costs.

The Eos Foundation is a private philanthropic foundation committed to breaking the cycle of poverty by investing in children's futures. The goal of the Nourishing Kids Initiative (NKI) is to combat childhood hunger by increasing access to, and consumption of, nutritious food for low-income children where they live, learn, and play. Our first grant making program with NKI has been to partner with schools to provide low-income children with access to a nutritious school breakfast by expanding universal free breakfast after the bell and in the classroom.

Schools selected for a BIC program grant award are expected to:

a) Serve low-income children in grades PreK-12.
b) Have a free and reduced population greater than or equal to 60%. Note: Given the wide variation of both fixed costs incurred by school food service departments and funding allocations as well as fundraising abilities of districts and schools, Eos will consider applications from schools that have lower free and reduced populations on a case-by-case basis. Contact rfp@EosFoundation.org to learn more.
c) Achieve a minimum of 80% Average Daily Participation (ADP) in school breakfast by offering the BIC program.
d) 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		
January 13, 2016		RFP released
February 4, 2016	5:00 pm	Intent to apply email to Eos to indicate interest in applying for grant
March 10, 2016	5:00 pm	Proposals due
March 21 – May 17, 2016		Interviews with finalists
May 20, 2016		Grant recipients notified

Inquiries:

If you have any questions, please send an email to rfp@EosFoundation.org specifying NKI BIC grant in the subject line.

Intent to apply:

Eos requests that you submit your intent to apply to this RFP by **February 4, 2016** by sending an email to rfp@EosFoundation.org. The email should include your name and school or district name. This will help us plan our RFP review process accordingly.

Background and Approach

The Eos Foundation's (Eos) approach emphasizes combating hunger with a commitment to leveraging our resources with other investments for greater impact. Eos chose to fund school breakfast in the Commonwealth's low-income communities for two very practical reasons. First, working with schools in low-income communities allows Eos to target its efforts to reach hungry children. Second, by increasing school breakfast participation across these communities, Massachusetts stands to leverage over $25,000,000 in additional school meal reimbursements from the US Department of Agriculture (USDA)[1].

Eos' NKI BIC program requires participating schools to achieve 80%+ ADP in school breakfast programs to a) feed hungry children, and b) draw down the additional USDA reimbursement funds that make this program financially self-sustaining. While there are multiple alternatives for delivery of school breakfast, research and on-the-ground experience in several school districts across Massachusetts confirms that a BIC program, where breakfast is universally free to all students and eaten after the bell and in the classroom is the only viable way to achieve 80%+ participation.

[1] Mass Budget and Policy Center, May 2015

Schools that provide a nutritious BIC program find that:

1. Fewer children in these schools are hungry at the start of their school day. Results include better health, reduced tardiness and absences, fewer morning visits to school nurses, and fewer morning disciplinary referrals – all of which leads to more time on learning.

2. As breakfast participation rates increase, schools with high percentages of students eligible for free and reduced-price meals that serve the BIC program receive additional reimbursement dollars from the USDA and the Massachusetts Department of Elementary and Secondary Education (DESE) [2]. Increased reimbursements put these schools and their districts in a better position financially to serve the BIC program district-wide to all students in grades PreK-12, including those in schools with lower percentages of free and reduced-price eligible students.

Schools participating in the NKI grant program realized the following gains in ADP rates (these are typical of the growth in participation when a school operates the BIC program):

NKI District School	*F/R Eligible Students*	*Breakfast ADP before the BIC program*	*Breakfast ADP with the BIC program*
School #1 – PreK-2	*69%*	*38%*	*88%*
School #2 – Elementary Grades K-4	*65%*	*31%*	*92%*
School #3 – Middle Grades 6-8	*96.6%*	*57%*	*87%*

3. By leveraging additional USDA and MA DESE reimbursement dollars, schools and their districts have a stable funding source that ensures the financial viability and sustainability of the BIC program, and supports the expansion of the BIC program district-wide.

Funding Opportunity

For school year 2016-17, the fourth year of the NKI BIC program, Eos seeks to partner with school and municipal leaders in communities where there is demonstrated need and where local collaborations are actively working to increase low-income children's access to, and consumption of, healthful food.

Eos will offer one-year start-up grants to individual schools or districts that commit to a) implement or expand new BIC programs at their school building(s) and b) increase breakfast participation rates to 80% or higher. Districts proposing to rollout to multiple schools across the district may request a longer grant period not to exceed three years. Grants of up to $12,500 per school building will be awarded, based on identified budget needs.

[2] Bernstein et al. "Evaluation of the School Breakfast Program Pilot Project: Final Report," *Nutrition Assistance Program Report Series*, No. CN-04-SBP, Alexandria, VA: 2004.

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

Grant decisions will be made no later than May 20, 2016 to enable planning and preparation so that the BIC program can be ready to begin at the start of the 2016-17 school year. Note: At the school building level, communication and planning among the principal, teachers, custodians, cafeteria staff, and district food service department are critical to the success and sustainability of any BIC program. Eos strongly considers the application section entitled Timeline to Launch when making grant decisions.

Eligibility

This grant helps low-income school districts leverage USDA dollars through children who qualify for free and reduced priced meal reimbursements (FARM). Past participants have found that districts and schools with a FARM or CEP rate of 60% or greater can sustainably fund this program after launch. Eos focuses our outreach for the grant on this demographic but is open to consider funds for schools with lower FARM rates if they can demonstrate a sustainable plan to fund the meals.

Eligible applicants are schools who 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:

- Serve children in grades PreK-12.
- Plan for students to have the opportunity to eat breakfast in the classroom for a minimum of 10 minutes after the school bell rings and the academic day begins.
- Plan to implement the BIC program in all classrooms within the school building.
- Strive and plan for 80% or greater average daily (ADP) participation of their BIC program.
- Comply with the grant requirements (see section entitled Grant Requirements).

The applicant for individual school applications must be the school leader. The applicant for district applications must be the superintendent.

All applications must be signed by the school leader(s),[3] district superintendent and food service director, or in the case of charter schools, the chair of the school's board, and the food service director or equivalent.

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

Evaluation Criteria

Successful applicants will present a realistic yet ambitious plan with concrete steps to implement or expand the BIC program to all students in the school(s), with a goal to reach and sustain at least 80% breakfast participation across the school(s). Support of the school and district leadership (i.e., the principal, superintendent/board chair, business officer/CFO, and school food service director) to engage teachers, custodians and other key staff in the planning process is considered critical to implementation success and sustainability of the BIC program.

All applicants will be evaluated on their commitment to achieving the goals listed below and their agreement to the grant requirements.

Specific goals include:

- Increased access to school breakfast:
    - Developing and implementing a plan to offer the BIC program to all students in the school, with the goal of achieving at least 80% breakfast participation.
- Increased breakfast participation and quality through:
    - Meeting or exceeding new USDA school breakfast requirements.
- Sustainability of BIC in the school(s), e.g. BIC is perceived as part of the school day.
    - Demonstrated support from school constituencies, including teachers, custodians, PTO/As, and others who can help their peers understand the benefits of the BIC program and overcome any perceived or actual barriers to expanding the program's implementation and sustainability.
- Commitment to sustain the BIC program beyond the grant period.
    - Past experience with schools shows this model to be financially sustainable with a 60% free and reduced population and an 80% or greater breakfast participation rate.

Grant Requirements

Upon award of the NKI BIC grant, grantees become members of Eos' growing NKI BIC Cohort, and are able to immediately tap into this experienced/expert community for support during implementation and beyond.

In addition to reaching the goal of 80%+ breakfast participation, grant recipients are expected to comply with the following requirements.

Reporting and Surveys:

1. BIC Weekly Breakfast Participation report
    - Required weekly for the first four weeks of the program. See Exhibit 1 for a copy of the sample report template for the first four weeks of program.
    - Based on our experience, BIC participation rates should reach 80% very early in the implementation process. If not, Eos will work with you on a course correction plan to reach this required level of participation.

2. BIC Monthly Breakfast Participation report
    - Required monthly for the first three months of the program, and then a summary year to date report must accompany the end of year report due on July 14, 2017.
    - For monthly reports, schools/districts will be required to submit copies of the Department of Elementary and Secondary Education's FP9 Claim for Reimbursement report.

3. BIC Financial Model report
    - Required monthly for the first three months of the program, and then a summary year to date report must accompany the end of year report due on July 14, 2017.
    - This report should demonstrate the positive financial gains by increased participation and the corresponding increase in federal and state reimbursements.
    - See Exhibit 2 for sample report template.

4. BIC Surveys
    - Brief survey required of Principal, Teachers, and Nurses in May 2017 to access high-level BIC Program adoption and assessment.
    - A link to this survey will be provided for distribution to the school team and results will be assessed by school leaders in the end of school year report.

5. BIC End of School Year Grant report including End of Year Financial Summary
    - Required at the end of the school year and due on July 14, 2017.
    - See Exhibit 3 for sample report template.

Meetings:

1. Site visit during the first month of implementation with the school leader and food service director to view the NKI BIC program in action.

2. Cohort meetings for Food Service Directors and/or other school staff
    - Four meetings over the course of the grant year. These meetings will convene on: June 16, 2016 (kickoff meeting), October, January, and April. Specific dates TBD.
    - Meetings are facilitated by Eos with input on agenda and topics solicited from cohort members.

3. School leader meeting
    - At least once during the school year. This meeting will convene in October/November, 2016. Specific date TBD.
    - Meetings are facilitated by Eos with input on agenda and topics solicited from school leaders.

4. Superintendent meeting
    - At least once during the school year.
    - This meeting is a "touch base" with the superintendent and members of the school breakfast team to discuss BIC successes, challenges, and related expansion plans.

5. Other meetings as required/requested by the school or district to review progress and discuss any course corrections needed to ensure success and BIC program sustainability.

Other requirements:

1. Form a Breakfast Implementation Team to ensure a successful implementation.

2. Maintain a sharing table/basket[4] in each classroom.

3. Work with Eos to publicize the work made possible by the grant and the goals of the BIC program; this may include at least one press release and public event.

4. Agree to host site visits for other schools/districts who might want to implement the BIC program.

[4] A sharing table or sharing basket is a designated place in each classroom for students to place food from the 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.

Instructions

The full proposal is due no later than 5:00 pm on Thursday, March 10, 2016.

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

1. Cover and signature page – PDF of scanned, signed cover and signature page.
2. Proposal Application – should be sent in Microsoft Word or compatible.
3. Attachment 1 – Budget Justification and Budget Template.
4. Copy of your DESE FP9 for January 2016.
5. Letters of Support – scanned as PDFs. Please include a minimum of three letters of support for each school. A letter from at least one classroom teacher is recommended. Other key partners may include: students, parents and/or representatives from the PTO/PTA, custodians, school committee members, local wellness organizations, local businesses or business associations, mayors or town managers, unions, state or federal legislators, or other supportive leaders or partners. Applicants are encouraged to submit additional letters of support; these do not count against the application page limit.

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: There are two different applications. For new schools at new districts, please complete the application clearly identified for new schools/new districts. For our existing cohort members, please complete the application marked for new schools at existing cohort districts.

Interviews with finalists will be held between March 21 – May 17 and schools will be notified of grant awards by **May 20, 2016**.

Attachments and Exhibits - Please see attached documents

- NKI Proposal Application for new schools/new districts
- NKI Proposal Application for new schools at existing cohort districts
- Attachment 1 – Budget Justification and Budget Template
- **Exhibits**
  - Exhibit 1 – Sample BIC Weekly Breakfast Participation Report
  - Exhibit 2 – Sample BIC Financial Model Report
  - Exhibit 3 – Sample End of Year Report
  - Exhibit 4 – Sample Memorandum of Understanding (MOU)

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Appendices

Appendix A Keys to Successfully Increasing Participation

Appendix B Sample Timeline for Initiating the BIC Program

Appendix C Technical Assistance Resource List

Appendix D District-Wide PK-12 BIC Rollout in Los Angeles, CA

Appendix A. Keys to Successfully Increasing Participation

Lessons learned by schools that have introduced the universal free, after the bell, breakfast in the classroom (the BIC program) include some of the following effective strategies to increase participation:

- Start slowly and in a school with a principal who's 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 in the school breakfast program.
    - Gain support of teachers before applying for the grant.
    - Meet teachers during their grade-level planning time to discuss the BIC program and plan for its implementation.
    - Communicate often with internal and external audiences about the impact of healthful breakfasts on students' ability to learn.
    - See Appendix B Sample Timeline for Initiating the BIC Program.
- Be persistent; be prepared to course correct and work around obstacles.
- Launch a friendly competition between classrooms to see who can increase participation rates faster.
- Demonstrate your BIC offering during open house/back-to-school night, and ask families for feedback on your BIC program.
- 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! Encourage students and teachers to dress in their PJs to kick off the new school breakfast program.
- Use breakfast as a teaching moment. At one Pre-K 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 classroom. Engage students to create a video documenting your school's BIC program.
- Have a daily BIC email update among key stakeholders in the first weeks of the program to address any issues and to advise key stakeholders of progress made. Over-communicate until the program becomes a part of your school culture.
- Have your cafeteria manager visit one classroom per day at the launch of the BIC program to ensure meal count integrity, discuss questions/concerns, and build greater team collaboration for BIC in your school building.
- Share implementation data and successes with individuals and groups that influence district decision-making.
    - Ask your principal, faculty, and staff who are the BIC program champions to share information with their peers in other schools in the district.
    - Engage parents and students as champions of the BIC program to help bring the program to additional schools.

- Update your school committee on the success of your BIC program.
- Implement an evidence-based nutrition education program in health class and/or integrated into other curricula.
- Develop and implement a plan to increase engagement of students to promote consumption of healthful foods.

Appendix B. Sample Timeline for Initiating the BIC Program

Breakfast in the Classroom: Time Line for Launch
6-8 Weeks Before
Conduct planning meeting with food service officers, business managers, principal, healthy school team, facilities management
4-6 Weeks Before
Complete a school walk through
Review school layout and homeroom locations
Look at any obstacles in delivery to classroom
Develop menu for BIC, classroom order sheets
Develop teacher training guide, how process will work
Develop food service staff training, look at staffing hours
Meet with principal to review process
Assess equipment need and storage capabilities – kitchen, cafeteria, classroom
Place order for delivery bags and other equipment as needed[5]
2-4 Weeks Before
Contact purveyors to make sure all menu items are available, let them know of volume change
Set up meeting for staff, custodial, and teachers training
Send out customized communication to parents, teachers, custodians, staff
Develop classroom-ordering sheet (cleaning products, trash bags, etc.)
Meet with school nurse to identify allergies concerns by classroom & plan to accommodate
1 Week Before
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
Develop a work schedule for food service staff (who is responsible for what?)
Plan to have extra staff on hand for a week or so
Determine process counts for next day – default to # of kids in class, pre-order other way
Day Before Launch
Prepare bags and coolers for delivery
Meet with staff/principal to go over BIC delivery process, how to handle delivery, pick-up
Make sure all items are ready to go
Opening Day 1
Management arrives at school first thing in the AM
All available hands are ready to go
Make any last minute adjustments
After the launch meet with principal, manager to review day and make adjustments where needed
Pack bags for the next day

[5] Schools/districts should consider placing orders for delivery bags as soon as they are notified of grant award in order to ensure the vendor can meet the target date for BIC implementation.

Appendix C. Technical Assistance Resource List

The Eos Foundation understands that in order to succeed, schools may need different kinds of technical support in addition to financial resources, as well as flexibility to implement changes in stages. Training and technical assistance (TA) will be part of what Eos offers, along with financial resources.

TA may encompass the following projects and others identified by schools in collaboration with the Foundation:

- communication to primary audiences about the importance and feasibility of the BIC program;
- marketing, placement, and other strategies to promote healthy choices (behavioral economics);
- negotiating with food service vendors and management companies;
- effective menu planning to incorporate a variety of healthful foods.

Select BIC NKI Cohort Members:

The following individuals are among those that have launched the BIC program should you want to visit or talk with them prior to submitting your application.

Barnstable			
Dave Badot	Food Service Director	508-778-0563	badot_dave@barnstable.k12.ma.us
Kathy Amato	Principal, Hyannis West Elementary	508-790-6480	Amato_Kathi@barnstable.k12.ma.us
Brockton			
Tom Burke	Food Service Director	508-580-7514	tomburke@bpsma.org
Mary Ellen Kirrane	Department Head of Wellness: K-8	508-894-4369	maryekirrane@bpsma.org
Valerie Brower	Principal, Brookfield School	508-580-7257	valerieabrower@bpsma.org
Cambridge			
Mellissa Honeywood	Food Service Director	617-349-6858	mhoneywood@cpsd.us
Robin Harris	Principal, Fletcher Maynard Academy	617-349-6591	rharris@cpsd.us
Chicopee			
Joanne Lennon	Food Service Director	413-594-3453	jlennon@chicopeeps.org
David Drugan	Principal, Bowe Elementary	413-594-3431	dtdrugan@chicopeeps.org

Fall River			
Bob Cutting	Food Service Director	508-675-8100 x1230	cuttingr@whitsons.com
Cathy Carvalho	Principal, Samuel Watson Elementary	508-675-8240 x116	cacarvalho@fallriverschools.org
Greenfield			
Madison Walker	Director of Food & Nutrition Services	413-772-1335	madwal1@gpsk12.org
Suzanne Sullivan	Principal, Four Corners	413-772-1378	suzsul1@gpsk12.org
Holyoke Community Charter School			
Sonia Correa Pope	School Director	413-533-0111	spope@sabis.net
Matthew Boudreau	Human Resources Coordinator	413-533-0111	mboudreau@sabis.net
Lawrence			
Gary Watts	Manager of Nutrition Services	978-722-8433	gary.watts@lawrence.k12.ma.us
Ethel Cruz	Principal, Hennessey School	978-975-5950	ethel.cruz@lawrence.k12.ma.us
Malden			
Ellie Perry	Food Service Director	781-397-6035	eperry@maldenps.org
Rebecca Gordon	Principal, Ferryway School	781-388-0659	rgordon@maldenps.org
Robin Desantis	Teacher, Ferryway School	781-388-0659	rdesantis@maldenps.org
New Bedford			
Nancy Carvalho	Food Service Director	508-997-4511 x3300	ncarvalho@newbedfordschools.org
Maria Reidy	Principal, Brooks Elementary	508-997-4511 x2520	mreidy@newbedfordschools.org
Ellyn Gallant	Principal, Gomes	508-997-4511 x2432	egallant@newbedfordschools.org
Carolyn Lacerda	Cafeteria Manager, Gomes	508-997-4511 x2432	crlacerda@newbedfordschools.org
Pittsfield			
Sylvana Bryan	Director of Cafeteria Services	413-448-9608	sbryan@pittsfield.net
Donna Baker	Interim Principal, Crosby Elementary	413-443-9520	dbaker@pittsfield.net
Revere			
Cheryl Cole	Director of Food and Nutrition Services	781-286-8226	cole-cheryl@aramark.com

Salem			
Deb Jeffers	Food Service Director	978-740-1230	deborahjeffers@salemk12.org
Patrice Toomey	BIC Launch Co-Coordinator	978-740-1230	patricetoomey@gmail.com
Somerville			
Lauren Mancini	Food Service Director	617-625-6600	lmancini@k12.somerville.ma.us
Chad Mazza	Principal, Winter Hill Community Innovation School	617-625-6600	cmazza@k12.somerville.ma.us
Springfield			
Tim Gray	Food Service Director	413-787-7141	grayt@springfieldpublicschools.com
Mark Jeffrey	Sodexo District Manager	401-465-1109	mark.jeffrey@sodexo.com
Colleen O'Connor	Principal, Chestnut TAG	413-750-2333	oconnorco@springfieldpublicschools.com
Taunton			
Karen Pappa	Food Service Director	508-821-1156	kpappa@tauntonschools.org
Barbara McGuire	Principal, Elizabeth Pole Elementary School	508-821-1260	bmcguire@tauntonschools.org
Webster			
Monique Pierangeli	Assistant Business Manager	508-943-0104	mpierangeli@webster-schools.org
Carolyn Wallace	Principal, Park Ave Elementary	508-943-4554	carriew@charter.net; cwallace@webster-schools.org
Weymouth			
Cindy Lucas-Terra	Food Service Director	781-337-8430	cindy.lucasterra@compass-usa.com
Mary Ann Weiner	Principal, William Seach Primary	781-335-7589	marianne.weiner@weymouthschools.org
Worcester			
Donna Lombardi	Director of Nutrition	508-799-3132	lombardid@worc.k12.ma.us

Other Sources of Information:

Below is a list of organizations that may be helpful to school leaders who are planning to initiate or expand the BIC program. Each has online resources available and experts on staff that can provide additional guidance.

Alliance for a Healthier Generation, www.healthiergeneration.org/schools: The Alliance for a Healthier Generation's Healthy Schools Program helps teachers, school staff, parents, and community members bring about the specific changes their schools need to become healthier environments for their kids. Cycle menus with student-tested recipes are available, as well as information about procurement options.

Child Nutrition Outreach Project, www.meals4kids.org: CNOP works to increase participation in two underutilized federal child nutrition programs, the National School Breakfast Program and the Summer Food Service Program. Funded by the MA DESE and administered by Project Bread, CNOP focuses primarily on assisting low-income communities and offers a wide variety of free resources to ensure all children utilize these important programs.

Food Research and Action Center, www.frac.org: FRAC is a national organization working to improve public policies and public-private partnerships to eradicate hunger and under-nutrition in the US. FRAC publishes an annual School Breakfast Scorecard, and compiles information from urban districts around the country on effective practices to increase participation in school breakfast programs.

MA Department of Elementary and Secondary Education, http://www.doe.mass.edu: The Child Nutrition Programs administered by the Massachusetts Department of Elementary and Secondary Education play a critical role in ensuring that all children are ready to learn by supporting nutritious meal service in schools and other sites serving children.

National Association of Elementary School Principals, http://www.naesp.org/naesp-foundation/breakfastintheclassroom. This report is designed to be a helpful resource for principals participating in the Breakfast in the Classroom initiative and informational for principals interested in getting breakfast in the classroom started in their schools.

Project Bread, www.projectbread.org: Project Bread, a statewide anti-hunger organization, works on a variety of initiatives to improve the quality of school breakfast and lunch in low-income communities.

Share Our Strength's No Kid Hungry Campaign, http://www.nokidhungry.org/back-to-school: The No Kid Hungry Campaign provides tools and resources to help educators, policymakers, and community leaders fight childhood hunger, including an extensive list of resources to promote UF ATB BIC.

The Lunch Box, www.thelunchbox.org/programs/breakfast: Chef Ann Cooper created the Lunch Box to provide school district administrators, food service directors, and their teams with the tools and resources they need to serve healthy, nutritious, and delicious food to every student,

every day. The Lunch Box provides USDA compliant scalable scratch-cook recipes, *BIC menu suggestions*, financial modeling tools and templates, customizable calendars, training videos, and additional resources for providing healthful school meals that kids will eat.

Other Funding Opportunities:

Action for Healthy Kids, www.actionforhealthykids.org/school-grants: Action for Healthy Kids fights childhood obesity, undernourishment, and physical inactivity by helping schools become healthier places so kids can live healthier lives. Grant funds and technical assistance are available for elementary schools in Massachusetts.

Healthy Start Awards, http://eosfoundation.org/healthy-start-awards/: The Eos Foundation recognizes Massachusetts schools with a Healthy Start Award and a check for $500 if the school reaches 80% or greater breakfast participation. A separate Healthy Start Leadership Award and accompanying $10,000 grant is presented to one leader each year who is recognized for exceptional efforts to feed hungry children nutritious school breakfast.

Fuel Up to Play 60, www.fueluptoplay60.com: Fuel Up encourages kids to eat healthy and move more. Eligible K-12 schools can apply for up to $4,000 per school, per school year, in funding to support improved access to healthy foods and physical activity. Grant eligibility is not based on F/R population.

Massachusetts School Breakfast Challenge, www.maschoolbreakfast.org: As they become available, funding opportunities to boost school breakfast participation are posted on the MA School Breakfast Challenge website. The MA Department of Elementary and Secondary Education and the New England Dairy & Food Council are among the other organizations that have offered grants to schools to help them increase their School Breakfast Participation.

Appendix D. District-Wide PK-12 BIC Rollout in Los Angeles, CA

In school year 2011-2012, Los Angeles Unified School District (LAUSD) piloted a BIC program. Breakfast participation dramatically increased, student academic performance improved, and USDA meal reimbursements grew significantly.

Success of the pilot led the district, in partnership with the LA Fund, to launch an ambitious three-year effort to implement BIC programming across the district's 600+ schools serving over 600,000 students in grades PK-12. By school year 2014-2015, that vision became a reality. Today LAUSD, the second largest school district in the country provides every student access to a free, nutritious meal as they begin their academic day.

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.

In addition to many academic and social benefits, a successful BIC program draws down significant federal USDA school breakfast reimbursement dollars that can be reinvested into the program. The majority of LAUSD schools have reached and maintained 80% average daily participation in the BIC program, and federal school meal reimbursements have increased from $23 million to $91.8 million as a result of increased participation.

To learn more about their program, visit their Breakfast in the Classroom website: http://achieve.lausd.net/Page/855.

Nourishing Kids Initiative
First Focus: Breakfast in the Classroom

School Year 2016-2017 Grants for Public Schools or Districts

Exhibits

Exhibit 1 **Sample BIC Weekly Breakfast Participation Report**

Exhibit 2 **Sample BIC Financial Model Report**

Exhibit 3 **Sample End of Year Report**

Exhibit 4 **Sample Memorandum of Understanding (MOU)**

Exhibit 1. Sample BIC Weekly Breakfast Participation Report

Breakfast in the Classroom (BIC) Weekly Report *Due every week for the first 4 weeks after the start of your BIC program*					
School Name:					
Week ending:	**Monday**	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
ADP (total breakfast meals served over attendance)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total breakfast meals served					
Total attendance					
Total enrollment					

Note: For the first four weeks after the start of your BIC program, the Food Service Director will submit a weekly report using this template.

How to use this template: Each day enter enrollment, attendance, and total meals served; the formulas in the ADP cells at the top will automatically calculate the % participation. Please start submitting the weekly reports the first Friday after your first full week of school. When submitting the weekly data please send back the file and title it “Weekly Data [School Name] Week 1” or whatever week it is in the process. You will need to submit this form every week for the first four weeks of the program.

Exhibit 2. Sample BIC Financial Model Report

Name of school	**Enter your school name here**
NKI BIC monthly reporting for:	**September 1-30, 2016**

PART 1 - DESE Breakfast counts from FP9

Enrollment	Enrollment	Avg Daily Att	Operating Days	Breakfast Served to Students			
			Breakfast	Free	Redu	Paid	Total
SY2016-2017							-
SY2015-2016							-

PART 2 - SY2016-2017 Breakfast in the Classroom (BIC) Financial Model

Revenues	Per Meal Reimbursement		Total Meals Served	Current Month Total	Previous Month Total	Current Year to Date Total	Previous Month Year to Date
Paid	$0.29		0	$0.00		$0.00	
Reduced	$1.69		0	$0.00		$0.00	
Free	$1.99		0	$0.00		$0.00	
Total Revenues			**0**	**$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				***$0.00***		**$0.00**	
Food Costs (calculate using Option 1 or Option 2)	**Unit Price**		**Total Units**	**Total**			
Option 1: Per meal calculation			0	$0.00		$0.00	
Option 2: Total cost divided by meals served calculation	#DIV/0!		0			$0.00	
Subtotal Food Costs				***$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			0	$0.00		$0.00	
Option 2: Total other cost divided by meals served calculation	#DIV/0!		0			$0.00	
Subtotal Other Breakfasts Costs				***$0.00***		***$0.00***	
Total Expenses				**$0.00**		**$0.00**	
Total Profit or Loss				**$0.00**		**$0.00**	

Breakfast Participation Calculation		
Month	**SY2016**	**SY2015**
September 1-30	**#DIV/0!**	**#DIV/0!**

Financial Differential				
Month	**Current Month**	**Previous Month**	**Differential**	**YTD P & L**
September 1-30	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Instruction for completing form:

1. This report consists of two parts and is due each month for the first three months that your BIC program is in operation; Eos requests the report be submitted no later than the 3rd Friday of the month following the reporting period (e.g. for September 2016, this report is due to Eos by October 20, 2016). In addition, a year to date summary is also required with the End of Year report due in July 2016. Part 1 is your DESE breakfast count information pulled from your PF9.

2. Part 2 of this report refers to the fields highlighted in yellow and green. The fields in yellow should be set at the beginning of the school year and might change but most likely will stay the same for the remainder of the school year. The fields in green are variables that require input from you each month. Please note that the food and other direct costs can be calculated based on a per meal cost or on total costs; you would enter information in one or the other of the options but not both. If a field is not green, that information is either being pulled from the DESE breakfast counts, being calculated or is static and will not change.

Exhibit 3. Sample End of Year Report

The End of Year report is due no later than July 14, 2017 and consists of two parts:

(1) A brief narrative that summarizes the successes and challenges that the school(s) encountered this year in the implementation of the universal free, after the bell, breakfast in the classroom program (BIC program). Generally this is completed by the school leader.
(2) An end of year Financial Summary built off of the BIC Financial Model Report (see Exhibit 2). Generally this is completed by the district food service director.

The narrative for the End of Year report should include the following:

- The successes and challenges of introducing BIC program to the selected school(s) this year.
- Any barriers to attaining 80% average daily participation in the BIC program, and how you addressed or continue to address those.
- Thoughts on what you would have done differently to introduce the BIC program, given what you now know, and what you would have done the same.
- Implementation strategies that worked for the school(s) and that you would recommend other schools pursue.
- Reflection on the teacher surveys completed by school staff in May.
- Thoughts on how you will sustain the BIC program in place now beyond the period of grant funding from the Eos Foundation.
- Feedback on the partnership with Eos – please tell us what worked for you, and anything you would suggest we change going forward.

Exhibit 4. Sample Memorandum of Understanding (MOU)

MEMORANDUM OF UNDERSTANDING
BETWEEN THE EOS FOUNDATION AND SCHOOL NAME,
WITHIN THE YOUR SCHOOL DISTRICT PUBLIC SCHOOL DISTRICT
FOR A BREAKFAST IN THE CLASSROOM PROGRAM

This Memorandum of Understanding ("MOU") is entered into by and between the Eos Foundation ("Eos") and SCHOOL NAME School within the YOUR SCHOOL DISTRICT Public School District ("SCHOOL NAME") for the purpose of implementing a school-wide universal free (UF) after the bell (ATB) breakfast in the classroom (BIC) program ("the BIC Program") with financial and technical support from the Eos Foundation.

I. PARTIES:

The Eos Foundation is a private philanthropy whose mission is to break the cycle of poverty by investing in children's futures. The goal of Eos' Nourishing Kids Initiative (NKI) is to combat childhood hunger by increasing access to, and consumption of, nutritious food for low-income children where they live, learn, and play. The first focus of this Initiative is to promote strategies that provide low-income children in grades PreK-12 with access to a nutritious school breakfast through universal free, after the bell breakfast served in the classroom.

The SCHOOL NAME school located in the YOUR SCHOOL DISRICT Public School District is educating students as follows:

Name of School	Grades	Enrollment	Classrooms
SCHOOL NAME	TBD	TBD	TBD

II. PURPOSE:

The purpose of this MOU is to document the parties' agreement to and participation in the BIC Program. The BIC Program supported with Eos' funding and technical assistance is defined as serving universal free (UF), after the bell (ATB) breakfast in the classroom (BIC) to all students in all grades and classrooms at SCHOOL NAME. The school year 2016-2017 (SY2016-2017) goal for the BIC Program at the school is to increase ADP[1] in school breakfast participation to 80% or higher via school-wide implementation of the BIC program into all grades and classrooms at each school. The parties will work together to establish a system to measure the outcomes of the BIC Program and will share the results with other schools in the district, as well

[1] Average daily participation (ADP) is defined as the total number of meals served to all students irrespective of "Free," "Reduced" or "Paid" status, divided by the number of operating days in the chosen period, divided by student average daily attendance during the chosen period [ADP = total meals served /# operating days/average daily attendance].

as with other school districts and educational leaders.

The Eos Foundation believes that by providing low-income children in grades PreK-12 with access to a nutritious BIC program, the following outcomes are likely:

1. Fewer children will be hungry at the start of their school day. This will result in better health, fewer disciplinary referrals and visits to school nurses, reduced tardiness and absences, and improved academic achievement.
2. As the breakfast participation rates increase in schools with high percentages of free and reduced-price meal eligible student populations through the BIC program, the school district will receive additional reimbursement dollars from the USDA. These districts will be in a better position financially to first sustain 100% access to the BIC program school-wide in grades PreK-12 in schools that have implemented the BIC program, and then can focus on enhancing the quality and nutritional value of breakfast according to evidence-informed high quality standards.
3. By leveraging additional US Department of Agriculture (USDA) reimbursement dollars, school districts will have a stable funding source that ensures the financial viability and sustainability of BIC programs at schools.

III. PROJECT IMPLEMENTATION, GRANT REQUIREMENTS AND EVALUATING SUCCESS:

Project Implementation

The parties agree to the requirements and expectations documented in the Nourishing Kids Initiative Request for Proposals, released in January 2016. Further, the parties understand that school-level leadership for the BIC program is provided by Principal NAME (SCHOOL NAME) who is responsible for implementing the BIC Program in all grades and classrooms at the school in SY2016-2017, and that district-level support for the BIC Program at SCHOOL NAME will be provided by Superintendent NAME and Food Service Director NAME. If any of these individuals leave their roles, YOUR SCHOOL DISTRICT Public Schools agrees to notify the Eos Foundation immediately.

Grant Requirements

During SY2016-2017, activities and achievements by which SCHOOL NAME will be measured and evaluated include:

- Achieving a minimum of 80% ADP in the BIC Program in all grades and in all classrooms at each school.
- Providing the BIC program to all students in all grades in all classrooms at the school during and beyond SY2016-2017[2].
- Pursuing financially efficient accounting strategies to provide universal free breakfast to all students, such as a) non-pricing, b) Provision 2, and c) the Community Eligibility Provision (CEP).
- Reinvesting increased reimbursements and possible savings from implementation of the BIC Program to first sustain 100% access of the BIC program at the school and then

[2] Both parties understand the intention and expectation of this grant is for the BIC Program to be sustained beyond the grant period of SY2016-2017.

focus on enhancing the quality and nutritional value of breakfast according to evidence-informed high quality standards.

- Providing nutrition education to all students to promote their consumption of healthy foods.

In addition to the above, SCHOOL NAME is expected to comply with the following specific grant requirements.

Reporting and Surveys

1. BIC Weekly Breakfast Participation report
    - Required weekly for the first four weeks of the program. See Exhibit 1 for a copy of the sample report for the first four weeks of program.
    - Based on our experience, BIC participation rates should reach 80% very early in the implementation process. If not, Eos will work with you on a course correction plan to reach this required level of participation.
2. BIC Monthly Breakfast Participation report
    - For monthly reports, schools/districts will be required to submit copies of the Department of Elementary and Secondary Education's FP9 Claim for Reimbursement report.
3. BIC Financial Model report
    - Required monthly for September, October and November and then a summary year to date report must accompany the end of year report due on July 14, 2017.
    - This report should demonstrate the positive financial gains by increased participation and the corresponding increase in federal and state reimbursements
    - See Exhibit 2 for sample report.
4. Surveys
    - Brief survey required of Principal, Teachers, and Nurses in May 2017 to access high-level BIC Program adoption and assessment. A link to this survey will be distributed to district for distribution to the school team and results will be shared with school/district.
5. BIC End of School Year Grant report including End of Year Financial Summary
    - Required at the end of the school year and due on July 14, 2017.
    - See Exhibit 3 for sample report.

Meetings

1. Site visit during the first month of implementation with the school leader and food service director to view the NKI BIC program in action.
2. Cohort Meetings for Food Service Directors and/or other school staff
    - Four meetings over the course of the grant year. These meetings will convene on: June 16, 2016 (kickoff meeting), October, January, and April. Specific dates TBD.
    - Meetings are facilitated by Eos with input on agenda and topics solicited from cohort members.
3. School leader meeting

    - At least once during the school year. This meeting will convene in October/November, 2016. Specific dates TBD.
    - Meetings are facilitated by Eos with input on agenda and topics solicited from school leaders.
4. Superintendent meeting
    - At least once during the school year.
    - This meeting is a "touch base" with the superintendent and members of the school breakfast team to discuss BIC successes, challenges, and related expansion plans.
5. Other meetings as required/requested by the school or district to review progress and discuss any course corrections needed to ensure success and BIC program sustainability.

Other requirements:

1. Form a Breakfast Implementation Team to ensure a successful implementation.
2. Maintain a sharing table/basket in each classroom.
3. Work with Eos to publicize the work made possible by the grant and the goals of the BIC program; this will include at least one press release and public event.
4. Agree to host site visits for other schools/districts who might want to implement the BIC program.

Evaluating Success

The Parties agree that SCHOOL NAME'S BIC Program success will be defined by higher levels of access to, and participation in, school breakfast consumed after the bell and in the classroom. Success will be primarily measured by changes in the ADP levels in breakfast across all grades and classrooms, and by compliance with the reporting requirements of this grant.

IV. PROGRAM IMPLEMENTATION FUNDING AND PROGRAM COST:

The Eos Foundation will provide a one-year grant in the amount of $TBD to support capital, operational, and related expenses to implement breakfast in the classroom in all grades and classrooms at SCHOOL NAME. This grant will be disbursed in one grant payment sent to the district within one week of full execution of this MOU.

The Eos Foundation reserves the right to adjust the payment schedule or even cancel payment as it, in its sole discretion, deems necessary or appropriate based on changing circumstances of the Eos Foundation or the SCHOOL NAME.

V. TERM:

This Agreement takes effect upon signature by the authorized representative of each party below, and shall remain in effect until completion of the project described above, i.e., through June 30, 2017, or until canceled by either of the parties upon 30-days written notice, whichever occurs first.

This Agreement expresses the entire agreement of the parties and shall not be modified or altered, except in writing executed by the authorized representatives of the parties, and in a manner consistent with applicable state and federal laws.

_____	_____
NAME /Principal SCHOOL/DISTRICT Public Schools	Date
_____	_____
NAME, Superintendent DISTRICT Public Schools	Date
_____	_____
Andrea Silbert, President Eos Foundation	Date