Request for Proposals (RFP) Notice

Nourishing Kids Initiative
First Focus: After the Bell School Breakfast

School Year 2018-2019 Grants for Public Schools or Districts

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 (i.e. after the tardy bell rings and instructional day has begun) for low-income children in grades PreK-12 in Massachusetts. This grant is disbursed over one or two years with the expectation that a universal free, after the bell (ATB) breakfast program (hereinafter referred to as "the ATB 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 increased access to a nutritious school breakfast by expanding after the bell breakfast programming proven to reach 80%+ participation rates universally free to all students.

Schools selected for an ATB 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 nutrition 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 Christy Mach Dubé at machdube@EosFoundation.org or 508-430-8130 to learn more.
c) Achieve a minimum of 80% Average Daily Participation (ADP) in school breakfast by offering the ATB 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

Applications are accepted on a rolling basis throughout the year. Grant decisions are made in two weeks or less.

Inquiries

If you have any questions, please send an email to Christy at machdube@EosFoundation.org and Magda punty@EosFoundation.org specifying ATB grant in the subject line. You can also call us at 508-430-8130.

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 $32,000,000 in additional school meal reimbursements from the US Department of Agriculture (USDA)[1].

Eos' grant asks schools that request ATB funding to strive to achieve 80%+ ADP in their school breakfast program to a) feed hungry children, and b) draw down the additional USDA reimbursement funds that make this program financially self-sustaining.

ATB Breakfast Models

There are several models which have been shown to achieve 80% participation, including Delivered to the Classroom (D2C) and Grab and Go to the Classroom. While most Grab and Go models average 40-50% participation, the **Chicopee Model** has been reaching 90% of students.

For middle and high schools with block schedules, we suggest districts consider the **Springfield Model**, which creates a 10-minute advisory period at the beginning of the school day, so they can run D2C. Another option for block schedules is the **Salem Model**, which uses a Grab and Go as students enter the building followed by a Second Chance breakfast between 2nd and 3rd periods. Salem sees 40% of kids take the Grab and Go when they enter the building and another 40-50% take the Second Chance later.

Please see our School Breakfast Models video to learn more about two high participation models; additional models will be available via this link as they are filmed.

Schools that provide a nutritious ATB program find:

1. **Increased time on learning.**
   With ATB programming schools report reduced tardiness and absences, fewer morning visits to school nurses, and fewer morning disciplinary referrals – all of which leads to more time on learning.

[1] Based on October 2018 breakfast participation as reported to MA DESE.

2. **Dramatic increases in participation and improved nutrition department finances.**
As breakfast participation rates increase, schools receive additional reimbursement dollars from the USDA and the Massachusetts Department of Elementary and Secondary Education (DESE). Increased reimbursements put these schools and their districts in a better position financially to serve higher quality menu items and support the overall nutrition department budget.

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 a strong ATB program):

NKI District School	*F/R Eligible Students*	*Breakfast ADP before the ATB program*	*Breakfast ADP with the ATB 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%*
School #4 – High School Grades 9-12	*96.02%*	*24%*	*86%*

Funding Opportunity

For school year 2018-2019, 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-time start-up grants up to $10,000/school to individual schools or districts that commit to a) implement or expand new ATB programs at their school building(s) and b) work to 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.

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

Grant decisions will be made quickly on a rolling basis. 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 ATB program. Eos strongly recommends applicants work through the application section entitled Timeline to Launch.

Eligibility

This grant helps low-income school districts leverage USDA dollars through children who qualify for free and reduced (F/R) priced meal reimbursements. Past participants have found that districts and schools with a F/R rate of 60%+ or operating CEP with a 37.5% Direct Certification (DC) rate 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 F/R 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 after the bell (i.e., after the tardy bell rings), and in the classroom for a minimum of 10 minutes.
- Plan to implement the ATB program in all classrooms within the school building.
- Strive and plan for 80% or greater average daily (ADP) participation of their ATB 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), 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.

Evaluation Criteria

Successful applicants will present a realistic yet ambitious plan with concrete steps to implement or expand the ATB 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 ATB 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 ATB 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 ATB in the school(s), e.g. ATB is perceived as a normal part of the school day, just like school lunch.
    - Demonstrated support from school constituencies, including teachers, custodians, PTO/As, and others who can help their peers understand the benefits of the ATB program and overcome any perceived or actual barriers to expanding the program's implementation and sustainability.
- Commitment to sustain the ATB program beyond the grant period.
    - Experience with schools shows this model to be financially sustainable with a 60%+ free and reduced population (or 37.5%+ Direct Certification rate) and an 80% or greater breakfast participation rate.

Grant Requirements

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

Reporting and Surveys:

1. ATB BIC Weekly Breakfast Participation report. This is required weekly for the first four weeks of the program. Based on our experience, ATB 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. ATB Monthly Breakfast Participation report. This is required monthly for the duration of the grant period, and then a summary year to date report must accompany the end of year report due on July 19, 2019.
3. ATB Survey. A brief survey is required of the Principal, Teachers, and School Nurse to assess ATB program adoption. A link to this survey is provided for distribution to the school team.
4. ATB End of Year Grant report including End of Year Financial Summary. Required at the end of each applicable school year.

Meetings:

1. Site visit during the first six weeks of implementation with the school leader and food service director to view the ATB program in action.
2. Cohort meetings for Food Service Directors and/or other school staff.
   - Three meetings over the course of the grant year. These meetings will convene on: October 19, 2018, January 24, 2019, and March 28, 2019. SY19/20 dates TBD.
   - Meetings are facilitated by Eos with input on agenda and topics solicited from cohort members.

Other requirements:

1. Form a Breakfast Implementation Team to ensure a successful implementation.
2. Maintain a sharing table/basket[2] in each classroom.
3. Work with Eos to publicize the work made possible by the grant and the goals of the ATB program; this may include at least one press release and public event.
4. Agree to host site visits for others who might want to learn from your ATB program.

Instructions

Applications are accepted on a rolling basis.

Completed applications (i.e., the three green highlighted tabs on the application excel file) should be sent electronically to machdube@EosFoundation.org and punty@EosFoundaiton.org. We encourage you to call us at 508-430-8130 to make sure the application has been received.

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

Every effort will be made to notify applicants within one week from the date the application is submitted.

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

Appendices

Appendix A Keys to Successfully Increasing Participation

Appendix B Sample Timeline for Initiating an ATB Program

Appendix C Technical Assistance Resource List

Appendix D District-Wide PK-12 ATB D2C Rollout in Springfield, MA and Los Angeles, CA

Appendix A. Keys to Successfully Increasing Participation

Lessons learned by schools that have introduced universal free, after the bell breakfast programs include some of the following effective strategies to increase participation:

- 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 are critical.
- Develop a thoughtful implementation and outreach plan to inform and engage all stakeholders.
    - Meet teachers during their grade-level planning time to discuss the ATB 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 an ATB program.
- Be persistent; be prepared to course correct and work around obstacles.
- Demonstrate your ATB offering during open house/back-to-school night and ask families for feedback.
- 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 adults to dress in their PJs to kick off the ATB 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 cafeteria. Engage students to create a video of ATB at your school.
- Have a daily ATB 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 ATB program to ensure meal count integrity, discuss questions/concerns, and build greater team collaboration for ATB in your school building.
- Share implementation data and successes with district decision-makers.
    - Ask your principal, faculty, and staff who are the ATB program champions to share information with their peers in other schools in the district.
    - Update your school committee on the success of your ATB 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 an ATB Program

After the Bell Timeline for Launch	**OPENING DAY:**	
	School Name:	
	Principal Name:	
	Lead Kitchen Manager:	
	Breakfast Schedule:	
6-8 Weeks Before	**Person(s) Responsible**	**Complete date**
Days/Dates:		
Conduct Planning Meetings with: Food Service Manager(s), Business Office, Principal, Facilities Management Key questions: Which ATB model will you implement, How many & what time will cafeteria staff be needed to prep each day, How will trash be handled, Who will deliver bags back to cafeteria, What is the timeframe for all of this to happen		
Place order for delivery bags and other equipment as needed		
Customize school-specific ATB Operations Manual		
4-6 Weeks Before		
Days/Dates:		
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, classroom roster, and supply order sheets		
Provide teacher training guide/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		
Days/Dates:		
Contact purveyors to make sure all menu items are available, let them know of volume change		
Conduct meeting for staff, custodial, and teachers showing power point/video & reviewing school-specific ATB 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		
Days/Dates:		
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 breakfasts to deliver for next day - default to # of kids in class		

Day before Launch		
Day/Date:		
Prepare bags and coolers for delivery		
Meet with staff/principal go over ATB delivery process, how to handle delivery, pick-up, communication of any issues at launch		
Make sure all items are ready to go		
Opening Day!		
Day/Date:		
Management arrives at school first thing in am		
All available hands ready to go		
Make any last-minute adjustments		
After the launch, Food Service begins Classroom check-ins, Food Service Manager and Principal review day and make adjustments where needed		
Pack bags for next day		

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 ATB 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 NKI Cohort Members:

The following individuals are among those that have launched successful ATB programs 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, Baker School	508-894-4427	valerieabrower@bpsma.org

Select NKI Cohort Members (continued)

Chicopee			
Melanie Wilk	Food Service Director	413-594-3453	mwilk@chicopeeps.org
David Drugan	Principal, Bowe Elementary	413-594-3431	dtdrugan@chicopeeps.org
New Bedford			
Nancy Carvalho	Food Service Director	508-997-4511 x3300	ncarvalho@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
Aaron Dean	Principal, Crosby Elementary	413-443-9520	adean@pittsfield.net
Salem			
Deb Jeffers	Food Service Director	978-740-1230	deborahjeffers@salemk12.org
Patrice Toomey	ATB BIC Launch Co-Coordinator	978-740-1230	ptoomey@salemk12.org
Springfield			
Tim Gray	Food Service Director	413-787-7141	grayt@springfieldpublicschools.com
Mark Jeffrey	Sodexo District Manager	401-465-1109	mark.jeffrey@sodexo.com
Tad Tokarz	Principal, Springfield Central High	413-787-7040	tokarzt@springfieldpublicschools.com
Taunton			
Karen Pappa	Food Service Director	508-821-1156	kpappa@tauntonschools.org
Mike Byron	Principal, Parker Middle School	(508) 821-1111	mbyron@tauntonschools.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 ATB 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.

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 ATB.

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, *ATB 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 ATB Rollout

Springfield, MA

With the intent to improve attendance, learning, and breakfast participation at Brightwood Elementary, Principal John Doty piloted an ATB Deliver to the Classroom (D2C) program in school year 2012/2013. He partnered with the Springfield School Nutrition Team who introduced him to the idea. Together they spent the first months of the academic year working with the Brightwood School team to iron out related logistics. The principal, teachers, nurse, secretary, custodian, and school cafeteria team were all involved – adjusting the schedule, determining delivery and pick-up of the bags to the classroom, ensuring accurate meal counts in the classrooms, and communicating with students and their families about this new, free breakfast program's format. They rolled out the program a few grades at a time, making improvements along the way. By the end of 2012, they built a strong ATB D2C model that was ready for replication; it reached over 90 percent daily participation in breakfast, improved attendance, and resulted in more focused morning learning. The Brightwood school team supported the program and encouraged their peers across the district to give ATB D2C a try.

The following year an additional six SPS schools adopted ATB D2C and momentum for the program continued to grow across all grade levels. Principals talked to principals, and teachers talked to teachers about the benefits of the program: improved attendance/tardiness rates, fewer morning disciplinary referrals and nurse visits, a calm start to the day building community while sharing a meal, and students who were fed and focused. With the goal of building a stronger rapport between students and teachers, Middle Schools opted to change their schedules to allow for a 10-minute morning advisory accompanied by ATB D2C to start each school day. They found this morning time to help transition into the academics of the school today.

Then, in school year 2015/2016 after two years of discussion and planning, Principal Thaddeus Tokarz changed his school day to allow for a 10-minute homeroom and introduced ATB D2C at Springfield's Central High School which counts an enrollment of over 1800 students in over 100 homerooms. After months of planning, participation the first week of ATB D2C skyrocketed from 24 percent to 86

percent. Participation has remained over 80% since launch and all additional high schools in the district have subsequently adopted ATB programming

Today, all 60 schools in Springfield operate an ATB program and the district is the first in the Commonwealth to operate the program district-wide.

"All the research proves that proper nourishment is an important part of the learning process, especially in children. For the third year in a row, our students' academic achievements in English Language Arts and Math have exceeded their peers throughout the state. The district's attendance rate is at its highest and its graduation rate is on the rise. These achievements are credible to many district initiatives and partnerships and I certainly include after the bell, Breakfast in the Classroom among those." – Daniel Warwick, Superintendent of Springfield Public Schools

Los Angeles, CA
In school year 2011-2012, Los Angeles Unified School District (LAUSD) piloted an ATB D2C 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 ATB D2C 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 an ATB 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 ATB 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 ATB 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: http://achieve.lausd.net/Page/855.