# REQUEST FOR PROPOSALS

## Introduction

AASA, The School Superintendents Association, has funding from the Walmart Foundation to support alternative school breakfast serving methods, including Breakfast in the Classroom , Grab 'n' Go, and Second Chance Breakfast. Alternative serving methods may supplement or replace traditional breakfast in the school cafeteria.

AASA will provide funding for infrastructure (e.g. kiosks, insulated bags and other equipment for school breakfast implementation), and other needs around school breakfast implementation. AASA will also provide in-depth technical assistance through mentors, monthly technical assistance calls and inclusion in its school breakfast Community of Practice.  **Funds CAN NOT be used for personnel, consultants, food, or indirect costs.**

AASA invites proposals from qualified school districts that possess the commitment, need, and capacity to participate in this alternative school breakfast project. You can access an online application at http://www.aasa.org/SchoolBreakfast.aspx .

## What We're Looking For

We are looking for three different types of school districts.

 A.  Districts that want to bring alternative school breakfast their schools for the first time.
 B.   Districts that serve some of their school's alternative school breakfast, but want to expand their reach.
 C.  Districts that already serve alternative school breakfast but are not seeing results.

**Deadline for submission of proposals is July 31, 2017**

## Objective

The purpose of this initiative is to reduce childhood hunger by increasing participation in the school breakfast program. We anticipate that the leadership, interest, commitment and involvement of school superintendents regarding alternative school breakfast strategies will be enhanced. AASA will select districts that are ready to do this work. "Ready" indicates that a district has high need, low breakfast participation, and commitment from the district leadership to engage in this work. The amount of the award will be based on the strength of the application. AASA will examine superintendent and principal commitment and buy-in to the strategies selected, district need, project reach, and creativity and innovation to increase Average Daily Participation (ADP) and improve food and nutritional quality. Each district will also receive significant technical assistance from a variety of stakeholders. Districts must collect ADP data monthly and share it with AASA.

**Background**

AASA has been funded by the Walmart Foundation since 2011 and has built a Community of Practice of 22 school districts – including superintendents and food service directors – with whom we've worked, allowing participants to share best practices, problem-solve and learn from one another. If awarded the grant there is an expectation that the Superintendent and Food Service Director attend the first Community of Practice in November 2017 and the Food Service Director attends the second Community of Practice in Spring 2018. You can read more about AASA's school breakfast work and districts funded in the past at http://aasa.org/schoolbreakfast.aspx.

AASA published two issues of School Governance and Leadership (SG&L): the first issue in Winter 2013 and the second issue in Spring 2017.  The 2013 edition includes resources and leadership lessons to help superintendents understand their role in alternative school breakfast programs and break down barriers to implementation.
http://www.aasa.org/uploadedFiles/Childrens_Programs/School_Breakfast/School%20Breakfast_Winter2013.pdf

The 2017 SG&L that tells the stories of the most recent eleven school districts who participated in this initiative. The SG&L highlights data reported by these districts related to school attendance, tardiness, nurse visits and academic achievements. Discover stories on the impact of alternative school breakfast models like Breakfast in the Classroom, Grab 'n' Go and Second Chance from the perspective of superintendents, students, principals, food service directors, parents and teachers.
http://resources.aasa.org/SchoolBreakfast/mobile/index.html#p=1

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**Definitions:**

**Breakfast in the Classroom:** Breakfast delivered to and consumed in the classroom before school starts. Most often served in elementary and middle school classrooms.

**Grab'n'Go Breakfast:** Breakfast packaged in bags with all components of the meal available at sites throughout school for pick up on the go. Most often served in middle and high schools.

**Second Chance Breakfast (also known as Breakfast After First Period and Breakfast After the Bell)**: A type of Grab'n'Go breakfast served later than usual breakfast times. Most often served in middle and high schools.

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**Criteria**

Districts that meet the eligibility criteria below are strongly encouraged to apply:

- School district superintendent **must** be a member AASA. (See http://www.aasa.org/Join.aspx for information on joining AASA.)
- Have commitment and buy-in to improve breakfast participation from the superintendent, principals, and food service director.
- District or sub-set of schools have high need (>50% free/reduced meal rate or CEP district/schools) **and** low breakfast participation (<40% participation). *NOTE: Percentages can be district-wide or a sub-set of grouped schools in which you want to work.*

- Alternative breakfast model selection should include the "best practice" of Breakfast in the Classroom for elementary schools and "Grab 'n' Go or Second Chance" for middle and high schools.
- Must share ADP data with AASA monthly. Agree to participate fully in two Community of Practice convenings.

**Selection Criteria**

Finalists will be selected based on a competitive review of each application. Proposals will be scored on a 100-point scale, based on the following criteria: where do we make up the other 20 points? Do we recalibrate the point totals below or do we still want to collect some of the metrics and data listed below?

| Criteria | Points |
|---|---|
| **Leadership support**<br>Strength of support of superintendent; strength of proposed School Breakfast Team; indication that district- and participating school-level administrators are aware of and supportive of the program. | 20 points possible |
| **District need**<br>Current breakfast participation throughout district and in schools. | 10 points possible |
| **Program Plan**<br>"Best practice" alternative breakfast model selection, as well as intended use of funding to make creative, innovative changes and enhancements to the School Breakfast Program, including but not limited to:<br>• Increase availability and consumption of nutrient-rich foods, including minimally processed breakfast items fruits, vegetables and whole grains.<br>• Improve student awareness and attitudes about the importance of eating nutrient-rich breakfast foods. | 20 points possible |
| Number of Schools and number of students reached | 20 points possible |
| **Relationship Building**<br>Extent to which various stakeholder groups are involved in planning and implementing the program, including but not limited to: students, parents, teachers, principals and community partners. | 10 points possible |
| **Communications and marketing plan**<br>Promotion of the district's expansion of alternative school breakfast in selected schools. | 5 points possible |
| **Budget**<br>Be mindful of competitive pricing when developing a budget. Extent to which the costs are reasonable in relation to the objectives, design, and potential significance of the project (i.e., increase in ADP). | 15 points possible |
| **TOTAL** | **100 Points Possible** |

**Application Timeline**

If you have questions before submitting the application, send an email to Kayla Jackson, Project Director at  kjackson@aasa.org .

| Event | Date |
|---|---|
| Application deadline | Noon EDT, July 31, 2017 |
| District finalists notified (finalist/decline) | August 7, 2017 |
| Finalist site visits | Mid August 2017 |
| District awards notification | August 31, 2017 |
| First Community of Practice | November 2017 |
| Breakfast program implementation | November 2017 |

**Submission Instructions**

Complete proposals, including all accompanying documents, are due **on July 31, 2017 at Noon EDT** and should be emailed to Kayla Jackson, kjackson@aasa.org  Only electronic submissions (Parts 1-5) in a single MS Word or PDF file will be accepted, in addition to the Excel Budget and School Site Sheet. Narrative (parts 1-5) should be no more than 12 pages. **No JPGs, please.**

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**SUBMITTAL REQUIREMENTS**

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**COVER PAGE**
*All applicants must include the following information:*

1. **District name**
2. **Superintendent contact information**
   a. Name
   b. AASA member number
   c. Mailing address
   d. Email
   e. Phone number
3. **Food Service Director contact information**
   a. Name
   b. Mailing address
   c. Email
   d. Phone number
4. **Other contacts, if applicable** (e.g., grant writer; other contact who can answer questions about the proposal)
5. **District metrics**
   a. Total number of schools
   b. Total district enrollment
   c. Overall breakfast ADP (as percentage)
   d. Overall lunch ADP (as percentage)
   e. Total district free/reduced rate or if CEP district
6. **Proposal metrics**

a. Enrollment of proposed schools
b. Breakfast ADP in proposed schools (as percentage)
c. Lunch ADP in proposed schools (as percentage)
d. Free/reduced rate in proposed schools or indicate if you're a CEP district (
7. **Strategy Selected**
a. <u>First-time alternative school breakfast implementation</u>: Districts that serve breakfast in the cafeteria and want to switch to Breakfast in the Classroom, Grab 'n' Go or Second Chance in all or some of their schools.
b. <u>Expansion</u>: Districts that serve some of their schools' alternative school breakfast, but want to expand their reach.
c. <u>Technical assistance</u>: Districts that are currently engaged in alternative school breakfast in some or all of their schools but not seeing results.

## DISTRICT OVERVIEW

1. **District Profile:** Provide an overview of the demographics of the district, including total number of schools in the district; breakdown of elementary, middle and high schools; free/reduced price meal rates; and other relevant statistics to help provide a **complete** picture of the district and community.
2. **Overview of School Meals:** Provide an overview of the district's current experience with school breakfast planning and implementation.
a. Does the district use a food service vendor? If so, please name.
b. What breakfast models are currently being implemented in the district and in which schools?
c. What type of payment models does the district currently use (e.g., Universal free, Provision 2, etc.)?
d. What is the size and staffing information for the district's food and nutrition department?
3. **Other alternative school breakfast funding:** Has a proposed school or the district overall received funding for alternative school breakfast implementation from any grantor? If so, please list school(s) receiving the funding, dates of funding, funding source and amount.

## PROGRAM NARRATIVE

**ANSWER THESE QUESTIONS ONLY IF APPLYING FOR A** (**First-time alternative school breakfast implementation**: Districts that serve breakfast in the cafeteria and want to switch to Breakfast in the Classroom, Grab 'n' Go, or Second Chance in all or some of their schools.)

1. **Program plan:** Which alternative breakfast models do you propose in which schools and why? Consider multifaceted approaches as outlined in judging criteria. Use the *School Site Sheet* to let us know which schools in the district you will work with on alternative school breakfast.

2. **Innovation and Creativity:** What approaches will be used to increase breakfast participation in schools?

3. **Program Partners:** How will the district involve various school-community stakeholders to plan and implement this program? How will you involve the school community (students, parents, teachers, principals and community partners) in the planning process to ensure a successful rollout?

4. **Current Issues/ Barriers:** Describe expected resistance to your plan. How will you address those barriers to secure buy-in for this project?

5. **Program Sustainability:** How will the schools involved in this project continue with the program plan above to offer the alternative school breakfast even after AASA funding and technical assistance has ended?

**ANSWER THESE QUESTIONS ONLY IF APPLYING FOR B (Expansion:** Districts that serve some of their schools' alternative school breakfast, but want to expand their reach.)

1. **Program expansion plan:** Which alternative breakfast models do you propose in which schools and why? Consider multifaceted approaches as outlined in judging criteria. Use the *School Site Sheet* to let us know which schools in the district you will work with on alternative school breakfast.
2. **Prior experience:** What alternative school breakfast programming do you already do? When did you roll it out and what has been the outcome? Give names of schools and pre- and post ADP. Use the *School Site Sheet* to let us know which schools in the district you will work with on alternative school breakfast.
3. **Program Partners:** How will the district involve various school-community stakeholders to plan and implement this program? How will you involve the school community (students, parents, teachers, principals and community partners) in the planning process to ensure a successful rollout?
4. **Current Issues/ Barriers:** Describe expected resistance to your plan. How will you address those barriers to secure buy-in for this project?
5. **Program Sustainability:** How will the schools involved in this project continue with the program plan above to offer the alternative school breakfast even after AASA funding and technical assistance has ended?

**ANSWER THESE QUESTIONS ONLY IF APPLYING FOR C** (**Technical Assistance**: Districts that are currently engaged in alternative school breakfast in some of all of their schools but not seeing results.)

1. **Prior experience:** What alternative school breakfast programming do you already do? When did you roll it out and what has been the outcome? Give names of schools and pre- and post ADP. Use the *School Site Sheet* to let us know which schools in the district you will work with on alternative school breakfast.

2. **Prior communications:** How did you communicate the alternative breakfast program when it was first rolled out?

3. **Current Issues/ Barriers:** What do you see as the main problem(s) or issue(s) in your current alternative breakfast program? Do you have ideas on how it can be fixed?

4. **Program Plan**: Describe what you plan to do differently in implementing your alternative school breakfast program.

## METRICS, COMMUNICATIONS, LEADERSHIP and SUPPORT

*Include this information if you are applying for any of the three strategies.*
1. **Communication:** How will the district promote its expansion of alternative school breakfast throughout the district and within the community? Who will lead the communications effort?
2. **Superintendent Support:** Reflection from the superintendent: Why do you support this grant application? How do you think alternative school breakfast will benefit the students in your district?
3. **School Breakfast Team:** This initiative requires the school district grantee to appoint a School Breakfast Team of about 4-7 members. This must be an interdisciplinary team consisting of

various stakeholders and representatives including central office and individual schools. This team will act as leaders and champions for the district's plan to enhance alternative school breakfast offerings. The team members' commitment is integral to the success of this project. One team member will act Team Lead and liaison between the central office and participating schools, as well as between the district and AASA.

    a. Who will serve on the School Breakfast Team? Please list names and titles. Suggestions for team members include:

- Superintendent*
- Food Service Director*
- Principal
- School Nurse
- Teacher
- Custodian
- Student
- Parent volunteer
- Community member
- Local expert (nutrition, hunger)
- State, regional or local government employee
- Sate, regional or local non-profit employee
  \*Required

    b. **Bold** the name of the person who will act as Team Lead. Why will this person be an effective Team Leader? We recommend the Team Lead be someone with knowledge of the district's school food service system.

4. **Letters of Support (OPTIONAL):** Include no more than five letters of support (*not included in 12-page limit*).
5. **Is there anything else you want us to know about your district or breakfast program that we did not ask?**

*Part 5*
**SIGNATURES**

Obtaining buy-in from district- and school-level leaders is an essential function of this grant and ensures greater success with project implementation. Please confirm that the following key school leaders will support the proposed programs and requirements, if funded.

"By signing this, I will fully support the proposed alternative school breakfast program, if funded."

District-Level

*Superintendent*
Name:
Signature:

*Food Service Director*
Name:
Signature:

School-Level

School #1 name:
*Principal*

Name:
Signature:

School #2 name:
*Principal*
Name:
Signature:

School #3 name:
*Principal*
Name:
Signature:

*Add additional schools as necessary.*

*After obtaining all necessary signatures, please scan this sheet and include in completed application.*


*Part 6*
**PROJECT BUDGET**

Requested grant amounts can be between $5,000 and $200,000 depending on number of students served.

The amount of the award will be based on:

- Full support of district superintendent to implement alternative school breakfast

- Project scope and reach, creativity, potential increases in average daily participation rates, and food and nutritional quality

- Use of a "best practice" alternative school breakfast model

- District need


Examples of funding including:

- Equipment to facilitate alternative breakfast model (i.e. insulated bags, carts, kiosks, garbage bags, trash cans, wireless POS machines, etc.)

- Kitchen equipment to help increase food quality (i.e. ovens, refrigeration, storage, etc.)

- Nutrition education materials

- Giveaways/Incentives for student participation and school-level staff buy-in

Funding shall **not** be used for:

- Salaries

- Food

- Overhead (indirect)

- Memberships

- Consultants

**Instructions**: Please provide a line-item budget and include the following:

- Item description
- Cost of each individual item
- Total quantity of items requested
- Total cost of items requested for each line item
- Description of intended use
- Be aware that the budget is worth 15 points and should reflect competitive pricing as you develop it

**Deadline for submission of proposals is July 31, 2017**

## Application Checklist

- ☐ Cover Page
- ☐ District Overview
- ☐ Project Narrative (Scheme Selection)
- ☐ Metrics, Communications, Leadership and Support
- ☐ Signature Page
- ☐ School Site Sheet (Excel)
- ☐ Budget (Excel)
- ☐ Optional: Letters of Support