

SAMPLE PROPOSAL

When you have determined that you want to implement an aggressive marketing plan to increase breakfast participation, the first step is to gain support of administrators. In order to make the school breakfast go smoothly, someone from the administration from each school needs to be informed. This can vary in each school; sometimes the principal can provide approval, whereas in other situations, the Superintendent or even school board must be contacted for agreement. A meeting with administrators to present breakfast ideas is an important step towards success. Be prepared, have facts ready and the presentation should be well executed.

The presentation may include all or some of the following topics:

- Schedule changes
- Placement of menu service areas
- Staffing changes
 - Teacher duties
 - Custodial duties
- Menu ideas
- Timeline of implementation

A detailed presentation for a school board meeting may be needed or simply present recommendations during a small group meeting with campus level personnel. Either way, it is essential that careful attention be given to documenting the financial impact of the change and the impact to learning. These details can be organized in the format of a proposal so that key details are not omitted.

This section will walk you through the analysis needed for your proposal as well as provide you with a sample proposal for guidance that can be adapted to fit your school.

Preparing a school district proposal requires detailed analysis of the district's current situation and a well-developed description of the solution to address problems and potential benefits identified. The next section shows the calculations needed to justify the changes in the breakfast program for your district.

Before you move from here, determine if you need to gain the support of the cafeteria manager and staff. Because of the commitment required by the cafeteria staff, their support is essential. If that is the case, look in the folder called "*Roadmaps to Success*" under "*Food Service Director*" for details on how to sell the program to that audience.

Using the figures from your district, complete the calculations detailed in the following charts. Information about your school district you may need can be found by asking the school food service director. When that is completed, review the sample proposal that follows in order to develop and organize a proposal for your own district.

Current Situation Analysis by Campus

Comparing the number of students currently eating breakfast to the total enrolled at the school reveals the number of breakfast meals missed. Another comparison of the number of students currently eating lunch compared to the number of students eating breakfast can show the loss of potential income.

In schools that do not have the School Breakfast Program, looking at the survey results from the student and parent surveys (See the folder called “Initial Assessment”) can tell you how many students are not eating breakfast or spending their money on outside resources for food in the morning.

Converting the missed meals to participating students could provide the revenue necessary to serve breakfast at no charge.

Average Daily Participation (ADP) and Percent of Total Enrollment

1. Record the ADP by category (Column A) and total.
2. Record the Total Enrollment in Column B.
3. Calculate the percent participation of enrollment by dividing the total average daily participation by enrollment. Multiply by 100. Record as percent ADP (Column C).

	Current Situation Analysis		
	Column A ADP	Column B Enrolled	Column C % ADP
Free			
Reduced			
Paid			
Total			

The percent ADP reveals the percentage of students participating in breakfast in comparison to the total number of students enrolled at school. For most schools, the percent ADP indicates a great potential at breakfast.

Current Participation

Student Eligibility

- Using your district data, record the number of students eligible for free, reduced and paid meals from the number of applications on file (Column A).
- Record the average daily participation (ADP) by category (Column B).
- For each category, subtract the ADP (Column B) from the number of students eligible (Column A). Record this number as Potential Breakfast (Column C).

	Current Participation		
	Column A Eligible Participants	Column B Average Daily Participation	Column C Potential Participation
Free			
Reduced			
Paid			
Total			

The total of these potential breakfast meals can be extended for the entire school year. Multiplying this number times 180 serving days reveals a significant number of additional meals that could be served at breakfast.

Projected Participation

Implementing a new breakfast service will increase participation, but the exact amount is unknown. Even though you may have completed the student survey to determine the level of interest, it is difficult to determine how many will be participating. Various projected increases are calculated in the exercise below.

1. Record the current Total ADP in Column A below. (Repeat on each line in Column A)
2. Multiply the current Total ADP by the estimated Percentage Increase in Column B and record the Amount of Increase in Column C.
3. Add the current Total ADP (Column A) with the Amount of Increase (Column C) and record as the Projected ADP (Column D).

Projected Participation			
A	B	C	D
Current Total ADP	Percentage of Increase in ADP	Amount of Increase	Projected ADP
	10%		
	25%		
	60%		
	75%		
	100%		
	125%		
	150%		

An increase of 150 percent may be very conservative if you are currently feeding a small number at breakfast. The increase may be as high as 200-300 percent.

EXAMPLE:			
Enrollment	Current ADP	Additional Students	% ADP Increase
600	25	50	200%

When the 50 new students are added to the current 25, you are still only feeding 75 (13 percent) of the enrollment. Large percentage increases are very possible.

The Proposal

Now that you have completed putting together the necessary background district data to present to the principals, here is a sample of the proposal presentation you may show to the Superintendent or Principal. This can be utilized in presenting to the School Board as well. The sample presentations included are:

- District Data (Current Situation and Potential)
- School Administrator Letter (*“Resources”*, 29)
- Breakfast Presentation – PowerPoint (*“Resources”*, 30)
- Studies showing the importance of Breakfast and affect on learning (*“Resources”*, 31)

Make sure you have prepared:

- Completed financial analysis of costs vs. potential revenue
- Examined possible challenges and solutions
- Completed operations plan
- Documented the nutrition and financial benefits of your district

Mountain Range School District

School Breakfast
Expansion

(or Implementation)

*A Proposal for
Program Growth*

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Introduction

The mission of Mountain Range School District is to enhance each student's learning opportunity to the highest level. The direct impact of breakfast on academic performance has been well documented; however, at this time only 57 percent of Mountain Range students participate in the school breakfast program. The fall survey of Mountain Range students' eating habits conducted by counselors, school nurses, and the Child Nutrition Department also documented that 60 percent of our children come to school each morning without eating anything.

Student scores on standardized achievement tests by grade level are currently below average when compared to scores of other school districts in the state.

Standardized Achievement Scores		
	Mountain Range School District	State Average
Reading	67.3	88
Math	38.2	70
Writing	74.1	93
All Tests	34.5	63

Breakfast is one of the most important factors influencing maximum learning in the classroom. Students who come to school hungry are distracted by the discomfort of growling stomachs, headaches and overall restlessness. Distractions of this sort affect both the student and those seated around him or her. Teachers report students are often drowsy and unable to concentrate. School nurses report significant complaining of headaches and generally not feeling well. The usual treatment is a small snack of crackers and milk to overcome the hunger until time for lunch.

Nurses and counselors in Mountain Range have expressed concerns that students are not coming to school prepared nutritionally to meet the academic challenges of the day. Each year principals request special breakfast service on the morning of test days in an effort to enhance the student's concentration. While this is an admirable effort, it fails to address the nutritional needs of those same children when the test information was originally taught.

Current Situation Analysis

Current Situation Analysis						
Campus	Enrollment	Meal Category			Not Eating	% Eating
		Free	Reduced	Paid		
High School	1,003					
Breakfast		25	40	9	929	7%
Lunch		283	189	259	272	73%
Middle School	897					
Breakfast		38	48	15	796	11%
Lunch		378	250	101	168	81%
Coolbaugh Elementary	550					
Breakfast		23	19	15	493	10%
Lunch		378	140	201	40	93%
D. Mai Elementary	535					
Breakfast		19	8	4	504	6%
Lunch		168	89	245	33	99%
Curtin Creek Elementary	389					
Breakfast		38	25	40	286	26%
Lunch		140	90	88	71	82%
Lincoln Elementary	590					
Breakfast		18	20	15	537	9%
Lunch		175	29	314	72	88%
TOTAL	3,964					
TOTAL PARTICIPATION BREAKFAST		89	160	98	3,545	11%
LUNCH		1,313	787	1,208	656	83%

Breakfast participation varies by campus for the three meal pricing categories of students. Significant differences exist between breakfast and lunch participation. The school breakfast program in Mountain Range is under-utilized. This factor, along with the high number of student visits to the nurses office and borderline scores on standardized tests, indicates improvement is needed. This proposal addresses the potential improvement in breakfast participation.

Current District Lunch Participation:	1,313 (656 not eating)	83% eating
Current Breakfast Participation:	98 (3,545 not eating)	11% eating

The federal reimbursement to Mountain Range School District varies greatly because of the difference between lunch and breakfast participation.

District Potential

Current	Average Price/ Reimbursement	Average Daily Participation	Total Daily Revenue	Annual Gross Revenue (180 days)
Breakfast	\$1.00	98	\$98.00	\$17,640.00
Lunch	\$1.25	1,313	\$1,641.25	\$295,425.00
Potential				
Breakfast	\$1.00	3,964 (maximum)	\$3,964.00	\$713,520.00
Lunch	\$1.25	3,964 (maximum)	\$4,955.00	\$891,900.00

*Does not include deductions for labor, food costs and overhead.

Proposal

In the spring of 2001, members of the Mountain Range Child Nutrition Department, along with the school nurses and counselors, formed a Nutrition and Learning Readiness Task Force to investigate the opportunities in the district of improving the learning climate for students. **The mission of the task force was to determine the steps necessary to improve student preparation for maximum performance in the classroom.** Based on volumes of research, it was determined that consuming breakfast each morning could provide students with the physiological readiness to get the most from the academic challenges of the day.

Following the successes of other districts throughout the country, the nutrition team investigated providing breakfast to a larger number of students by implementing an alternative method of meal service that addresses the lifestyles and time constraints of today's students.

The task force investigated four options for serving breakfast:

- A. served in the classroom
- B. served after first period
- C. breakfast offered as Grab 'n' Go entrees served from hallway vending carts
- D. breakfast served on the bus on the way to school

After evaluating the needs of students, class schedules and district test scores, the task force determined that breakfast in the classroom offered the greatest benefits to all parties.

It is the recommendation of the Nutrition and Learning Readiness Task Force that Mountain Range School District begin implementing breakfast service in the classroom to allow each student an opportunity for a nutritious meal before attending to the business of learning for the day.

A gradual district wide implementation of Breakfast in the Classroom is recommended, beginning with Coolbaugh Elementary School, where a larger portion of students are qualified for free and reduced-priced meals. The goal of the task force is to introduce Breakfast in the Classroom to a new campus each month.

Benefits to District

Coupled with improved student test scores is the financial benefit to the district from the increased federal and state revenue from meal reimbursements. While overhead for food costs will increase proportionately, based on the efficiencies of scale, the larger volume of meals will require only a minimal increase in labor costs. The remainder of revenue will be reinvested in the child nutrition program to keep it operating as a self-sufficient department dependent on no local district funds. Additional funds will be utilized for staff training, updated equipment and classroom nutrition education planning.

Marketing Plan

District Wide Plan

- Child Nutrition Staff orientation
 - Menu and equipment evaluation
- Teacher and staff building orientation
 - Schedule and serving solutions
 - Record keeping and documentation
- Student and parent orientation
- Media kick-off

Campus Plan

- Student Taste Test panels to select new hand-held entrees
- Teacher orientation
- Parent flyers
- Staff trial run service
- Student merchandising promotions

Implementation Timeline

July - August	Child Nutrition Staff orientation and preparation
September	Coolbaugh Elementary introduction and preparation
October	D. Mai Elementary introduction and implementation
November	Middle School introduction and implementation
December	Curtin Creek Elementary introduction and implementation
January	High School and Lincoln Elementary introduction and implementation