



REQUEST FOR PROPOSALS:

# THE SCHOOL BREAKFAST LEADERSHIP INSTITUTE



Released: [January 23, 2019](#)  
Proposals Due: [March 6, 2019](#)

# Request for Proposals: The School Breakfast Leadership Institute

## Overview

- Purpose:** To help participating state teams develop and implement a plan to reduce childhood hunger and improve academic success by increasing participation in the School Breakfast Program within their state.
- Goals:** Through the School Breakfast Leadership Institute, teams from selected states will participate in a 1 ½-day meeting in New Orleans, LA to:
- Understand best practices for expanding access to school breakfast.
  - Set school breakfast expansion goals and develop comprehensive plans to reach those goals.
  - Identify opportunities for policy and legislative change.
  - Strengthen public-private partner relationships.
- In-Person Meeting:** June 11-12, 2019 in New Orleans, LA  
(Hold these dates on your calendar pending the selection of state teams)
- Financial Support:** Participating state teams will receive a \$50,000 implementation grant. In addition, No Kid Hungry will cover travel and lodging expenses for the five individuals from selected state teams to attend the School Breakfast Leadership Institute in New Orleans, LA. Meals will be provided.
- Eligibility:** States that participated in the 2018 School Breakfast Leadership Institute (HI, KS, MI, NY, NC, SC) are not eligible to apply. Only one proposal from each state will be considered. The proposal must be submitted by the governor's office, state education agency or state agency that administers the School Breakfast Program.
- Proposals Due:** March 6, 2019 by 5:00 p.m. ET via email
- Contact:** Kelley McDonough  
Program Manager, School Breakfast  
No Kid Hungry | Center for Best Practices  
(202) 594-3593 or [kmcdonough@strength.org](mailto:kmcdonough@strength.org)

## About No Kid Hungry

When kids get the food they need, they are ready to learn and do better in and out of the classroom. Today, 1 in 6 American children know what it's like to open their textbook with an empty stomach. No Kid Hungry is ending childhood hunger by using practical solutions to ensure that kids eat a healthy breakfast. Studies show that when kids start the day with breakfast, they have higher attendance in school, do better in math, and are more likely to graduate high school. When we all work together, we can make sure kids get the healthy food they need. No Kid Hungry is a campaign of the national anti-hunger organization Share Our Strength. Learn more at [NoKidHungry.org](http://NoKidHungry.org).

## The School Breakfast Leadership Institute

No Kid Hungry hosted the first School Breakfast Leadership Institute in June 2018. Teams from six states participated—Hawaii, Kansas, Michigan, New York, North Carolina and South Carolina. You can learn more about the 2018 School Breakfast Leadership Institute [here](#).

## Purpose

Childhood hunger can have a devastating and long-lasting effect on a child's physical, emotional and academic well-being. In a national survey, three out of four teachers, principals and other educators said that they had children coming to school hungry. Teachers also reported that it was having a profound effect on their classrooms. The vast majority describe students who are unable to concentrate and lack energy or motivation; they point to poor academic performance and behavioral problems.

The School Breakfast Program ensures that kids get the nutrition they need to learn and succeed in school. A student who eats school breakfast is more likely to do better on standardized tests, attend class more frequently and have fewer behavioral issues. Recognizing the benefits of school breakfast, elected officials, state agencies, educators and nutrition services staff have made expanding access to school breakfast a priority. In fact, the growing nationwide movement to make breakfast part of the school day—often referred to as *Breakfast After the Bell*—has led to steady participation increases each year.

No Kid Hungry is hosting the School Breakfast Leadership Institute for a select number of state teams to develop and implement a comprehensive plan to expand access to school breakfast. The Institute will bring together key stakeholders who can influence school breakfast policy and practice in their state, including gubernatorial staff, state education agency staff, state and local school nutrition directors, state and local superintendents, non-profit partners, school board members, and education association members. Participants will deepen their knowledge about school breakfast operations and the most effective strategies and tactics for expanding access and increasing participation.

During the Institute, participating state teams will learn how they can take immediate steps toward a more comprehensive, systematic, state-led approach to expanding access to school breakfast. The goals for the Institute are to:

- Understand best practices for expanding access to school breakfast.
- Set school breakfast expansion goals and develop comprehensive plans to reach those goals.
- Identify opportunities for policy and legislative change.
- Strengthen public-private partner relationships.

## The Institute Experience

The Institute will take place over 1 ½ days on June 11-12, 2019 in New Orleans, LA. The Institute will bring together national, state and local experts who have made expanding school breakfast a priority and will provide a unique opportunity to engage in constructive conversation about how we can implement new and better ways to connect kids with school breakfast. Participants will hear from leaders from across the country who have made significant efforts to increase access to school breakfast in their states.

In advance of the Institute, state teams will participate in a half-day in-person planning meeting in their home state. No Kid Hungry will prepare a detailed data analysis assessing current breakfast participation rates and gaps in counties, districts and schools for each state. Using this as a tool, participants will work with No Kid Hungry to begin building an action plan for increasing school breakfast participation in their state. At the Institute, participants will further develop the plan to include short- and long-term action steps. These steps may include, for example, aligning current efforts, targeting key districts or schools, leveraging funding sources to achieve goals or developing a process for working across agencies.

No Kid Hungry anticipates that additional outputs from the Institute will include new partnerships for the participating states, greater collaboration among the state's stakeholders and new or strengthened relationships with stakeholders from other states.

No Kid Hungry will cover travel (flights or ground transportation) and lodging expenses (hotel for up to two nights) for the five individuals from selected state teams to attend the Institute in New Orleans, LA. Meals will be provided during the Institute, and a special evening reception will be held on June 11, 2019 at a No Kid Hungry chef partner's restaurant.

## Grant Opportunity

Participating teams will receive a \$50,000 grant to implement the comprehensive plan that they develop during the Institute to meet their school breakfast expansion goals. Teams will submit a finalized action plan and budget to No Kid Hungry post-Institute for review and approval. Sample uses of funds include:

- Sub-Grants – i.e. to support target schools and districts with startup costs associated with the implementation of Breakfast After the Bell
- Equipment or supplies—i.e. for the direct procurement of equipment or supplies for target schools or districts to launch or expand Breakfast After the Bell programs
- Travel—i.e. for meetings with schools and districts, presentations to the school board or at state or regional conferences, meetings with key decision makers, peer-to-peer guidance or site visits
- Materials & Resources—i.e. the production of toolkits, promotional materials or training resources
- Contractor—i.e. to provide additional capacity to directly support the fulfillment of activities outlined within the action plan

## Post-Institute Support

Post-Institute, No Kid Hungry will provide technical assistance and best practice support via:

- Site visits and/or phone consultations by No Kid Hungry staff to facilitate additional team planning or present to a larger group of stakeholders.
- Data analysis support and assistance, including guidance around:
  - Developing school target lists to guide strategy.
  - Establishing measurable goals.
  - Developing and administering surveys to school nutrition directors, educators, superintendents, parents or other stakeholders.
- Breakfast After the Bell implementation support, including:
  - Phone and on-site consultations with school nutrition experts to provide guidance on effective implementation.
  - Resources and toolkits to facilitate Breakfast After the Bell implementation.
- Policy support, including:
  - Developing legislative language.
  - Assessing the potential impact and cost of proposed policy change.
- Communications support, including:
  - Phone consultations to help develop/advise on a school breakfast communications plan.
  - School breakfast communication toolkits and customizable templates.
  - Use of No Kid Hungry's Powered by Breakfast branding, access to print-on-demand materials and photo library.
- Webinars, e-newsletters & access to online resources.

## Required Activities for State Teams

As participants of the Institute, the selected state teams are required to:

- Provide monthly school-level nutrition data including breakfast participation, lunch participation, and free or reduced-price eligibility rates for school years 2017-2018 and 2018-2019 (to date) in advance of the Institute.
- Participate in a ½-day in-person planning meeting in their home state within one month prior to the Institute to review the No Kid Hungry state data analysis and begin building an action plan to increase state breakfast participation. *No Kid Hungry and the state team will coordinate to establish a mutually agreeable date. All team members are expected to attend in-person.*
- Attend the full 1 ½-day Institute in New Orleans, LA on June 11-12, 2019. *All team members are expected to attend in-person.*
- Complete and submit an action plan to No Kid Hungry post-Institute.
- Commit to carrying out the action plan and communicate regularly with No Kid Hungry post-Institute.

## Proposal Content

The proposal narrative should not exceed five pages (excluding the cover page and letters of commitment from participating state team members) and is required to include the following:

- **Cover Page**  
The cover sheet should identify the state and team leader, including his or her contact information (organization, title/position, mailing address, phone number and email address). The team leader should be a staff member of the governor's office, state education agency or state agency that administers the School Breakfast Program.
- **Learning Objectives & Vision (30 points)**  
Explain your state's interest in participating in the Institute. Describe how your state hopes to benefit in the short-term from participating in the meeting and your state's commitment to expanding access to school breakfast. Identify what you are interested in changing in your state and what challenges and opportunities currently exist.
- **Current Efforts (30 points)**  
Describe your current efforts to expand access to school breakfast in your state with respect to: (1) facilitating community eligibility adoption (2) promoting and supporting Breakfast After the Bell (3) mechanisms to support cross-sector collaboration and (4) capacity to conduct analyses. Describe how your state currently uses data to set goals and track progress on breakfast participation. Specify any progress made, challenges encountered and specific areas where you will benefit most from learning about best practices for expanding access to school breakfast. If a team member or other state agency official for child nutrition programs has attended a No Kid Hungry event in the past (like the National Summer Meals Summit or National Governor Association Learning Lab), please note who attended and what actions were taken as a result.
- **Team Membership (40 points)**  
List the name, organization, title/position, phone number, and email address for each member of the state team and describe the role that each individual will play in expanding access to school breakfast.

Teams must be comprised of five members; states can send up to two additional people at their own expense. All team members are expected to attend the full 1 ½-day in-person Institute in New Orleans, LA on June 11-12, 2019. All teams members are also expected to participate in a ½-day in-person planning meeting in their home state within one month prior to the Institute.

Teams are required to include at least two representatives from the following list:

- Member of the Governor's or First Spouse's staff
- Chief state school officer (e.g. state secretary of education, commissioner of education or public instruction, state superintendent of education, etc.) or chief deputy
- State school board chair/president or member
- State nutrition director

Other team members may include:

- State agency official responsible for administering the school breakfast program
- School nutrition director, superintendent or school business official from a large district or target district for breakfast expansion
- School Nutrition Association state association board member or designee
- No Kid Hungry campaign partner or nonprofit advocacy/policy organizations working on school breakfast
- Teacher's union or other union representative
- Representative from state principal or superintendent association
- Other stakeholder who will play a key role in supporting school breakfast expansion

- **Letters of Commitment**

An individualized letter of commitment from each state team member is required. The letter should state the team member's interest in reducing childhood hunger by expanding access to school breakfast. The letter should further include a commitment to attend the full in-person Institute, to carry out the action plan developed at the Institute and to engage with No Kid Hungry staff post-Institute.

## Proposal Process

- **Eligibility**

Only one proposal from each state will be considered. The proposal must be submitted by the governor's office, state education agency or state agency that administers the School Breakfast Program. States that participated in the 2018 SBLI (HI, KS, MI, NY, NC, SC) are not eligible to apply.

- **Submission Information**

**All proposals must be submitted by March 6, 2019 by 5:00 p.m. ET.** Please assemble all proposal materials into a single PDF document. Submit the proposal to Kelley McDonough at [kmcdonough@strength.org](mailto:kmcdonough@strength.org).

- **State Selection**

All states that submit proposals will be notified about their selection status by March 22, 2019.

## What to Expect if Accepted

- **Data**

Selected state teams will receive a data request letter along with their acceptance letter. Selected states will need to provide monthly school-level nutrition data including breakfast participation, lunch participation, and free or reduced-price eligibility rates for school years 2017-2018 and 2018-2019 (to date) by April 15, 2019. This will allow No Kid Hungry to prepare an individualized state data analysis ahead of the Institute.

- **Participation & Grant Agreement**

Selected state teams will receive a Participation and Grant Agreement for review and signature.

- **Pre-Institute Meeting**

Selected state teams will be paired with a No Kid Hungry facilitator, who will lead the team through the action planning process during the Institute. The No Kid Hungry facilitator will coordinate with the state team to identify a date for a ½-day in-person planning meeting in their home state within one month prior to the Institute to review the No Kid Hungry state data analysis and begin building an action plan to increase state breakfast participation.

- **School Breakfast Leadership Institute in New Orleans, LA**

No Kid Hungry will provide travel guidelines and instructions to selected state teams. All team members are expected to attend the full 1 ½-day in-person Institute in New Orleans, LA on June 11-12, 2019.

- **Post-Institute**

No Kid Hungry will provide ongoing support and technical assistance to participating state teams throughout the program period, as detailed on Page 4. Each state team will be paired with a No Kid Hungry staff member who will serve as their point of contact throughout the program period.