

BackPack Program

Tool Kit



Good Shepherd Food Bank

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**BackPack
Program**

A Program of
**FEEDING
AMERICA**



Good Shepherd Food Bank (GSFB) is a proud member of the Feeding America Network. Our mission is to eliminate hunger in Maine by sourcing and distributing nutritious food to people in need, building strong community partnerships, and mobilizing the public in the fight to end hunger.

GSFB's main warehouse and offices are in Auburn and we have satellite warehouses in Hampden, and Caribou. With over 600 partner agencies and growing, we are in the unique position to be able to help in serving nearly 200,000 Mainers every year.

Nearly one in four Maine children live in households that are considered food insecure by the U.S. Department of Agriculture. This means that a quarter of Maine's children are not receiving the nutritious food they need to grow, learn and thrive. Hunger is a problem that is harming our youth today, which means it's a problem that will cripple our state in the future. In 2013, Good Shepherd Food Bank provided 200,000 meals for Maine children through our child hunger programs. Our goal is to grow that to 460,000 meals by 2018.

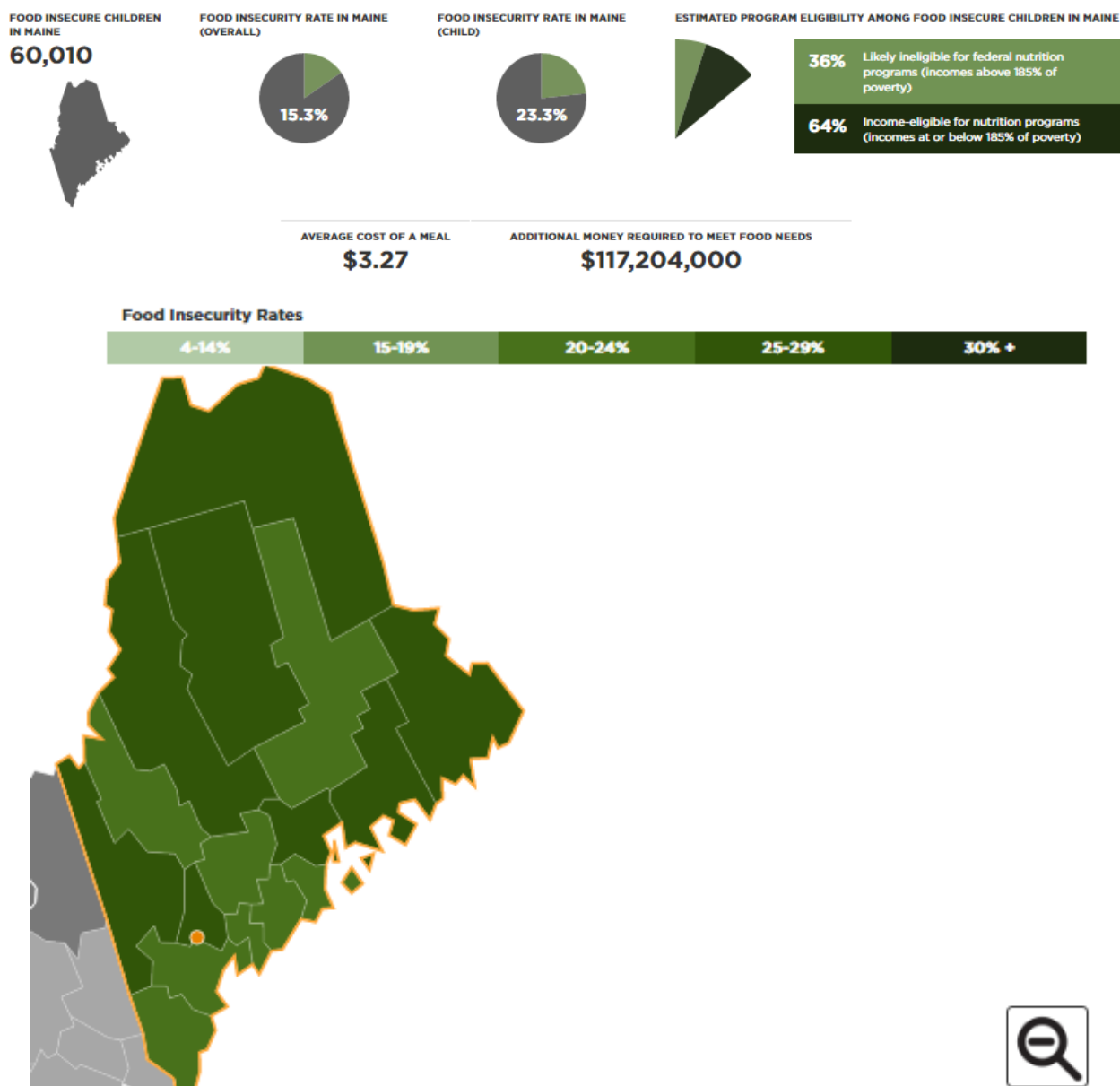


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INTRODUCTION

The Backpack Program Tool Kit is intended to serve as a guide for any organization that wishes to improve, expand, or begin the Backpack Program in its community.

Section 2 of the Tool Kit focuses on organizations that wish to become Satellite Backpack Partners of Good Shepherd Food Bank. The section defines the relationship between Good Shepherd Food Bank and Satellite Partners, helps determine if your organization has the capacity to operate and manage the program, and provides best practices for fundraising and working with school systems.

Section 3 focuses on providing Site Coordinators with best practices and resources to operate the program discreetly, efficiently, and effectively within their school. Site Coordinators are typically school staff members such as school nurses, guidance counselors, or social workers who act as the primary liaison for participating families at the school. Site Coordinators facilitate the selection of Backpack Program participants and distribute bags to the children on Friday afternoons. It is important to read through the entire packet before you start to move forward to ensure you have a full understanding of the time and effort needed to start, and sustain, this program.

THE BACKPACK PROGRAM

Teachers and school nurses across the state are finding that in too many instances, Monday morning comes and they are forced to compete against hunger for the attention of their students. More than 80,000 Maine children qualify for free or reduced price meals through the National School Lunch Program. These meals are the fuel they need to get them through the week. What happens to these children when they go home over the weekend? Good Shepherd Food Bank's Backpack Program provides children who are suffering the effects of chronic hunger with nutritious, easy-to-prepare food to eat during weekends and school vacations when those crucial school meals are unavailable.

In 2010, the Food Bank began the Backpack Program as a pilot, working in partnership with the **Junior League of Portland** to ensure its success. Now in 2014 we had expanded into 39 schools across Maine, reaching over 1,000 food insecure children each week.



Children participating in the Backpack Program receive one of four of a rotation of food packs each Friday before leaving school for the weekend. Our goal is to provide nutritious food that will give them the fuel they need during their most critical period of physical and mental development. To that end, our Child Hunger Programs Team works closely with our staff nutritionist to select menu items that are both wholesome AND kid-friendly. Each menu provides at least one source of grain, fruit, vegetable, and protein through a variety of staple meal items, breakfast foods, and healthy snacks.

When planning Backpack menus for the year, Good Shepherd Food Bank is also careful to keep each individual bag's weight to 5lbs or under, as heavier bags are often too difficult for elementary age students to carry. We also make sure that each menu has items that could be used for a family meal (if there is one child in the household hungry there are likely hungry siblings), as well as items that even the smallest child could

eat without any assistance (many may be returning home and being unattended to for multiple hours when school lets out).

Since Good Shepherd Food Bank purchases food in large quantities we are able to secure wholesale pricing or lower for our menu items – meaning donors and sponsors are able to fully maximize their investment. For just \$225 an individual or organization is able to sponsor a student and provide them with a Backpack every Friday that school is in session for a full school year.

In addition to food, the Backpack Program is also used as a conduit to supply other helpful resources and information to participating students and their families. Resources supplied include information on programs like 211 and WIC, as well as monthly Healthy Newsletters with recipe ideas using the Backpack foods. See samples in appendix.

<u>Week One</u>	<u>Week Two</u>
Oatmeal (2 Packets) Applesauce Fruit Tubes Milk Whole Wheat Pasta Pasta Sauce Canned Chicken Canned Carrots Apple and Strawberry Oatmeal Bars	Oatmeal (2 Packets) Applesauce Fruit Tubes Milk Chicken and Rice Soup Brown Rice Canned Chicken Canned Peas Apple and Strawberry Oatmeal Bars
<u>Week Three</u>	<u>Week Four</u>
Oatmeal (2 Packets) Applesauce Fruit Tubes Milk Pizza Mix Diced Tomatoes Canned Chicken Apple and Strawberry Oatmeal Bars	Oatmeal (2 Packets) Applesauce Fruit Tubes Milk Pancake Mix Canned Blueberries <u>Sunbutter</u> Canned Chicken Apple and Strawberry Oatmeal Bars

How Is The Backpack Program Managed & Funded?

Backpack Programs can be managed and funded in one of two ways. **Satellite Backpack Sponsors** are community based 501c3 nonprofits incorporated to serve the ill, needy, or children, or churches that raise money for, pack for, and deliver to one or more qualifying local schools. Satellite Backpack Program Sponsors operate the program utilizing food, supplies, and resources sourced by Good Shepherd Food Bank and are invoiced yearly at a rate of \$225 per student. **GSFP Sponsored Backpack Sites** are operated and funded directly by the Food Bank on behalf of a school.

Backpack Program Site Eligibility

Community based 501c3 nonprofit organizations incorporated to serve the ill needy or children or churches are eligible to apply to be Satellite Backpack Program Partners on behalf of schools with free and reduced lunch rates of 50% or greater. Satellite Backpack Partners must serve a minimum of 25 students weekly at at least one school. For Satellite Partners who plan to work with two or more schools and serve over 100 students weekly, we may make exceptions for them to serve schools under the 50% free and reduced lunch rate provided at least one school in their service area is at that need level or higher.

Schools with free and reduced lunch rates of **70%** or higher are eligible to apply directly to be GSFB Sponsored Backpack Program Sites. Acceptance of schools for direct programming will be extremely limited due to funding and staffing restrictions. You can download our application here: <https://www.gsfb.org/wp-content/uploads/2014/11/School-Application-2014.pdf>

Please note: There are many successful Backpack Programs that operate unaffiliated with Good Shepherd Food Bank. If you are ineligible for partnership with us for any reason, we still encourage you to review this manual and seek out ways to source food to operate your own version of the program. As Good Shepherd Food Bank's capacity and resources are limited, we must be very strategic about where we expand and who we assist, but that does not mean that your efforts are not still needed in your community.

BECOMING A SATELLITE BACKPACK PARTNER

Good Shepherd Food Bank's Satellite Backpack Partners lead the way in program implementation in their communities, from fundraising to building relationships with school personnel. Satellite Partners do community fundraising and outreach in order to sponsor children through the Backpack Program, source and manage the volunteers to pack the food bags, and deliver the bags weekly to the schools in their community. Good Shepherd Food Bank trains Satellite Partners, preparing them to work directly with their local schools, recruit volunteers, and fundraise in their communities. Good Shepherd Food Bank also manages all food procurement and menu selection, negotiating the best wholesale prices, and collaborates with our staff nutritionist to create well balanced menus. The Food Bank and the Satellite Partner work together to determine a method for getting supplies of Backpack food, bags, and any resource inserts from one of our three warehouses to the facility the Satellite Partner will use for food storage and bag packing.

Who Qualifies to Become a Satellite Partner?

To become a Satellite Backpack Partner your organization will need to meet the following qualifications:

- Be a 501c3 nonprofit organized to meet the needs of the ill, needy, or children, or be a church
- Serve school(s) with 50% or more of its students eligible for free or reduced priced meals
- Operate a program that serves a minimum of 25 students weekly
- Commit to raising the \$225 necessary to sponsor each child you will serve through your satellite program
- Demonstrate the capacity to store food safely, manage community fund raising, and deliver to schools on a regular and consistent schedule

Why Become A Satellite Partner?

- Our Satellite Partners receive all of the materials they need to operate their local programs from us. That means you're organization will get healthy, kid-friendly food at wholesale pricing rates without having to dedicate the staff or volunteer time to source it independently.
- Satellite Partners benefit from data collected through Good Shepherd Food Bank's Program evaluations, without needing to organize their own surveys or analyze results.
- Satellite Partners are able to use Good Shepherd Food Bank's marketing materials and tap into our team for support in their fundraising efforts.
- Partnering with Good Shepherd Food Bank can lend credibility to your efforts with local schools and donors that are already familiar with the work of our program.

Assessing Your Organization's Readiness & Capacity

The first step in launching a successful Backpack Program in your community is making sure that your organization has the capacity to effectively manage the program. Key questions to ask during this phase of planning include:

1. *Coordinating Weekly Deliveries*

Does your organization have a member or a community volunteer identified who is willing and able to deliver the food bags to the school site on a weekly basis on a consistent day and time?

2. *Safe Food Storage*

Does your organization have storage space where food can be stored safely before it is packaged and delivered to the schools? Food for the Backpack Program should be stored 6 inches above the ground and 4 inches away from wall. The storage space should be cool, dry and cleaned regularly.

3. *Volunteer Recruitment for Backpack Packing Sessions*

Does your organization have a base of volunteers who can assist with packing the food into bags for distribution to the schools? The amount of people needed will depend upon the amount of bags you are packing at the session. For 100 bags or less, we recommend between 5 and 10 volunteers. Packing sessions usually take 1 to 2 hours to complete.

4. *Community Fundraising*

Does your organization have identified sources of potential funding to sustain the Backpack Program? Do you have members or volunteers who are comfortable with and willing to solicit donations or plan fundraising events on behalf of the program?

5. *Transportation*

How will your organization get food from the GSFB warehouses to your packing site? It is important to consider how much space your organization has to store product and how often you will need to stock up on supplies. Picking up supplies at one of our warehouse locations in Auburn, and Hampden is a great way to engage volunteers who may not be able to attend packing sessions and are available during the school day. For more information about the warehouse closest to you and their hours of operation click here <http://www.gsfb.org/contact/>. If you would like to inquire about possible delivery options please call our Child Hunger Programs Team at (207) 782-3554.

Laying the Groundwork

Once you've confirmed that your organization has the capacity needed to successfully launch and manage a Backpack Program in your community, you'll need to foster positive relationships and buy-in from local schools, set fundraising goals, and recruit volunteers in order to be successful.

BUILDING STRONG RELATIONSHIPS WITH PROSPECTIVE SCHOOLS

You may find that while school leaders love the idea of providing food to their students, they may be a bit skeptical of the program initially. Your role as the program organizer is to show that you have considered the startup steps, funding, and operation of the Backpack Program. You will need to be flexible and considerate of the school staff's time and role in the project. Oftentimes, by finding one champion in a guidance counselor, PTO member, school superintendent or resource officer, you will find the inroads into the school easier to navigate. This person will also provide you with the firsthand knowledge about existing operations to help tailor the program to your target school.

We recognize that every community in the state of Maine is different and the necessary contacts for program support are going to vary. However, it is extremely important to get complete support from the school administration as early as possible. From our experience, at some schools it is necessary to gain backing from the school board while at others it is the principal that needs to give the approval. Wherever the consent needs to be confirmed, there needs to be a familiarization of the operating procedures of the program to ensure the school has the capacity in both staffing and facility to support the program. If the program site is approved, the program structure, location, degree of distribution size, and schedule should be planned in coordination with the Principal and his/her designee.

Initial Meetings

Once you have arranged to meet with key school personnel at your prospective site, they will likely have the following questions/concerns regarding the program. You'll want to arrive at the meeting well prepared to answer the following questions to make the most out of your time with them.

How many students will the program serve?

This criterion will be based on your volunteer resources and available budget. It may be helpful to begin with a small program that can grow in the future.

How will participants be identified?

A school's primary concern is typically the privacy of their students and families. We recommend letting them know from the beginning that the selection of students and the way the program is communicated to students and families will be under their discretion, and that your organization and Good Shepherd Food Bank will be there to support them with any information or best practice guidance that they require. Refer to Identifying Chronically Hungry Children in Section 3 for more information.

What will be included in each bag?

We recommend bringing a print out of the current sample menu from Good Shepherd Food Bank to pass along to everyone in the meeting. It is helpful for school staff to see the nutritious staples that will go directly to their students if the program is able to launch successfully. Good Shepherd Food Bank can also provide you with a sample bag to bring with you upon request.

How will delivery and distribution be handled?

These details are location and program dependent. Consider how many volunteers and school staff members are available to assist. Consider storage availability for the packed food and discrete delivery to the students. Above all, consider discretion and minimize the workload on school staff members already burdened with many responsibilities. Make the program as self-sufficient as it can be. One potential avenue is to develop a relationship with a local delivery company that can facilitate the distribution aspects of your specific program.

Identifying a Backpack Site Coordinator

The role of the Backpack Coordinator is act as the primary liaison between the school(s) and the satellite partner. This person should work in the school you are serving and will be responsible for:

- Working with teachers/staff to identify chronically hungry students to participate in the program.
- Working with teachers/staff to coordinate the storage and discreet distribution of Backpacks to the appropriate children.
- Deciding whether or not your school will seek parental permission for program participation. Good Shepherd Food Bank does not require parental permission for children to receive a Backpack; this is left to the discretion of individual schools. If you wish to obtain parental permission, template opt-in and opt-out permission forms are available from the Food Bank. See the Parental Permission Form in the appendix.
- Ensuring that any staff or volunteers with repetitive contact with children have passed a National Background Search.
- Knowing any food allergies enrolled children may have and removing food accordingly.
- Training a back-up coordinator on distributing the bags in case you are unavailable.

- Completing evaluations and reports as requested by Good Shepherd Food Bank or its Satellite Backpack Partner.
- Communicating any program or staff changes, or general questions or concerns, to Good Shepherd Food Bank or its Satellite Backpack Partner immediately.

Fundraising

The first step to successful fundraising is determining you're fundraising goals. As a Backpack Satellite Partner, your fundraising goal will be the number of students you intend to serve multiplied by \$225 for a full school year. Not sure how many students you should be aiming to serve? Speak with the staff at the local school and ask them how many children they think they would identify as food insecure. A good tool for estimating need at a school is to use 20% of the number of students that are currently enrolled in the free and reduced lunch program.

Helpful Hint: Don't be afraid to start small. There may be more children identified than you are prepared to take on. We recommend serving as many as you sustainably can and asking the school to keep a wait list of children identified as needing the program that are above and beyond the number they have bags for. Sharing the number of students on a wait list with potential donors is a powerful fundraising tool and most existing Satellite Partners have been able to grow to more fully meet the demand in their communities after their initial launch.

Successful Fundraising Strategies

There are many different ways you may be able to fund the Backpack program in your community:

- Grants – work with a team to search for grant opportunities that focus on children. Grants are often a one-time donation.
- Corporate Sponsors – work with local corporations to fund the program. Most corporate sponsors continue to support year after year.
- Community Sponsors – work with the local community, i.e.: Rotary clubs, Kiwanis, places of worship, business leaders, and local companies to fund the program. With community sponsors you are able to get the community involved and invested in the program, which is a great recipe for long-term sustainability.

We have included several case studies that show how grants, sponsorships and other funding opportunities have been used successfully for current sites. This document is entitled Case Studies in the appendix.

Recruiting Volunteers for your Backpack Packing Sessions

Many Backpack Program Satellite Partners have had success recruiting volunteers from companies that have made financial donations. Many corporations are looking to engage their employees with the community beyond just financial gifts, so providing volunteer opportunities to corporate funders is often a great way to build donor loyalty and deepen their commitment to your cause.

We also recommend reaching out to volunteer groups at local High Schools such as National Honor Societies and Key Clubs. These students are often looking for community service opportunities.

The first ever Backpack Program Satellite Partner, Food For Thought Ministries in Gardiner, ME recruited volunteers through their sponsoring church's congregation members. Working through their close knit

church community has supplied them with a consistent volunteer base for packing bags and has also led to individual financial contributions.

Helpful Hint: If you have approached local businesses, high school civic groups, and community churches and still find you are in need of additional volunteers, organizations are also able to post volunteer opportunities online at VolunteerMaine.org and VolunteerMatch.org. Both of these sites allow you to create profiles and post volunteer opportunities for free.

COMPLETING PAPERWORK

Once you have determined your organizations readiness to be a Backpack Satellite Partner, the eligibility and readiness at the school level to support the program, and a plan to raise the funds and volunteers you will need to sustain your program, you are then ready to submit an application for partnership to Good Shepherd Food Bank.

Step One: Complete a School Based Program Application.

The first step in becoming a School Pantry partnering with Good Shepherd Food Bank is to fill out our Child Hunger Program Partner Application. Applications will be accepted and reviewed twice yearly, between May 1st and June 31st and between November 1st and December 31st. A copy of our application can be found here, <https://www.gsfb.org/wp-content/uploads/2014/11/School-Application-2014.pdf>. If you have any questions about the application or the acceptance process, please contact Shannon Coffin at scoffin@gsfb.org. Prior to applying to become a School Pantry it is important to identify the people who will be supporting your program.

After Your Application Is Approved

BackPack Satellite sites whose applications are accepted will be contacted by our Child Hunger Programs team and the following paperwork will be required before your site can begin receiving food from Good Shepherd Food Bank. Copies of required documents can be found in the appendix of this manual.

A Memorandum of Understanding

This document is between satellite partner and GSFB.

Legally it is best practice to establish a Memorandum of Understanding. A template of one is provided in the appendix, however the document is editable and made to be morphed to the expectations of both groups.

A program agreement with GSFB

This needs to be signed by both the satellite program and the school.

School Information Sheet

The site information sheet is to be completed by the school. This will remind the group that a site coordinator at the school needs to be appointed.

GETTING STARTED

Preparing for your first monitoring visit

In addition to the required paperwork, all Backpack Satellite Sites must be inspected and monitored for food safety. The food must be stored at least 6 inches off the ground, this includes intermittent times when food is waiting to be packed. Food must also be 4 inches away from the wall at all times, both of these measurements are in place to avoid pest problems. Schools that will be storing bags for more than 24 hours before distribution will also need to be inspected and monitored for the same requirements.

Coordinating a Backpack Packing Session

Step 1 Determine what you will be storing the packed bags in. Many have found plastic bins (easily available from Walmart, Home Depot, Lowe's, etc.) to be useful. For smaller quantities, canvas rolling bags can be a convenient way to transport packed Backpacks to the school. Regardless of the type of container you use, you'll want to make sure that you do not over pack them, making them difficult or unsafe for transportation. We recommend packing no more than 10 bags per container for safe handling and ease of transport.



Step 2 If your group is packing Backpacks for multiple school sites, multiple distribution weeks, or both, we recommend taping a sign on each container that shows where the bags are going, the number of bags that should be in each container, and the date of delivery to the school. This will help you stay organized, especially for larger programs.

Step 3 Before the session begins, determine how many of each food item you will need to fill all of the required bags. We recommend setting up items for each menu on separate tables to help you stay organized and pack more quickly.



Helpful Hint: We have found it very helpful to place a sign by each menu item noting what amount should be put in each bag to aide volunteers in packing the bags. It also helps to pack the heavier items on the bottom and the lighter and more fragile items on top.

Step 4 The person leading the packing session should assign each volunteer an item to locate and unpack on the table. Most items will be packaged in bulk, so you will need to unpack the cases to get them separated into individual packages. Because you have already determined the number of each individual item needed in each bag, you will be able to give each volunteer the specific number of items they should place on the table.

Step 5 After all of the items have been unpacked, there are two options that could be utilized for packing the bags efficiently.

Options 1: Each volunteer can grab a bag or two and walk down the line putting each menu item into their bag(s).

Option 2: Assign a volunteer to each menu item and the remaining volunteers can walk down the line with bags, utilizing more of an assembly line formation.



Step 6 After each bag has been filled, seal them and put them into the containers or storage bins you will be using to deliver them to the school.

Helpful Hint: If you have enough volunteers, it helps to have a few people stationed at the totes making sure each bag is fully closed and that the correct amount of bags are going into each container.

BEST PRACTICES FOR SITE COORDINATORS

Identifying Chronically Hungry Children

The Backpack Program is specially targeted toward chronically hungry children. The term ‘chronically hungry’ refers to children who, for whatever reason, consistently have little or no access to food at home on the weekends.

Warning Signs of Chronic Childhood Hunger

- Pocketing or hoarding food on Fridays to bring home for the weekend
- Linger around cafeteria or other locations with food and frequently asking for seconds
- Appearing anxious for meals to be served
- Rushing to cafeteria or showing up early for breakfast on Mondays
- Consistently complaining of headaches, stomachaches, or falling asleep in class on Monday mornings

In addition to these warning signs you may also see an impact on the child’s ability to function at school. A chronically hungry child may exhibit excessive absences, difficulty forming friendships, irritable behavior, excessive sickness and an inability to concentrate. For a printable flyer about the warning signs of chronic childhood hunger to share with staff at your school, please see the document entitled Recognize the Signs of Child Hunger in the appendix.

A child who complains about being hungry is not necessarily a child who is chronically hungry. Growing children will have an appetite and say they are hungry at periods throughout the day. However, in the case of a chronically hungry child, certain questions can be asked to assess need. Inquiring if they ate breakfast that morning, what they had for dinner the night before, or if there is enough food in their home may provide needed information. Some children may be very open about what is going on at home. By listening to students and maintaining contact with parents, family needs can be assessed to help determine if the child should receive a Backpack.

When I was passing out the bags of food to students for the first time, a 1st grade boy stayed behind to talk to me. He said, ‘You are giving me food?!?! My Mimi doesn’t have any food and now I can give her food and we can eat dinner tonight!’ He hasn’t missed a day of school since.

Helpful Hint: Chronic hunger can be long-term or short-term. Children should not be automatically enrolled in the Backpack Program simply on the basis of having previously participated or being enrolled in the Free/Reduced Lunch Program. Throughout the year, each child’s situation should be assessed and they should be enrolled only if they are determined to be chronically hungry. If a child has demonstrated signs of not being in need of the program or you feel the family situation has changed, the child should be removed from the program. We recommend either talking to the child or the parent about your decision. You will then have the ability to add a child who needs to be enrolled.

If a child or his/her family needs additional food assistance, please call Good Shepherd Food Bank at 207.783.3554 or visit gsfb.org for a referral. You can also direct families to 211 Maine, which is a comprehensive statewide directory of social service resources (211maine.org or dial 211 on a phone).

Communicating With Selected Families

Communicating with families selected for participation in the Backpack Program can be sensitive, and the right approach varies from school to school and often even from family to family. Here are ways that some of our current schools have approached families.

Opt-In: Several schools have sent children home with permission slips and required them to be returned before sending a child home with the food. Refer to the Parental Permission Form in the appendix. We recommend using caution with this method. Many families experiencing food insecurity are overwhelmed, sometimes working multiple jobs to try to make ends meet. Sometimes, documents sent home in a child’s backpack may be overlooked. You may also find that some eligible families may have adults who struggle with literacy, or speak a primary language other than English.

Opt-Out: Some schools choose to include a slip in the first bags distributed to children letting parents know that the bags will be distributed weekly and that if they don’t want their child to participate in the program, they should fill out the slip and return it to the school. Refer to the Parental Notification Form in the appendix.

Welcome Letters: Good Shepherd Food Bank or its Satellite Backpack Partner will insert a Welcome Letter in each bag included in your first distribution. The Welcome Letter briefly explains the program to the family, and includes a copy of the cycle menu so that they can plan meals around what they will be receiving each weekend. Refer to the Welcome Letter in the appendix.

Helpful Hint: Many Site Coordinators have opted to call and speak directly with the parents of identified children. This provides them with an opportunity to present the program to families in a more casual way, while giving them the chance to address any questions or concerns right away. Schools that have employed this communication method have reported that families express gratitude for being offered the opportunity to participate, and in multiple cases, it has helped the school build stronger relationships with families they have struggled to engage with in the past.

Discreetly Distributing BackPacks

As the Site Coordinator, your most important responsibility is to ensure that BackPacks are discreetly distributed to participating children by an approved adult each Friday or before school holidays/breaks. Approved adults include teachers, staff or approved volunteers. The families of participating students will come to rely on this food, and not receiving it as planned before a weekend will cause a struggle for children and their parents. At the same time, the families' privacy should be of utmost concern.

"Several staff have commented that it's satisfying to be able to do something so concrete and immediate to support our children and their families."

Each school is free to decide the best way to distribute the BackPacks in their school community. Here are some ways that participating schools have successfully distributed bags:

- Teachers/Volunteers place BackPacks in participating students' book bags on Fridays in the classroom during times when students are all at lunch or recess.
- BackPacks are stored in a private location such as a principal's, guidance counselors, or nurse's office and children are called down individually and given their BackPacks.
- Participating students are alerted to a central location (again often a principal's, counselors, or nurse's office) where bags will be distributed each Friday. They are told to stop by that location with their book bag before leaving school for the day so that they can pick up their Backpack.

GSFB CONTACTS

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APPENDIX

Fundraising Case Studies

City Council Block Grant Appeal

(Contributed by Deb Ivy, PTA Member, Skillin Elementary School)

The Backpack Food Program at Skillin Elementary School in South Portland has been partially funded for the past 2 years by grants through the Community Development Block Grant Program (CDBG). The CDBG Program is a federally funded program. Its main purpose is to provide decent, safe and sanitary housing, foster a suitable living environment, and provide economic opportunities to low and moderate income individuals and families. We have been able to participate in the CDBG program because of Skillin's high rate of students who are food insecure, based on the number who are eligible for free and reduced lunch. Each year, qualified communities are given a pool of CDBG money to dispense to local citizens and organizations. The process of applying begins with a simple grant application. Then each applicant makes a 5 minute public presentation of his or her request in front of an advisory committee made up of local residents. The advisory committee is tasked with reviewing the applications and presentations and making recommendations to the city or town council on how the money should be allocated. The city or town council has the final approval. If a grant is awarded, the applicant is responsible for reporting certain data to the CDBG coordinator quarterly. Applicants may reapply to the CDBG Program multiple times.

Special Events & Social Media Campaigns

(Contributed by Gretchen Burleigh-Johnson, Help Yourself Shelf Food Pantry & Feed Our Scholars Initiative, Wiscasset, ME)

Through multiple experiences teaching in Wiscasset High School's alternative education program, I came to realize a great need existed for children's access to nutritious food during out-of-school times for more than half the student population in all of the Wiscasset schools. I had observed firsthand many young people steal food, pressure peers to share, then cache the food to take home for later. In a meeting I was attending as a representative for our church's food pantry, I heard about weekend backpack programs established in other towns around the state and it resonated with me. At the same time, I contacted the school principals and the RSU superintendent to let them know what was afoot and to see if they were agreeable to our offering this possibility to some of the students. I had varying success at getting responses, but kept at it till they finally did, and all were supportive. As one of the volunteers for St. Philip's Church Help Yourself Food Pantry, I discussed the idea of seeing if we could establish a Wiscasset initiative with my compatriots on the Shelf committee. I also approached the Church's rector, who thought it was an important outreach for the Church. She polled the other churches in Wiscasset to see if they would like to join in the effort. The First Congregational Church was interested. Planning

Special Events: How To Get The Community Involved And Increase Your Success

After developing our committee's structure, we launched into determining what kinds of activities we would do to generate the necessary funds. One member of the group, who is a runner, wanted to establish a yearly 5K fun run/walk for families and individuals. She researched how to develop an event and took responsibility for it. We also approached Wiscasset Community Center to see if we could somehow coordinate this event

with them. They were very receptive to having us utilize their cross country trail, so instead of the 5K participants running on the streets, they now will go through the woods. As to liability and safety issues, the event's liability is covered by St. Philip's insurance policy, as it is a church-sponsored event. The selectman approved holding the event at WCC, as well as providing EMTs and an ambulance when approached by the committee. Another committee member suggested that we host a spaghetti supper and silent auction event which has been developed for the spring at one of the church's halls. The silent auction items were solicited from community businesses, so all proceeds from the auction will go straight into sponsoring children for the Backpack Program. We anticipate that this will be the most profitable component of the dinner.

Our goal is to have the tickets sold cover the cost of the supper portion of the event. With a call to church members for donations of supper components, the cost of the meal is decreasing, which means we will be left with more profit to put directly towards the Backpack Program. Leveraging Media (Both Social & Traditional) To Spread Awareness In addition to planning several fundraising events, we determined that social media, as well as traditional, would need to be utilized to inform the citizenry about our initiative and how they could support it. We approached a local videographer, who happily volunteered her time and talent to develop a short DVD that we could use as a fundraising and awareness building tool. Our videographer volunteer was so excited about the project that she also helped us to create a website and Facebook page dedicated to the initiative. The video she created is featured on our website, as well as on our local public access station. We have found that our Facebook page has generated the most awareness and response to our events and mission.

Website: <http://feedourscholars.wordpress.com/2012/11/30/hello-world/>

Facebook: <http://www.facebook.com/WiscassetFeedOurScholars>

Best Practices For Requesting Sponsorships

(Contributed by Melissa Huston, Northern Maine Development Associate, Good Shepherd Food Bank)

A great way to start identifying potential sponsors for the Backpack Program in your community is through working with staff, PTA members, and program advocates at the school site of your potential program. Often those that work with the school are already aware of local businesses that have a history of supporting school initiatives or community outreach programs. They may also know of parents or school board members that are business owners or members of local civic groups like Rotaries or Kiwanis Clubs, or active members at any local churches. While securing all of the funding for your program from any one of these sources is unlikely, receiving multiple donations of the \$250 needed to sponsor an individual child for a full year is very attainable. Having this support from the school and local organizations will help you demonstrate that the community as a whole has a committed and vested interest, which is important if you plan to also approach corporate donors. When deciding on which local organizations you will approach requesting support, you'll want to start by focusing on organizations that have demonstrated an interest in education, childhood health, or nutrition. These organizations are most likely to support your program as there is such a clearly demonstrated connection between appropriate nutrition and being ready and able to learn in the classroom. Once you have a list of businesses to approach, you'll want to identify the proper contact person that receives requests and inquire about deadlines for their funding cycles. For civic groups like Rotaries, this is often the club President and for churches it is often the Pastor or members of a community outreach group. For small businesses, the contact is often the owner, but larger businesses may have a community relations manager or a charitable giving committee to address. Speaking with the right person and understanding how they respond to requests for funding will ensure that your proposal will be seen by those with the ability to act on supporting your project. So I've Secured A Meeting With A Potential Large Level

Sponsor. Now What? The first thing you'll want to do when you meet with a potential sponsor is engage them in a conversation about what their goals are for their charitable giving program. Is it employee or member engagement, marketing and visibility for the organization, alignment with a specific "cause"? Knowing their ultimate goals can help you work with them to create a partnership that is mutually beneficial towards both of your objectives. Next, you'll want to explain and highlight the recent rise in need. You'll want to be able to demonstrate this increase in need with facts or statistics, a great place to start is by highlighting the school's eligibility rates for free and reduced lunch, along with any substantial increase in rates in recent years. Describe the impact of what happens to a child's access to adequate and nutritious meals over weekends and school vacations when those meals are not available. You may also want to highlight that the Backpack program targets one of the most vulnerable population segments, and therefore is a very efficient use of their dollars that has a high impact. Remember that Good Shepherd Food Bank is able to purchase all of the food for this program at reduced costs, meaning their sponsorship dollars have around double the buying power! Encourage that this be an organization wide initiative so that messaging can be intertwined in the marketing materials to gain some community service visibility. When working with corporations specifically, it's noteworthy that marketing budgets are often larger than charitable giving budgets, so this may be a way to leverage a larger gift such as the \$10,000 needed to launch a new school into the program. Another idea for corporations is to encourage them to engage their staff through employee led fundraisers (some common examples are raffles, and dress down days). If the company is most interested in employee engagement opportunities, you may want to think about offering volunteer opportunities where their employees are able to help assemble the Backpacks and see firsthand how their support helps make a difference in their community.

Grant Opportunities

The first step to being awarded a grant, is finding an opportunity aligned with your goals. I recommend subscribing to the E-Newsletters of both Maine Association of Nonprofits and the Maine Philanthropy Center. You may even want to become a member of these organizations if your organization is not already, as each provides an online grant database for members only.

SPI GRANTS: Bob's Top Ten Tips For Successful Grant Writing

S — Skimping on the financial sustainability question costs points — share specific names/amounts/timelines for funding sustainability whenever possible

P — Provide quantifiable detail as concisely as possible

I — Include your program staff in proposal development — their insights and experience create a stronger application

G — Grrr, everyone hates metrics charts, but make sure the story in your charts matches the story in your narrative. Provide additional explanations of metrics charts data if the story isn't obvious.

R — Reviewers may not be familiar with your service area challenges or operating model, so provide a concise frame of reference to educate your reader

A — Answer all of the questions to maximize your point totals, and provide direct answers to the questions asked

N — Not all questions have equal point totals so pay attention to this when crafting and weighting your answers

T — Tell us what makes your program special and/or impactful – everyone has a lot of need

S — Seek a fresh pair of eyes to read your proposal before submitting it, preferably someone removed from the program/process who can play the part of an objective reviewer

! — Look at the opportunity specific evaluation & eligibility criteria in the RFP and write your answers with these criteria in mind

FORMS AND RESOURCES

1. Recognize the Signs of Child Hunger
2. Selecting the Most Appropriate Program Model
3. Backpack Program Agreement
4. Backpack Program Monitoring Form
5. Memorandum of Understanding
6. Parent Notification Forms
7. Welcome Letters
8. Sample Menu
9. Program Surveys
10. Healthy Newsletters
11. Tips for School Site Coordinators



**SHARE OUR
STRENGTH**
NO KID HUNGRY



RECOGNIZE THE SIGNS OF HUNGER

"You do not need to ask which child is hungry because you can see it in their eyes and their actions. They are less attentive in school and it shows on their grades and test scores."

*-Lisa, Elementary School
Teacher, Saegertown, PA*

**LEARN MORE ABOUT HUNGER
IN OUR CLASSROOMS AT
[STRENGTH.ORG/TEACHERS](https://strength.org/teachers)**

Most kids won't tell you that they don't have food at home. But you can look for the signs.

Every parent knows that a hungry child is at risk. Hungry children can't grow, develop and learn like other kids. They have trouble focusing and getting along. Children who aren't getting enough food at home might complain often of headaches, stomachaches and other ailments. They will likely fall behind in virtually every way.

Here's how to recognize the signs of hunger. A child facing hunger may:

- Suffer from poor health, feel sick or tired often
- Sleep in class
- Have difficulty with math and language skills
- Be more aggressive and fight with classmates and teachers
- Feel anxious and have difficulty concentrating
- Exhibit slower memory recall
- Underperform and have poor grades
- Frequently miss school or arrive late

If you know a child who exhibits these behaviors, there may be more going on than what you are observing. Look deeper and when you find hunger, do something to help.

You can find resources at your school, your local food bank, and at strength.org/teachers.



Good Shepherd
FOOD BANK OF MAINE



BACKPACK PROGRAM PARTNERSHIP AGREEMENT

The terms of the following Agreement have been agreed upon and understood by _____ (Satellite Partner) and _____ (School Partner). By signing this agreement, both parties acknowledge their respective duties and responsibilities related to the administration of the Backpack Program. The Backpack Program meets the needs of hungry children by providing them with nutritious and easy-to-prepare food to take home on weekends and school vacations when other resources are not available.

The Backpack School Partner agrees to:

1. Distribute Backpacks to at risk children free of charge.
2. Have staff and volunteers with repetitive contact with children pass a National Background Search.
3. Ensure that the site complies with all applicable federal and local statutes, ordinances and regulations.
4. Provide necessary information about the school/site.
5. Identify children that meet the eligibility guidelines for your school/site.
6. Use school records to identify food allergies the child may have (peanuts, milk, etc.) and flag their name so that those items will not be distributed to them.
7. Be available for at least one annual site visit.
8. Receive deliveries on the designated day.
9. Distribute the backpacks/carriers to the program participants in accordance with the predetermined schedule.
10. Participate in periodic program evaluations (*including but not limited to submitting quarterly program stories and completing end of year staff surveys*)
11. Communicate problems and requests in a timely manner.

BackPack Program Satellite Partner & Good Shepherd Food Bank agree to:

1. Appoint a primary contact for the Backpack Program providing oversight and leadership in program research, design and development, and collaborative guidance in program implementation.
2. Ensure that we meet national and local Backpack Program objectives through annual monitoring inspections and periodic site visits during designated hours of operation. Any issues needing to be addressed will be communicated in writing to the program partner within seven business days.
3. Identify and procure staple food items and/or supplies necessary for the operation of the Backpack Program.
4. Provide or coordinate training opportunities for Backpack Program staff and volunteers as appropriate such as program administration, safe food handling and nutrition education.
5. Schedule Backpack Program meetings to facilitate communication and information sharing between program partners.

This Agreement may be terminated at will by either party with written notice delivered to either party not less than 30 days prior to the desired date.

Upon termination of this agreement, the School Partner will return any equipment and/or materials provided by the Satellite Program Partner and/or GSFB for the Backpack Program within 30 days of termination date.

Principal Signature

Date

Satellite Program Director

Date



Good Shepherd
FOOD BANK OF MAINE



BACKPACK PROGRAM: SATELLITE PARTNER MONITORING FORM

Site: _____ Site Number: _____

Site Address: _____

Site Contact Name: _____ Phone Number: _____

Email Address: _____

Date of Visit: _____ Monitor's Arrival Time: _____ Monitor's Departure Time: _____

Scheduled Packing Session Times: _____

Scheduled Delivery Times: _____

	Answers/Notes
Number of packs distributed weekly	
Date/Time Packs Delivered Weekly	
Distribution locations	
School Distribution Dates/Times	

YES	NO	EXPLAIN ANY "NO" ANSWERS BELOW
		1. Has the coordinator received BackPack Program training materials?
		2. Does the partner have sufficient packing session and delivery oversight?
		4. Are accurate counts taken of each pack delivered?
		5. Are packs delivered to schools discreetly?

		6. Is there proper storage?
		7. Are packs distributed within appropriate time frames?
		8. Are there provisions for storing or returning excess packs?
Explanations:		
MAJOR VIOLATIONS		
EXPLANATION:		
Corrective Action Discussed with (name and title):		
Corrective Action Taken:		
Coordinator's Comments:		
Further action needed by (date):		

I certify that the above information is correct:

Monitor's Signature _____ Coordinator's signature _____

Date _____

Memorandum of Understanding (MOU)
Between
(BACKPACK SATELLITE PARTNER and Good Shepherd Food Bank (GSFB) for the Backpack
Program for School Year 2014 – 2015

1. Purpose: This MOU provides an operating guideline for the implementation of the Backpack Program in (SATELLITE PARTNER AREA OR SPECIFIC SCHOOLS). The goal of the Backpack Program is to provide nutritious, easy-to-prepare food to children on weekends and during school vacations when crucial free meals at school are unavailable.

This program is intended to make healthy food accessible for students identified as chronically hungry by staff and volunteers at their schools so that they can more fully engage in their educations.

- The primary contact for (SATELLITE PARTNER) is (SATELLITE PARTNER PRIMARY CONTACT NAME PHONE AND EMAIL)
- The primary contact for Good Shepherd Food Bank is Shannon Coffin 207-782-3554 ext. 1163, scoffin@gsfb.org

2. Effective dates: This Backpack Program Satellite Partnership Agreement is effective for the 2014 – 2015 School Year.

3. Responsibilities: The listed parties to this Memorandum of Understanding will be responsible for the activities as listed:

GSFB will:

- Plan nutritious menus and source adequate food for program operation
- Provide program supplies such as bags and totes for school deliveries
- Provide all program forms and training materials for use in site coordinator trainings
- Provide marketing literature for program fundraising
- Deliver all food and necessary supplies to (SATELLITE PARTNER) (FREQUENCY)

(SATELLITE PARTNER) will:

- Store Backpack program food safely and in accordance with GSFB regulations
- Source volunteers to pack Backpacks
- Transport Backpacks to schools served
- Take responsibility for raising the \$225 necessary to sponsor each child they serve this year through their fundraising efforts. This equals (AMOUNT) for the (STUDENTS) committed to for the 2014 – 2015 school year.
- Submit sponsorship payment at the beginning of each school semester no later than October 31st, 2014 and February 27th, 2015 respectively.
- Act as the primary liaison to schools served and collect necessary information from schools (site agreements, completed surveys, etc.) on behalf of GSFB.

For (SATELLITE PARTNER): _____
(PRINTED NAME)

Date: _____

For GSFB: _____

Date: _____

Sample Opt In/ Opt Out Notification Letters



**Good Shepherd
Food-Bank**
Feeding Maine's Hungry



(SCHOOL NAME) BackPack Program

Dear Parents/Guardians,

We are pleased to inform you that _____ is able to participate in the BackPack Program, a program of the Good Shepherd Food Bank and **(INSERT LOCAL PARTNER)**. The program, which is being offered at your child's school, is dedicated to improving the lives of Maine children and their families by providing backpacks full of kid-friendly, shelf-stable foods to elementary age students over the weekend.

If you have questions about the BackPack program, please feel free to contact **(SITE COORDINATOR)** at **(SCHOOL NAME)** at **(PHONE NUMBER)**.



**Good Shepherd
Food-Bank**
Feeding Maine's Hungry



BackPack Program Parental Permission Form

Dear Parents/Guardians,

We would like to inform you that _____ is able to participate in the BackPack Program, a program of the Good Shepherd Food Bank and **(INSERT LOCAL PARTNER)**. The program, which is being offered at your child's school, is dedicated to improving the lives of Maine children and their families by providing backpacks full of kid-friendly, shelf-stable foods to elementary age students over the weekend. Your permission is needed for your child to participate in the BackPack Program.

Please indicate if you would like your child to participate by checking one of the options below:

_____ Yes, my child may participate in the BackPack Program.

_____ No, my child may not participate in the BackPack Program.

Welcome Letter



Dear Parent or Guardian,

Good Shepherd Food Bank is excited to bring the Backpack Program to your child's school during the 2014 – 2015 school year! We hope that you will find this Backpack of healthy snacks and staple meal items helpful to your family.

The mission of the Backpack Program is to provide children with nutritious, easy to prepare food at times when other resources are not available, such as weekends and school vacations. We aim to provide backpacks filled with food that is child-friendly, non-perishable, and easily consumed; and to distribute them discreetly with the help of the staff at your local school.

We will be rotating through four Backpack menus throughout this semester. A copy of the menu rotation and what is included in each bag is included on the back of this letter.

The Backpacks will be packed and delivered to the school every week to be distributed every Friday.

Now in their 30th year, Good Shepherd Food-Bank is the hub of Maine's largest hunger relief network. The Food Bank partners with over 600 food pantries, soup kitchens, homeless shelters, and other nonprofit organizations to provide over 25,000 meals to families in need of assistance every single day of the year.

If you have any questions regarding the Backpack Program, please feel free to contact your child's school directly, or the Backpack Program Manager at Good Shepherd Food-Bank, Shannon Coffin, at 207.782.3554 or by email at scoffin@gsfb.org.

We wish your family the very best during the 2014 – 2015 school year!

Sincerely,

Shannon Coffin
Program Manager

BackPack Program Parent Survey

Dear Parent/Guardian,

We want to thank you and your family for being a part of Good Shepherd Food Bank & Mid Coast Hunger Prevention Program's BackPack Program. We would love to learn more about your family and what your child(ren) like and don't like about the program. Your responses will help us to continue to grow and improve this important resource.

The BackPack Program...	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Additional Comments
Is easy to participate in						
Helps my child eat more nutritious food						
Helps my family stretch our food budget						
Healthy Newsletters enhance my family's understanding of nutrition and give us new recipes for the food we receive						
Provides informational material that helps connect my family with additional resources						
Has improved my child's performance in school						
The BackPack Program...	Very Frequently	Frequently	Sometimes	Infrequently	Never	Additional Comments
Gives my child food that is shared with siblings						
Gives my child food that is shared with parents						

Program? _____

Interviews will take approximately 15 minutes and participants will receive a \$10 Hannaford Gift Card.

below.

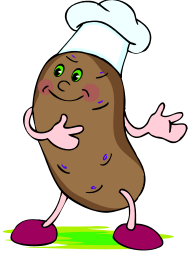
Program? _____

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

in promotional materials for this program.

BackPack Buddies

Student Survey



Hey Kids! I'm Patsy Potato, Champion of Nutrition in Maine!

I want to know how YOU like your Friday BACKPACK!

Please answer by circling or coloring the face that matches your answer. Once you are finished, please bring this back to your teacher!

	Yes	Don't Know	No
Do you like getting your Backpack?	😊	😐	😞
Does getting the Backpack make you feel good?	😊	😐	😞
Can you fix the food by yourself?	😊	😐	😞
Do you get enough food for yourself?	😊	😐	😞
Do you want to get the backpack again?	😊	😐	😞
Was the Backpack too heavy for you?	YES		NO

Do you share food with other people in your family?

YES

NO

Newsletters

November 2014



Healthy News!



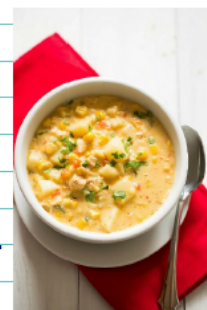
Gobble Gobble! November brings cool nights and crisp mornings, it's the ideal time to warm up with some comfort food. Soups and stews are a fun and easy way to keep warm and healthy this month.

Did you know that most people don't get the recommended amount of vegetables? Adding soup to your diet can help you increase your vegetable intake, especially if you choose a vegetarian soup. You can create your own unique recipes by adding extra vegetables, protein, and spices to canned soup. Here are a few yummy soups for you to try out!

Hearty Chicken Corn Chowder

What You'll Need

2 tablespoons butter
1 medium onion, finely chopped (about 1/2 cup)
3 tablespoons all-purpose flour
3 cups vegetable juice
1/2 cup milk
1/4 teaspoon ground black pepper
2 cups cubed cooked chicken OR 2 cans of cooked chicken
1 can (about 16 ounces) canned whole kernel corn, drained



How to Make It

1. Heat the butter in a 3-quart saucepan over medium heat. Add the onion and cook until it's tender, stirring occasionally.
2. Stir in the flour. Gradually stir in the vegetable juice, milk and pepper. Cook until the mixture boils and thickens, stirring constantly. Add the chicken and corn and heat through.

Hearty Vegetable Soup

Ingredients:

1 can of vegetable soup
¼ can of carrots
¼ can of green beans
¼ cup brown rice

Directions:

1. In large saucepan mix 1 cup water and rice. Over medium-high heat, heat to a boil. Reduce heat to low. Cover and cook 20 minutes or until rice is done.

2. Add vegetable soup, carrots and green beans to cook rice.



Thanksgiving Fun!



Thanksgiving Word Search



celebrate

dinner

family

feast

harvest

november

pie

pilgrims

pumpkin

stuffing

thankful

turkey



Happy Thanksgiving

