



January 28, 2020

ATTN: Christopher Ward
Board of Commissioners – Chief of Staff
1200 N. Telegraph Rd. Pontiac, MI 48340

**Oakland County Better with Breakfast
Year 1, Quarter 4 (October 1, 2019 – December 31, 2019)
Summary Report**

OVERALL PROGRAM UPDATES:

- Quarter four saw continued but slower expansion of the Oakland County Better with Breakfast initiative if only due to the start of the school year getting off to such a strong start. Participation among implementing schools has been on the rise as the calendar year rounds out.
- We worked extensively with existing schools to focus on finding efficiencies in the program by utilizing follow-up visits and technical assistance walkthroughs.
- The collaborative nature of this project between three high profile entities has elevated the importance of breakfast in schools as well as the speed at which they have been willing to implement alternative breakfast models.
- As planned, we have staff in-house working directly with each partner to ensure seamless administration of the program. Notably, UWSEM and Oakland Schools remain in regular contact for both general communications and updates along with continued planning for implementation in Tier 2 schools.
- Participation during September to November of 2019 is up considerably over the same time period last year. An additional 2,550 children are accessing school breakfast each day.
- Our contracted staff person, working toward our goal of maximum utilization and a smooth roll-out, again made nearly 30 site visits with school building staff and district administrators.

BETTER MORNINGS, BETTER POSSIBILITIES.

BETTER WITH BREAKFAST >>

OPPORTUNITIES:

- In Q3 we received a complete school year dataset from the Michigan Department of Education. We have used this information to successfully update our data models. This has allowed us to better forecast participation and cost projections. With support of Oakland Schools, we are evaluating participation and cost forecasts in order to secure additional funding to support the continuation of this project.
- We conducted a series of surveys with Lamphere Schools (5 Tier II buildings). We received over 300 responses to those surveys which have allowed us to collect qualitative information from students, parents/guardians, and teachers/administrators. We plan to distribute this same survey series to the whole of the BWB project in the next 2 quarters.
- Now that we have captured the first half of our targeted buildings (35/69), the opportunity exists to engage our other partners in reaching the districts and buildings that have yet to reach out.

CHALLENGES:

- Those buildings that were most likely to adopt alternative breakfast models have done so. We will need to work harder and in even better coordination to reach the second half of buildings. We are equipped for this.
- Participation in 20 Tier II schools has far outpaced our projection models. This has led to an increase in USDA reimbursements as well as the cost burden on Oakland Schools and the project as they are providing cost reimbursement for meals served to non-free-eligible students in those buildings.

UWSEM ACTIVITIES:

	OCTOBER 2019	NOVEMBER 2019	DECEMBER 2019
Administration	<ul style="list-style-type: none"> • Ongoing execution of all aspects of the project from contracting and MOUs to equipment purchasing and invoicing remain in good standing. 	<ul style="list-style-type: none"> • We began work in analyzing incoming meal claims to better project costs to Oakland Schools for covering the cost of Universal Breakfast in Tier II schools 	<ul style="list-style-type: none"> • Cost to OS is outpacing projected budget due to high participation in Tier II schools. • Met with OS and BOC to discuss plans for additional funding mechanisms to keep project on track. Details to emerge in 2020

School Building Groundwork	<ul style="list-style-type: none"> Ironing out wrinkles in implementation/roll-out plans for numerous schools that implemented in September 	<ul style="list-style-type: none"> Moving forward with additional Southfield buildings for a staggered roll-out of alternative breakfast models at an additional 5 schools throughout the remainder of the school year 	<ul style="list-style-type: none"> Follow-up visits with schools implementing at the start of school in Waterford, West Bloomfield, Royal Oak, Clawson, and others.
Program Communications	<ul style="list-style-type: none"> Responded to follow-up requests from our webinar at the end of the last school year. 	<ul style="list-style-type: none"> Survey conducted in Lamphere Schools. Over 300 respondents. 	<ul style="list-style-type: none"> Begin discussions on plans for School Breakfast Week 2020
Equipment Vendor	<ul style="list-style-type: none"> Business as usual. Buildings being outfitted with proper equipment in a timely fashion. 	<ul style="list-style-type: none"> Continued process improvement around invoicing, shipping, and marketing material printing. 	<ul style="list-style-type: none"> Business as usual. Buildings being outfitted with proper equipment in a timely fashion.
Marketing Materials	<ul style="list-style-type: none"> Nothing new to report at this time. 	<ul style="list-style-type: none"> Nothing new to report at this time. 	<ul style="list-style-type: none"> Internal marketing department to focus on a couple of schools in Huron Valley. Will work with district/building and Oakland Schools and BOC to publicize

BUILDING IMPLEMENTATION UPDATES:

Since the launch of the program, we have successfully executed MOUs with thirty-five (35) buildings and the list of those buildings is below. Activity in Q4 had slowed and the planned implementations in the final quarter of the calendar year were pushed to the new year. implementations and finalized MOUs were pushed back for a variety of unrelated reasons in the 4th quarter of calendar year 2019. There are 9 buildings that we anticipate to have finalized agreements in January 2020.

The UWSEM process currently in place requires a fully executed MOU be in place with each individual building. Once this agreement is finalized, equipment orders can take place and full implementation can occur. The table below includes those buildings that have a fully executed MOU and equipment order(s) have been placed and delivered during this reporting period. For the duration of the project we will have buildings in various states of planning and implementation modes.

Note: This report can be tailored to any additional information and in any other format that Oakland County may have or desire. Please reach out with additional requests. Future reports will include relevant participation figures as data is received and analyzed.

District Name	Superintendent Name	School Name	School Principal Name	Fully Executed In
Southfield Public School District	Dr. Jennifer Green	Southfield Regional Academy Campus	Dwayne Eason	APRIL
Southfield Public School District	Dr. Jennifer Green	Levey Middle	Sonia Jackson	APRIL
Southfield Public School District	Dr. Jennifer Green	Adler Elementary	Alma Deane	APRIL
Southfield Public School District	Dr. Jennifer Green	Adiai Stevenson Elementary	Sandra Lapierre	APRIL
Southfield Public School District	Dr. Jennifer Green	Thompson K-8	Rita Teague	APRIL
Southfield Public School District	Dr. Jennifer Green	Vandenberg Elementary	ATT: Principal	APRIL
School District of the City of Pontiac	Kelly Williams	Pontiac Middle School	Shana Jackson	APRIL
School District of the City of Pontiac	Kelly Williams	Pontiac High School	Vanessa Carter	APRIL
Hazel Park School District	Dr. Amy Kruppe	Webb Elementary	Corri Nastasti	APRIL
Hazel Park School District	Dr. Amy Kruppe	Advantage Alternative	Kendal Smith	APRIL
Hazel Park School District	Dr. Amy Kruppe	Invest Roosevelt	Stephanie Dulmage	APRIL
Hazel Park School District	Dr. Amy Kruppe	Hazel Park Junior High	Tammy Scholtz	APRIL
Huron Valley Schools	Dr. Paul Salah	Harbor High	Ben Dowker	MAY
Huron Valley Schools	Dr. Paul Salah	Highland Elementary	Patti Woodruff	MAY
Huron Valley Schools	Dr. Paul Salah	Oxbow Elementary	Chris McAuliffe	MAY
Clawson Public Schools	Timothy Wilson	Clawson Middle School	Dr. Adam Schihl	JULY
Clawson Public Schools	Timothy Wilson	Clawson High School	Billy Shellenbarger	JULY
Royal Oak Public Schools	Mary Beth Fitzpatrick	Upton Elementary	John Grzywack	JULY
Royal Oak Public Schools	Mary Beth Fitzpatrick	Oakland Elementary	Sam Lynch	JULY
Lamphere Schools	Dale Steen	Lamphere High School	Rodney Thomas	AUGUST
Lamphere Schools	Dale Steen	John Page Middle School	Liz Banks	AUGUST
Lamphere Schools	Dale Steen	Lessenger Elementary	Jackie Sosin	AUGUST

Lamphere Schools	Dale Steen	Simonds Elementary	Tina Davis	AUGUST
Lamphere Schools	Dale Steen	Edmonson Elementary	Amy Guzynski	AUGUST
Waterford School District	Mr. Scott Lindberg	Kettering High School	Debra Cooper	AUGUST
Waterford School District	Mr. Scott Lindberg	Mott High School	Jason Riggs	AUGUST
Waterford School District	Mr. Scott Lindberg	Mason Middle School	Rodger Opsommer	AUGUST
Waterford School District	Mr. Scott Lindberg	Pierce Middle School	Yvonne Dixon	AUGUST
West Bloomfield School District	Dr. Gerald Hill	Sheiko Elementary	Sonja James	AUGUST
West Bloomfield School District	Dr. Gerald Hill	Abbott Middle School	Amy Hughes	AUGUST
Ferndale Public School District	Dr. Dania Bazzi	Ferndale High School	Lisa Williams	SEPTEMBER
Ferndale Public School District	Dr. Dania Bazzi	University High School	Johanna Mracna	SEPTEMBER
Ferndale Public School District	Dr. Dania Bazzi	Ferndale Upper Elementary	Katherine Jeffrey	SEPTEMBER
Walled Lake Consolidated Schools	Mr. Kenneth Gutman	Oakland Opportunity Academy (OOA)	Ms. Elaina Holsey	SEPTEMBER

District Name	Superintendent Name	School Name	School Principal Name	ANTICIPATED START DATE
Clarkston Community Schools	Shawn Ryan	North Sashabaw Elementary School	Jennifer Johnson	FEBRUARY 2020
Clarenceville School District	Paul Shepich	Clarenceville Middle School	Alan Kantor	FEBRUARY 2020
Clarenceville School District	Paul Shepich	Botsford Elementary	Bryan DeCaire	FEBRUARY 2020
Clarenceville School District	Paul Shepich	Grandview Elementary	Melissa Carruth	FEBRUARY 2020
Southfield Public School District	Dr. Jennifer Green	Birney K-8	Ed Hill	MARCH 2020
Southfield Public School District	Dr. Jennifer Green	Southfield High School for the Arts and Technology	Charity Jones	FEBRUARY 2020
Southfield Public School District	Dr. Jennifer Green	Mcintyre Elementary	Kim Beckwith	MARCH 2020
Southfield Public School District	Dr. Jennifer Green	University High School Academy	Marcia Williams	FEBRUARY 2020
Southfield Public School District	Dr. Jennifer Green	MacArthur K-8	Zerrick Lake	APRIL 2020

Oakland County Better with Breakfast Status Brief – February 2020

Program Background

Beginning in March of 2019 during National School Breakfast Week, a press conference was held to announce the *Oakland County Better with Breakfast* initiative; a strategic investment and partnership among the Oakland County Board of Commissioners, Oakland Schools, and United Way for Southeastern Michigan. The initiative aims to make the School Breakfast Program accessible and free to as many students in Oakland County as possible. Initial program goals included:

- Expanding student access to school breakfast in 69 Oakland County school buildings¹.
- Bringing an additional 3,500 students into the School Breakfast Program each day.
- Generating approximately \$1.2 Million in added reimbursement from the USDA directly into local school district's food service operations.

The initiative organizes schools into two tiers divided by the size of the free and reduced-price student population present in the building:

- Tier I consists of the 25 buildings targeted in this initiative that operate the Community Eligibility Provision in School Meals.² In these schools, there is no need for additional funding to ensure that all children have access to this essential meal each day.
- Tier II consists of the remaining 44 buildings that are not eligible for the Community Eligibility Provision.
- In Tier II buildings, the lower the percentage of free and reduced students, the greater the potential cost to implement *Universal Breakfast*, or free breakfast for all students.
- It is in these buildings that there must be supplemental funding to ensure that ALL students, regardless of eligibility status, are able to receive free breakfast.

The Oakland County Board of Commissioners approved a funding award to the United Way for Southeastern Michigan for program administration and equipment for schools implementing the Better with Breakfast model. Oakland Schools approved funding for Tier II schools where additional gap funding is required to cover the cost of additional school breakfast participation.

¹ Buildings were selected based on a variety of factors including free and reduced student population percentage and the ratio at which those students participate in school lunch vs. school breakfast. We have set a goal for buildings to be serving breakfast to 70% of those students that participate in the lunch program.

² The Community Eligibility Provision in School Meals allows schools to automatically serve free meals to all students based on a predetermined calculation reflective of the concentration of need in that community.

Program Success

Since launching the initiative in March 2019, 33 buildings have successfully implemented a new breakfast service delivery model expanding access to students across Oakland County. 20 of those 33 buildings operate in the Tier II category and require supplemental funding for Universal Breakfast through Oakland Schools.

In these 20 buildings, participation has far outpaced any of our previously established models or projections. In fact, based on September to November 2019 meal claim data vs. the same period in 2018:

- An additional 2,374 students are eating a breakfast each day on average. This is an increase of 138%.
- The reimbursement drawn down from the USDA is up 84% from \$178k to \$327k.

In the 13 Tier I buildings, participation also up.

- An additional 200 students are eating a breakfast each day on average. This is an increase of 11%.
- The reimbursement drawn down from the USDA is up 16% from \$204k to \$236k.

This is new revenue into local school districts to be used to continue improving upon meal program offerings. The current and future benefits to students and teachers in the classroom along with the added financial benefit to families is also a measurable offset to a household's monthly budget, not to mention the potential time savings in the morning given today's busy lifestyles.

Program Challenges

One immediate consequence of this pilot program's success is the added cost burden placed upon the project and Oakland Schools, specifically given the current funding model. Our original proposal was based on our years of previous experience working in school buildings on breakfast program improvement, implementation of nationally recognized best practices, and examples from partners around the state and country.

- We estimated that, on average, students in the "Reduced" and "Paid" eligibility categories would participate in breakfast approximately 20% more often than pre-implementation levels.
- Given the data that has since emerged, students in these categories are participating at far higher rates than any one of us or the data projections could have anticipated.

The successful implementation of this program has led to a sharp increase in participation. In addition to the increase in participation and reimbursement in Tier II, there are 14 buildings and more in the pipeline for this school year in Tier I where participation and reimbursement are increasing without the additional supplemental cost. Overall, USDA reimbursement as well as the cost burden for Universal Breakfast have increased along with participation.

- The initial BWB proposal called for \$1 Million in funds to sustain the entire pilot for 3 years. At the onset, we were still in need of \$300K to achieve full implementation.

As displayed in Table A, the amount needed to cover the cost of providing Universal Breakfast to Tier II schools for an entire school year is now estimated at:

- \$480K, provided building implementation is frozen at existing 20 buildings
- \$600K with 5 additional buildings in Southfield as they have expressed interest in full implementation in their district.
- These figures include the \$200K originally committed by Oakland Schools AND the initial \$300K gap identified above.

Table A: Updated Projections

Oakland County Better with Breakfast	At 20 Current Buildings Whole School Year	At 25 Current Buildings³ Whole School Year
Daily Participation Increase	2,374	3,087
Daily Participation % Increase	138%	
Annual Reimbursement Increase⁴	\$433,012	\$541,266
Annual Reimbursement % Increase	84%	
Estimated Universal Breakfast Cost Gap⁵	\$479,720	\$599,650

Moving this project into another full school year and/or full building implementation would require an additional full year of funding to round out the entire 3-year initiative. In that amount of time, it is estimated that substantially more students will be participating in breakfast than previously projected and thus the added USDA reimbursement will have also increased proportionately. These figures do not include the participation and reimbursement increases experienced in Tier I buildings.

- Together it is estimated that the number of children participating daily, and the subsequent USDA reimbursement increase could be more than double the original projections of 3,500 students and \$1.2M respectively.

This program has been effective in reaching students. It has been effective in addressing the concerns of teachers, staff, and administrators throughout the planning and implementation process. It has been effective in providing a valuable benefit to families of all socio-economic backgrounds. The outcomes of its effectiveness will outlive those involved if it continues to set students up for success.

³ Five (5) additional buildings in Southfield have expressed interest in expanding their program

⁴ Based on one month claim data. Average of \$120.13 increase, per building, per day. Average of 171 days per school year.

⁵ Based on one month claim data. Average of \$137.93 cost per building, per day. Average of 171 days per school year.



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BETTER WITH BREAKFAST >>





INITIAL PROGRAM GOALS

- Ensure that **70%** of Free/Reduced-eligible students eating lunch are ALSO eating breakfast
- Expand student access to school breakfast in **69** Oakland County school buildings
- Serve an additional **3,500** students School Breakfast each day.
- Generate approximately **\$1.2 Million** in added reimbursement from USDA reimbursements directly into a local school district's food service operations.

PROGRESS TO DATE:

Since launch in March 2019, we have seen a mountain of support from schools, the public, media, lawmakers, and other stakeholders.

To date:

- **33** buildings have signed on, adopted a new service model and purchased equipment
- **9** buildings are currently having discussions on first/next steps for rollout in the fall
- **42 of 69 (61%)** of total target buildings have implemented or initiated contact



BUILDING SELECTION – TWO TIERS

- Tier I consists of **23** schools participating in Community Eligibility where all students automatically eat free.
- Tier 2 consists of **46** buildings where additional funding is needed in order to offer free meals to the whole student body

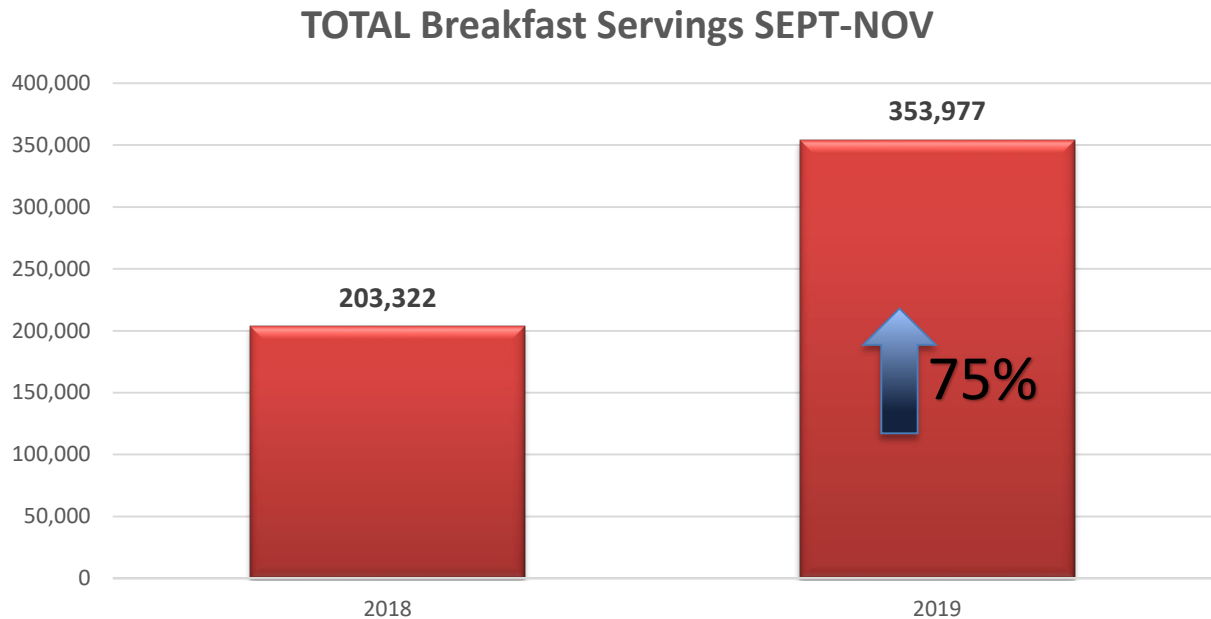
	Targeted	Participating	On-boarding
TIER I	23	13	4
TIER II	46	20	5

WHAT'S WORKING WELL?

- Technical Assistance; Individualized approach; Equipment purchasing ease; **Oh and....more kids are eating breakfast!!**

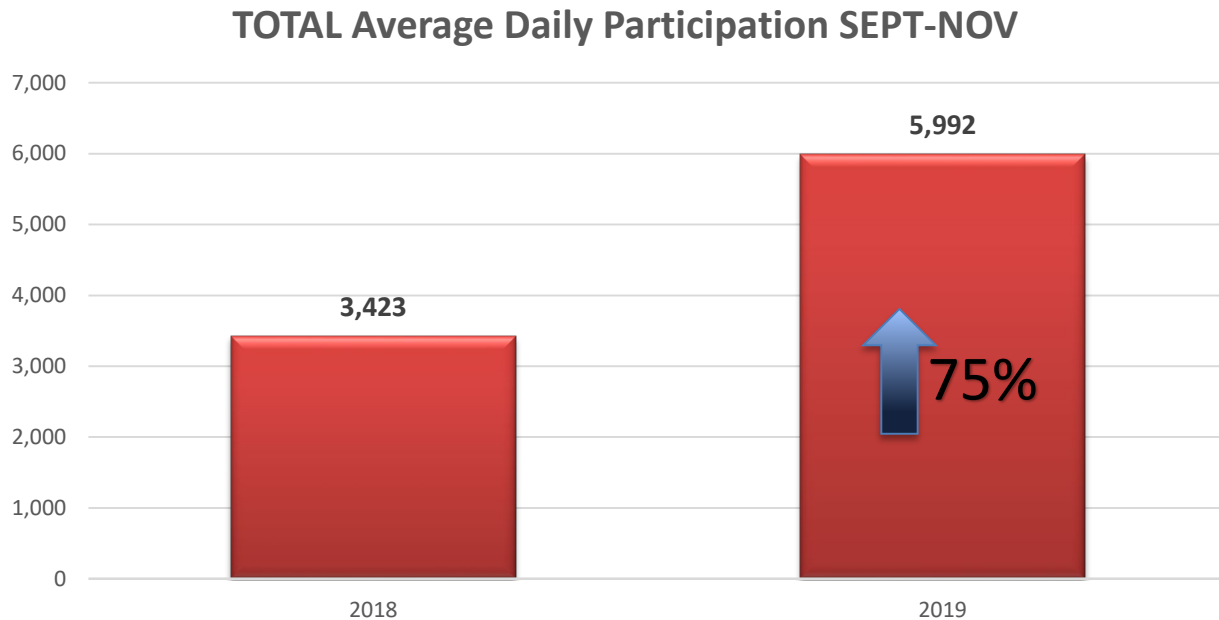


SUCCESS THUS FAR



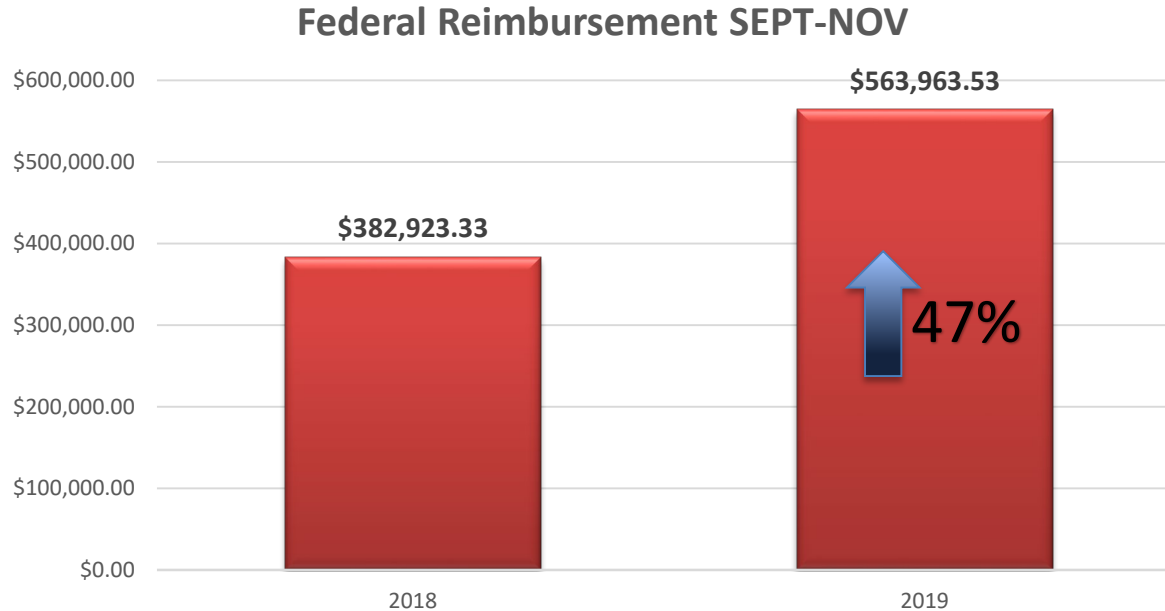
*Data based on actual meal claims from September to November of both 2018 and 2019

SUCCESS THUS FAR



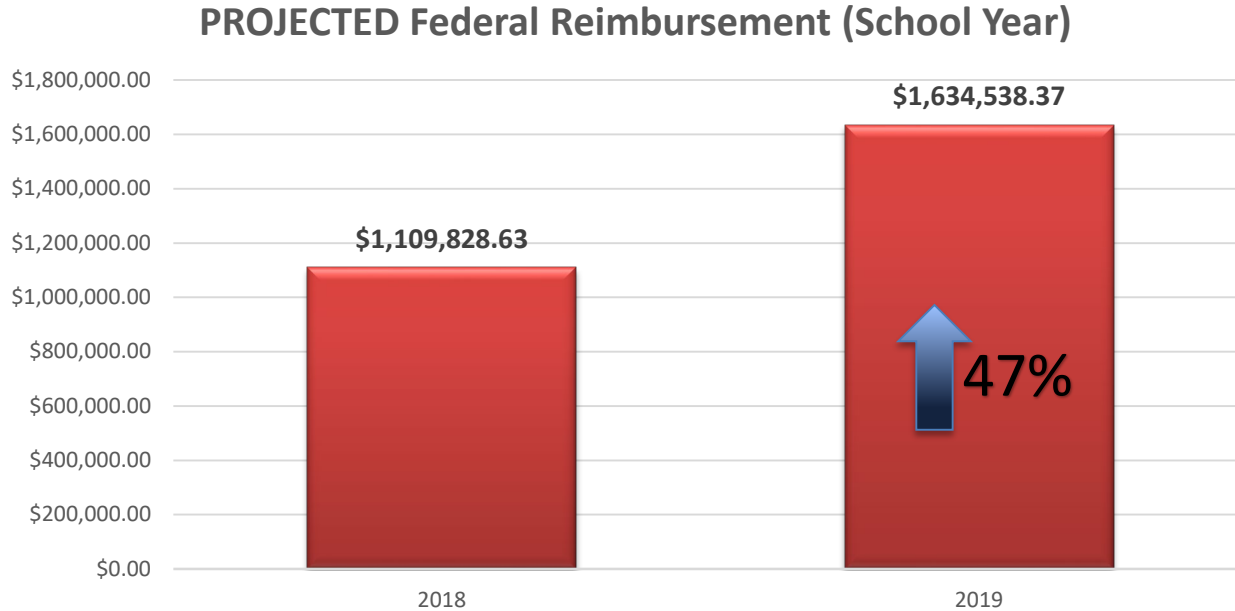
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SUCCESS THUS FAR



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SUCCESS THUS FAR



*Data based on actual meal claims from September to November of both 2018 and 2019

HOW HAS THIS SUCCESS IMPACTED TIER I SCHOOLS

- Breakfast was already free, initiative removes barriers for increasing student access to breakfast
- In these 13 buildings, participation AND revenue is up **11%**
- These schools continue to work with us to improve participation
- Program will continue in perpetuity without additional funding assistance



HOW HAS THIS SUCCESS IMPACTED TIER II SCHOOLS

- Thanks to the funding of this program, **2,374** students that have previously not eaten breakfast at school are now eating breakfast for free
- In these **20** buildings:
 - Participation is up **139% (2,374 students daily)**
 - Revenue is up by **85% (\$178K to \$327K)**
- For every **\$1** spent providing Universal Breakfast in Tier II schools, nearly **\$2** are generated for schools by federal reimbursements



LAMPHERE SCHOOLS (SEPT. – NOV. 2018-2019)

BUILDING	Total ADP 2018	Total ADP 2019	% Change	Total Reimbursement INCREASE (3 Mos.)	% Change
Edmonson Elementary	63	226	260%	\$11,342	188%
Lamphere High School	53	110	106%	\$3,848	62%
Lessenger Elementary	36	263	629%	\$12,211	356%
Page Middle School	141	270	92%	\$6,794	42%
Simonds Elementary	47	218	366%	\$12,059	250%
TOTAL	340	1087	220%	\$46,255	126%

HOW HAS THIS SUCCESS IMPACTED LAMPHERE SCHOOLS

- Survey distributed to Students, Parents/Guardians, and Teachers/Admin in Lamphere Schools had 300 respondents
- 63% of the 151 parents surveyed reported a time savings each morning, while 58% reported a tangible budget savings each month.
- Teachers report that “kids seem more alert and ready to learn”
- Students are feeling the impact of breakfast as well. Of the 95 student respondents, students rate having breakfast as 4/5. No small feat.

HOW HAS THIS SUCCESS IMPACTED TIER II SCHOOLS

- To date, **\$165K** of an available **\$200K** has been spent providing Universal Breakfast to these **2,374** students daily
- As a result of the exceptional number of students eating breakfast, the project needs an additional **\$350K** to continue through to the end of the current school year
- In order to complete this pilot project through the end of the next school year, the project needs **\$600K**

Amount Needed to Complete SY 2019-20	Amount Needed to Fund SY 2020-21 (and thereafter)	Total Amount Needed to complete Pilot
\$349,650	\$599,650	\$949,299



**WE'RE
BETTER WITH
BREAKFAST**

UNITED WAY FOR SOUTHEASTERN MICHIGAN