



Summer Food Service Program Sponsor Tool Kit

2nd Edition



Massachusetts Department of Elementary and Secondary Education's
Child Nutrition Outreach Program at Project Bread

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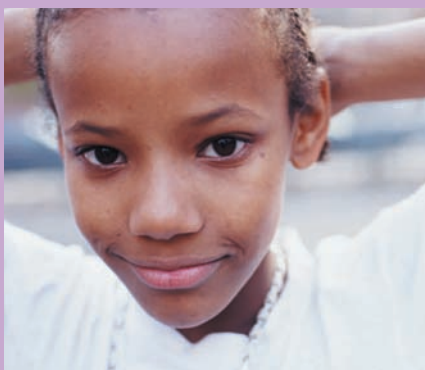
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The Summer Food Service Program Sponsor Tool Kit has been developed by the Massachusetts Department of Elementary and Secondary Education’s Child Nutrition Outreach Program to help sponsors with program logistics such as providing meals for sites, claiming reimbursement, and promoting the Summer Food Service Program. For more information, please contact the Massachusetts Department of Elementary and Secondary Education’s (ESE) Nutrition, Health, and Safety Unit at **(781) 338-6498** or ESE’s Child Nutrition Outreach Program at Project Bread at **(617) 723-5000**.



Summer Food Service Program Overview

During the school year, many families stretch their food budget by applying for free or reduced price school meals for their children. Unfortunately, these families often find it difficult to absorb the additional meal costs when school is not in session. Their children may be at risk for hunger and malnutrition and are at a disadvantage when they return to school in September. The Summer Food Service Program (SFSP) was created to ensure that all children 18 and under could continue to receive free, nutritious meals during the summer in order to return to school ready to learn. Some SFSP meal sites also offer supervised activities that are safe, fun, and filled with learning opportunities. Children benefit nutritionally by receiving complete, wholesome meals. Parents benefit financially, as the free meals help stretch their food dollars. Communities benefit when kids have a good meal and a good time all summer long!

Program Administration

The SFSP is federally funded by the U.S. Department of Agriculture (USDA) and is administered by the Massachusetts Department of Elementary and Secondary Education (ESE) at the state level and by sponsors at the local level. Sponsors can be school districts, local government agencies, camps, or private, non-profit organizations. Sponsors provide free meals to children at designated meal sites and are responsible for all financial and administrative aspects of the program. Some of these responsibilities include hiring, training, and supervising program staff, monitoring sites, arranging for meals to be prepared and delivered to sites, and submitting reimbursement claims to ESE. Likewise, ESE approves sponsor applications, conducts sponsor training sessions, monitors SFSP operations, and processes program payments.



Sites

A SFSP site is the physical location where program meals are served and consumed. Sites may be located in a variety of settings, including schools, recreation centers, playgrounds, parks, churches, community centers, day camps, residential summer camps, housing projects, and migrant centers. The most effective sites are those that provide recreational or enrichment activities in addition to the meals.



Sites are generally classified as either open or enrolled:

- **Open/Area** sites provide free meals to all children who attend the site. These sites must either draw their attendance from a school in which 50% of the students are eligible for free or reduced price school meals or be located in an area where at least half of the children live in a household whose income is at or below 185% of the federal poverty level.
- **Closed/Enrolled** sites provide free meals to children enrolled in an activity program. At least 50% of the program's participants must be eligible for free or reduced price school meals. Unlike open sites in which all children are allowed to attend the site, enrolled sites may limit program participation to those children enrolled in the program.

Meals

A sponsor may prepare meals, purchase meals through an agreement with an area school, or contract for meals with a food vendor. Meals can be hot, cold, or a combination of both. The majority of sponsors elect to serve lunch and one other meal service, such as breakfast or snack.

Reimbursement

SFSP sponsors receive federal reimbursements from the Massachusetts Department of Elementary and Secondary Education for the meals that they serve to program participants. In order to receive reimbursement, sponsors must meet all nutritional, programmatic, and administrative requirements established by the USDA.

Self Preparation vs Vended Meals

As a sponsor of the Summer Food Service Program (SFSP), you have the option of preparing your own meals for the program or contracting with a vendor to prepare the meals for you. Often sponsors don't have the expertise or the facilities to prepare the meals themselves, so they purchase the meals from a vendor instead. If you do decide to prepare your own meals, please note that your town's health department will have to certify that your kitchen is in compliance with local sanitation codes before you begin preparing summer meals.

School Food Services

If you decide that you would rather purchase the SFSP meals for your sites, then you have several options. First, you need to contact your town's school food service department to see if they would be willing to provide the meals for you, as they have the right of first refusal. Because the regulations and meal patterns required by the SFSP are very similar to that of the School Meals Programs, school food service directors are well suited to vend summer meals. If your district's school food service department is not able to provide meals for you, you should contact food service directors in nearby school districts, as they may be willing to provide this service. Once you identify a food service department that is willing to provide meals for you, you do **not** have to go through a formal bidding procedure. However, you still need to sign a contract that outlines the responsibilities between you (the sponsor) and the food service department (the vendor).

Potential Non-School Vendors

If you are not able to find a food service department that is willing to produce the meals for you, then you will need to hire a vendor. There are several types of vendors that can provide meals for your summer sites depending on the size of your program. Some of the vendors listed below may need an explanation of the program in advance of sending the bid invitation to them. No matter whom you select, remember that it is important that vendors have current health licensing and follow the strictest standards for food handling and sanitation.

- Large Food Service Companies
- Senior Feeding Programs
- Community Kitchens
- Hospitals
- Local Caterers
- Local Delicatessens and Restaurants

The Bidding Procedure

The USDA and ESE require that any SFSP contract between a vendor (other than a school food service authority) and a sponsor be put out to bid. The bid invitation must be released for two weeks prior to the opening of the bid. The bid should be announced by placing an advertisement in a newspaper. In addition, you need to send an invitation to bid on the contract to at least three companies. Ideally, the bid should specify in great detail your expectations of the vendor in terms of:

- The menu
 - Include a copy of an eleven day menu cycle that meets the USDA meal pattern for breakfast, lunch, snack, and supper. In addition, it should specify any additional nutrition requirements that you want to implement. For example, if you would like to have whole grain bread products or fresh fruit instead of canned, this will need to be specified.
- Sanitation and Safety
 - Must be licensed and inspected by the local board of health and comply with state and local safe food handling practices.
 - Must have a certified food protection manager on site during meal prep.
 - Must maintain required temperature and sanitizer logs.
 - Must have the capacity for holding meals in case of inclement weather.
- Delivery schedule and procedure
 - Meal times and expectations for delivery lead time need to be listed on the bid.
 - Note that the temperature of meals must be checked and logged at the time of delivery. Specify that cold meals above 40 degrees and hot meals below 140 degrees will be refused. Additionally, any damaged meals or meals with torn or opened packaging will also be refused.
- Food storage requirements
 - Vendors may be able to arrange for coolers or hot holding equipment if this is necessary at any of your sites.
 - Expected numbers for each meal (breakfast, lunch, supper, and snack) and expected length of program (total number of days).

- Deadlines and procedures for increasing or decreasing meal counts
 - Vendors will require certain lead times for changes to the meal counts. It is important to specify how much lead time you think that you will need (e.g. 24 hours, 36 hours, 48 hours).
 - Specify a separate policy for inclement weather/program cancellation. Vendors may have capacity to hold meals over at their production facility in the event of inclement weather.
- Specifications for type of company
 - List your preferences for the type of organization you would prefer. For example, you may want to specify that preference will be given to a minority-owned business.
- Desired terms of payment

Since the bid is the basis for a future contract between you and the food service company, make sure that it is reviewed by your organization's legal team (if applicable) and that it is consistent with existing procurement procedures. At the specified opening of the bid, a vendor will be selected from all of the bids submitted. All other things being equal, the bid should be awarded to the lowest bidder. There may be instances where the lowest bidder is not selected, but this would only occur if the organization failed to meet one or more of the conditions outlined in the invitation to bid or was determined not to be responsible. If this should occur, then a request is made to ESE to accept a bid other than the lowest bidder.

Maintain clear communication with your vendor throughout the summer and provide feedback as it pertains to any of the stipulations cited in your contract.



All sponsors participating in the Summer Food Service Program must adhere to the following cost accounting procedures. The USDA simplified these procedures in 2008 for easier program administration.

Reimbursement

Every year, the USDA establishes reimbursement rates for all breakfast, lunches/suppers, and supplements served through the SFSP.* Each sponsor's reimbursement is based on a simple calculation of **the number of meals served x the reimbursement rate.**

If sponsors find that their reimbursement exceeds the cost of operating the program, they are encouraged to use the additional funds to improve the quality of meals served. Sponsors may also apply the additional funds to the following year's program operation. If a sponsor participates in other Federal Child Nutrition Programs throughout the year, s/he may use the funds for allowable costs under those programs as well.

* For current SFSP reimbursement rates, please visit: www.summerfood.usda.gov/ReimbursementRates/ReimbRates.htm

Operating vs Administrative Costs

SFSP reimbursement may be used to cover both operating and administrative costs. Though sponsors should apply the SFSP funds to cover all operating costs first, there is some flexibility in how the money can be spent. However, sponsors must still maintain documentation of all operating and administrative costs and submit these budget estimates with their sponsor application.



Operating costs refer to those activities and items required to prepare, obtain, deliver, serve, supervise, and clean up meals. Operating costs may include:

- Labor costs for preparing, transporting, or serving food
- Food
- Non-food supplies such as paper products, trash bags, sanitizers, etc
- Utilities

Administrative costs are those expenses incurred by the sponsor for activities related to program planning and oversight. Administrative costs may include:

- Salaries for administrative, monitoring, or support staff
- Rental of office equipment and office space
- Building utilities
- Office supplies and postage
- Office building maintenance
- Travel costs
- Contracted services, including audits
- Insurance costs

Cost Reporting

Sponsors must maintain all records of costs for documentation and review purposes.



Sponsor Timeline

Activity	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Hold planning meeting with school food services, community agencies, church leaders, and local officials to identify areas of need, suitable meal sites, and existing programming. Contact CNOP for assistance.	█	█							
Contact previous year's SFSP sites to confirm participation for this summer.	█	█	█						
Attend SFSP kickoff event.		█							
Apply for SFSP start up and/or expansion grant from ESE.		█	█						
Identify potential SFSP sites by reviewing area eligibility through 50% school list and/or census tract data. Identify enrolled summer programs that serve eligible children.		█	█	█	█				
Request SFSP application from ESE on your organization's letterhead.		█	█	█					
For vended meals: Develop specifications for bid invitation. Publicly advertise bid at least 14 days before the opening of the bid. Once vendor is selected, meet with vendor and develop delivery schedule.			█	█	█				
For self vended programs: Arrange for facilities, equipment, and food purchases.			█	█	█	█			
Notify health department of your intention to operate a food service program and provide them with a list of sites that you plan to serve. Submit a copy of this letter with your ESE sponsor application.			█	█	█				
Estimate potential program reimbursement and develop budget and staffing plans for the program.			█	█	█				

Note: See enclosed disk for a "Sponsor Timeline Checklist" that you can use to check off activities as you complete them.

Activity	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Submit SFSP application to ESE. Attach all accompanying documents requested.				█	█				
If additional sites arise after your application has been submitted, forward this information to ESE as soon as possible.				█	█	█	█	█	
Attend ESE's SFSP sponsor training.				█					
Announce availability of program and nondiscrimination policy in local media. Request USDA nondiscrimination posters from ESE.			█	█	█	█			
Request SFSP promotional materials from CNOP.				█	█	█			
Use ESE tracking forms or create your own system for tracking meals, expenses, etc. These documents need to be maintained for at least three years.				█	█	█			
Hire administrative staff, site monitor(s), and site supervisor(s).				█	█	█			
Establish monitoring schedule and emergency procedures.				█	█	█			
Coordinate SFSP training for your site monitor(s), supervisor(s), and volunteers.				█	█	█			
Visit all site(s) before program begins.					█	█			
Send ESE all site updates including changes in meal times, site locations, field trips, etc.						█	█	█	
Send reimbursement claims to ESE.						█	█	█	█

Cost Considerations

There are a variety of factors involved in the SFSP that can impact your bottom line. Below you will find potential pitfalls and ways to get around them:

Problem: It's difficult to predict the number of meals needed at each open site.

Solution: Maintain good communication with your site supervisors to determine participation patterns. Consider how these factors may impact site attendance and adjust your meal production accordingly.

- Weather: Extremely hot or rainy days will affect sites differently depending on whether they are indoors vs outdoors, have access to water, and provide shade or shelter.
- Time of the Month/Day of the Week: Is attendance higher at the end of the month? At the beginning of the week? Look for patterns and plan accordingly.
- Field Trips: Make sure that the sponsor knows if the kids will be at a different location.

Problem: Kids waste a lot of food!

Solution: Survey the kids to see what they do and don't like about the food offered. While you won't please all of the kids all of the time, you can address any issues with how food is prepared, stored, or transported. If foods are crushed, half frozen, or visually unappealing, this can be fixed. Make sure that site supervisors communicate all feedback to the sponsor and/or vendor.

Problem: It costs a lot of money to feed a small number of kids.

Solution: Follow the strategies outlined in the [Maximizing Participation](#) and [Advertising and Outreach](#) sections of this toolkit to increase summer meal participation!

Maximizing Participation

In order to keep your programs financially solvent and achieve greater efficiencies of scale, sponsors and sites need to make sure that they are maximizing participation at all of their area sites.

Focus on the following strategies:

- Increase the number of sites that you serve.
 - Contact the local Parks and Recreation Department, housing developments, and summer school programs to see if they want to receive free summer meals for their existing summer activities.

- Expand the length of your program.
 - Don't wait until July to start your program! Start serving sites in June as soon as school is out and continue until the first day of school in August or September.
- Increase the number of meals served at each site. The current regulation allows for two meals to be served at each site. *(Note: Lunch and supper is the only meal combination that cannot be served at the same site).*
 - If you are only serving lunch, consider serving breakfast or an afternoon snack as well.
 - Pay attention to when children attend each site. If a site offers activities early in the day, then consider serving breakfast in addition to lunch. If a site offers activities towards the end of the day, try serving an afternoon snack and a supper.
- Improve food quality at the sites.
 - Serve culturally appropriate foods that are appealing to the children in your communities.
 - Consider meal presentation (avoid flattened sandwiches & soggy bread).
 - Serve hot meals.
 - Hold barbecue celebrations.
 - Offer a varied menu.
- Consider the location and surrounding area of each potential site.
 - Focus on locations that already attract kids during the summer (parks, pools, spray parks, etc).
 - Consider the layout of the site (i.e. available shade for hot days, covered eating area for rainy days).
 - Locate sites in easily accessible areas. Children are more likely to attend if they can walk to the site.
- Use advertising and outreach strategies like those detailed in the next section to spread the word about the SFSP in your community.

SFSP Kickoffs

Kickoff events are a great way to put the spotlight on your summer food programs. For families that are unaware of the SFSP, a kickoff is a great introduction. For kids who participate every year, the kickoff is a time to celebrate the return of summer!

Where to Have it: If you are holding one big kickoff event for the whole community, choose a location that is accessible. Parks, town squares, or community centers are all good locations.

Whom to Invite: Think about inviting people who will draw kids to the site and the local press to your event.
 Minor League Sports Players • Musicians • Entertainers • Teachers • Local Celebrities • Radio Personalities • Student Leaders or Athletes • K9 Police Units • UMass Extension • Nutrition Educators • Governor • Mayor • City Councilor • Senators • Selectmen • Businessmen • Superintendents • School Committee

What to Do: Keep kids entertained with one or more of these activities.

Talent show • Music (DJ) • Games • Give Aways • Carnival • Barbecue • Parade • Rock climbing wall • Moonbounce • Sports Activities • Movies • Contests • Martial Arts Demonstrations • Dance Performances • Youth Bands

How to Get People There: Make sure that people know about your event by advertising in these places.
 Newspapers • Radio Stations • Public Transportation • Housing Authorities • School Flyers • Youth Centers • City Website • Community Bulletin Boards in Libraries, Laundromats, Health Centers, and City/Town Hall • Public Service Announcements • Bulletin Boards on Local or Cable Access TV

How To Use Incentives

Incentives, such as small prizes or awards that kids receive for attending a meal site, are a great way to draw kids to your sites and keep them coming back for more.

Tips for success:

- Set aside a certain number of incentives for each week or month.
- Keep changing the day of the week that incentives are handed out to keep kids guessing. The more they come, the better chance they have of winning something.
- Use larger prizes as “grand prizes” for the end of the summer. The more often a kid attends, the more tickets s/he gets. At the end of the summer, hold a drawing for the grand prize. Make sure to promote the grand prize all summer to draw in more kids.

- Ask vendors and businesses to provide small incentives and bigger prizes.

See Partnering with Businesses for more information.

Incentives do not need to be expensive in order to appeal to kids. Consider the following free prizes:

- Ribbons and certificates
- ‘Coupons’ to be a team leader, first in line, have your picture on a wall of “Leaders for the Day”, or choose the day’s activity.

Also consider the following activities to create excitement around your summer program:

- Theme days such as Wacky Hat Day and Crazy Costume Day
 - Have the kids make the hats and costumes as an arts and crafts project at your summer site and then award prizes to contest winners.
- “Color-Wars”
 - Assign each team a color to wear and then the teams can compete in activities. Winners get prizes.
- Raffles
 - Each day a child takes a meal, eats it, and then cleans up, s/he gets a raffle ticket.
- Incentive Store
 - Kids earn tickets by attending the site or demonstrating positive behavior. At the end of the week/month/summer, kids use the tickets to “purchase” prizes.
- Rainy Day Rewards
 - Reward kids who come when most kids don’t.
- Birthday gifts and “Un-Birthday” gifts (for kids whose birthdays are not during the summer)
- Attendance Bingo
 - Put the days of the month randomly on a bingo style card. Each child is given a card the first time they attend the site. Whenever they attend, mark the day on their card. If they get a whole line across, down, or diagonal, they win a prize.

- Power Panther
 - Contact USDA to request a Power Panther costume for a staff person to wear at one of your sites. The Power Panther is part of USDA's *Eat Smart. Play Hard.* Campaign to teach kids to eat healthy and be physically active. www.fns.usda.gov/eatsmartplayhardeducators/powerpanther/Costume.asp
(See disk for costume request form)

Partnering with Businesses

Local businesses can benefit your SFSP in many ways. Take advantage of the assistance they can provide and help them get positive press for supporting your program.

- Contact the Chamber of Commerce to ask for a list of businesses that are active in the community, or approach local businesses with which you are already familiar. Ask these businesses for donations, in-kind support, and volunteers.
- Send them a thank you note stating their contribution and send a copy of this to the mayor's office, school committee, and/or city counselors to extend the recognition and motivate them to donate again.

Consider asking for these donations from your local businesses and organizations.

Incentives for kids:

- Movie Theaters—Free tickets
- Sporting Goods Stores—Free equipment
- Local Restaurants—Free or discounted coupons for a meal or food/beverage item
- Book Store or Library—Donated books or magazines
- Local Gym—Free day passes

Services for your program:

- Supermarkets—Agreement to put SFSP flyers in customers' shopping bags
- Public Transportation—Group discounts on transportation for field trips
- Health Centers—Free health screenings at summer sites

Letting people in your community know about your summer meals program is key to its success. Ask groups that offer summer programming to include information about the SFSP in any advertising that they do. Remember to be creative and don't underestimate the power of a simple advertisement! All statements, press releases, documents, and outreach materials describing the SFSP should clearly state that the program is funded through the Massachusetts Department of Elementary and Secondary Education with federal dollars from USDA.

Advertising Ideas

- Ask local businesses to sponsor the printing of banners, lawn signs, or T-shirts, and offer to add their logo.
- Ask City Hall if you can hang banners on or inside the building. Put banners or lawn signs at each site so that parents and children can easily identify meal sites as they walk by.
- Use T-shirts as "Walking Billboards" to advertise your program all over your community.
- Advertise the SFSP on buses and trains in your area. (Contact CNOP at **617-723-5000** for more information on how to execute this.)

Posting Locations

Distribute information about the SFSP at:

Schools • After School Programs • Boys & Girls Clubs • Libraries • Health Centers/Hospitals • Parks & Rec Depts • Churches • Housing Authorities • Buses • YMCA/YWCA • Thrift Shops • WIC and DTA Offices • Supermarkets • Convenience Stores • Laundromats • Food Pantries/Soup Kitchens • Shelters • Local Newspapers • Pediatricians' Offices • City Websites • Community Centers • City/Town Hall • Local Gyms • Community Bulletin Boards • Cable Access TV

Free Advertising: Press and Other Media

- Many sponsors receive free advertising by inviting the press to SFSP kickoffs and other special events, sending in pictures of kids at SFSP sites to local papers, and asking local reporters to do a story. If local officials are invited to a site, the press is more likely to show up.
- City/town websites will often list your sites for free.
- Local cable and radio stations may provide free Public Service Announcement (PSA) time for non-profit organizations.
- Contact CNOP for free cable PSA templates and scripts for live-read PSAs (617-723-5000).

The Child Nutrition Outreach Program has a wide variety of materials in multiple languages that can help you promote your programs. For downloadable materials and information on how to order our **free** printed materials, please visit our website:

meals4kids.org/sfsp/sfsp_materials.html

Some of the materials that we provide are described below:

SFSP Informational Brochure

This tri-fold brochure provides an overview of the Summer Food Service Program and the many benefits it provides for children and families. The brochure has English on one side and Spanish on the other.

Tear Off Flyers

This pad of 4" x 7" flyers contains 50 sheets that you can easily tear off and distribute. Each sheet is double sided with English on one side and either Spanish or Portuguese on the other.



Sheets can be put in bags at food pantries and supermarkets or sent home with student report cards at the end of the school year. You can also display the tear off pads with other informational materials at libraries, community agencies, or churches and encourage people to take them.



Door Hangers

This 8½" x 3½" sheet has a 1½" hole for hanging on a doorknob. It is double sided with English on one side and Spanish on the other. Hang these on doors within housing authority buildings or in neighborhoods surrounding summer food sites.

SFSP Posters

This 11" x 17" poster, available in English and Spanish, provides general information about the Summer Food Service Program. Hang these posters in schools, community agencies, churches, city hall buildings, and local businesses to ensure that parents and kids know about the program.

SFSP Multilingual Flyers

These 8½" x 11" black and white flyers contain general information about the Summer Food Service Program in English, Spanish, Portuguese, Haitian-Creole, Chinese, Russian, and Vietnamese. Download these flyers from our website and make copies for students, housing authority tenants, and clients at community service agencies. You can also distribute copies at local libraries, churches, and supermarkets.



SFSP Cable PSA Templates

Customize our sample Public Service Announcement (PSA) templates with your program information and submit them to your local cable station to promote your summer meals. Available in English, Spanish, and Portuguese.

SFSP Newspaper Ad Templates

These newspaper ad templates are available in two sizes (5" x 8½" and 3" x 3¾") and can be downloaded, customized, and directly submitted to your local paper. All of the templates include general SFSP information and a space for you to add your community name. For each size, there is a general version and one that features an area for your specific program information and/or site listings. Newspaper ad templates are available in English and Spanish.

Site Lists

Each summer, CNOP develops lists of the free meal sites in each community and distributes these to organizations, churches, city officials, and others for further distribution.

- This information is also available after July 1st on our website www.meals4kids.org and through Project Bread's FoodSource Hotline at **1-800-645-8333**. To ensure that the meal information provided is accurate, please notify CNOP of site updates throughout the summer by emailing cnop@projectbread.org.
- Be sure to ask CNOP for creative ways to distribute site list flyers within your community.

Online Site Maps

CNOP has also created online maps for each community that pinpoint meal site locations and provide meal times and dates. To see a map of your community, please visit www.projectbread.hungermaps.org.

For more information on the Summer Food Service Program, feel free to contact:

The Child Nutrition Outreach Program Project Bread

145 Border Street
East Boston, MA 02128
Phone: 617-723-5000 • Fax: 617-248-8877

Massachusetts Department of Elementary and Secondary Education - Nutrition, Health & Safety

75 Pleasant Street
Malden, MA 02148
Phone: 781-338-6480 • Fax: 781-338-3399

United States Department of Agriculture Public Affairs or Family Nutrition Programs Food and Nutrition Service

10 Causeway Street, Suite 501
Boston, MA 02222
Phone: 617 565 5300 • Fax: 617 565 6472



Disk Contents:

Programming

Sponsor Timeline Checklist

Sample Guest

Appearance Letter

Media

Sample Letter to Editor

Sample Media Advisory

Sample Press Release

Outreach

Multilingual SFSP Flyer (in Seven Languages)

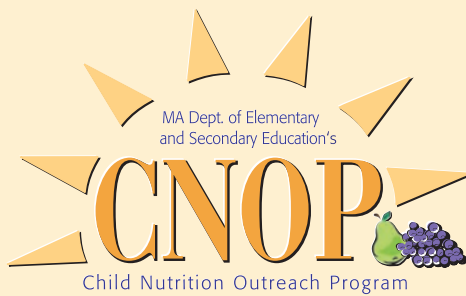
Sample Outreach Planner

Outreach Planner Template

Sample Newsletter Article
(English, Spanish, and Portuguese)

Sample Outreach Coordinator Job Description

Power Panther Costume Request Form



Massachusetts Department of Elementary and Secondary
Education's Child Nutrition Outreach Program at Project Bread
145 Border Street, East Boston, MA 02128
phone: 617.723.5000 • fax: 617.248.8877 • www.meals4kids.org