



# Expanding School Breakfast Toolkit

*Be Your Best with Breakfast*

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# Overview of School Breakfast

## Snapshot of School Breakfast in Iowa

- All of Iowa's public schools offer school breakfast.
- Iowa ranks 49th in the country for school breakfast participation.
- For every 10 students who eat school lunch, only 3 participate in school breakfast.
- Not only is breakfast important to academics and health, but it can have an economic benefit to school meal programs.

This resource includes a collection of resources for program operators and other stakeholders to establish or expand the breakfast service within their school.

Breakfast is widely considered the most important meal of the day, for reasons backed up by a wealth of scientific evidence demonstrating the health benefits of a nutritious morning meal. The word "breakfast" refers literally to the act of breaking the metabolic "fast" that occurs overnight while a person is sleeping. Eating a well-rounded meal shortly after waking jumpstarts a person's metabolism and provides much-needed energy for the rest of the day.

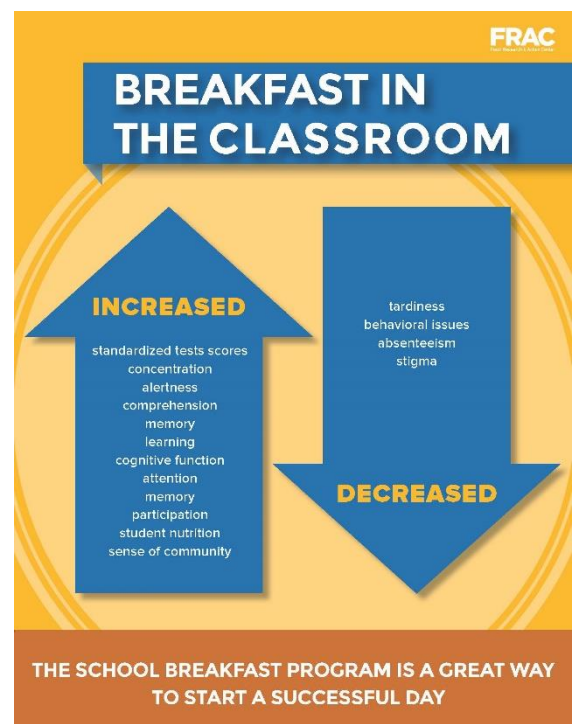
All students deserve to energize their day with a healthy breakfast. The School Breakfast Program (SBP) was established to ensure that our nation's schoolchildren have access to a well-balanced meal every morning that class is in session. However, what you may not know is that the SBP is a highly flexible program that empowers educators, administrators, and school food service staff with a wide range of options for providing breakfast service to students. Participation in the School Breakfast Program is important, primarily as a way to meet the nutritional needs of students, but also to help schools receive maximum reimbursement and run a successful program.

This resource includes a collection of resources for program operators and other stakeholders to establish or expand the breakfast service within their school.

## Benefits of a Healthy Breakfast

Studies have consistently shown that students who eat breakfast benefit nutritionally and educationally. Starting the day with breakfast has been associated with improved academic performance, improved classroom behavior and attentiveness, and fewer visits to the nurse. Busy parents also benefit tremendously from the SBP because their children will receive a healthy, balanced, and affordable meal at school that eases the burden of their hectic morning rush.

[School Breakfast in the Classroom - FRAC](#)



## Assessing Your School Breakfast Potential

There are several factors to consider when deciding whether or not to expand a school breakfast program. First, it is important to assess the current situation at your school.

- What is the current participation at your school?
- What % of students eligible for free and reduced price meals are participating?
- When and where is breakfast currently available each morning?

It is important to get the support of key stakeholders. Assess the interest of key players in starting or expanding a breakfast program.

- Are parents struggling to find time to feed their kids breakfast at home?
- Does the community think parents should feed students breakfast?
- Does the principal/administrator feel that breakfast is important?
- Is the School Board receptive to the School Breakfast Program?

## Stakeholders

The School Breakfast Program benefits not only the food service program, but also parents, students, teachers, and principals. Determine who needs more information and provide the necessary statistics or studies to educate them on why breakfast continues to be the most important meal of the day.

School Administrators	Teachers	Parents/Guardians
<p>Strong interest in the academic success of students. For instance, some schools serve breakfast on test days because studies show an improvement in performance when students have eaten breakfast.</p> <p>However, breakfast is important every school day. Students who start their day by eating breakfast are more alert and attentive in class, and this can translate to higher academic achievement.</p>	<p>For many schools that have expanded their School Breakfast Program beyond the bell, teachers have discovered their concerns are often easily addressed and the benefits of maintaining the program far outweigh the costs.</p> <p>It is critical to emphasize that a thoughtfully implementing breakfast program can be of great assistance in furthering their mission to make a difference in their students' lives every school day.</p>	<p>Parents are busier than ever with work and other responsibilities and sometimes there is no time for a healthy breakfast at home or children refuse to eat right when they get up. As a result, some children arrive at school unprepared to learn.</p> <p>Whether or not a parent has time to feed their children at home, the School Breakfast Program ensures a healthy option is always available.</p>

# Breakfast Service Models

Model	Serving Methods	Timeframe	Positives	Challenges
Traditional Breakfast	Reimbursable breakfasts are served on a traditional serving line in the cafeteria	Before school	Option for students who arrive early and/or attend before school program  More hot options can be available, no special packaging considerations are needed	Bus schedules prevent students from arriving early  Lack of supervision often limits amount of time breakfast is available
Breakfast in the Classroom  (point of service in the classroom)	Breakfast is delivered to each classroom	Before school or during part of the school day	Easily incorporated into the school day Provides an option for students that don't have time to participate in traditional breakfast	Additional school nutrition staff hours may be needed to deliver meals to the classrooms  Trash in the classrooms  Training of teachers and school staff
Breakfast in the Classroom  (point of service is the cafeteria)	Students pick up breakfast in the cafeteria to take back to their classroom to consume	Before school or during part of the school day	Easily incorporated into the school day  Provides an option for students that don't have time to participate in the traditional breakfast program  Requires same school nutrition staff hours as traditional model	Considerations need to be made to menu items to assist with students transporting to classroom  Trash in the classrooms
Grab n' Go	Breakfast options are available in a quick and convenient location  Often students place items in bags for easy transport	Before school, during first period, or between 1st and 2nd period	Easily incorporated into existing school day schedule  Available to students that don't have time before school or are not hungry right away in the morning	Trash in common areas or classrooms
Second Chance Breakfast	Mobile carts or cafeteria	During a breakfast in the morning, usually	Can be incorporated into existing school day that already has a built	Change of schedule may be needed if time is limited

		between 1st and 2nd period	in break mid-morning  Available to students that don't have time before school or are not hungry right away in the morning  More balanced option that vending machines	Trash
Breakfast on the Bus	Students receive a bag of breakfast when they get on the bus	During their scheduled bus route	Provides students who have long bus routes ample time to consume their meal	Spills and Trash  Assistance to open packages  Only includes cold menu options  Coordination and training of bus drivers

### What Breakfast Service Model Will Work for My School?

<b>Traditional Breakfast</b>	<b>YES</b>	<b>NO</b>
School buses arrive early enough to allow time in the cafeteria.		
Non-bussed students can arrive at school in time to participate in a cafeteria meal.		
School staff is available to supervise students during breakfast service.		
Cafeteria is available for use.		
Cafeteria is centrally located for ease of service.		
Cafeteria is large enough to serve potential participants.		

<b>Breakfast in the Classroom</b>	<b>YES</b>	<b>NO</b>
School Buses arrive at school just in time for school to begin.		
Morning classroom schedules are flexible enough to incorporate breakfast into the school day.		
Principal is open to new ideas and changes.		
Cafeteria is small and crowded.		
Cafeteria is centrally located for ease of service.		
Cafeteria is large enough to serve potential participants.		

## Breakfast Financial Models

The following financial models can be combined with any of the service models to enhance or maximize your program. Contact your school nutrition consultant to see if your school(s) are eligible.

Model	How it Works	When it Works Best	Benefits
Severe Need Breakfast	Eligible schools where 40% or more of student lunches served in the second preceding school year were served free or at a reduced price. Eligibility is determined on an individual school basis.	High % of students are eligible for free and reduced price meals.	Provides schools with additional reimbursement for every breakfast served to a student eligible for free or reduced price meals.
Elimination of Reduced Price Breakfast	Only two prices are offered at breakfast - free and full price. Students who typically qualify for a reduced price meal will receive their breakfast for free.	High % of students are eligible for free and reduced price meals.  Low participation from reduced price students  Breakfast is easily accessible to students	Increases breakfast participation.  Families qualify for reduced priced meals are saving money at breakfast and may be more likely to purchase a lunch
Universal Free Breakfast	Breakfast is available at no charge to all students, regardless of their household income.	High % of students are eligible for free and reduced price meals (70%).  Qualifying for Severe Need Breakfast provides additional reimbursement.	Reduces stigma attached to eating breakfast at school.  Breakfast participation and therefore reimbursement can increase significantly than a loss from otherwise paying students may not be experienced.
Community Eligibility Provision (CEP)	A four year reimbursement option for eligible LEAs that wish to offer free school meals to all children in high poverty schools without collecting household applications.	Minimum student % of at least 40% based on data as of April 1 of the prior school year.	School meals are served free to all students.  No free and reduced price meal applications are collected.

## Meal Pattern

### Offer vs. Serve Breakfast Requirements

At least four food items must be offered to students from the three components. A food item is defined as the daily required minimum amount of each food component that a student can take. Students must select at least three food items (one must be a fruit or vegetable) in order to have a reimbursable meal.

- 1 cup of milk
- 1 oz eq of grain or meat/meat alternate
- ½ cup for fruit or vegetable

### Meal Component Menu Ideas

Grains	Meat/Meat Alternate	Grain/Meat Alternate Items	Vegetables/Fruit
Bagels/English Muffins/Toast	Canadian Bacon	Biscuits and Sausage Gravy	Carrots
Breakfast Bars/Granola Bars	Cheese (cottage, slices or sticks)	Breakfast Pizza	Dried Fruit
Cereal (cold or oatmeal)	Eggs (scrambled, hardboiled, casserole, etc)	Breakfast Sandwiches	Fresh Fruit (apples, bananas, oranges, grapes, etc.)
Graham Crackers	Hummus	French Toast Sticks	Fruit Cup
Pancakes/Waffles	Peanut or Sunflower Butter	Sausage and Pancake on a Stick	Potatoes (hash browns, cubed, etc.)
Quick Breads/Muffins	Sausage Links	Quesadillas	Salsa/Tomatoes
Sweet Rolls	Yogurt	Yogurt Parfaits	100% fruit or vegetable juice

### School Breakfast Menu Ideas

Want some more menu ideas? Many schools have their breakfast menus posted on the school website. The following list will provide menu ideas from Iowa schools. Note: breakfast menus are sometimes posted under lunch menus.

[Ankeny CSD](#)

[Cedar Rapids CSD](#)

[Council Bluffs CSD](#)

[Des Moines Public Schools](#)

[Dubuque CSD](#)

[Iowa City CSD](#)

## Build a Healthy Breakfast!

Choose at least 3 items,  
make sure to take a fruit or vegetable!



# Outreach Materials

**Letter to Parents**: Announces the launch of the new breakfast program and how it works. This should be sent prior to the launch so the families are aware of and can participate in the program.

**Memo to Staff**: Announces the launch of the program and encourages staff to provide program feedback.

**Sample School Announcements**: Promotes the program to students.

**Automated Phone Message Script**: An option to notify families of the new program and explain how their children can participate.

## Posters:

- [Team Nutrition Order Form for Printed Posters](#)
- [Team Nutrition Elementary School Posters](#)
- [Team Nutrition Middle School Posters](#)
- [School Breakfast Posters](#)
- [Iowa Department of Education – Build a Healthy Breakfast Signage](#)

# Evaluation Tools

These evaluation tools can be used to assess interest, as well as assess quality and effectiveness of the program. The results of the evaluation tools can help to decide how the program will be designed as well as determine if the program should be replicated, scaled up, or discontinued.

These following materials can be used to assess interest as well as the progress of the program.

- **Sample Parent Survey**: assess parent and caregivers attitudes about breakfast and to gain feedback on the current school breakfast program. This should be sent prior to the launch of the new school breakfast program.
- **Sample Student Survey**: assess student attitudes about breakfast and their attitudes about the current school breakfast program. This should be sent prior to the launch of the new school breakfast program.
- **Sample Interview Guide**: assess the progress and implementation of the alternative breakfast option. This should be implemented during the program to school administrators and teachers.

## Additional Surveys

Sample surveys from [USDA's Discover School Breakfast Resource Materials](#) to send to key stakeholders to assess their interest and concerns with starting or expanding the breakfast program.

- [Elementary New or Elementary Expansion](#)
- [Secondary New or Secondary Expansion](#)
- [Parent New or Parent Expansion](#)
- [Teacher Survey](#)

# How to Collect School Breakfast Data

School breakfast participation data should be collected to measure school breakfast participation rates and trends associated with school breakfast. The following can be used as a resource as to what type of school breakfast participation and associated school breakfast data would be best to collect.

Total number of breakfast served during School Year XX-XX

- # of free breakfasts- XX%
- # of reduced breakfasts- XX%
- # of full price breakfasts- XX%
- Average Daily Participation- XX%

School Breakfast Program Reimbursement (based on School Year XX-XX)

- Free:
- Reduced:
- Paid:

School Breakfast Program Prices (based on School Year XX-XX)

- Free: \$0.00
- Reduced: \$X.XX
- Paid: \$X.XX

Cost breakdown for producing school breakfast

- Food:
- Labor/Benefits:
- Other direct costs (supplies, contracted services, equipment, utilities, etc.):
- Indirect costs:
- Total costs:

Types of school breakfast offered at building level (i.e. grab n' go, breakfast in the classroom, second chance breakfast, breakfast on the bus, etc.)

## Food Safety

Follow these steps to avoid food contamination, prevent bacterial growth, and maintain proper temperatures:

- Have everyone wash hands thoroughly prior to passing out food or eating.
- Place food carriers on desks or chairs to ensure that food stays a minimum of six inches off the floor, as required by law. You must always keep food carriers off the floor. • Make sure that students dispose of all perishable items that they do not eat within two hours of breakfast service.
- It is acceptable to maintain a “share table” so long as products are closed and/or whole. Please refer to this memo from the Michigan Department of Agriculture and Rural Development for more information.
- Maintain cold foods at or below 41° F and hot items at or above 135° F.
- To maintain temperature control, bring the food and beverages out immediately before meal service. Do not allow it to sit in the classrooms or hallways for over an hour. For optimal food safety, provide clean ice sheets or frozen packs to keep cold food cold and heat packs/units to keep hot food hot.

# Best Practices/ Success Stories

## **Diagonal Community School**

Food Service Director: Danielle Newton [secretary@diagonalschools.org](mailto:secretary@diagonalschools.org)

“High school students eat breakfast in the cafeteria after the first period of the day. This allows students time for transportation to and from classes in other buildings and provides them with the opportunity for a hot breakfast.”

## **IKM-Manning Community School**

Food Service Director: Debbie Janssen [djanssen@ikm-manning.k12.ia.us](mailto:djanssen@ikm-manning.k12.ia.us)

“Sack breakfast is available at the door for students as they load buses to be transported to buildings in other towns. They are then allowed to eat breakfast on the bus.”

## **Shenandoah Community School**

Food Service Director: Kristin Edwards [edwardsk@shenandoah.k12.ia.us](mailto:edwardsk@shenandoah.k12.ia.us)

“High school students have the option of grabbing a quick breakfast. A mobile kiosk is set up daily just inside the door where all students pass by. All meals are reimbursable, but designed to eat on the run”.

## **Lone Tree CSD**

Food Service Director: Molly Pierson [mpierson@lonetreecsd.org](mailto:mpierson@lonetreecsd.org)

“Serve breakfast and lunch to students in the cafeteria as well as provide high school students with the option of purchasing a full breakfast or a la carte items from a breakfast cart located in the high school hallway.”

## **Johnston CSD**

Food Service Director: Larae Doll [ldoll@johnston.k12.ia.us](mailto:ldoll@johnston.k12.ia.us)

“Changes to the bus schedule were not possible. A teacher highly advocated for the cafeteria to remain open if the buses were late and to work out a system to allow those students to get their breakfast and take it to their 1st period class.”

## **Alburnett CSD**

Food Service Director: Denise Rawson [drawson@alburnettcsd.org](mailto:drawson@alburnettcsd.org)

“Yesterday was our launching of 2nd chance breakfast offering for middle and high school students. I was pleasantly surprised to have 35 students participate. They were very excited and thankful for the new option. We take the cart to the hallway at 8:50 and stay until about 9:15. It's been a great start to an exciting new opportunity for our older students.”

# References

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[Assessing School Breakfast Potential](#)

[Boost Breakfast Toolkit](#)

[How School Breakfast Benefits Kids](#)

[Iowa Breakfast Practice Guide](#)

[School Breakfast Model Assessments](#)

[School Meal Trends & Stats- School Nutrition Association](#)

[School Breakfast Program Cost/Benefit Analysis](#)

[Secondary School Principals' Breakfast After the Bell Toolkit- FRAC](#)

[Smart Breakfast Boost Brainpower Scorecard](#)

[Successful School Breakfast Program - Wisconsin](#)

[Research Brief: Breakfast for Learning-FRAC](#)

[USDA Energize Your Day with School Breakfast](#)

[USDA School Breakfast Budgeting Resources](#)

# Appendix

## Sample Letter to Parents

*Sample letter to parents. Resource for: principal/admin use. Target Audience: parents/guardians.*

[LEAVE ROOM FOR LETTERHEAD]

*[Insert School Name]*

*[Insert Street Address 1]*

*[Insert Street Address 2]*

*[Insert Date]*

Dear Parents and Guardians,

To ensure that all of our students are well prepared for academic success, *[insert school name]* is pleased to announce that we are launching a *[insert breakfast model name]*. Instead of offering breakfast in the cafeteria at *[insert time]*, breakfast will now be served *[insert location (e.g. in the classroom, from kiosks located in X and X hallways)] after the first bell [or insert time]*.

At *[insert school name]* the School Breakfast Program is FREE for all students every day. *[Pull the previous sentence if breakfast will not be offered for free to all students.]* We encourage every student to participate to ensure that they have the nutrition needed to succeed in the classroom. These meals meet federal nutrition standards and our staff is working to provide students with a variety of meal options.

For families that have early morning commitments or conflicting schedules, *[insert breakfast model name]* is a great solution to ensure your child starts the day off right—which is why we encourage participation in this program.

If you have any questions, comments, or concerns, please do not hesitate to reach out to us at *[insert phone number]* or *[insert email address]*.

Sincerely,

*[insert principal's name]*, Principal

## Sample Staff Memo

*Sample staff memo. Resource for: principal/administrative use. Target audience: school staff.*

**[LEAVE ROOM FOR LETTERHEAD]**

To: All school staff

From: **[Insert principal's name]**

Date: **[insert date]**

Subject: School Breakfast Program

It is my pleasure to announce that **[Insert school name]** will now operate a **[insert name of breakfast model]** program beginning **[insert date or school year]**. Instead of requiring students to get to school early for breakfast, it will now be integrated into the school day to increase convenience and student access to this important meal. With this new model, we anticipate that participation in the program will increase significantly, and there will be an improvement in concentration, alertness, and overall well-being of our students.

Studies have shown that offering breakfast in the classroom not only increases participation in the breakfast program, but it also can reduce absenteeism and tardiness, as well as boost academic achievement. I have attached “Breakfast for Learning [WF1],” which provides additional information on the positive impact that school breakfast can have on our students. Currently, with breakfast offered in the cafeteria, only **[insert percent]** percent of our students qualifying for free or reduced-price meals eat school breakfast. We expect that this program will boost these numbers, making breakfast a key activity that allows our students to start the school day ready to learn.

Breakfast after the bell is a team effort involving everyone in our school community. In order for this to be an effective program, we have asked for input from teachers, school nutrition staff, custodians, and students. Your feedback has informed us of the necessary measures we need to take to successfully kick off our new breakfast program. I encourage you to support our new program as well as to communicate your needs and other input. We will periodically share updates about the program’s progress at staff meetings.

Thank you for your continued work to ensure the success and well-being of our students. If you have any questions regarding **[insert name of breakfast program]**, please feel free to contact me.

## Sample School PA Announcement

*Sample school PA announcements. Resource for: principal/admin use. Target audience: students.*

Did you eat breakfast this morning? Eating breakfast provides you with important nutrients and energy to kick-start your day. We are now offering **[insert name of breakfast program]** every day at **[insert time]** in **[insert location]**. Don't forget to fuel up with breakfast tomorrow—and every—morning!

Are you feeling tired? Maybe that's because you aren't eating breakfast! Come to **[insert location]** every morning at **[insert time]** to get your breakfast and start your day off right!

Winter got you down? Warm up with breakfast in **[insert location]** at **[insert time]** every day and get rid of those morning chills!

## Sample Automated Phone Call Script

*Sample automated phone call script. Resource for: principal/admin use. Target audience: parents/guardians.*

Good evening, parents and family members of **[insert school/district]**. To ensure that our students are well prepared for academic success, **[insert school name]** is pleased to announce the launch of our new **[insert name of breakfast model]**. Breakfast will now be moved out of the cafeteria and into **[insert location]** at **[insert time]**. Additionally, breakfast will now be offered FREE to all students every day. **[Delete previous sentence if breakfast is not being offered for free.]** We encourage you to participate in this program to ensure the overall health and academic success of your child.

# Sample Surveys

## Parent survey

Dear Families,

We invite you to participate in a survey conducted by the University of Iowa and the Iowa Department of Education. The purpose of the survey is to further understand parent and caregivers attitudes about breakfast and to gain feedback on our school breakfast program.

Taking part in the survey is completely voluntary and anonymous. We will not collect your name or any identifying information about you. It will take approximately 10 minutes to complete. If you do not wish to participate in this study, you do not need to complete the survey. Your input is extremely valuable. Thank you for consideration.

Did you know your child's school serves breakfast each day before school?

- Yes
- No

In the past week, how often did your child eat breakfast in any setting? (at home, at school, etc.)

- Every day
- Most days
- Sometimes
- Never
- I don't know

In the past week, where did your child eat breakfast most days?

- At home
- At school
- On the way to school
- At daycare
- My child does not eat breakfast on a regular basis
- I don't know

What foods does your child eat for breakfast on a regular basis? (at home, school, etc.) Please select all that apply.

- Cold/Hot cereal
- Granola/Breakfast Bars
- Toast
- Eggs/Breakfast Sandwich
- Pancakes/Waffles
- Smoothies
- Yogurt
- Toaster Pastries
- Other: \_\_\_\_\_

If your child does not currently eat breakfast at school, please select the statements that best fit your family.

- My child would prefer to eat breakfast at home
- Feeding my child breakfast is my responsibility
- My child does not like the food at school breakfast
- The cost of school breakfast is too high
- Breakfast at school does not fit into my family's schedule
- My child eats breakfast at school on a regular basis
- Other: \_\_\_\_\_



What are the possible benefits of eating breakfast at school? Please select all that apply.

- It is convenient
- Makes mornings less stressful
- Provides my child a nutritious meal
- My child would do better in school
- Saves my family money
- There are no benefits to my family
- Other: \_\_\_\_\_

We are considering implementing one of the following strategies to expand our breakfast program. Which of the following would be of most interest to your child(ren)? Free, reduced, and paid meal prices would apply in each of these settings.

- Breakfast in the Classroom: *Students eat breakfast in their classroom after the official start of the school day. Students or staff deliver breakfasts to classrooms from the cafeteria via coolers or insulated rolling bags.*
- Grab n' Go: *Students pick up breakfasts from mobile service carts in high traffic areas that are convenient to students, such as hallways, entryways or cafeterias. Students can eat in their classroom or in a common area before and after the bell has rung.*
- 2nd Chance Breakfast: *Students eat breakfast during a break in the morning, often between the first and second period or midway between breakfast and lunch.*
- None of these are of interest
- Other: \_\_\_\_\_

## Student Survey

1. Where did you eat breakfast today?
  - At home
  - At school
  - On the way to school
  - At the convenience store
  - I did not eat breakfast today
  
2. What did you eat for breakfast today? Check all that apply
  - Cold/Hot cereal
  - Granola/Breakfast bars
  - Toast
  - Eggs/Breakfast Sandwich
  - Pancakes/Waffles
  - Smoothies
  - Yogurt
  - Toaster Pastries
  - I didn't eat anything
  - Non breakfast foods
  
3. Did you know our school serves breakfast?
  - Yes
  - No
  
4. (Skip if you replied No for question #3) What do you like about the school breakfast program?
  - It is convenient
  - Makes mornings less stressful
  - The food tastes good
  - It helps keep me focused
  - I am hungry and its available
  - Other
  
5. What are some challenges that prevent you from participating or being aware of the breakfast program?
  - The cost of school breakfast is too high
  - The school arrival time of my bus does not allow time to eat breakfast at school
  - I do not want to arrive to school early just to eat breakfast
  - The school breakfast options are foods that I do not like
  - I prefer to eat breakfast at home
  - I do not eat breakfast at home or at school
  - Other
  
6. (Skip if you replied No for question #3) How would you rate the taste of the breakfast foods at school?  
  
1- Horrible 2-Okay 3-Pretty Good 4-Delicious
  
7. What is your favorite school breakfast item?
  
8. What is your least favorite school breakfast item?
  
9. Do you have enough time to eat your breakfast?
  - Yes
  - No
  
10. What would you change about your school's breakfast?

## Sample Interview Guide

Introduction: My name is [XXXXX] and I am [XXXXX]. I am calling you today to assess the progress and implementation of the [alternative breakfast option]. We estimate the call will take less than 30 minutes. Your participation in this phone interview is completely voluntary. We will keep your responses in this interview completely confidential unless permission has been given to use any quotes or statements. The interview will be recorded for accuracy and if any of the quotes or statements are used, they will be anonymous. Do you have any questions before we begin? [Answer questions as needed] May I begin the interview now? I will now begin recording.

(Start the recording device)

Interview questions

1. What is your role in the school breakfast program?
2. Can you explain how your program is being implemented?
  - Who is in charge of implementing the program?
  - Are the students receiving breakfast as planned?
3. How do you feel the program is going?
  - If the program isn't going well, ask them to elaborate
  - If the program is going well, ask them to elaborate
4. What were the challenges in implementing the new breakfast program?
  - What did your school do to address the challenges?
  - What made it easy to implement the breakfast program?
5. How do the students respond to the new breakfast program?
  - Is there a noticeable change in behavior? (more awake, more focused)
  - Do the students like the breakfast options?

Are there certain breakfast options that the students don't care for?

6. What were the noticeable changes (if any) in office referrals or school nurse visits?
7. What feedback have you received from parents?
  - What were the parent's reactions (positive or negative) towards the school breakfast pilot?
  - What changes would they like to see implemented?
8. Any words of advice you would share with a staff member from another school that is considering offering a similar breakfast program?

Closing: Thank you for taking the time to talk to me today! Is there anything else you want us to know before this interview ends? [Answer questions as needed] Thank you for your participation!

(Turn off recording device)

[END OF THE INTERVIEW]

# Civil Rights Statements

## USDA Nondiscrimination Statement

All FNS nutrition assistance programs, State or local agencies, and their subrecipients, must post the following Nondiscrimination Statement:

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, sex, disability, age, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA.

Persons with disabilities who require alternative means of communication for program information (e.g. Braille, large print, audiotape, American Sign Language, etc.), should contact the Agency (State or local) where they applied for benefits. Individuals who are deaf, hard of hearing or have speech disabilities may contact USDA through the Federal Relay Service at 800-877-8339. Additionally, program information may be made available in languages other than English.

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1. mail: U.S. Department of Agriculture  
Office of the Assistant Secretary for Civil Rights  
1400 Independence Avenue, SW  
Washington, D.C. 20250-9410;
2. fax: 202-690-7442; or
3. email: [program.intake@usda.gov](mailto:program.intake@usda.gov)

This institution is an equal opportunity provider.

[Declaración de no discriminación del Departamento de Agricultura \(USDA\)](#)

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