



**mow4Kids**  
MEALS ON WHEELS FOR KIDS

## **TOOLKIT**

*A step-by-step guide*

**Presented by**





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## Welcome

Congratulations on your decision to start a Meals On Wheels for Kids (MOW4Kids). Because of dedicated people like you, children in our communities will be more food secure. In deciding to launch MOW4Kids, you have taken on an important leadership role in your community. Through your new program, community members will learn about childhood hunger, what agencies or individuals are doing to combat childhood hunger, and how you can partner with others to improve childhood hunger in your community. The good news is launching MOW4Kids is much easier than you may think. Use this guide to help you build a successful MOW4Kids program.

## About Meals On Wheels for Kids

Tampa Bay Network to End Hunger (TBNEH) created Meals On Wheels for Kids (MOW4Kids), a home-delivered meal (HDM) program, to ensure that every child receives healthy meals, fresh produce, and shelf-stable food each week, delivered to their homes when learning remotely or when school is out of session - so that no child goes hungry. The program launched MOW4Kids Tampa Bay in March 2020 to address the increased need of lunchtime meals for kids who could not access school meals in Hillsborough, Pasco, and Pinellas counties.

HDM programs deliver prepared meals, provide safety checks, and social connection to those with inadequate access to food. MOW4Kids delivers meals to children attending school online and/or virtually or when schools is out of session. Those that qualify may include head of household who are ill, injured, disabled, or transportation-disadvantaged. Children who participate in MOW4Kids usually receive breakfast and/or lunch meals at school through the free and reduced National School Lunch Program/School Breakfast Program (NSLP/SBP). MOW4Kids is an alternative option for kids who are unable to access school meal distribution sites or food pantries.

Programs like MOW4Kids provide an important link to maintaining the health and well-being of food insecure children. Studies have shown that malnutrition, or under-nutrition, can significantly impair a child's health, physical growth, and academic performance.

## About Tampa Bay Network to End Hunger

Tampa Bay Network to End Hunger (TBNEH) is committed to ending hunger by bringing people together to find solutions that eliminate barriers, improve access, increase awareness, and expand the availability of nutritious food to those in need. TBNEH serves the tri-county area of Hillsborough, Pasco, and Pinellas counties. As a 501(c)3 non-profit agency, TBNEH relies on its community for support. Visit [www.NetworktoEndHunger.org](http://www.NetworktoEndHunger.org) for more information.





## Step 1: Research childhood hunger and evaluate the environment

Meals On Wheels for Kids is committed to ending childhood hunger and improving community and household food security. MOW4Kids coordinate efforts and build strong nutrition safety nets at the community level. The program you develop should directly address the increased need for lunchtime meals delivered to kids who can not access school meals when learning remotely or when school is out of session. The MOW4Kids program model is a comprehensive approach to addressing hunger by educating community members about additional resources such as SNAP and WIC and providing the direct delivery of food to improve nutrition and reduce hunger in their communities and beyond.

Before launching a MOW4Kids, you should research the state of childhood hunger in your county and complete a needs assessment if necessary. Important statistics to identify include:

- How many kids are food insecure/what percent
- How many kids participate in National School Lunch Program/ Summer Feeding Services Program/what percent
- How many households with children are lead someone who is disabled, injured, or ill
- How many households lack access to reliable transportation
- What are other programs in area doing to combat childhood hunger
- Research other home delivered meal programs in area

### Mission & Vision

Next adopt a mission and vision statement for your program. The MOW4Kids mission and vision include:

**MISSION:** *To improve childhood food security for transportation-disadvantaged or disabled households with healthy food delivered to their homes. OR To provide nutritious food to children who live in a household that is transportation-disadvantaged or is lead by someone who has difficulty leaving their home due to a disability, illness, or injury.*

**VISION:** *To eliminate childhood hunger in our community.*

Launching a MOW4Kids is an important responsibility and undertaking. Make sure to complete an environmental scan of your area to ensure you do not duplicate any efforts. If you find any other groups or coalitions doing similar work in your area, ask them to discuss the opportunity and benefits of joining together to enhance each others efforts.



## Step 2: Generate interest

Developing a MOW4Kids begins with identifying potential partners from direct service organizations, businesses, and the community who want to work collaboratively to solve hunger. When approaching potential partners it is important to talk about the value of this program in terms of the end result (increasing food security) and what the program is providing to community members (recipients and volunteers). It is wise to gain support initially from childhood nutrition providers in the community that see a barrier to their services.

### Determine who to bring to the table

Try to be strategic when identifying these initial partners. It is wise to connect with liaisons from each of the following areas: school system (food/nutrition services), food systems (food bank, grocery store), communications/marketing (local media), healthcare, transportation (potential volunteer groups), childhood hunger (experts or agencies in community). A list of the founding MOW4Kids Tampa Bay partners can be found in Appendix.

Consider which staff or volunteers will be needed to run the day to day logistics of the program, such as someone to coordinate recipient intake, routing, food procurement, and volunteers.

### Define requirements of partnering

Becoming a MOW4Kids partner is open to anyone with an interest in furthering the vision of eliminating childhood hunger in their community. We recommend getting written letter of partnerships to officiate any partnerships. Signing an MOU should be optional and not required to be successful in forming a partnership. You should celebrate partnerships by announcing the partnership in a press release, social media post, website article, newsletter, email, and more. An MOU template is in the Appendix.

***Hunger knows no boundaries in terms of age, race, or demographics, and the issue can only be addressed adequately through agencies working together.***



### **Step 3: Develop a program budget and timeline**

Volunteers serve as the core of the program’s operation. The majority of expenses related to MOW4Kids program are food costs. The second largest expense includes salaries of staff who oversee the program. Other expenses include technology, travel (staff and volunteer mileage reimbursement), and occupancy costs. A budget template is included in the Appendix.

### **Step 4: Foster support from decision-makers and funders**

Before you launch MOW4Kids you will need to secure funds to operate the program. As discussed in Step 3, food and technology are the main items that need to be covered. Funding can be sought from a variety of sources including: government, private/corporate donations, foundations, grants, fundraisers, and/or in-kind revenue. A list of potential funders is included in the Appendix.

### **Step 5: Determine food providers and delivery mode**

Now that you have gained interest, secured partners and funding to help launch your program, you will need to decide what you will include in your delivery service and how you will deliver the food. It is vital that your program deliver healthy and nutritious food. The amount and type can vary. Connecting with the local school system is an important component as they could be a meal partner. Many schools may have low attendance rate in person or have few people accessing the drive through model for meal pickup. Therefore, they most likely will have the capacity and desire to partner to help provide their meals to their students in the community. You should also contact local food banks, such as Feeding America, community gardens, farmers, churches, grocery stores, and pantry programs to see if they have food to distribute. Hosting a healthy food drive can also help support your programs efforts.

The delivery mode will vary as well. The most effective delivery modes include using volunteers and their own vehicles as well as school buses and their drivers. Other ideas include partnering with an already established Meals on Wheels for seniors in the area to assist in delivery.



## Step 6: Determine program eligibility

Decide what will determine if someone is eligible for your MOW4Kids program. We recommend using the following:

To be eligible for MOW4Kids, your household must meet three (3) requirements.

- ⇒ Have children (18 years or younger) in your household that meet the following criteria:
  - Participate in the National School Breakfast and/or Lunch Program.
  - Attend school remotely or virtually and/or school is out of session.
  - Eat solid food.
- ⇒ Reside in the following **zip codes**: *determine which zip codes you will include in your service area and list here.*
- ⇒ The head of household must be **transportation-disadvantaged** and/or **homebound**.

**Transportation-disadvantaged** is used to describe someone who is “not able to get a ride from household members or others for life-sustaining trips: medical, grocery, work, job-related training/education and other vital services” or “not having access to a working or reliable vehicle”.

**Homebound** is used to describe someone who is “normally unable to leave home for either the short or long term”, due to illness, injury, or disability.



## Step 6: Recruit recipients

### Develop an application

Once you have determined eligibility for participation in the program, you should create an application for MOW4Kids. Important information to collect information about the child (demographics, school, home address) as well as the head of household (demographics, phone number, email) information. The application should be available on your website and in printed form in both English and Spanish. A MOW4Kids application template is in the Appendix.

### Recruiting

Successful MOW4Kids programs engage recipients and maintain their participation over time. To achieve this, programs use a combination of strategies to develop a targeted implementation approach. To reach and involve recipients, consider the following strategies and approaches:

- Identify the target population: Consider the demographics and geography in the community you would like to serve.
- Spread the word: Develop recruitment materials such as flyers, press releases, newspaper articles, newsletters, radio advertisements, presentations, social media, website, and phone calls. Using more than one type of recruitment material often works well. Connect with schools, after school clubs, social workers, hospitals, libraries, and children's groups. Outreach materials are in the Appendix.
- Develop culturally relevant materials: Ensure messages are easy to read and culturally appropriate for the target population. Effective messages tell a story about how program participation will provide a tangible and/or physical benefit.
- Encourage participation: Convey enthusiasm in recruitment strategies and materials. Have fun talking about the program and use bright colors and positive images to convey joy.
- Increase interest among the target population: Ask “program champions” to help with recruitment. Identify a couple of families that would like to sign up and ask them to help spread the word to their networks and communities.
- Retain recipients: Listen to all feedback and make adjustments in timely fashion. Follow up with recipients by providing communications in timely fashion (closures or change in delivery). Provide additional resources as needed, such as providing information on how to apply for SNAP or WIC.
- Adjust the program as needed: Assess the program's effectiveness, administer surveys, collect feedback and make any necessary adjustments, and redeploy the program to ensure it continues to be relevant, helpful, and meaningful for the recipients.

### Managing recipient information/Intake process

Developing a system early on to manage the recipient information is very important. Whether its creating an excel spreadsheet (Google Docs has free version) or purchasing a client management system (like



ServTracker) this will make the process of tracking your recipients much easier. If you use an excel spreadsheet, make sure all of the fields from your application are represented in the sheet. Also include the following column headers:

- Special delivery instructions: use this space to put helpful information for the driver to help find the home easier (like white house on corner, slow to get to door-be patient, or across from park)
- Route Number: Use this space to assign a route for the recipient based on their location
- Delivery sequence number: Assign the recipient an order number that they should be delivered to on the route. This number will help make the route more efficient for the drivers.
- Family code: if there are more than one child in a household assign a family code (like LAST NAME HOUSE NUMBER ie Smith201). This will help group your recipients together so you know how many children are at one house or stop on the route.

If you are interested in purchasing a client management system, we recommend ServTracker. Please let TBNEH know if you are interested in pursuing this technology and we can assist with setup and can help get you a discount through their referral program. We can provide additional training, resources, and offer our expertise on this system as this is what MOW4Kids Tampa Bay uses for managing recipient data and routing.



## Step 8: Recruit volunteers

*“Thank you, delivering Meals On Wheels is a lot of fun. Yesterday I delivered to one of my school kids and they were very happy to see me and especially happy to receive the food.” – Patty, MOW4Kids Volunteer Driver*

### Determine eligibility

Volunteer drivers should be 18 years of age, have an automobile and a valid driver’s license, proof of auto insurance and agree to a simple background screening. Anyone under the age of 18 is welcome to help pack food, load volunteer vehicles, or ride along with an adult.

### Develop an application

Once you have determined eligibility for volunteering with the program, you should create an application to volunteer if your agency does not have one already. Important information to collect information about the volunteer include contact information, vehicle, license, and insurance information, emergency contact, and availability. The application should be available on your website and in printed form in both English and Spanish. A volunteer application template is in the Appendix.

### Recruiting

Volunteers are the heart and soul of MOW4Kids programs. Volunteers give their time and energy to drive their own vehicle to deliver meals. Volunteers tasks include transporting food, packing food, loading delivery vehicles, and driving own vehicle to deliver meals.

- Identify the target population: Consider the demographics and geography in the community of those who might be interested and available to volunteer.
- Spread the word: Develop recruitment materials such as flyers, press releases, newspaper articles, newsletters, radio advertisements, presentations, social media, website, and phone calls. Using more than one type of recruitment material often works well. Connect with churches, community groups, neighborhood boards, college students, parent groups, and through your existing network. Outreach materials are in the Appendix.
- Create a video: Put together a 30 or 60 second video highlighting the volunteer experience and end the video with a call to action to sign up to volunteer.
- Develop culturally relevant materials: Ensure messages are easy to read and culturally appropriate for the target population. Effective messages tell a story about how volunteering will provide a tangible emotional and/or physical benefit.
- Encourage participation: Convey enthusiasm in recruitment strategies and materials. Have fun talking about volunteering and use bright colors and positive images to convey joy.
- Increase interest among the target population: Ask “volunteer champions” to help with recruitment. Identify a couple of volunteers that can help recruit others to join from their networks and communities.



- Welcome and host orientation: Send welcome emails/phone calls and provide a training to your new volunteers so they are prepared for your volunteer events.
- Retain volunteers: Listen to all feedback and make adjustments in timely fashion. Follow up with volunteers by providing communications in timely fashion.
- Adjust the volunteer program as needed: Assess the program's effectiveness, administer surveys, collect feedback and make any necessary adjustments, and redeploy the program to ensure it continues to be relevant, helpful, and meaningful for the volunteers. A volunteer survey template is in the Appendix.

### **Adopt-A-Route**

Create an Adopt-A-Route volunteer program, where businesses, groups, or organizations can adopt a route to deliver as a team on a recurring basis, to help address volunteer gaps and to connect further with the community you are serving. For groups that participate, this provides an important link to the community, and a way of building connections and goodwill, as well as an opportunity to make a real difference in your neighbor's lives. By sponsoring teams of employees as Adopt-A-Route volunteer drivers, companies can make a huge difference in a critical area of need in your community! They will become a valuable partner in addressing childhood and senior hunger.

### **Managing volunteer information**

You will need to set up a volunteer management system to organize your volunteers. Whether its creating an excel spreadsheet (Google Docs has free version) or purchasing a client management system (like VolunteerHub) this will make the process of tracking your volunteers much easier. If you use an excel spreadsheet, make sure all of the fields from your application are represented in the sheet.

If you are interested in purchasing a volunteer management and scheduling system, we recommend VolunteerHub. Please let TBNEH know if you are interested in pursuing this technology and we can assist with setup and can possibly get you a discount through their referral program. We can provide additional training, resources, and offer our expertise on this system as this is what MOW4Kids Tampa Bay uses for managing volunteer data and scheduling.

### **Safety Precautions**

Remind volunteers to practice social distancing when packing meals, loading delivery vehicles, and delivering meals. Ensure all volunteers wear face masks and gloves when working with the program, always have these available on site at any volunteer event. It is good practice to also have thermometers available to complete temperature checks for all volunteers and staff at every event, as well as deep sanitation procedures of the sites before and after our events. It is also a good idea to have a travel policy that requires a two-week quarantine or proof of a recent negative COVID test before returning to work or volunteer if one has traveled outside of your state or country.



## Step 9: Background checks

When dealing with vulnerable populations it is vital background checks are performed on all staff, volunteers, and recipients. All staff should have a level 2 background check due to XXXX. All volunteers and head of households that you are delivering to should pass at least a level 1 background check, which can include checking their information through the National Sex Offender website <https://www.nsopw.gov/Search/Verification> and through your states law enforcement website. Make sure you check with your local and state guidelines for requirements on background checks.

## Step 10: Establish packing and delivery sites

MOW4Kids Sites are locations that are used for packing and distributing food out of. Sites are used to serve the areas surrounding the service zip codes. Often a site has a max of 50-100 households based on square feet available.

### Identify a potential site

When identifying a potential MOW4Kids site, look for the following criteria:

- ⇒ Conveniently located near the area in which the meals will be delivered. Routes should be located within 15 minutes maximum from the site.
- ⇒ Area for packing food (at least 500 square feet) with enough "usable space" to pack and hold up to 75 boxes, plus an adequate space to hold boxes, supplies, and food.
- ⇒ Ability to receive food delivery.
- ⇒ Drive through, drive around, or two separate connected exits. If using buses to deliver, you must consider how they will safely get in and out of parking lot. It may be difficult for buses to back on to main streets or turn around in a lot.
- ⇒ Loading dock, suggested. Not necessary if there is access for a pallet to be brought inside.
- ⇒ Tables and/or shelving, preferred. If site does not have, then they may be purchased and brought to the site.
- ⇒ Working toilets.
- ⇒ Insurance.
- ⇒ Ability to use the space for a minimum of one day.
- ⇒ Proper heating and cooling.
- ⇒ Established pantry program, preferred.



### **Establish a new site**

When establishing a new MOW4Kids site, follow the below steps.

1. Identify potential sites by surveying the area and your partners within. Consider programs that already have a feeding program set in place, community centers, spaces that are centrally located in the service area.
2. Contact the leadership at these sites to discuss a potential partnership.
3. Set up a meeting to walk through the location. Take photos of the space.
4. Contact the caterer to notify about the new site and drop off procedures.
5. Hire Site Coordinator to manage day of activities on site.
6. Establish system for mode of food delivery (boxes or bags)
7. Stock the site with supplies. A list of site supplies can be found in the Appendix.
8. Write and distribute press release announcing new partnership.
9. Take photos on opening day and post on social media, tagging all partners involved.

## **Step 11: Routing**

Once you start to onboard recipients onto your program you will need to assign them to a route. A route should be no more than 10-15 stops. Routes should take about 1-1.5 hours to complete and should be within a reasonable driving distance (less than 20 miles round trip). Be mindful that volunteers may be using their own vehicles, gas, and time to deliver so keeping the size and length of the route in mind is important. There are many different routing software's you can utilize for your program. You can use an excel sheet powered by Google Maps or subscribe to a routing software program. As mentioned earlier, developing a system early on to manage the recipient information is very important and will make routing easier. Whether its creating an excel spreadsheet (Google Docs has free version) or purchasing a client management system this will make the process of tracking and routing your recipients much easier. If you are interested in purchasing a client management system, we recommend ServTracker. Please let TBNEH know if you are interested in pursuing this technology and we can assist with setup and can help get you a discount through their referral program. We can provide additional training, resources, and offer our expertise on this system as this is what MOW4Kids Tampa Bay uses for managing recipient data and routing.

### **Prepare your route sheets**

1. Go through your route sheets and mark to the right of each household the route name-stop number (example A-1, this is route A and the first stop).
2. Next, count and record at the top of the route cover page the number of children receiving meals with a circle around it (example (2), this means 2 kids on the route get meals)



When you are finished, use the summary document to record the totals at the top of the route sheets, including number of households, kids, and meals and/or boxes of food needed.

In the appendix, you will find examples of route summary documents, route cover pages, welcome letters, and safety precautions.

## Step 12: Packing boxes of food

### Label boxes

Label the empty boxes to match the information on your route sheets. For example, if the route sheets say “A-1”, that means route A-1 is the first (1) stop or household. Next, write the number of children in the household on the box that corresponds with that household and circle it.

### Pack boxes

Once all boxes are labeled, look at the number of the children in each family or the circled number. Every box should have generally the same food items, with every family receiving every item, just the quantity may differ. For example, a family with 4 kids may receive more of one item (4 cans of peas) than a family with only 1 child (one can of peas). However, ultimately the number of items distributed depends on the amount received in the food order. Families will receive only one of certain items, like peanut butter, jelly, red sauce, pasta, etc. Be sure to take note of what food you have left over or need more of from week to week, to ensure every family is getting enough for their number of children.

### What food to include

One of the main components of the MOW4Kids program is to provide healthy eating opportunities for children and their families. Provide recipients with healthy foods such as fruits, vegetables, whole grains, low-fat and low sodium products, and lean proteins. A list of food items to include in the grocery boxes is in the appendix.



## Step 13: Reporting

Tracking program and capturing data is a helpful tool to visualize the complex relationship between food insecurity and other factors, like socioeconomics. We suggest measuring your programs growth and success in terms of number of meals served, number of unique kids served, and number of households served. Also, keep track of number of volunteers that participated, volunteer time converted to in-kind value, and mileage -ultimately showing your in-kind program costs. Tracking this by week and month is most efficient way to capture and analyze the data. It also important to look at the number of kids served per zip code each month so you can compare that to the National School Lunch program data. This will show you the impact you are making to directly. Testimonials are also an important component that can tell they story of your program and its impact qualitatively. A template data tracker can be downloaded at [INSERT LINK](#).

Data sharing can help your program, and others in the hunger relief sector, identify trends and provide better services. For example, if you share your data with a community food bank they may be able to develop a mobile food pantry based on where a high population of your recipients may live. They may also be able to provide additional services to your recipients that you may not be equipped to provide, for example assist someone with SNAP enrollment.

## Step 14: Establish communications

Be willing to adopt different communication strategies to meet your recipients needs. Try to find strategies that bridge the gap between your organization and community members in need, ensuring both parties can seamlessly engage with one another at any time. Utilizing telephone and a mass email system is helpful but should also be accompanied with printing information to be distributed with delivery. Keep in mind schedule changes, meal changes, holiday closures, and more. Providing your recipients as much information that is useful in a timely fashion.



## Getting the word out and sharing your program's success

Deciding who you want to target with your communication will impact the content of your message, where you disseminate your message, and the tone and style of the message. Below are a few tips for effective story telling:

- Build narrative. Narratives make the message personable and relatable. For example, if you are targeting prospective donors you could collect testimonials from your recipients on how the program has helped their household in times of need. Or you could collect testimonials from current donors on why they support your food pantry.
- Share images. Depending on where you are sharing your message, bright, engaging images with people are important to use when trying to grab your audience's attention. On social media for example, a post with an image is 10 times more likely to receive engagement (i.e. sharing, commenting, etc.) than a post without an image. Best of all, they can help tell your program's story. Images of what donations or grants have been used to purchase or volunteers working behind the scenes are great images to have. Again, these images should support your message and be relevant to your target audience.
- Use action words. You want to inspire action, right? If you want to solicit donations or recruit volunteers, for example, use compelling verbs like "change", "act", "save", "support", "reduce" , "donate", "Volunteer" to help your audience visualize how their actions will impact the program and fellow community members.
- Keep it short and simple. People's attention spans are getting increasingly shorter with more and more information competing for their attention. That's why your messages should be short, action-oriented, and to the point.
- Call to action. A direct request to your audience focuses attention on your key message and the outcome you want. Let them know their action matters to the community and all of the people who go to your pantry for help. Whether it's a small, ongoing donation or participating in an upcoming food drive.

## Who can help spread word

Who you want to target will determine where and when you share your message. There are many options depending on the local options available in your community. A few popular communication channels you can use to share with your community have been discussed earlier but include local media, website, social media, school system, healthcare systems, and churches.



## Step 15: Create an emergency preparedness plan

We encourage you to develop an emergency preparedness plan now. An emergency preparedness or operations plan should spell out in writing how the program ensures that home-delivered meal services continue to be provided safely and effectively to recipients when emergencies occur, for example hurricane, snow storm, flooding, or pandemic. For the purpose of plan development, the terms emergency and disaster refer to events that disrupt the service of providing home-delivered meals to recipients.

At minimum, an Emergency Preparedness Plan prepared by a MOW4Kids program must:

1. Be written. One durable, tear-resistant, waterproof copy of the written plan must be accessible on-site and off-site.
2. Identify how to manage internal program operations. The plan must describe communications with staff and volunteers, external communications (including first responders), changes in operating procedures when an emergency occurs, and how recovery operations will be managed.
3. Show evidence of joint planning with members of the local community responsible for emergency response (e.g., first responders, local volunteer fire departments, food providers, those with refrigeration, etc.)
4. Describe how and when to test and evaluate the plan. The plan should be tested and evaluated once a year.

An example for day of response plan can be found in the Appendix. Visit [XXXX](#) to download a guide on how to create a full disaster plan for your agency or program.

## Step 16: Create an evaluation plan

Programs like MOW4Kids are designed to reach vulnerable children with nutritious food delivered to their home. Engaging in research to demonstrate the impact and value of your Meals on Wheels program that is addressing hunger among children is so important. Evaluating the effectiveness of your program will help ensure that you have the tools and resources you need to meet the needs of your recipients and also the growing demand for services, like MOW4Kids, in your communities. Partner with a local university's college of public health or dietetics program. Pre and post surveys are a great way to measure the impact of the program on its recipients. A process evaluation is also helpful after serving your recipients for a few months to check and see if there is anything you can do to improve the program. An example process evaluation and impact evaluation can be found in the Appendix.



## Step 17: Create an Sustainability Plan

There are multiple definitions of sustainability used by funders, researchers, and community-based organizations. For the purposes of this guide, sustainability is defined as: programs or services that continue because they are valued and draw support and resources. Sustainability does not necessarily mean that the activities or program continue in the same form as originally conceived, funded, or implemented. Programs often evolve over time to adjust to the changing levels of support and needs of the community. Organizations may start with one approach, but end up sustaining a different model of service provision after piloting it in the community. The process of creating a Sustainability Plan clarifies the importance of your program in the community. It allows your partners and stakeholders to make informed decisions about the future of the program. The sustainability planning process engages your partners in identifying funding strategies – which may include committing their own resources – to sustaining the future of the program. You can start to create a plan with the steps below.

1. Assess the continuing need. You most certainly developed your program to address an unmet need in your community. Over the course of your program, circumstances in your community may have changed.
2. Review your program outcomes. Now is the time to realistically take stock of the effect your program is having on the people you are serving and the community as a whole. Gather your evaluation data so your partners can have a true picture of what has been accomplished.
3. Reflect on your sustained impact. Sustained impact is defined as those long-term effects that may or may not be dependent on the continuation of a program. Think about your programs legacy in the community even when the direct services are not sustained. As you consider your sustained impact, it is important to think about what might be needed for these impacts to endure in the community. You will likely need to identify dedicated resources (including financial, human and other) to sustain those long-term impacts.

Now think about what you will continue to do, who do you need to move forward, what is the cost, and what are your funding strategies and build your plan. Use the steps and data mentioned above to approach your partners and funders for support sustaining your program into the future. A step-by-step workbook to creating a sustainability plan can be found at [www.ruralhealthinfo.org/sustainability/pdf/bringing-the-future-into-focus-sustainability-planning-workbook.pdf](http://www.ruralhealthinfo.org/sustainability/pdf/bringing-the-future-into-focus-sustainability-planning-workbook.pdf).

## Ready to start your own MOW4Kids?

Good luck to you as you begin on this exciting journey to start a Meals On Wheels for Kids in your community. Use this guide as a reference as you start a new MOW4Kids and refer to the Tampa Bay Network to End Hunger website, [www.NetworktoEndHunger.org](http://www.NetworktoEndHunger.org). We look forward to working with you!

## Founding MOW4Kids Tampa Bay Partners

- Daystar Life Center
- Meals On Wheels of Tampa
- Pinellas County Schools
- Juvenile Welfare Board
-

**MOU template**



**Letter of Partnership template**



**Budget template**



## List of potential program funders

- Community foundations
- Healthcare systems
- No Kid Hungry
- EFSP

# MOW4Kids application template

If you would like to apply for your child to receive home delivered meal service while not at school (ie. emergency closing, holiday break, etc.), please fill out the form below. After we receive the application, we will call you to discuss eligibility. Thank you!

## Your information (for adult only, information for children will be collected later in application)

\*required

First Name\*:  Middle Name:

Last Name\*:

Phone Number\* (where you can most easily be reached):

Secondary Phone:

Email\*:  Birthday (Month/Day/Year)\*:

What is your current marital status?:  Single  Married  Divorce  Widow

What is your relationship to the child/children listed in this application?\*

Mother  Father  Grandmother  Grandfather  Uncle  Aunt  Sister  Brother  Babysitter  Other

## Eligibility

\*required

Does your child participate in the free/reduced school breakfast/lunch program?\*  Yes  No

Do you participate in SNAP or WIC programs?\*  No  Yes, SNAP  Yes, WIC  Yes, Both

Does your household have access to a working or reliable vehicle for life-sustaining trips: medical, grocery, work, job-related training/education and other vital services?\*  Yes  No

Is your household lead by adult with a disability or illness?\*  Yes  No

Will an adult 18 yrs or older be home during meal delivery?\*  No  Yes

How did you hear about Meals On Wheels for Kids?

School  Pantry  Flyer  Self  Someone who receives meals  Other  Social Media  TV/News/Print  Family/Friend  Internet  
 Social Worker/Case Manager  Volunteer

## Address & Household Information

\*required

Address\*:  Apartment #:

Name of Apartment Complex / Gate Code:

City\*:  Zip\*:

County\*:  Hillsborough  Pasco  Pinellas

Number of people that live in the child's household\*:

Number of children that live in your household (18yrs or younger)\*:

Number of pets in the household\*:  1 or more cats  1 or more dogs  0

Primary language spoken in the household\*:  English  Spanish  Other

Net household income, after taxes\*:



How does your family identify the race of the household?\* Select all that apply.

- Asian or Pacific Islander  Native American or American Indian  Black or African American  Other  Hispanic or Latino  White

### Information about child/children

FOR EACH CHILD, list the FIRST NAME, LAST NAME, GENER, BIRTHDAY, and SCHOOL below.\* (required)

### Secondary contact information (provide contact information for someone who will be home to receive the delivery, in the event that you will not be home)

First Name:

Last Name:

Relationship to child/children:  Mother  Father  Grandmother  Grandfather  Uncle  Aunt  Sister  Brother  Babysitter  Other

### Please read and respond to the following Meals On Wheels for Kids (MOW4Kids) statements:

\*required

I acknowledge that MOW4Kids, a Tampa Bay Network to End Hunger (TBNEH) program, will be delivering meals for the child/children at the address listed above when school is not in session or when child/children are attending school remotely or virtually from home. These meals will be delivered by volunteer drivers who have been background checked. I give permission for the MOW4Kids drivers to deliver meals to the child/children listed above, even if no responsible adult is present.\*

Yes  No

I will enforce social distancing and I understand that volunteer drivers delivering the food will enforce social distancing. I will allow volunteers to place the delivery items at my front door, then knock on the door or ring the doorbell, and step away, while someone from my home retrieves the items. I will practice social distancing by not touching the volunteers, taking food from each other, or being within 6 feet.\*

Yes  No

I understand that if I live in an apartment complex, volunteers will call me when they are 15 minutes away. I will meet the volunteer at the front of the apartment complex to receive my delivery, if I am physically able to do so. I will stand back and practice social distancing, while awaiting direction from volunteers to retrieve the delivery.\*

Yes  No

I understand that MOW4Kids deliveries may contain nuts, wheat, soy, fish, eggs, or dairy, etc.\*

Yes  No

I understand that someone must be home to receive the delivery between 10am-2pm on the delivery day. I will notify MOW4Kids by calling 813-344-5837 if no one will be home to receive the delivery. I will notify MOW4Kids at least 2 business days (M-F) before my scheduled delivery. If I don't call in advance and no one is home to receive the delivery, I will no longer be able to participate in the program.\*

Yes  No

### Sign and Date

\*required

First and Last Name\*:  Date\*:





**mow4Kids**  
MEALS ON WHEELS FOR KIDS  
TAMPA BAY

## Delivering lunchtime meals to children at home

**Submit an application now!**  
**Call (813) 344-5837 or visit**  
**[www.MOW4Kids.org](http://www.MOW4Kids.org)**

MOW4Kids Tampa Bay offers delivered meal service to children who attend school remotely through virtual or online learning or when school is out of session. MOW4Kids is an alternative option for kids that are not able to access meal distribution sites. MOW4Kids is a Tampa Bay Network to End Hunger program.

**Children who qualify must:** be 18 years old or younger, participate in the National School Lunch Program, attend school remotely or virtually/out of school for holiday closure, and eat solid food.

**To be eligible for our services, the head of household must:**

- Live in Hillsborough County, within one of the following zip codes: Lutz (33548, 33549), Tampa (33603, 33604, 33607, 33610, 33612, 33613, 33614, 33617, 33618, 33620) and Wimauma (33598); or
- Live in Pasco County, within one of the following zip codes: Dade City (33523, 33525), San Antonio (33576), and Zephyrhills (33541, 33542); or
- Live in Pinellas County, within one of the following zip codes: Clearwater (33755, 33756, 33759, 33760, 33763, 33764, 33765, 33767), Dunedin (34698), East Lake/Oldsmar (34685), Indian Rocks Beach (33786), Largo (33770, 33771, 33774, 33778), Oldsmar (34677), Palm Harbor (34681, 34683, 34684), Safety Harbor (33761, 34695), St. Petersburg (33701, 33702, 33703, 33704, 33705, 33707, 33708, 33709, 33710, 33711, 33712, 33713, 33714, 33716), and Tarpon Springs (34688, 34689).

AND

- Be transportation disadvantaged, which is a person described as “not able to get a ride from household members or others for life-sustaining trips: medical, grocery, work, job-related training/education and other vital services” or “not having access to a working or reliable vehicle”; or
- Be homebound, which is a person described as “normally unable to leave home for short or long term”, due to illness, injury, or disability.

**Apply now to receive Meals On Wheels for Kids  
delivered to your home at**  
**[www.MOW4Kids.org](http://www.MOW4Kids.org)**



*Last updated 4/20/21*

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## Meals On Wheels for Kids [INSERT YOUR CITY OR COUNTY]

Meals On Wheels for Kids [INSERT YOUR CITY OR COUNTY] (MOW4Kids), a [INSERT YOUR ORGANIZATION NAME] program, provides free nutritious home delivered meals to children (ages 18 years and younger) while schools are closed or learning remotely.

The program serves households that are unable to access meal distribution sites throughout [INSERT YOUR SERVICE AREA].

Weekly MOW4Kids deliveries include a lunchtime meal pack and a bag of fresh produce for each child, along with a box of shelf stable meal ingredients for the household. Volunteers help pack and deliver food using their own vehicles. Routes take about one hour to complete.

The core of this Meals on Wheels program is the nutritious food delivered to the homes of transportation-disadvantaged families with minors. MOW4Kids improves overall nutrition, increases food security, and fosters feelings of social and community connectedness through the volunteers serving these families.

If your child needs meals delivered, visit [INSERT LINK TO APPLICATION] or call [INSERT YOUR PHONE NUMBER]. To sign up to volunteer, please visit [INSERT YOUR LINK TO VOLUNTEER APPLICATION].

## About [INSERT YOUR ORGANIZATION NAME]

*Insert your boiler statement here.*



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**PRESS RELEASE:**

**MEALS ON WHEELS FOR KIDS EXPANDS TO [INSERT SERVICE AREA] TO DELIVER LUNCH TO KIDS AT HOME WHEN SCHOOL IS OUT OF SESSION**

[INSERT ORGANIZATION NAME] will launch a new Meals on Wheels program for kids in [INSERT SERVICE AREA], Meals On Wheels for Kids, in partnership with [LIST PARTNERS] on [INSERT LAUNCH DATE].

Meals On Wheels for Kids (MOW4Kids) serves children, 18 years or younger, with a meal pack delivered to their home, by a volunteer, every [INSERT DELIVERY DAY/S]. MOW4Kids is an alternative option for kids that are not able to access school meal distribution sites and/or have difficulty accessing food pantries. The program utilizes volunteers to deliver meals to the following [INSERT CITY OR COUNTY] zip codes: [LIST ZIP CODES SERVING]. Recipients must be home to receive their food on the designated delivery day between [INSERT DELIVERY WINDOW]. Volunteers pick up meals and a route sheet with directions from [INSERT LOCATION AND ADDRESS].

[INSERT QUOTE FROM EXECUTIVE DIRECTOR OR STAFF MEMBER]

At the core of this Meals on Wheels program is a nutritious meal pack, [OPTIONAL: that meets the nutritional guidelines for the National School Breakfast & Lunch programs], delivered to the homes of children and their families in [INSERT CITY OR COUNTY]. The program will also provide groceries as resources allow. Children may experience an increase in overall nutrition, health, and food security. Eligible recipients may also report decreased feelings of loneliness and increased feelings of safety from volunteers stopping by.

If you or anyone you know could benefit from this program, please call [INSERT ORGANIZATION NAME] at [INSERT PHONE NUMBER] or submit an application at [INSERT LINK TO APPLY FOR SERVICE]. If eligible, meal delivery service can begin on the following delivery day.

Looking for a unique volunteer opportunity? MOW4Kids is in need of volunteers to help deliver meals on [INSERT DAY OF WEEK AND CITY/COUNTY]. Please complete a volunteer application by visiting [INSERT LINK TO VOLUNTEER APPLICATION].

[INSERT ORGANIZATION NAME] is currently accepting donations at [INSERT LINK TO DONATE] to help pay for cost of meals. A donation of just \$[INSERT COST] will provide a week of Meals On Wheels for Kids deliveries to children in need.

About [INSERT ORGANIZATION NAME]:  
[INSERT BOILER STATEMENT HERE]

###

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## MOW4Kids social media post templates and images

To view a downloadable template of this file, visit [XXXXXXX](#).



## MOW4Kids Volunteer Survey Template

Thank you for taking the time to complete this Meals on Wheels volunteer survey. Your responses are very important to us. This survey is your opportunity to let us know how we are doing, what we can do to improve your volunteer experience, and the programs overall. The survey should take you 5 minutes to complete. Please mark the best choice for each answer. You do not have to answer anything you do not want to. All responses are anonymous.

How long have you been a Meals on Wheels volunteer with us?

Less than 1 month

2-6 months

7-12 months

More than 1 year

Do you feel valued as a Meals on Wheels volunteer? Y/N & Comments

I feel that I am increasing access to nutritious food for my disadvantaged community members through volunteering with Meals on Wheels. Y/N

Are you satisfied with the steps we have taken to prevent the spread of COVID-19 at Meals on Wheels volunteer events? If no, what can we do to improve?

Are you satisfied with the amount and clarity of volunteer communications? If no, what can we do to improve?

Are you satisfied with the days volunteer activities are offered? If no, what can we do to improve?

Are you satisfied with the volunteer sign up system? If no, please explain.

Have you participated in a Meals on Wheels packing and/or delivery event? If yes, what can we do to improve?

Have you participated in transporting boxes from supermarkets for Meals on Wheels? If yes, what can we do to improve?

What are the things you enjoy most about volunteering with our Meals on Wheels program?

What are the things you enjoy least about volunteering with our Meals on Wheels program?

Is there anything else we can do to improve your volunteer experience or anything else you would like to share with us?

Would you recommend volunteering with Meals on Wheels to a friend?

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## Items needed for a MOW4Kids site

Stock each MOW4kids sites with the following items:

- Rubber gloves
- Masks
- Hand sanitizer/wipes
- Bottled water
- Garbage bags
- Cleaning supplies (paper towels, disinfectant spray)
- Permanent markers
- Pens
- Clipboard
- Scissors
- Highlighters
- Tape
- Box cutter
- Boxes and plastic bags (used banana boxes from grocery store and new t-shirt bags)
- Thermometer and batteries
- Quart freezer bags
- First aid kit
- Tables
- Name badges (sticker)
- Yard signs
-

## MOW4Kids Route Cover Page Template



# [ROUTE #]

Dear Volunteers,

Thank you for taking the time out of your day to deliver nourishing meals. You are delivering a meal pack to each recipient on the route sheet as well as a box of shelf stable foods, with fresh produce, for the household. Inside, you will find turn by turn directions to each location, you may also use your own GPS. Helpful information is in the delivery notes section like apartment complex name, gate code, phone, and more. *The order of recipients is most efficient in terms of time/gas. If you have suggestions, please give us a call.*

**If a recipient DOES NOT ANSWER THE DOOR, please CALL them.** If there is still no answer, please record the not-home on this route sheet and let the site coordinator know when you return.

**DON'T LEAVE FOOD AT THE DOOR.** If no one is home, give the food to the next recipient.

If someone needs to cancel a future delivery, please tell them to call [INSERT PHONE NUMBER]

Give a Welcome Letter and COVID handout to: [INSERT NEW RECIPIENTS]

### **HOW TO SAFELY DELIVER MEALS WHILE SOCIAL DISTANCING:**

- Wear gloves or use sanitizer after each delivery.
- Practice social distancing!!
- Upon arrival to the recipients' house, place the food on the door step
- Ring the bell/ knock on the door
- Take a step back (social distancing is 6 feet away) to do a visual safety check
- Do not touch any recipients or hand food to one another.
- Wash your hands after you deliver.

**Thank you for volunteering to deliver  
food and friendship to our community's children and families in need!**

*If you are interested in making a financial donation to help support the cost of meals,  
please visit [INSERT LINK TO DONATE]*

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# MOW4Kids Delivery Summary Template



## MOW4Kids Route Totals

[NAME OF SITE]

**Total Routes:** # (LIST ROUTE NAMES/NUMBERS)

[DAY OF WEEK AND DATE]

Total Recipients: [#]

Total Households: [#]

Total Welcome Letters & COVID handouts: [#]    Baby food/formula: [#]

Distribution: [DESCRIBE WHAT YOU ARE DELIVERING]

<p><b><u>ROUTE NAME</u></b>                      Recipients: [TOTAL NUMBER OF KIDS]                      Households: [TOTAL NUMBER OF HOUSEHOLDS]                      Baby food/formula: [TOTAL NUMBER OF BABIES]</p>	<p><b><u>ROUTE NAME</u></b>                      Recipients:                      Households:                      Baby food/formula:</p>
<p><b><u>ROUTE NAME</u></b>                      Recipients:                      Households:                      Baby food/formula:</p>	<p><b><u>ROUTE NAME</u></b>                      Recipients:                      Households:                      Baby food/formula:</p>
<p><b><u>ROUTE NAME</u></b>                      Recipients:                      Households:                      Baby food/formula:</p>	<p><b><u>ROUTE NAME</u></b>                      Recipients:                      Households:                      Baby food/formula:</p>

## MOW4Kids Welcome Letter Template



Welcome to Meals On Wheels for Kids [INSERT CITY OR COUNTY NAME]! A [INSERT ORGANIZATION NAME] program!

- Volunteers will deliver food to your child and household on [INSERT DAY], until your child returns to school in person or as resources allow. Save this document and refer to it periodically. Please call us with any questions at [INSERT PHONE].
- **Volunteers will deliver meals to your home between [INSERT TIME] every [INSERT DAY]. Sometimes your meal may run late due to unforeseen circumstances.**
- **If you are not going to be home between [INSERT TIME] to receive your food, please call [INSERT PHONE] by [INSERT TIME] on [INSERT DAY], to cancel your delivery.** If you do not let us know, you will be removed from our program after three times.
- **If you do not answer your door at delivery, we will not be able to redeliver at a later time.** Health code regulations prohibit us from leaving meals *unattended* outside your home, or in a cooler, under any circumstances. You will be removed from our program after three times.
- **If a driver reports that there is no answer at your home, a wellness check will be performed; this includes calls to you and the emergency contacts.** If you are reported as not home twice in a row, your service will be suspended until you call the office. If you miss three deliveries, without notice, even if not in a row, your service will be discontinued.
- **If you are planning to be out of town for an extended period of time, please call our office, [INSERT PHONE], and we will temporarily suspend delivery until you return.**
- **To re-start delivery, call us no later than [INSERT TIME] on [INSERT DAY] and ask to resume your service.**
- **DOGS: Volunteers are coming directly to your front door, please contain your dog during delivery time.**
- Please be mindful that **volunteers use their own time and gas** to deliver Meals on Wheels.
- **If you receive milk with your delivery, CHECK THE EXPIRATION DATES** immediately before consuming. Throw away expired milk.
- **According to the USDA, many shelf stable food items are still safe and tasty to eat after the printed expiration date. Download the FoodKeeper app** or visit [www.foodsafety.gov/keep-food-safe/foodkeeper-app](http://www.foodsafety.gov/keep-food-safe/foodkeeper-app) to search and receive information to maximize freshness and quality of thousands of items.
- We can provide this food to your child and family free of cost to you thanks to wonderful donors and partners. **If you can, please make a donation on our website [INSERT LINK TO DONATE].**
- **Additional food assistance through SNAP—Supplemental Nutrition Assistance Program:** Apply online at [INSERT LINK TO APPLY FOR SNAP] or call [INSERT PHONE NUMBER TO CALL TO APPLY FOR SNAP].

To view a downloadable template of this file, visit XXXXXXX.



## MOW4Kids New Recipient Safety Precautions Template



Meals On Wheels for Kids is being proactive and taking precautionary steps to determine what a significant outbreak of the coronavirus disease 2019 (COVID-19) in the area could mean for our agency. We are closely monitoring information and resources being shared by the experts in disease control and are putting prevention and response plans into place.

**It is very important that you please let us know if you are feeling unwell, with a fever and cough, and seek appropriate care from health professionals. Please know that our team will work with our partners to prepare extra shelf stable packages to deliver to anyone that may need.** You, our recipients, and our volunteers, remain our utmost concern. It is our hope healthcare professionals will find a way to end this epidemic, but in the meantime, **please reach out with any questions or concerns.** Thank you, [NAME OF ORGANIZATION AND PHONE]

### **CONTACTLESS DELIVERIES from volunteers (PLEASE REVIEW):**

- **Volunteers will place food at your door, ring the door bell/knock, then step away.**
- **Recipients are to take the food from the doorstep. Food is not to be handed off to one another. Please do not touch volunteers and keep a 6ft distance at all times.**

### **Helpful tips for handling food during COVID-19:**

- Clean your hands often!
- Wash your hands after you receive your meal pack.
- Clean the surface where the meals were placed.
- Wash your hands after you take a meal out of the pack to consume.
- Wash your hands after handling a meal, peeling back the plastic, and after you eat your meal and dispose of it.

### **What to Do If You Are Sick With COVID-19**

Call your healthcare professional if you develop a fever and symptoms of respiratory illness, such as cough or difficulty breathing, and have been in close contact with a person known to have COVID-19 or if you live in or have recently traveled to an area with ongoing spread. Your healthcare professional will work with your state's public health department and CDC to determine if you need to be tested for COVID-19.

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## MOW4Kids Suggested Items for Boxes of Groceries



Amount in box depends on household size.  
Each box contains approximately 10 lb per each member of household.

### *NO GLASS Containers*

Animal crackers  
Apple sauce cups  
Bread  
Cereal, small boxes or bowls  
Chicken, canned  
Cookies, animal crackers  
Vegetables, canned  
    Corn  
    Peas  
    green beans  
    carrots  
    black beans  
    kidney beans  
Dry beans, bagged  
Fruit cups  
Jelly  
Juice boxes/bags  
Macaroni & Cheese  
Oatmeal, packets or cannister  
Pasta, dry  
Peanut butter

### Produce:

Apples  
Carrots  
Celery  
Onions  
Oranges  
Tomatoes (HARD)  
Potatoes  
Rice, dry  
Soup, canned/ramen  
Tomato sauce, canned  
Tuna, canned or packaged

## MOW4Kids Emergency Preparedness Plan Example

### Day of delivery:

*Follow this plan should MOW4Kids not be able to deliver or need to modify delivery details due to an emergency or disaster. The responsible staff member is in parenthesis.*

1. Monitor weather stations and potential flooding zones effecting routes. (All staff)
2. Decide if need to postpone or cancel delivery. Contact meal providers or other local meals on wheels programs to see what they think. (Program Manager)
3. Call program partners to notify any changes. (Program Manager)
4. Call volunteers scheduled to deliver to let them know of any changes. Split these between your staff and/or volunteers to assist. (Volunteer Coordinator, with help from Site Coordinators)
5. Send email to all volunteers or delivery partners notifying of the change in operations.
6. Call all recipients that are supposed to receive a delivery on route sheets. (Site Coordinator, with help from Recipient Intake Coordinator)
7. Email recipients that were supposed to receive a delivery. (Dir of Communications)
8. Make plan to donate any items that might spoil. (Program Manager, with help from Site Coordinators)
9. Post on social media and website any changes in service. (Director of Communications)

A full plan should be developed and a guide on how to create one can be downloaded at xxxxxxxx.

# MOW4Kids Process Evaluation Example



# MOW4Kids Impact Evaluation Example

